CITY OF MORGAN HILL

Bikeways, Trails, Parks and Recreation **Master Plan**

July 2017

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Acknowledgements

MORGAN HILL COMMUNITY MEMBERS

Thank you to the more than 1,000 community members who directly contributed to the Bikeways, Trails, Parks and Recreation Master Plan by participating in surveys, community workshops, and conversations with the project team. We appreciate your commitment to making Morgan Hill an even better place to live and visit.

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Online Community Survey Summary

Stakeholder Meeting Summaries

Community Workshop Summary

Recreation Program Analysis

Revenue Analysis

Demographic Analysis

Planning Environment Summary

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CHAPTER 1
Introduction

INTRODUCTION

The City of Morgan Hill is nestled in an agricultural valley between beautiful rolling hills and open spaces, just a few dozen miles from the heart of Silicon Valley. Morgan Hill is a family oriented, vibrant, and progressive community. The area offers a wide range of unique historic and natural resources including wineries, farms, lakes, golf courses, trails, scenic open spaces, public art, street fairs, summer music festivals, and holiday parades. The open spaces surrounding Morgan Hill provide easy access to over 79,000 acres for camping, backpacking, fishing, hiking, mountain biking, and horseback riding. The City is known for its regional, world-class recreational facilities that attract over 1.3 million visitors annually.

Residents and visitors enjoy the City's small-town charm, proximity to outdoor recreation opportunities, and state-of-the art recreation facilities. Convenient access to both open space and nearby urban amenities, such as thriving employment, cultural centers, and a variety of housing options, are major assets that continue to draw people to the City. The City's recreation facilities currently serve residents while also supporting sports tourism, which is central to Morgan Hill's economic development strategy. The City is committed to providing an integrated recreation system composed of high-quality bikeways, trails, parks, and recreation facilities that respond to the needs and desires of the growing community. The Morgan Hill 2035 General Plan Update reflects the importance that community members place on recreational and cultural amenities.

The Bikeways, Trails, Parks and Recreation Master Plan (Master Plan) puts into action the General Plan's policy direction for usable, complete, well-maintained, safe, and high-quality activities and amenities that are accessible to all ages, functional abilities, and socio-economic groups. This Master Plan also provides a roadmap for creating a useable and comprehensive bikeway system that safely connects neighborhoods with workplaces and community destinations and for expanding pedestrian opportunities. Improved bicycle and pedestrian access and the development of lively public spaces will further establish Downtown as a community hub and destination for visitors. An expanded bicycle and pedestrian network and diversified recreational and cultural experiences throughout the City will strengthen Morgan Hill's community fabric and strong sense of place as the City grows and evolve.

PLAN PURPOSE

The Master Plan is a strategic and practical guide for improving and expanding the City of Morgan Hill's recreation system over the next 20 years. The City's bikeways, trails, parks, and recreation facilities are part of an interconnected system that is foundational to the high quality of life in Morgan Hill. This document integrates information about each of these core recreational facets, drawing on technical analyses, community engagement, and content from three existing plans: Bikeways Master Plan (2008); Trails and Natural Resources Study (2007); and Parks and Recreation Master Plan (2001). The resulting Master Plan provides a cohesive community-based vision for the future along with a comprehensive set of policies, priority projects, and programs. These tactical components will guide decision-making and investments related to capital projects and recreation programs. The document is designed for use by City staff, private developers, and other decision makers in shaping a vibrant recreation system tailored to the community's current and future needs.

PLANNING CONTEXT

Several related planning initiatives and documents work in conjunction with this Master Plan to maintain and expand Morgan Hill's thriving bikeways, trails, parks, and recreation system. Further, several recent projects stand out as precedents to emulate through Master Plan implementation.

Related Plans

The Morgan Hill 2035 General Plan (2016) conveys the community's strong value of recreation programs and facilities, scenic hillsides, and the surrounding accessible open spaces. The General Plan articulates a vision for an interconnected network of safe, landscaped, and well-maintained streets, sidewalks, bikeways, trails, and transit and sets goals for a healthy community, reduced greenhouse gases (GHG's), and economic development. This Master Plan seeks to guide new development and investment in ways that advance the General Plan vision and goals. The Master Plan will help implement General Plan policies by identifying specific strategies, improvements and priority projects.

The Master Plan is consistent with the City's other policies, standards, practices, and plans as they relate to Morgan Hill's bikeways, trails, parks, and recreation development. The master planning process considered existing City policies and practices and makes recommendations for additions and revisions. The Master Plan also references previous planning efforts that provide guidance for the City's bikeways, trails, parks, and recreation system.

Relevant City planning initiatives include:

- Community and Recreation Center Strategic Plan (2015)
- Agricultural Lands Preservation Program (2014)
- Downtown Placemaking Investment Strategy (2014)
- El Toro Trail Access Strategy (2014)
- Aquatics Strategic Plan (2010)
- The Downtown Specific Plan (2009)

Other local and regional documents that inform the Master Plan include:

- Upper Llagas Creek Flood Protection Project (Updated 2016)
- Santa Clara Valley Open Space Greenprint (2014)
- Santa Clara County General Plan (1994)
- Santa Clara Countywide Trails Master Plan (1995)

Growth Management

Morgan Hill is committed to orderly growth and development. In 1996, Morgan Hill and Santa Clara County jointly adopted a long-term Urban Growth Boundary (UGB) and associated policies. The UGB is encompassed within the Sphere of Influence (SOI) and is intended to be the ultimate limit to urbanization within which all future urban development in Morgan Hill

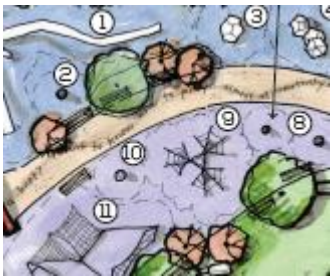
should occur. It is designed to encourage compact, efficient infill development and discourage more costly development at the edge of the City. The UGB also helps to ensure that urban services provided by the City to existing neighborhoods will not be reduced by the service demands of new urban development at the City's fringe.

Morgan Hill's long-standing voter approved Residential Development Control System (RDCS) has provided Morgan Hill with the ability to manage residential growth and leverage housing developer resources for the benefit of the community. In addition to leveraging park impact fees for maintenance and improvements at existing City parks, this unique RDCS system has resulted in 41 private parks and open spaces in housing developments throughout the City.

RELEVANT PROJECTS

The City of Morgan Hill is taking steps to enhance its parks, streetscapes, and elements that enhance its unique sense of place. Several exciting Downtown projects—underway or recently completed—illustrate the City's trajectory. These projects are imaginative, artistic, multi-generational, and functional. They reflect contemporary community input and values.

Pop-Up and Pilot Projects—Recent pop-up and parklet projects proved effective tools in offering opportunities for the community to experience possible changes as temporary exhibits and provided data for future implementation. Downtown pop-up park installations helped gauge community response to park location, use, and a variety of interactive elements. A pilot lane reduction project on Monterey Road allowed community members to assess roadway performance and character; ultimately, the project provided the impetus for an alternate preferred roadway configuration (described below). The City aims to encourage additional pop-up parks, parklets, and street activation to assist in future decision-making.



Downtown Parks—Three unique parks are planned to provide permanent space for multi-generational recreation, gathering, fitness, and relaxation in the heart of Morgan Hill. The popularity of temporary "pop-up" park installations provided the momentum to move forward with implementation of final concepts for Railroad, Third Street Creek and Nob Hill Trail Parks. The parks will feature a variety of interactive elements that were included in the temporary installations such as movable chairs, games, an oversized chair, and foam blocks. Additionally, the parks will provide long term park amenities including play equipment and access to natural environments.

Monterey Road Streetscape Improvements—Bicycle and pedestrian safety improvements, along with median beautification, were implemented along the Downtown segment of Monterey Road. Upgrades included bicycle sharrows, traffic calming elements, intersection improvements, and other visual enhancements. These improvements aligned with the community's intent to strengthen community connections and provide a safer, more comfortable experience for walking and riding bikes. The City is committed to continuing to make multimodal improvements to Monterey.

Public Art—Morgan Hill boasts attractive public art ranging from traditional bronze sculptures to several contemporary pieces installed through the City's Creative Placemaking Mini Grant Program. These comprise works such as a mural depicting Morgan Hill's agricultural heritage and two parking garage sculptures: a large-scale illuminated tarantula (native to Morgan Hill) and a glass enclosure featuring the colors of Poppy Jasper, a local gemstone. The success of these and other local public art pieces provides inspiration for additional investment in a wide range of artwork that celebrates Morgan Hill's heritage and distinct sense of place.

PLANNING PROCESS

This Master Plan is the culmination of an in-depth technical planning analysis and a robust community-based process. The planning process actively engaged local stakeholders, property owners, youth, sports leagues, advocacy groups, the Morgan Hill Historic Society, the Parks and Recreation Commission, City Council, and members of the public. The project team also collaborated with Santa Clara County Parks and Recreation Department and Roads and Airports Department as well as the Santa Clara Valley Open Space Authority and Valley Transportation Authority to identify potential partnership opportunities and shared priorities. The City hired multi-disciplinary consultants MIG, Inc. to support the planning process and perform necessary technical analyses for the Master Plan development effort.

Figure 1-1: Master Planning Process

COMMUNITY OUTREACH

1,100 community members participated in the online community survey

400 community members participated in the online map-based survey

150 community members participated in intercept surveys at six locations throughout Morgan Hill

25 Stakeholder Advisory Group members provided input regularly throughout the planning process

40 youth participated in a park design workshop

30 community members participated in a planning workshop

The City of Morgan Hill launched the planning process in fall 2015. The public outreach and engagement portion of the process involved gathering extensive input from the local community about current use, needs, and preferences for the recreation system. This entailed a variety of methods and tools to engage and inform the community including workshops, stakeholder interviews, a stakeholder advisory group, intercept surveys (at parks, community centers, and popular public spaces), an online mapping questionnaire and survey, public meetings and hearings, as well as a project webpage and email updates.

Early in the process, the team assessed existing conditions covering: the current bikeways, trail, and park network, existing recreation facilities and program offerings, demographics, and regional and national recreational trends. This assessment drew from existing studies and data, as well as field observations and input from stakeholders and City staff. The team evaluated geographic, program, and revenue data to identify needs and opportunities in the system. After creating updated inventories and maps of the existing parks and recreation facilities, the team analyzed the distribution and accessibility of each. This work included identifying paths and barriers within a quarter-mile and half-mile walking distance of recreational destinations.

Findings from this existing conditions assessment were used as a basis for workshop discussions and preliminary Master Plan recommendations, which were confirmed or refined with staff and stakeholder input. Final policies, projects, and priorities reflected in this Master Plan are built on this foundation of data analysis coupled with community values. Highlights of these findings and the community engagement activities are outlined in Chapter 2: Existing Conditions and Community Needs. More detailed studies are included in Appendices H-L.

DOCUMENT ORGANIZATION

Chapters 1 through 3 of the Master Plan set the stage for the future by summarizing the existing conditions analysis and presenting the community-informed vision and goals for Morgan Hill's bikeways, trails, parks, and recreation system. Chapter 4 is the heart of the Master Plan, describing policies and projects proposed to address community needs and create a more robust system. Chapter 5 details priority projects, actions and funding strategies for implementation. Finally, the appendices contain supporting studies and reports that are referenced throughout the document.

The Master Plan is organized as follows:

Chapter 2: Existing Conditions and Community Needs

The Existing Conditions and Community Needs chapter describes Morgan Hill's bikeways, trail, and park network, in addition to existing recreation facilities and program offerings. The chapter also provides a baseline demographic analysis and highlights important findings and gaps to be addressed through Master Plan policies and projects.

Chapter 3: Vision and Goals

The Vision and Goals chapter conveys the community's preferred future for the recreation system and sets forth goals to guide strategic decision-making and help achieve the vision.

Chapter 4: Policies and Projects

The Policies and Projects chapter will guide City staff, decisions makers, and private developers in creating bikeways, trails, parks, and recreation improvements that align with the community's vision. This chapter includes specific recommendations, policies, and actions for bikeways, trails, parks, and recreation in Morgan Hill.

Chapter 5: Implementation

The Implementation chapter outlines the specific action steps for implementing the proposed policies and projects. The chapter also identifies near-term priority projects with capital cost estimates and proposes potential partnerships and funding sources.

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CHAPTER 2
Existing Conditions and Community Needs

INTRODUCTION

This chapter presents the context for the Bikeways, Trails, Parks and Recreation Master Plan (Master Plan), key findings about the system, and the community needs addressed by plan recommendations. The assessment of existing conditions in Morgan Hill was foundational to the master planning process. The project team collected and analyzed data to understand the condition and use of the existing parks, recreation, bikeways, and trails network. To augment this analysis, extensive public and stakeholder engagement solicited input on community values, priorities, and specific needs. Because community participation was fundamental to this planning process, themes from public engagement activities are woven throughout the findings presented here.

LOCATION AND SETTING

The City of Morgan Hill is located in Santa Clara County, south of San José at the edge of the quickly growing Silicon Valley region. The area was originally developed as farmsteads surrounded by orchards and ranches. Since that time, Morgan Hill has grown into a vibrant, family-friendly community of 43,645 (as of January 2016), composed of suburban neighborhoods, diverse businesses, with a vibrant Downtown. The City covers approximately 13 square miles and is surrounded by small farms and wineries. Residents value Morgan Hill's rural small-town character, range of recreational choices, and access to neighboring urban and recreational amenities. Highway 101 provides a major north-south transportation connection and Caltrain offers additional regional access via the Downtown Morgan Hill Station.

Vast open spaces surround the City, including working agricultural land and Santa Clara County Parks and Santa Clara Valley Open Space Authority (OSA) preserves. Anderson Lake County Park skirts the outer north-east boundary of the city, Coyote Lake Park is located to the south-east, and the expansive Henry W. Coe State Park is farther afield. Additional parks and preserves are located west of the City. There are also rich recreational resources within the City itself including a variety of parks, community gardens, recreational facilities, trails, and historic and cultural resources.

Morgan Hill offers opportunities for healthy, active living for residents of all ages. The City enjoys a strong cycling presence, hiking/running clubs, and a range of community events such as a Downtown farmers market, music/art events, festivals, fun-runs, parades, and historic and cultural events. The City also regularly hosts a range of regional sporting events including soccer, lacrosse, running and cycling.

Morgan Hill's bikeways, trails, parks, and recreation system includes community and neighborhood City parks, privately-developed and owned parks, recreation facilities, trails, and on-street bike routes. (See page 2-25 for a map of the system and Appendix A for a complete inventory.) Many of Morgan Hill's parks and recreation facilities are relatively new and continue to expand and diversify with the growing community.

DEMOGRAPHICS AND GROWTH PROJECTIONS

Key Findings

- **Morgan Hill's population is steadily growing.** The City can expect continued growth; however, it will likely occur more slowly. The current Residential Development Control System (RDCS) sets a 2035 growth ceiling of 58,200.
- **Morgan Hill is a relatively young community with a growing older population.**
- **Planned growth in the short- and medium-term will occur within the existing city boundaries** while longer-term expansions may include current county unincorporated lands.
- **The Morgan Hill community is growing more ethnically diverse with an increase in Hispanic and mixed-race residents.** In keeping with local and statewide trends, this pattern is likely to continue.

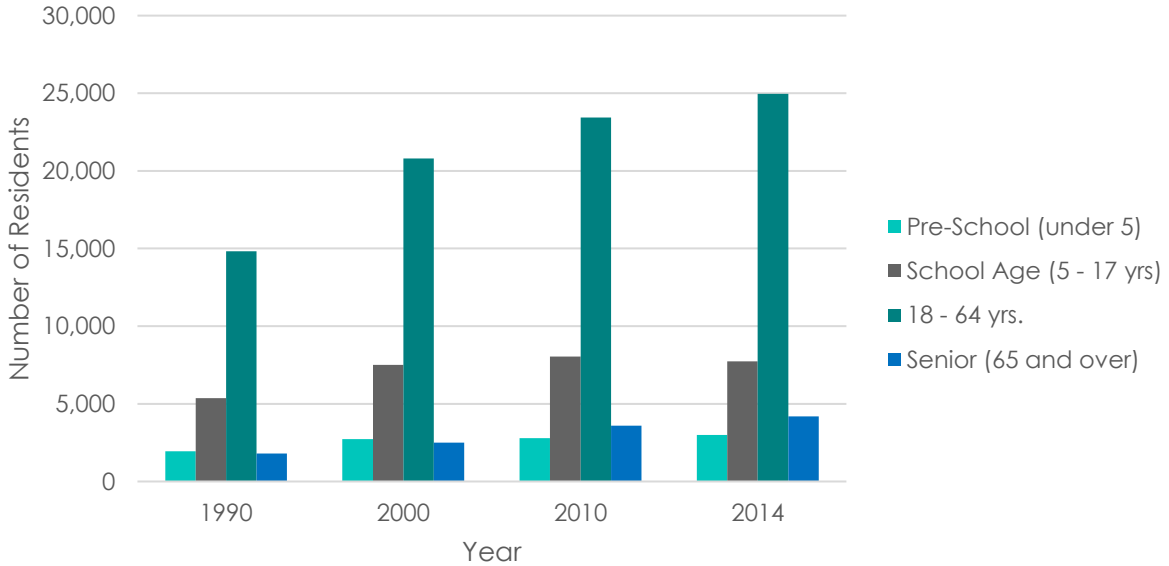
Overview

Morgan Hill's residential population has been growing steadily since the 1990s and this growth is expected to continue. Morgan Hill's residential population as of 2016 is 43,645. The RDCS set a 2035 growth ceiling for Morgan Hill of 58,200 to ensure well-paced, orderly development and to encourage infill development rather than additional development into surrounding agricultural and open space lands.

The growth occurring in and around Morgan Hill will impact its bikeways, trails, parks, and recreation system as existing and future residents and visitors seek open space and recreation opportunities. The City will be challenged to maintain its current facilities and service levels, while planning for a larger population and adapting to changing demographic conditions.

Relative to other cities in Santa Clara County and California as a whole, Morgan Hill has more children, more adults between 45 and 64, and a smaller share of young adults. There are more residents under the age of 18 (about 30 percent of the population) and fewer residents over the age of 65 in Morgan Hill than in surrounding Santa Clara County and the State of California. However, residents in the 55-to-64-year-old age range have been the fastest-growing population segment in Morgan Hill over the past decade. If these residents age in place, the 65-to-84-year-old age group will be Morgan Hill's most rapidly growing age group in the next two decades.

Figure 2-1: Population by Age in Morgan Hill, 1990-2014



Morgan Hill and Santa Clara County are more affluent than California overall. In 2013, median household incomes in Morgan Hill ($95,531) were 55 percent higher than the State median income ($58,724) and higher than the County median income ($91,702).

In keeping with statewide trends, the City's Hispanic/Latino and Asian populations are growing while the White population is declining. A significant number of Morgan Hill residents are bilingual. About 10 percent of residents speak a language other than English (primarily Spanish and Asian Pacific Island languages) and are not fluent in English.

These demographic trends inform this Master Plan's recommendations. By evaluating and planning for changes in the Morgan Hill population, the City can continue to ensure the parks and programs serve families with children (who are a core market segment), engage newcomers and growing demographic groups, and consider the evolving needs of aging adult households who create a demand for new facilities and programs.

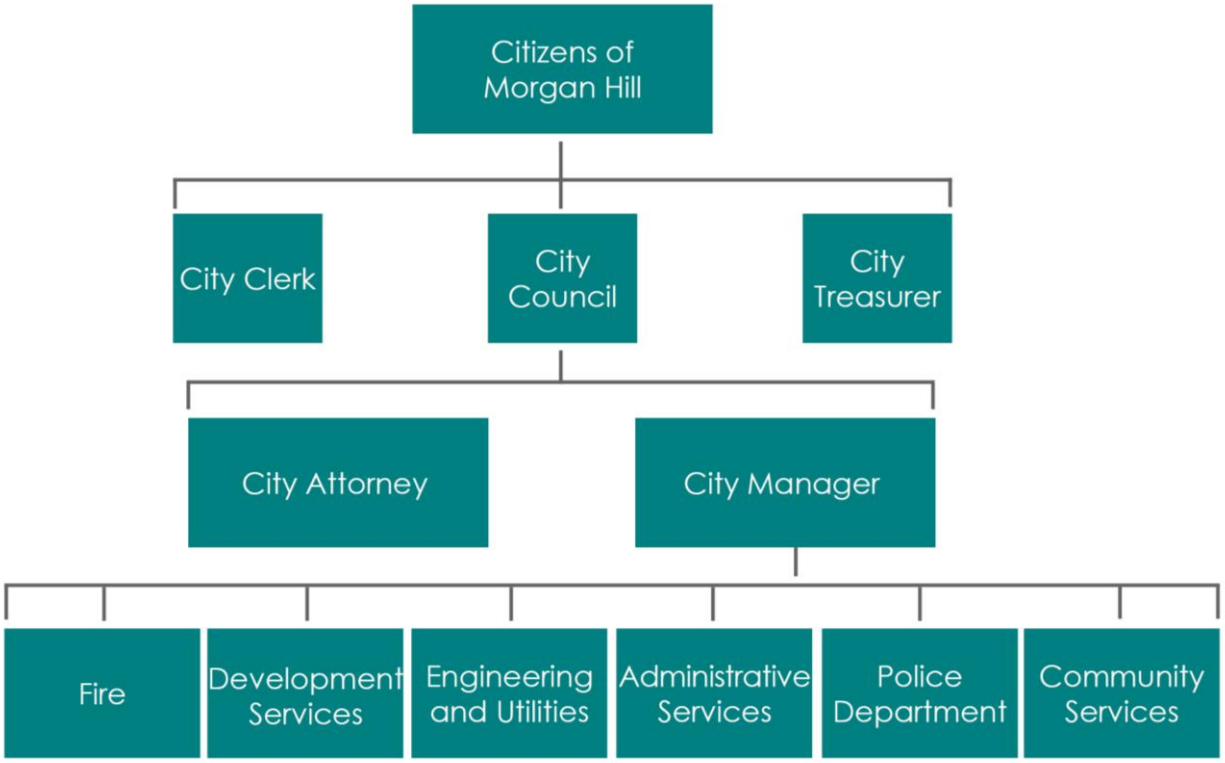
CITY FINANCING AND ORGANIZATIONAL STRUCTURE

The Morgan Hill City Council is comprised of five elected officials, including the mayor, who make decisions related to General Fund discretionary spending as well as plans and policies. The Council appoints three advisory commissions that provide expertise in specific policy areas, including the Library, Culture and Arts Commission, Parks and Recreation Commission (PRC), and Planning Commission. The Council and PRC were active in the development and review of this Master Plan. Commissioners reviewed planning documents throughout the process and participated in community outreach events.

The City of Morgan Hill uses a biennial budgeting process that begins in January with City Council adopting its priorities, goals, and strategies for the City and the community. The City's General Fund supports many of the City's public services including police, fire, recreation, street maintenance, municipal governance, and administrative services. Most General Fund revenue is generated from property taxes, sales tax, recreation revenue, and Transient Occupancy Tax (TOT).

The City's strong recreation revenue stream is generated from membership sales, program registration, and facility rentals. To ensure the City has the resources to operate and maintain its recreation facilities, the City's strategy is to increase membership rates once every three years (January 2018, 2021, etc.). The Adopted Operating and Capital Improvement Plan (CIP) FY 2016-17 and 2017-18 budget includes rate increases for Aquatics Center daily admission, room rental at the Cultural and Community Center (CCC) and at the Centennial Recreation Center (CRC). Furthermore, additional programs are planned for adult sports leagues, Older Adult Services, Villa Mira Monte, History Park and fee-based events at the CCC. The community's ongoing interest in recreation programs indicate that these will continue to be a strong revenue stream for the City. The City is experiencing a historically high level of revenue from TOT due to a strong economy, the regional use of the City's Outdoor Sports Center and Aquatics Center, and a burgeoning tourism economy.

Figure 2-2: City of Morgan Hill Organizational Chart



PARKS

Parks: Key Findings

- **Parks are important spaces to Morgan Hill community members for healthy activities** including walking, running, sports, and fitness, as indicated by community engagement results.
- **Several of the City's parks were developed as mini parks** and thus are exceptionally small and offer limited activities.
- **Many residents use adjacent County Parks (Harvey Bear, Anderson Lake, Coyote Valley Open Space Preserve, and Coyote Creek Trail) as neighborhood or community parks** for activities such as picnics, dog-walking, and passive recreation.
- **More shade and restrooms are needed** to improve comfort and enable longer stays in high-use parks. Community members also expressed the need for more water fountains and filling stations.
- **Some neighborhood parks are located adjacent to or near public schools**, but access to school facilities is limited or restricted.
- **More than half of Morgan Hill's City-owned parkland is concentrated in the City's two community parks** and most of that acreage is within Community Park.
- **Parks and park amenities can be better distributed across the system**. Morgan Hill's northeast neighborhoods are outside of walkable City park service areas. The most popular parks, as well as key features such as indoor recreation and dog parks, are concentrated in the southern part of the City. As such, they are difficult for many residents to access, particularly without a car.
- There is enthusiasm and demonstrated interest in **additional park facilities Downtown for gathering, events and play,** including the Downtown Parks currently in development and the Villa Mira Monte History Park.
- **Private parks in Morgan Hill provide tremendous benefit to the community**. The City's RDCS has helped to encourage the construction of private parks across the City.

Parks: Existing System

Morgan Hill is served by neighborhood, community, and privately-owned parks. Together, these parks provide opportunities for a range of recreation experiences. Morgan Hill residents also frequently use the neighboring Anderson Lake County Park and Coyote Lake-Harvey Bear Ranch County Park for outdoor recreation. The table below describes the classifications of parks that comprise the Morgan Hill parks and open space system. These classifications were established by the previous Master Plan (2001). This Master Plan (2017) recommends new classifications (see Chapter 4) that better serve Morgan Hill's parks evolving system.

Table 2-1: Existing Park Classifications (2001)

Park Classification	Typical Size	Service Area	Description
Mini Parks	Less than 3 acres	Immediate Neighborhood	Mini Parks were historically constructed in Morgan Hill to provide open space to the immediate neighborhood area. Most are 1.5 acres or smaller.
Neighborhood Park	3 to 10 acres	Walking distance (1/2-mile walkshed)	Neighborhood Parks are intended primarily for the enjoyment of nearby neighbors within a short walk or bike ride. These parks often include traditional recreation amenities such as playgrounds, sport courts, and open turf play areas. They serve as social gathering spaces and may also include natural areas.
Community Park	10 or more acres	Citywide	Community Parks focus on meeting the recreational needs of the community at-large. They allow for group activities and other recreational pursuits that are not recommended at neighborhood parks.
Non-Recreational Open Space	No minimum or maximum size	Citywide	Non-Recreational Open Space is not publicly accessible. It protects ecological functions and scenic or heritage resources valued by residents. Non-recreational open space is managed by the City's Parks & Recreation Department.
Private Recreational Open Space	No minimum or maximum size	Neighborhood served by residential development	Recreational Open Spaces provide publicly accessible undeveloped recreation opportunities and opportunities to be in nature. They also protect ecological functions and scenic or heritage resources. At the time of this Master Plan, the City does not own or manage any Recreational Open Spaces, however there are privately owned Recreational Open Spaces.

Privately-owned Parks	Depends on facility	Neighborhood served by residential development	Privately-owned Parks are generally within a residential area for the exclusive use of residents and are privately developed and maintained by the homeowner or resident association or property managers.

City Parks

Several of the City's neighborhood parks are very small "pocket" parks, classified as mini-parks, designed to serve the adjacent residential community. Historically, these mini parks were built by the City and developers. In recent years, the City has moved away from constructing these because of their limited size and ability to provide amenities. However, mini parks have proven to be successful in Downtown Morgan Hill where people are looking for less traditional park experiences. Other local parks—notably Nordstrom and Paradise Parks—are larger and attract residents from other parts of the City. These high-use neighborhood function as small community parks and may include features and amenities such as playing fields, water fountains, or restrooms.

Larger community parks also meet the needs of neighborhoods, but are intended as "destination" parks with special facilities, such as lit sports fields, amphitheaters, or gymnasiums that serve the entire community. Restrooms, off-street parking, night lighting of facilities, and other active recreation facilities are typical community park elements that encourage higher levels and longer hours of public use and longer user-days compared to neighborhood parks. Morgan Hill currently has two designated community parks, Community and Galvan Parks, with multiple amenities. More than half of Morgan Hill's parkland is concentrated in the City's two community parks and most of that acreage is within Community Park.

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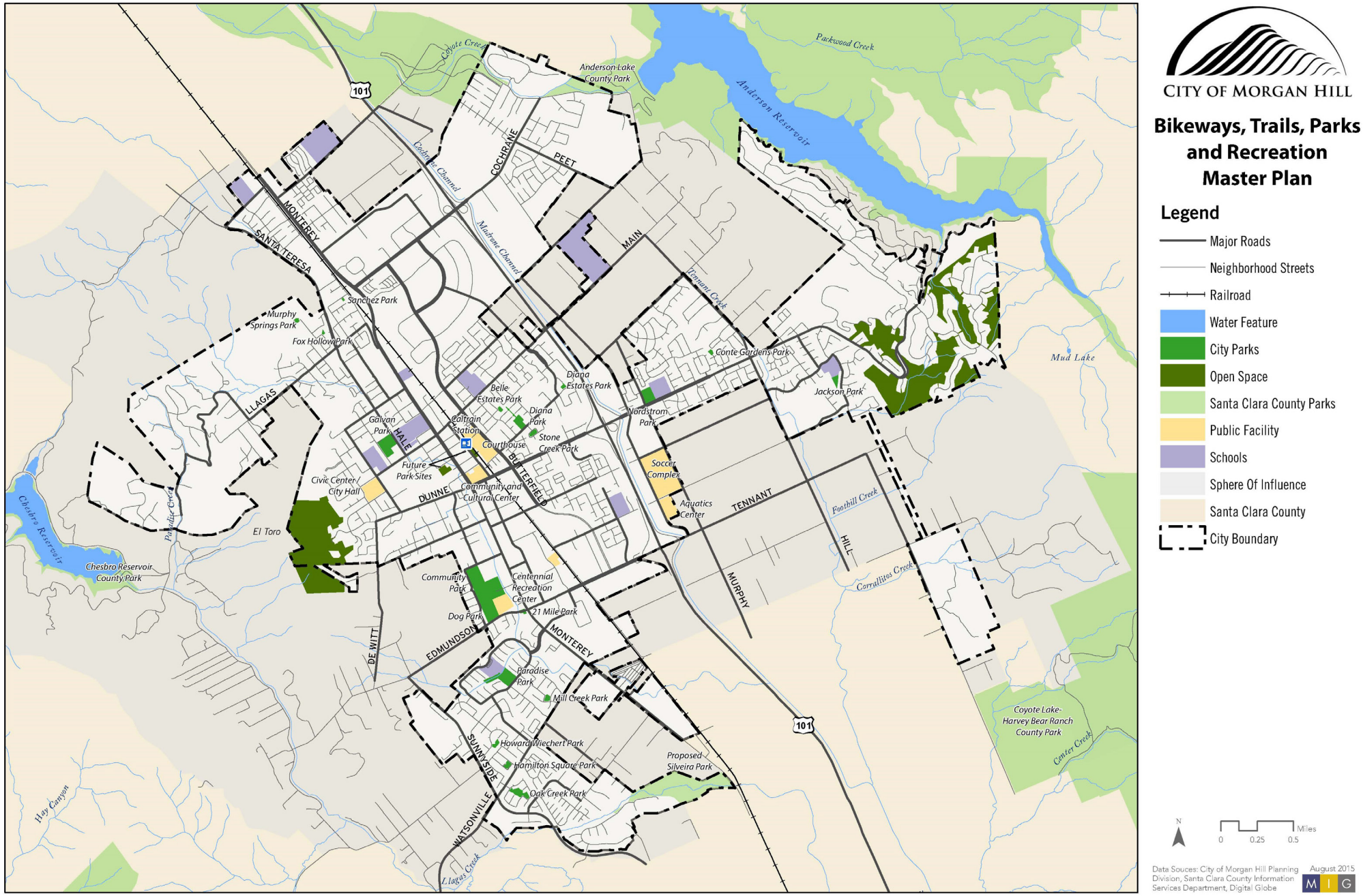
Figure 2-3: Morgan Hill's Existing City Park System



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In addition to these parks, the City owns large open spaces on its east and west ends—Jackson Oaks and El Toro. Both open spaces have limited public access. The City's land on the east face of El Toro is adjacent to Santa Clara OSA land. The City is working with the OSA and neighboring property owners to acquire additional land needed to develop a trail on the back side of El Toro to the Peak. Jackson Oaks open space, within the Jackson Oaks neighborhood, is currently undeveloped without trails or access points. Past efforts to develop public trail access to Jackson Oaks have been met with strong resistance from the community.

The following table includes an inventory of all City parkland. A complete inventory, including homeowner association parks and park amenities, is included as Appendix A.

Table 2-2: Morgan Hill Parks Inventory (2016)

Park	Park Classification (2001)	Acres
21 Mile	Mini	0.65
Belle Estates	Mini	0.46
Civic Center / City Hall	Mini	2.00
Community Park	Community	26.00
Conte Gardens	Mini	0.50
Diana	Mini	0.50
Diana Estates	Neighborhood	3.08
Railroad Park (*in development*)	Mini	0.30*
Fox Hollow	Mini	0.20
Galvan	Community	7.50
Hamilton Square	Mini	0.57
Howard Wiechert	Mini	0.90
Jackson Park	Mini	1.30
Third Street Creek Park & Nob Hill Trail Park (*in development*)	Neighborhood	4.30*
Mill Creek Park	Mini	0.93
Murphy Springs Park	Mini	0.49

Park	Park Classification (2001)	Acres
Nordstrom Park	Neighborhood	4.57
Oak Creek Park	Neighborhood	2.93
Paradise Park	Neighborhood	5.47
Sanchez Park	Mini	0.16
Stone Creek Park	Mini	0.95
Total Acreage		**59.16**

* Not counted in the current 2016 level of service calculations

Park Maintenance

The City maintains its existing park and trails system through a coordinated effort of the Community Services Department Maintenance Team. The Department is responsible for all City maintenance functions relating to streets, sidewalks, open space, parks, trails, recreation facilities, and buildings. Major capital project management is provided through the Engineering and Utilities Department. The City maintains all these facilities using a small team (15) of full time staff and a wide variety of contract services, with support from part-time seasonal staff. This model provides for flexibility in maintenance services and the opportunity for innovative approaches to maintenance.

Maintenance of recreation facilities and City buildings has been prioritized and these facilities are maintained at a high level. Maintenance of parks is considered average as compared to other cities, with many areas that can be improved. While it is anticipated that costs for maintaining additional facilities will increase, it is not anticipated that increased funding will be provided to improve the level of maintenance. The City strives to find innovative ways to improve maintenance through efficiency.

Privately Owned Parks and Open Spaces

Privately-owned parks and open spaces provide close-to-home benefits and function as pocket or neighborhood parks. However, because they are privately funded and operated, access is often limited to members of the homeowner or resident association. Community members have expressed interest in expanding the accessibility of privately-owned parks. The 2035 General Plan supports improving public access to these parks by converting appropriate private HOA parks to public neighborhood parks with HOAs that are interested in evaluating this opportunity.

Table 2-3: Privately Owned Park and Open Space Acreage

Park	Acres
Private Parks	46.1
Private Open Space	18
Total	**64.1**

Regional Park Resources

Morgan Hill's proximity to regional park and open space facilities provides its residents with many benefits, including opportunities for: access to nature, boating, hiking, running, mountain biking, horse riding, and more. Henry Coe Park is the second largest park in the state and is within a 30-minute drive of the City. Additionally, Santa Clara County Parks and the Santa Clara Valley OSA operate thousands of acres of recreational open space within minutes of the City. Throughout the master planning process, residents indicated that County Parks are among their most frequently used parks, especially for exercise. This Master Plan focuses on enhancing connections and access to these exceptional regional assets.

Table 2-4: County Parks Proximate to Morgan Hill (2016)

Park	Park Ownership	Acres	Distance in miles from Morgan Hill City Hall
Anderson Lake	Santa Clara County Parks	3,144	4
Coyote Lake Harvey Bear Ranch	Santa Clara County Parks	4,595	7
Coyote Creek Trail	Santa Clara County Parks	NA	4
Coyote Valley Open Space Preserve	Santa Clara Open Space Authority Preserve	348	6
Henry W. Coe State Park	Santa Clara County Park	87,000	14

Morgan Hill Schools

Morgan Hill Unified School District (MHUSD) includes eight elementary schools, two middle schools, and two high schools. Some of these schools include playground and field facilities that are desirable to Morgan Hill community members. However, many schools limit access to their facilities during evenings and weekends by locking gates. During this master planning process the City initiated conversations with MHUSD to establish joint-use agreements for school sites that enhance the City's park offerings. For example, Nordstrom Elementary School's amenities augment the adjacent Nordstrom Park, a popular neighborhood park.

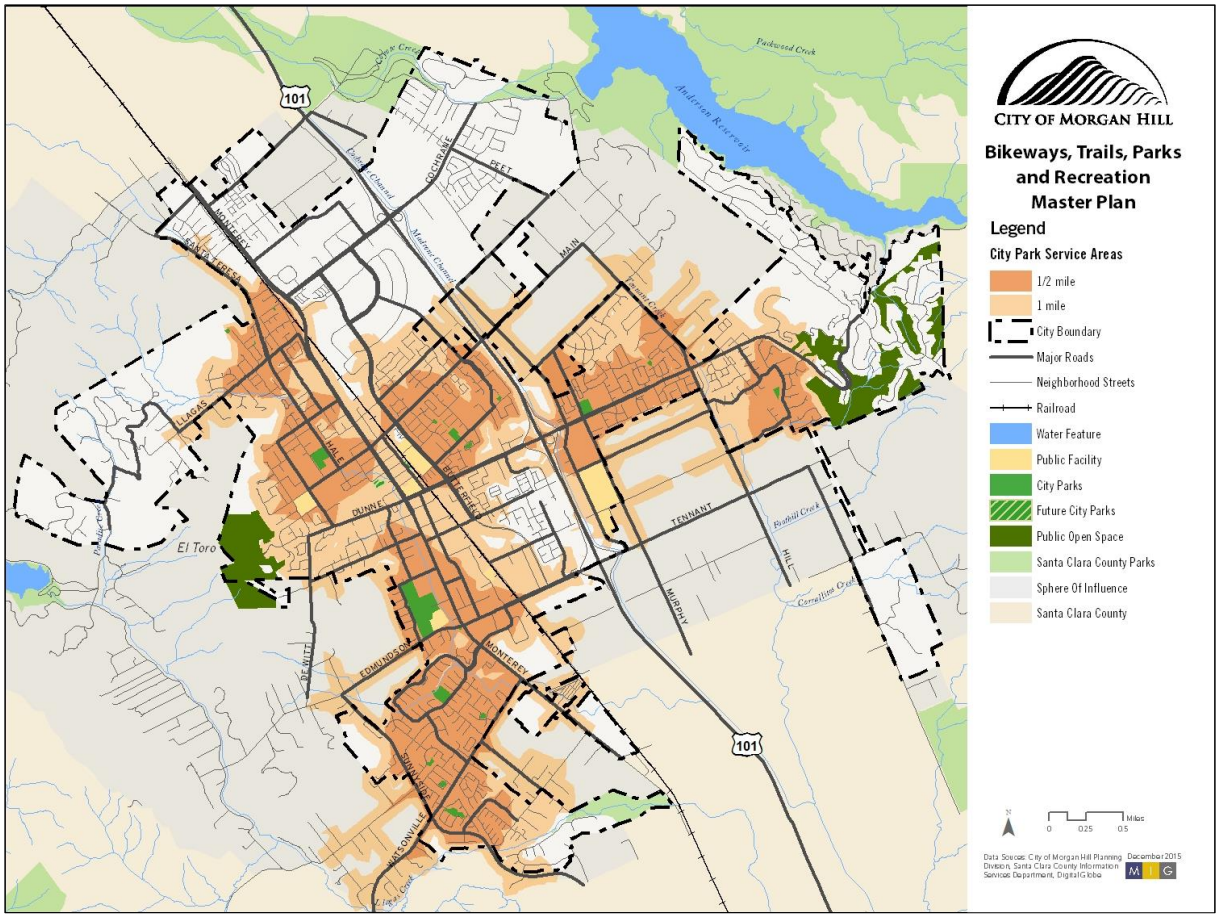
Table 2-5: Morgan Hill Unified School District Schools Proximate to City Parks

School
Nordstrom Elementary School
(Lewis H.) Britton Middle School
Ann Sobrato High School
Barrett Elementary School
Central Continuation High School
El Toro Elementary School
Jackson Academy of Math and Music
P. A. Walsh Elementary School
Paradise Valley Elementary School

Parks: Geographic Analysis

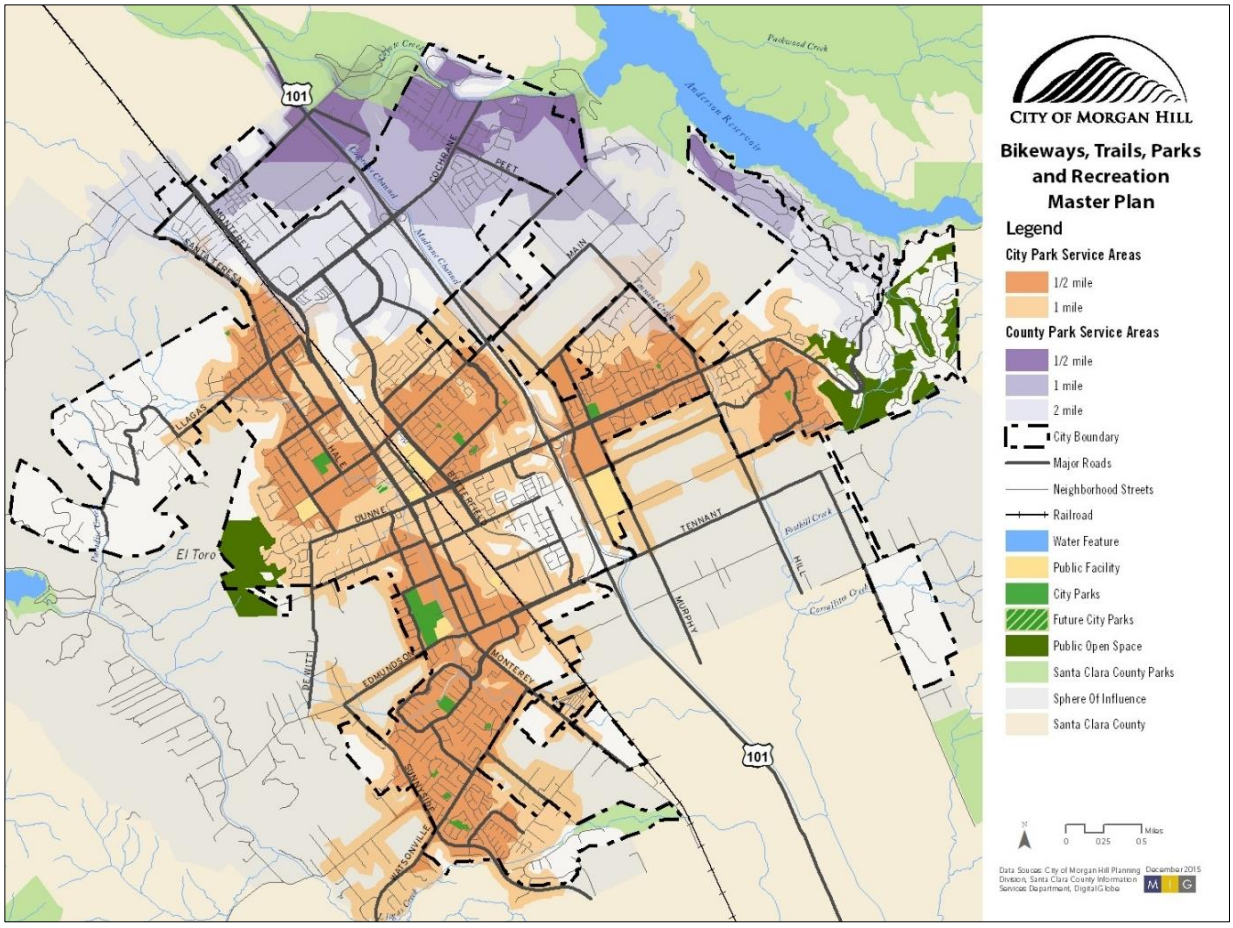
As the Existing Park Classifications table (2-1) shows, Morgan Hill has a service distance goal for each type of park. The park system was evaluated from a walkability perspective using these distances. To conduct the walkability analysis, a Geographic Information Systems (GIS) model was used to identify "walksheds." This approach reflects the way people move through the City and accounts for physical barriers that impede access. The desired travel distances used were ¼-mile and ½-mile, reflecting research on the distance a typical person can walk in five and 10 minutes. (See Figures 2-4 and 2-5 for an illustration of park walksheds.) When evaluated together, these methods of measurement provide a well-rounded picture of how well the park and recreation system is serving the community.

Figure 2-4: City Park Service Areas



The Morgan Hill park system is generally accessible to most residents. There are a few service area gaps in the northeast and central southern areas of the City. Some of the gap areas are in commercial and industrial areas or residential estate and low-density neighborhoods with large lot sizes. Other gaps are in denser residential neighborhoods, where there is a need for increased access to recreational opportunities. The adjacent County Park facilities fill some of this need for residents in north and northeast neighborhoods. In some cases, these gaps may be addressed through improved bicycle and pedestrian and transit connections to existing parks. In other areas, they may be best addressed through the development of new parks.

Figure 2-5: Park Service Areas Including Adjacent County Parks



Parks: Existing Usage and Needs Analysis

Data collected through an online mapping questionnaire, an online survey, intercept surveys community workshops, and the stakeholder advisory group provided insights into community members' park usage and preferences. The Project Team analyzed which parks are most heavily used. The community input revealed that Morgan Hill community members are using regional parks, Community Park, and Paradise and Diana Parks frequently and that regional parks are among community members preferred parks for exercise and physical activity (see Figure 2-8). Community members are taking their children to the playgrounds at neighborhood parks. However, survey results showed that Paradise, Diana, and Nordstrom are strongly favored even by residents who live outside of those neighborhoods. This imbalance in park use may be addressed by adding amenities like those in the most frequently used and liked parks to less popular neighborhood parks.

Figure 2-6: Community Members' Favorite Parks

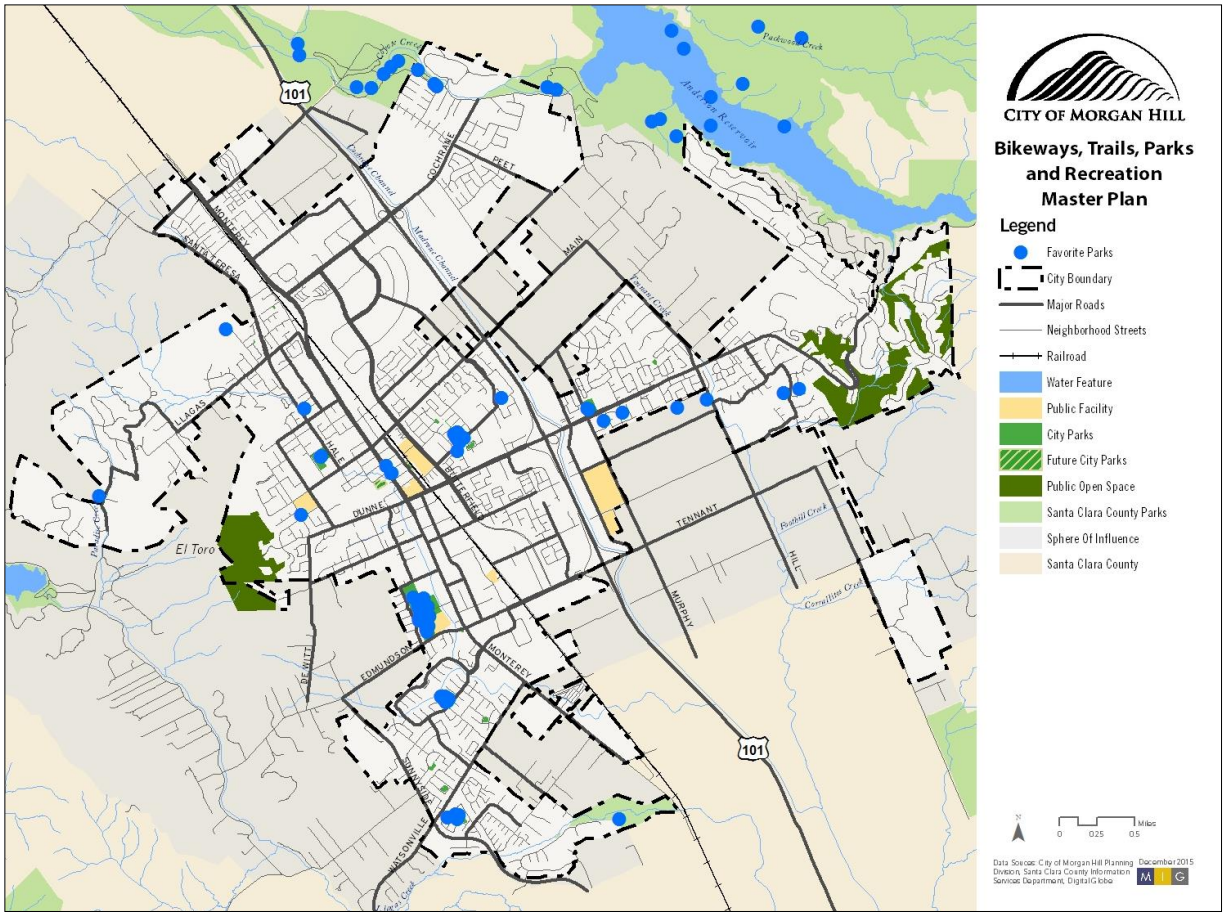
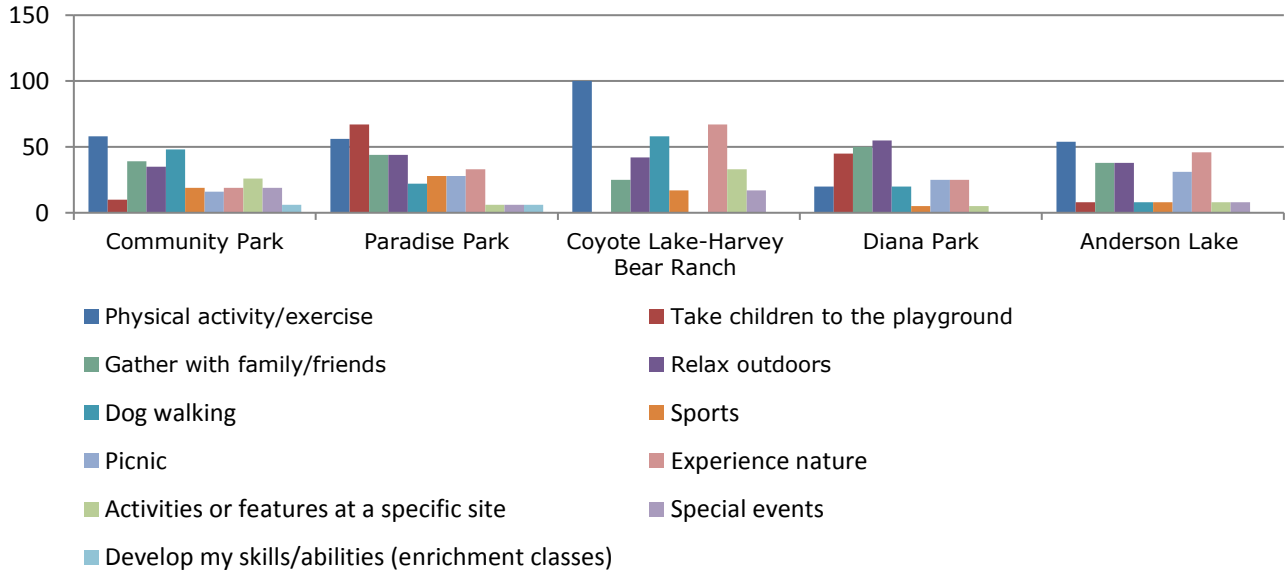


Figure 2-7: Activities in Residents' Top 5 Favorite Parks



YOUTH WORKSHOP

On July 19, 2016, the Morgan Hill Youth Action Council hosted a workshop with the project team to receive input from teens in the community. There were about 40 participants. The teens were asked to identify their priority investments in three of Morgan Hill's frequently used neighborhood parks— Nordstrom, Paradise, and Diana. The results point to improvements that can help to make parks more engaging for teens, including:

- Add more drinking fountains, trash cans, and trees in Diana Park.
- Add restrooms to Nordstrom and Paradise Parks.
- Add interesting seating to Diana and Nordstrom park.
- Integrate dynamic play elements such as climbing walls, parkour features, and exercise equipment.

RECREATION FACILITIES

Recreation Facilities: Key Findings

- **There is strong demand for additional field capacity, gymnasium spaces and aquatic facilities**. The City already enjoys high levels of aquatic service on a per capita basis but peak hours at the pools are often crowded. Community members support joint use agreements with schools to help address these needs.
- **Morgan Hill is planning to expand its regional sports park facilities** including improved OSC /AC parking and expansion of the CRC. This will support its continued growth as a tourism destination.
- **The City is well-positioned to develop a sand volleyball complex.** Sand volleyball is a fast-growing sport. However, few dedicated facilities have been developed in Northern California or the country at large.
- **There is strong support for further developing the City's historical and cultural resources,** including adapting and enhancing Villa Mira Monte as a History Park to preserve and educate the community.
- **Local access to regional facilities** is critically important to Morgan Hill. Access to existing facilities should be protected and enhanced, and local access should be guaranteed for any new developments.
- **Balancing cost recovery and community access is essential** for operation of the City's recreation facilities. Given the City's limited discretionary general

fund revenue, recovering a high percentage of costs is the only viable option to operate the recreation facilities.

- Morgan Hill residents have demonstrated a **willingness to pay for services and the use of recreation facilities**. Residents pay for use of facilities via memberships, program registration, facility rentals, and day use passes.
- **Operational partnerships at recreation facilities have been very successful**. The largest partnerships include the integrated partnership model for operating the CRC with the YMCA and the concessionaire agreement with the Morgan Hill Youth Sports Alliance (MHYSA) at the Outdoor Sports Center (OSC).
- **Improvements are needed at the Outdoor Sports Center** to support its continued use and to ensure it remains a successful regional destination.

Recreation Facilities System

The City of Morgan Hill has a network of highly-valued recreation facilities that house many of the City's classes, camps, and programs. Its assets include the OSC, Dennis Kennedy Aquatics Center (AC), CRC, CCC, and El Toro Youth Center. Some of these facilities are multi-purpose and others are special-use. Construction of recreation facilities was previously funded through Redevelopment Agency (RDA) funds. Since the State Legislature dissolved RDA's in 2011, these funds are no longer available to support facility construction. These facilities serve the Morgan Hill community and attract users from throughout the region and even the state.

The Morgan Hill community recognizes and values its extensive, high-quality system of recreation facilities and programs. City leaders support Morgan Hill's identity as a sports tourism destination to benefit the local economy, and residents enjoy access to state-of-the-art facilities. Continuing to expand and diversify the City's recreation tourism offerings is a key economic development policy in the adopted 2035 General Plan. Given the important role that recreation facilities play in the City's Economic Development Strategy, City Council supported further study of the impact of its largest facilities –the Aquatic Center and Outdoor

Sports Center—as well as opportunities for enhancing the sports tourism market of Morgan Hill. The study, included as Appendix D to this Master Plan, evaluated the current condition and use of the Aquatic Center and Outdoor Sports Center. The study also includes recommendations and strategies to enhance the sports tourism market of Morgan Hill. These recommendations have been incorporated into Chapter 4 of this plan.

The OSC has played a significant role in establishing Morgan Hill as a sports tourism destination. Currently operated by the Morgan Hill Youth Sports Alliance, the OSC generally operates under the goal of 60 percent local use and 40 percent non-local use. Most local use occurs on weekdays while regional events typically occur on weekends. Actual use depends on team availability and maintenance. During the Fiscal Year July 2015-June 2016, aside from local use, the OSC hosted 33 tournament events attracting approximately 140,000 attendees. The facility is projected to hold a similar number of events during FY 2016-2017. Overall, the Outdoor Sports Complex is in fair condition. The field turf will likely need extended maintenance or replacement, as it is approaching the end of its useful life.

The Aquatic Center also supports Morgan Hill's sports tourism and its location adjacent to the OSC provides opportunities for coordinated efforts. Throughout 2015 and 2016, the Center held 21 swim meets, attracting almost 37,000 visitors. The Aquatic Center hosts regional and national swim events and is also heavily utilized by residents and visitors for recreational swimming. Overall, the facility is in good shape and the most significant need is more parking.

The City offers a variety of indoor and outdoor facilities available for rent, including the CCC and Community Playhouse, Community Park (stage, gazebo area, picnic areas, tennis court), the recreation center, and senior center. Sport fields and picnic shelters are available for rental at Community Park, Galvan Park and Paradise Park. The AC, CRC Pool and Party Room, Downtown Amphitheater, Council Chambers, and a variety of rooms in the CCC are available for group and party rentals. The AC is available to host swim meets. These facilities meet a diversity of community needs while contributing to the City's cost recovery.

Morgan Hill is home to various facilities that are not owned or managed by the City but contribute to Morgan Hill's network of recreational and cultural attractions. The Villa Mira Monte property is one of these unique sites. It is owned and managed by the Morgan Hill Historic Society and is a 2.5-acre site that is listed on the National Register of Historic Landmarks. The site includes the Hiram Morgan Hill House, built by the City's namesake in 1884, as well as a museum. The Hiram Morgan Hill House offers a unique rental venue. The Historic Society is seeking a partnership with the City to further develop the site and maximize its potential as a historic and park resource. Chapter 4 of this Master Plan includes high-level recommendations for the City's role in the future of the Villa Mira Monte property.

The following Recreation Facility classifications were established by the previous Master Plan (2001). This Master Plan (2017) recommends new classifications (see Chapter 4) that better serve Morgan Hill's evolving parks and recreation system.

Table 2-6: Morgan Hill Recreation Facility Classifications (2001)

Classification	Service Area	Description
Sports Park	Citywide. All residents, community-based sports organizations, and school groups; may serve non-resident sport participants for tournament and regional play.	Sports Parks focus on active recreational facilities, especially for organized sports. Consolidation of multiple sports fields at one location allows for efficiencies of maintenance and scheduling. With a focus on active sports, sports parks do not have all the amenities of community parks. A sports park should maximize time available for local use while remaining financially sustainable. A Sports Park helps to meet the local demand for sports fields. These properties were purchased or designated for this specific purpose, or were acquired to take advantage of a unique feature.
Special Use Facility	Citywide	Special Use Facilities provide space for specialized park and recreation functions, often with a single major use. These facilities may draw visitors from around the region.

Counting both existing and planned facilities, Morgan Hill has a total of six recreational facilities citywide. Five are special use facilities and the other two are sports parks. Table 2-7 lists the recreation facilities and their acreages.

Table 2-7: Morgan Hill Recreation Facility Inventory (2016)

Facility	Facility Classification	Acres
Aquatics Center	Special Use Facility	8
Centennial Recreation Center	Special Use Facility	5.9
Community & Cultural Center	Special Use Facility	6
El Toro Youth Center	Special Use Facility	*0.3
Friendly Inn Non-Profit Center	Special Use Facility	0
Outdoor Sports Center	Sports Park	38

* Not counted in the current 2016 level of service calculations

RECREATION PROGRAMS

Recreation Programs: Key Findings

- **Residents highly value programming and events** that provide exercise and that are fun and entertaining.
- **Morgan Hill is regularly adding and changing recreation classes** to incorporate new fitness trends and interests. City staff has been successful in adapting to evolving demand with new programs and events.
- **Programs can be better distributed** throughout the City, including in neighborhood parks. The City's program offerings are primarily held at the CRC, CCC, and AC, which may be a barrier to reaching many participants.
- **The City enjoys very high cost-recovery rates** for its programming, which provides ongoing support for program development and scholarship opportunities.
- **Morgan Hill's cultural and historic resources** can be a focal point of education and programming and better integrated with the City's existing system.
- **Community members would like to see more family-friendly events, movies, and concerts** at facilities and in parks throughout the City.
- **Community members identified the costs of classes** as the top reason that they do not participate in programming.
- **Promoting programs, membership and scholarship opportunities** are critical to reaching new audiences and markets and ensuring inclusive participation.
- **There is interest in expanding programs and classes into the City's parks**. Community members showed interest in adult recreation and fitness classes as well as youth programs.
- **The unique partnership with the YMCA of Santa Clara Valley** supports enhanced programming at City recreation facilities.
- **The City's youth programming and services are shaped by the "Developmental Assets" framework**, a widely-used approach to childhood and adolescent development focused on helping adults connect with youth in a positive way that helps young people thrive.

Recreation Programs System and Needs

The City of Morgan Hill Recreation and Community Services Division provides a wide variety of recreation programs designed for a diverse age range and varied interests. The City offers classes in the following program areas: Education, Special Interest, Art, Dance, Fitness, Sports, Camps, Training, and Aquatics. The City's indoor and outdoor recreation facilities

allow for year-round programming that varies seasonally, ranging from aquatic classes to preschool programs. Programs include classes, sport leagues, sport competitions, youth camps, drop-in activities, and events. The City plays an important role as a facilitator of community services, helping bring essential support for residents of all ages to the south county.

To evaluate the capacity of Morgan Hill's facilities and programs to meet demand, the project team reviewed and analyzed reservation data and considered the observations of staff and consultants. There are many program offerings for preschool-age children, youth, adults, teens, and seniors. The City and its partner, the YMCA, have adopted the Developmental Assets framework as an integral part of its programs and services. The framework identifies 41 assets, which include both external experiences which provide young people with support, empowerment, and boundaries and the internal values, strengths, and commitments that they need to thrive.

The City provides programs geared towards families and groups, including social events and special activities. There are limited programs targeted toward people with disabilities, although there are adaptive open swim times and an adaptive dance event. The City does not currently offer bilingual programs, although it promotes some programs with ads in Spanish. The planning process included an analysis of program registration, City data and strategic plans, and collaboration with City staff to identify gaps and opportunities in the City's offerings and to inform facility recommendations driven by programming needs.

Membership

The City has unique recreation program capacities with the CRC, which also houses the Senior and Teen Centers. The CRC Memberships Strategic Plan developed in 2015 is updated annually and used to maintain focus on membership needs. The CRC, in partnership with the YMCA, conducts a member satisfaction survey and prime market areas analysis that help support the strategic plan. An analysis concluded that the CRC membership supports residents of all income levels; however, the memberships are not totally aligned with the community in terms of household income and there are opportunities to serve more low income households.

Health and Wellness

CRC facility operations and classes, including health and wellness programs, are provided through a partnership between the City of Morgan Hill and the Mt. Madonna YMCA. The CRC is the hub for membership-based programs. However, several aquatic-based membership programs are offered at the AC and a small number of membership health and wellness classes are offered at the CCC. At the time of this Master Plan development, the City is planning to expand to CRC with additional space for fitness facilities.

Aquatic Programs

The City's aquatic programs put into action its commitment to supporting healthy residents throughout their lives. As noted in the Aquatics Strategic Plan (2010), the City values aquatics as a lifetime activity that creates community through improved physical health and wellness, economic development, water safety, and youth development emphasizing respect,

responsibility, caring, and honesty. The City's two primarily aquatics programs are swim lessons, which is the City's largest program outside of CRC membership, and the Recreational Splash Aquatics Swim Team.

Preschool

The City is a facilitator and partner of valued community services, including the Recreation Preschool Program. The City provides both staffing and facilities for the preschool programs. The City's preschool programs include Little Learners, an enrichment program for three-to-four-year-olds offered two days per week; Kinder Learners, a program for four-to-five-year-olds offered three days per week; and Afternoon Preschool for three-to-five-year-olds offered three days per week. The program is at capacity and has wait lists. At the time of this Master Plan, a proposed expansion to the CCC would provide another classroom for the preschool. The expanded capacity would provide for the growing community need and allow for greater long term cost recovery. The City will need to evaluate the feasibility of expanding the preschool program to meet a growing demand.

Senior Programs

Currently, the City facilitates the Senior Center by providing programs and services, facility space, and partnering with community based organizations. The City specifically partners with the YMCA to offer the Senior Lunch program with funding from the County of Santa Clara. In 2015, the City developed the Senior Programs and Support Strategy to provide program guidance for Senior Center programming and sustainability. The Senior Center's collaborative funding model supports its broad service area. In 2016, the City adopted an "Age-Friendly" resolution, further supporting its commitment to fulfilling seniors' expanding and diversifying needs. The City will need to evaluate its role in meeting the needs of a growing and diversifying senior population.

BIKEWAYS AND TRAILS

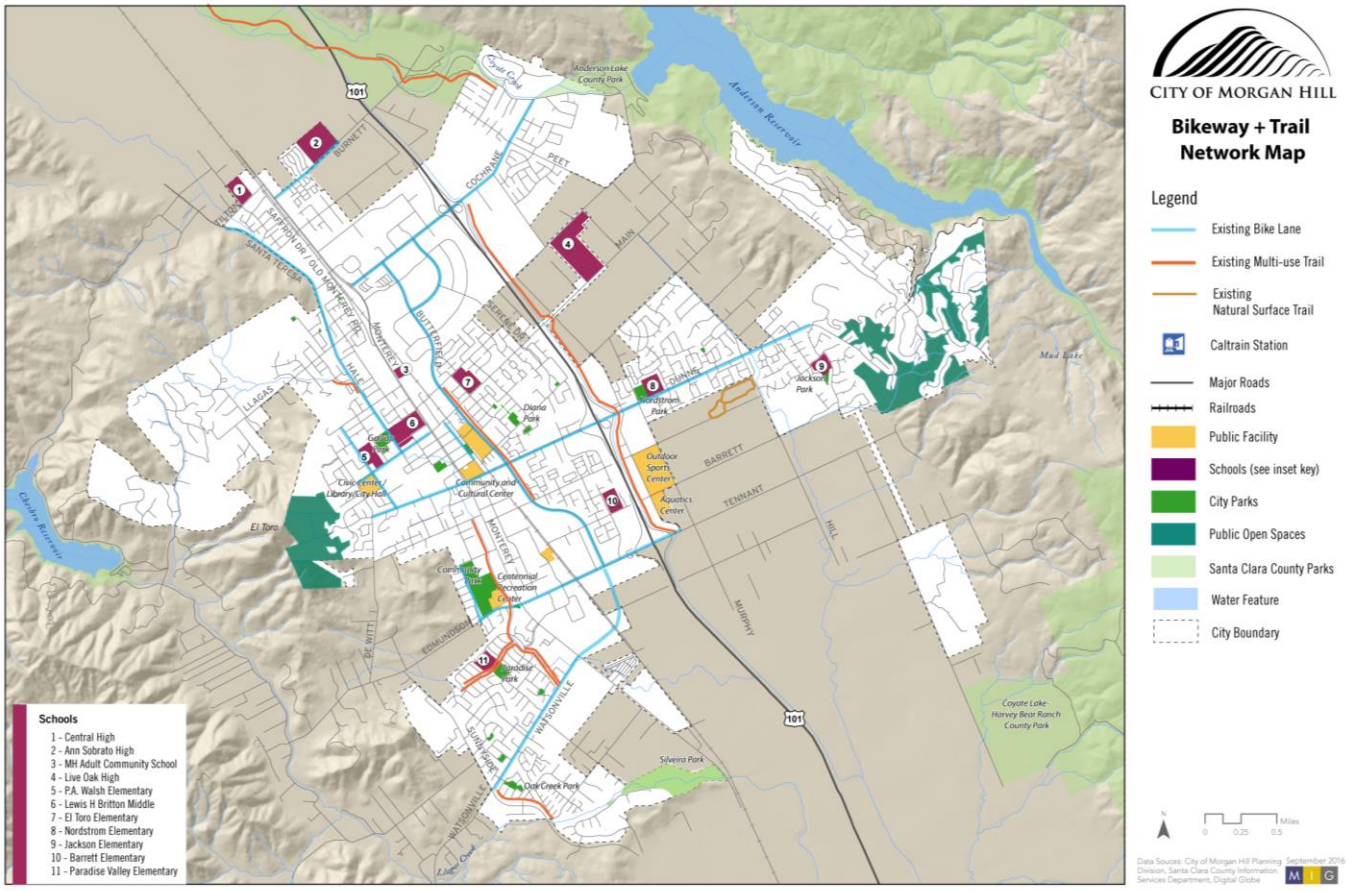
Bikeways and Trails: Key Findings

- **Public engagement results consistently showed that Morgan Hill residents support safe walkability and bikeability** on off-street trails as well as paths along major travel routes.
- **A connected and robust bikeway network is a top priority for the Morgan Hill Community.** There is a need to improve connections from residential neighborhoods to schools, Downtown, and regional destinations.
- **Community members identified improved bikeway connections to Downtown as a priority.**
- **Highway 101 is a major barrier** for people walking and people riding bicycles traveling east-west. The lack of safe and comfortable crossing options discourages many people from biking and walking between the City's eastern and western neighborhoods.
- **Community members showed a strong desire for bicycle facilities that encourage bicycling among residents of all ages and abilities.** Some bikeways are separate from fast moving car traffic and include few barriers, such as complex intersections or crossing busy streets.
- **There is a gap between the heavily used Coyote Creek Trail and local bikeways.** Residents are interested in accessing regional parks and trails via safe bikeways and community stakeholders would like regional trail users to travel safely into the City.
- **El Toro is the most important trail development project for residents**, although public input also indicated support for loop trails and more natural surface trails in open spaces.
- **Trails and bikeways present many opportunities to partner with other agencies** to better connect residents to regional assets.

Bikeways and Trails System and Needs

The Morgan Hill bikeways and trails network includes various types of bikeways and trails that provide transportation and recreation opportunities for people who walk, bike, and hike. The City's existing bikeways and trails network developed in segments over time, resulting in a network with limited connectivity. Most of Morgan Hill's existing bikeways are on-street bike lanes. In addition to its on-street bikeways, the City recently developed two multi-use trails—Butterfield Trail (also known as the Butterfield Linear Park) and West Little Llagas Creek Trail—and has plans to expand both. The City is also working to improve the loop trails at Silveira Lake.

Figure 2-8: Existing Bikeways and Trails Map



The project team evaluated and mapped the City's existing bike and trail network, planned improvements, and findings and feedback from the recent Downtown road diet pilot program. In addition, the team collaborated with the County and other regional partners to identify shared priorities and opportunities for collaboration, and to ensure consistency across plans.

Throughout the process, public input clearly highlighted the need for improved connections to and between City parks, recreation facilities, and popular destinations like Downtown and the Coyote Creek Trailhead. In particular, residents want to see safe bike and pedestrian routes for all ages and abilities, not just experienced cyclists. People traveling through the City by bicycle and walking/rolling experience significant barriers. Community members identified wide streets, busy streets, and no bike lanes as the top barriers to getting to parks, open spaces, facilities, and trails in Morgan Hill. Because of the City's irregular border, many paths of travel alternate between City and County land, creating challenges to coordinate future improvements and making make it difficult for residents to know whom to contact for a specific problem or improvement. While the County is open to roadway enhancements, lack of funding limits the work the County can perform. Many intersections adjacent to bikeways lack bike and pedestrian amenities and improvements that support safe and easy connectivity. Throughout the planning process, community members identified intersections as a major barrier to active transportation.

A more complete bikeways and trails network will provide greater opportunity for physical activity, outdoor recreation, and safe active transportation, and create a truly integrated parks, recreation, bikeways, and trails system.

As part of this planning process and with support from Santa Clara County Health Department and funding from the Centers for Disease Control, the City developed a resource to encourage use of existing bikeways and trails. The Bike Walk Morgan Hill! brochure and map provides information on safe walking and biking and identifies preferred routes to major destinations. It is available from the City and included as Appendix E to this Master Plan.

The following Recreation Facility classifications were established by the previous Master Plan (2001). This Master Plan (2017) recommends new classifications (see Chapter 4) that better serve Morgan Hill's trail system.

Table 2-8: Bikeway and Trail Classifications (2001)

Facility	Description
Natural Surface Trail	A path of travel for recreation and/or transportation within a park, natural environment, or designated corridor that is not classified as a highway, road, or street. 100 percent of trail acreage and adjacent recreational uses are included in LOS calculations.
Multi-Use Trail (Class I)	A multi-use trail allows for two-way, off-street pedestrian and bicycle use. Wheelchairs, joggers, skaters, and other non-motorized users are also welcome. These trails are frequently found in parks, along rivers, beaches, and in greenbelts or utility corridors where there are few conflicts with motorized vehicles. 100 percent of trail acreage and adjacent recreational uses are included in LOS calculations.
Bike Lane (Class II)	Bike lanes provide a striped lane for one-way bike travel on a street. Bike lanes that are not buffered are not recommended for future development.
Sidewalk Connections	Sidewalks are used throughout Morgan Hill's trail system when a more robust trail option is not feasible.

The following table includes an inventory of City trails. Trail acreage, unlike bikeways, is included in the City's level of service calculations.

Table 2-9: Morgan Hill Trails Inventory (2016)

Trail	Trail Classification	Acres	Miles
Butterfield Trail	Multi-use	2.09	0.8
Madrone Channel Trail	Natural surface (joint-use agreement with Santa Clara County Valley Water District)	6	3
West Little Llagas Creek Trail	Multi-use (includes some land managed through a joint-use agreement with Santa Clara County Valley District)	1.1	1
Percolation Ponds Trail	Natural surface (joint-use agreement with Santa Clara County Valley Water District)	1.21	1

PARKLAND LEVEL OF SERVICE

The City is committed to balancing its neighborhood and community parks with its sports and special use facilities. Since the 2001 Parks and Recreation Master Plan, the City has tracked its park acreage by the park types described above. The park classifications help to guide the City's park design and planning, while park acreage helps the City determine its level of service (LOS). To better reflect how community members use and would like to use their park and recreation facilities, this plan recommends revisions to the 2001 Parks and Recreation Master Plan facility classifications and level of service calculations (see Chapter 4). The Level of Service described below reflects the revised classifications and calculations.

Morgan Hill has established an LOS standard of five acres of parkland per 1,000 residents. This standard allows the City to determine a Quimby Act Fee and helps with planning for new parks needed to keep pace with development. **The City currently provides an LOS of 3.4 acres/1,000**. There is a need for the City to acquire and develop more land to meet the need of its current and future population.

The classifications and LOS standard provide parameters that guide the development and maintenance of parks in order create equitable recreation opportunities across the system. Community input points to more nuanced differences between the parks. The public engagement results revealed community members' park usage patterns and preferences. Residents' favorite parks are larger community and regional parks that are also the most-frequently visited parks. Residents value that these parks offer many activities for a range of ages and interests in one location. Community members frequently travel outside of their neighborhood, and sometimes even the City, to access their favorite parks and in search of diverse amenities (see Figure 2-7). There is demand for diversified play experiences. The Downtown pop-up parks were a great success and residents would like to see some of these elements in other City parks. Community members expressed support for multigenerational amenities, flexible play experiences, and nature play.

CHAPTER 3
Vision and Goals

INTRODUCTION

The City of Morgan Hill has made significant progress toward the goals and priority projects included in the Parks and Recreation Master Plan (2001) and has many accomplishments on which to build future growth and success. The overarching vision and goals for the Bikeways, Trails, Parks and Recreation Master Plan (Master Plan) were developed from public and stakeholder input, including the community goals articulated in the Morgan Hill 2035 General Plan. They provide an aspirational description of the City's future parks, recreation, bikeways, and trails system, and establish the framework on which the Master Plan policies and projects are based.

VISION AND GOALS

The City of Morgan Hill shall strive to expand and improve its system of parks, recreation facilities, programs, bikeways, and trails to support **community health, economic development, and quality of life** in Morgan Hill.

The following goals refine the direction of previous master plans and provide the policy framework to guide decisions and investments to achieve the system envisioned in this Master Plan. The policies and projects outlined in Chapter 4 and the actions in Chapter 5 are specific actions for realizing these goals. Over the next twenty years, the improvements and investments outlined in this plan will:

1. Improve connections between residences and the network of City parks and facilities;
2. Diversify the experiences in the City's parks and along its trails;
3. Engage people of all ages and all abilities;
4. Support the health and wellness of all community members;
5. Inspire a sense of community and place through arts, culture, and historic resources;
6. Respond to changing conditions and evolving preferences;
7. Ensure equitable access to programs and places for recreation and activity;
8. Leverage partnerships to maximize community benefit and use resources efficiently;
9. Balance active recreation with unprogrammed open spaces;
10. Continue to provide regional recreation destinations for visitors that support economic growth;
11. Enhance safety and navigation to key recreation destinations and along popular routes;
12. Invest in and maintain existing assets while carefully planning for future growth; and
13. Promote financial stability for operation of City facilities.

The policies, programs, and projects in this Master Plan will realize the vision and goals articulated above. Over the next 20 years, the City will create an integrated, connected set of park and recreation assets and transportation infrastructure, as illustrated in Figure 3-1.

DRAFT

CITY OF MORGAN HILL

Proposed Bikeways, Trails, Parks and Recreation System

Legend

- Priority Connections
- Priority Connections
- Community Destinations
- New Community Park Search Area
- New Neighborhood Park Search Area
- City Parks
- Public Facility
- Schools
- Non Recreational Open Spaces
- Santa Clara County Parks
- Water Feature
- Major Roads
- Railroads
- Caltrain Station
- City Boundary

N

0 0.25 0.5 Miles

Data Souces: City of Morgan Hill Planning Division, Santa Clara County Information Services Department, Digital Globe

January 2017

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CHAPTER 4
Policies, Actions and Projects

INTRODUCTION

This chapter includes the recommendations and initiatives to realize the vision for the future of Morgan Hill's Bikeways, Trails, Parks, and Recreation system. These directives build on the community needs assessment and goals identified in preceding chapters. They are organized into policies and supporting actions that will guide the implementation of the policy or strategy. While the goals in Chapter 3 present an integrated vision of the system, the policies, actions, and programs here in Chapter 4 are organized by plan element – parks, recreation (including programs, community services, and facilities), bikeways, and trails. There are also policies and actions that apply systemwide, and for organizational development and management. Each element is assigned a letter and number, with supporting policies listed numerically below.

Following the policies and actions, beginning on page 4-31, are tables describing recommended projects that will implement the preceding policies.

PARKS

Morgan Hill is committed to providing an integrated and diverse park system by balancing development and investment in different types of parks and open spaces. The planned park system is designed to best meet needs and preferences expressed by community members through the master planning process.

The following Park Classifications table describes the types of existing and recommended parks and open spaces. The classification system was updated and customized to best reflect the current use of Morgan Hill's parks as well as the priority for future investment and development.

Table 4-1: New Park and Open Space Classifications

Park Classification	Typical Size	Service Area	Description
Mini Parks	1 acre or smaller	Immediate neighborhood (up to quarter-mile walk)	Mini Parks provide open space to residential neighborhoods. Due to the limited size and high maintenance costs for limited recreational value, Mini Parks are not recommended for residential neighborhood parks in the future. Mini parks can also be small parks with specific functions such as community gardens or social gathering spaces. This type of Mini Park is appropriate for Downtown or other dense mixed-use areas.
Neighborhood Park	1-3 acres	Walking distance (half-mile walk)	A Neighborhood Park is intended primarily for the enjoyment of nearby neighbors within a short walk or bike ride. These parks often include limited recreation amenities—such as playgrounds, sport courts, and open turf play areas. They serve as social gathering spaces and may also include natural areas.
Small Community Park	3-10 acres	Citywide	Small Community Parks serve the needs of the entire City and are destinations for residents from across the City as well as adjacent neighborhoods. They provide more amenities than neighborhood parks and allow group activities.

Park Classification	Typical Size	Service Area	Description
Large Community Park	10 or more acres	Citywide	Large Community Parks focus on meeting the recreational needs of the community at-large. They provide a diversity of amenities and activities and allow for group activities and other recreational pursuits that are not recommended at neighborhood parks. Large Community Parks may include both outdoor and indoor facilities.
Recreational Open Space	No minimum or maximum size	Citywide	Recreational Open Spaces provide publicly accessible undeveloped recreation opportunities and opportunities to be in nature. They also protect ecological functions and scenic or heritage resources while providing green corridors for trails and greenways.
Non-Recreational Open Space	No minimum or maximum size	Citywide	Non-Recreational Open space is not publicly accessible. The primary function of these spaces is to protect ecological functions and scenic resources valued by residents. Non-recreational open space is managed by the City's Parks & Recreation Department.
Privately-owned, Privately Accessible Parks	Depends on facility	Neighborhood served by residential development	Privately-owned Parks are generally within a residential area for the exclusive use of residents and are privately developed and maintained by the homeowner or resident association or property managers.
Privately-owned, Publicly Accessible Parks	Depends on facility	Neighborhood served by residential development	Privately-owned, publicly accessible Parks are generally within a residential neighborhood. They are privately developed and maintained by the homeowner or resident association or property managers but allow access to the public.

Recommendations: Parks

P1. Distribute City-owned neighborhood and community parks throughout the City to fill existing gaps and prevent future gaps, especially where densely populated areas are not well-served by parks.

Actions

P1-1. Strategically identify and acquire land for a new large community park east of Hwy 101 to be developed as Morgan Hill continues to expand. (See Figure 3-1.)

P1-2. Site new small community parks in areas of new growth and development, consistent with the 2035 General Plan.

P1-3. Focus City resources on improving and developing large community, small community and neighborhood parks, recognizing that privately-owned parks meet the need for small, close-to-home parks for many residents.

P1-4. Continue encouraging the development of high quality neighborhood parks and privately-owned parks in new developments through the Residential Development Control System (RDCS) competition requirements. Ensure that parks constructed and maintained by developers meet the City's park standards described by General Plan Policy HC-3.31.

P1-5. Continue to maintain the City's existing Mini Parks while not adding (acquiring or developing) more, unless developed to meet specific goals in this plan.

P1-6. Construct the planned Downtown parks and trails, including Railroad Park, Third Street Creek Park, and Nob Hill Trail Park.

P1-7. Partner with the Morgan Hill Historic Society to expand and diversify the community uses of Villa Mira Monte and integrate it into the Downtown park system.

P2. Maximize park access to ensure community members can comfortably and easily travel to and use the parks closest to their homes.

Actions

P2-1. Strive to meet the five acres/1,000 residents level of service park standard as defined in Chapter 2.

P2-2. Expand the level of service definition to include a walkability standard with a goal that every resident lives within a half-mile walk of a park and residents in higher-density areas of the City live within a quarter-mile walk of a park.

P2-3. Strive to reach the 60/40 use ratio for residents/non-residents at the City's current and future Recreation and Special Use Facilities to ensure that the facilities meet local demand.

P2-4. Encourage public accessibility of new privately-owned and developed parks through the RDCS process.

P2-5. Strive to connect new and existing parks to surrounding neighborhoods and commercial centers via bikeways, multi-use trails, sidewalks and vehicle access including adequate parking.

P3. Continue to create unique park features and programs in Downtown.

Actions

P3-1. Develop the new permanent Downtown parks.

P3-2. Plan future pop-up and temporary programs and installations in Downtown parks.

P3-3. Integrate public art into the Downtown parks.

P3-4. Program community events including performance art, concerts, and family events in Downtown parks.

P4. Partner with Morgan Hill Unified School District (MHUSD) to increase access (i.e., keep gates unlocked) to school facilities during non-school hours.

Actions

P4-1. Develop formal joint use agreements to enhance access and amenities at existing and future school sites.

Relevant Sites

Nordstrom Park/School, Paradise Park/School, Jackson Park/School, El Toro School, Future Borello School Site, Other Future School Sites.

P4-2. Consider joint planning for facilities at Paradise and Nordstrom Parks/Schools.

P4-3. Review opportunities to increase park land and amenities adjacent to Jackson Park/School.

P4-4. Partner with the school District to land bank for future park sites adjacent to future school sites.

P5. Work in partnership with the Santa Clara County Parks and Recreation Department and Santa Clara Valley Open Space Authority to enhance community use of regional parkland adjacent to and near the City and to bring regional visitors to the City, per General Plan Policy HC-3.15.

Actions

P5-1. Promote nearby County and regional facilities with the citywide bikeways and trails map that encourages active transportation to park and open space destinations.

P5-2. Consider joint-use agreements to develop park activities and amenities in heavily-used nearby Anderson County Park.

P5-3. Partner with the County and OSA to support and fund regional recreational facilities located in City parks and facilities.

P6. Enhance and diversify play environments throughout the City.

Actions

P6-1. Prioritize park improvements and playground enhancements in underserved areas of the City, including northwest Morgan Hill.

P6-2. Diversify the types of play equipment and experiences in community and neighborhood parks by adding nature play, adventure play, and creative play opportunities.

P6-3. Replace outdated play structures with new types of play equipment and play environments.

P6-4. Add more multigenerational play experiences to neighborhood and community parks.

P6-5. Provide nature play experiences throughout the system.

P6-6. Expand recreation uses near Silveira Lake and consider integrating a fishing pond into new park sites.

P6-7. Construct the Inclusive Playground at Community Park.

P7. Support Morgan Hill as a sports tourism and recreation event destination by hosting events within the City.

Actions

P7-1. Form a Destination Management Organization, Visitors Bureau or Sports Commission to promote Morgan Hill and ensure unified, coordinated promotion activities.

P7-2. Promote Morgan Hill sports tourism via social media, web, and traditional marketing means.

P7-3. Provide a streamlined and customer-friendly special events permit applications process.

P7-4. Continually evaluate management partnerships for the OSC and other Sports Facilities.

P8. Enhance park amenities to increase park user comfort and accessibility.

Actions

P8-1. Add shade structures and trees that provide shade to parks, especially over play and seating areas. Every City park in Morgan Hill has opportunity for additional shade.

P8-2. Ensure that shade is included when designing and developing new parks.

P8-3. Add restrooms to small community parks.

- Locate restrooms where they are highly visible from the street and nearby activity areas.
- Consider restroom designs that minimize ongoing maintenance costs and enhance safety.

Relevant Sites

Nordstrom Park, Paradise Park, and Diana Park.

P8-4. Install drinking fountains that allow for easy water bottle refilling (as feasible) and separate pet drinking stations (as appropriate) throughout the park and trail system.

P8-5. Add additional seating to parks, focusing on seating options designed for comfort and social interaction.

P8-6. Add wi-fi to high use parks, especially Downtown Parks.

P9. Expand opportunities for fitness and health oriented activities for all ages in Morgan Hill parks.

Actions

P9-1. Pilot fitness equipment in two (2) parks and monitor and evaluate usage. Identify opportunities for unique fitness stations and equipment, such as par course.

Relevant Sites

Nordstrom Park and Galvan Park.

P9-2. Improve pedestrian and bicycle connections to parks so that users can access parks via active transportation modes.

P9-3. Identify opportunities for loop trails within new parks and JUA facilities.

P10. Continue investing in destination community parks that offer a range of activities.

Actions

P10-1. Implement planned lighting and handball court improvements to Galvan Park to enhance access and safety.

P10-2. Continue working with community members to identify priority improvements for Galvan Park.

P10-3. Continue to maintain and program Community Park at a high standard while adding and enhancing amenities.

P10-4. Design a new large community park to provide the same high level of services as the existing Community Park while also offering unique experiences that establish the park as a destination. Consider including the following elements in the new community park:

- Fenced dog park;
- Bike skills/pump track;
- Traffic garden (bicycle and safety and skills course);
- Fitness equipment;
- Loop trail;
- Parking;
- Tennis/pickleball;
- Sand volleyball;
- Water filling station; and/or
- Community garden.

P11. Protect and improve un-programmed, flexible spaces in neighborhood and small community parks for informal games and other self-directed recreation uses.

Relevant Sites

Galvan Park, Belle Estates Park, Stone Creek Park, Diana Park, Jackson Park, Paradise Park, Mill Creek Park, Howard Wiechert Park, Hamilton Square Park, and Oak Creek Park.

P12. Design new parks and park improvement that are welcoming, distinct, and represent the qualities of the park and surrounding neighborhood.

Actions

P12-1. Enhance park entry points by providing seating or other features to help activate entrances and make them highly visible from the street and from

within the park. Where needed, install signage to clearly identify the accessible path of travel or direct users to primary points of entrance.

Relevant Sites

Belle Estates Park, Community Park, Diana Estates Park, Fox Hollow Park, Galvan Park, Jackson Park, Murphy Springs Park, Paradise Park, and Oak Creek Park.

P12-2. Locate certain site furnishings, including trash receptacles and pet care stations, outside of the park entry points in order to improve the aesthetic qualities of the entry.

P12-3. Design spaces that are simple and logical to facilitate wayfinding by people of all abilities.

P12-4. Incorporate public art into parks.

P13. Provide urban agriculture opportunities throughout the City to provide access for residents.

Actions

P13-1. Establish one or more permanent locations for the community garden and expand its capacity.

P13-2. Maintain a community garden opportunity in downtown for higher density housing.

P14. Integrate more natural elements and spaces and nature play opportunities into Morgan Hill's parks system.

Actions

P14-1. Reveal and enhance nature and natural processes using native plants and by using stormwater management as a functional and aesthetic park feature.

P14-2. Incorporate low-impact, drought-tolerant plantings in new and existing parks to minimize irrigation requirements and enhance visual interest without reducing usable turf area.

P14-3. Develop nature play areas in appropriate areas that allow children and users of all ages to interact with nature and natural materials.

Relevant Sites

Jackson Park, Murphy Springs Park, and New Downtown Parks.

RECREATION

The City of Morgan Hill provides recreation facilities and programs that are well loved and used by the community. There are opportunities to broaden participation in existing programs and expand and diversify programs and facilities to meet the community's growing and changing needs and interests. The existing and potential future facilities recommended in this section are important to advancing the City's sports tourism goals.

Recommendations: Programs / Membership / Facility Rentals

PR1. Create programming that supports City goals to build community cohesion, support families, and encourage healthy lifestyles.

PR2. Develop and promote programs to serve the entire Morgan Hill community.

Actions

PR2-1. Continue providing the scholarship program for CRC memberships and recreation programs.

PR2-2. Increase awareness of available programs and scholarships through increased bilingual outreach and strengthened outreach to a diversity of community-based organizations such as churches and non-profits groups.

PR2-3. Expand program offerings for teens and preteens.

PR2-4. Reach out to residents that are differently abled, have limited mobility, and seniors to better understand how existing programs may be made more adaptable and inclusive and if there is a need for adaptive programs.

PR3. Continue to ensure flexibility in program offerings so that new programs can be tested and unpopular programs can be retired.

Actions

PR3-1. Use evaluation criteria tied to registration rates, community need, and cost recovery to inform programming decisions.

PR3-2. Develop pilot recreation programs to test and evaluate the community's interest in new types of classes, events, and activities.

PR3-3. Diversify offerings within a programming category (e.g., fitness) rather than adding identical programs to meet peak demand.

PR4. Diversify the location of programs beyond the CRC, CCC, and AC.

Actions

PR4-1. Offer programs in neighborhood and community parks throughout the City, including fitness classes and youth programs.

PR4-2. Focus outdoor programming in neighborhood and small community parks in the northwest areas of the City to reduce barriers to participation and address under-served neighborhood needs.

PR4-3. Pilot mobile programming in neighborhood and small community parks throughout the City.

PR4-4. Offer special events, such as movie nights, in neighborhood and community parks throughout the City.

PR5. Continue to provide recreation-based preschool services and expand capacity as needed.

Actions

PR5-1. Expand the preschool program to support increased cost recovery of recreation programs.

PR5-2. Consider increasing preschool programs through facility expansion.

Recommendations: Community Services

CS1. Continue to serve as a facilitator of community and social services to ensure there are family support services for all ages in Morgan Hill.

Actions

CS1-1. Maintain and enhance partnerships with non-profit organizations to facilitate the delivery of services to Morgan Hill and south County residents.

CS1-2. Continue to provide facility space for community services including day care and senior services, focusing on multi-use and multi-generational spaces.

CS2. Proactively plan to adapt and/or expand senior services to meet projected growth in demand.

Actions

CS2-1. Support the City's Age-Friendly City resolution by meeting the needs of the growing senior community.

CS2-2. Update the Strategy for Older Adult Programs and Services, incorporating the World Health Organization "Age Friendly City" designation to guide future programmatic planning.

CS2-3. Conduct a feasibility analysis to determine which type of Adult Day Care Program is needed in Morgan Hill and the partnerships required to provide these services.

CS2-4. Evaluate options to support "transitions" that allow older adults to age in place in Morgan Hill.

CS2-5. Develop a sponsorship and donation program that will support growth of the Senior Support Endowment Fund.

CS2-6. Continue to partner with the YMCA, County of Santa Clara, and/or other organizations to provide the Senior Nutrition Program.

CS2-7. Continue to use partnerships to enhance resources and deliver services for Older Adults at the Senior Center and throughout the community.

CS2-8. Continue to actively participate in regional Older Adult initiatives such as the Santa Clara County Seniors Agenda.

CS2-9. Support improved transportation for Older Adults through partnerships and operations.

CS3. Continue to support Community Service activities that support community health.

Actions

CS3-1. Continue to actively recruit community-based community service organizations to locate at the City-owned Non-profit Center and/or alternate locations within the City.

CS3-2. Support the Boys & Girls Club of Silicon Valley's future use of the Friendly Inn Community Center, including evaluating the feasibility of a facility exchange or relocation for the community service organizations currently using utilizing the Friendly Inn.

CS3-3. Seek grant funding to support after-school programs and activities for residents in underserved and low-income areas.

CS3-4. Support partnerships and collaborations with government agencies and non-profit organizations that provide social services to youth in the community, such as South County Youth Task Force, South County United for Health and Community Asset Builders.

CS3-5. Continue to support the Boys and Girls Club of Santa Clara County or other non-profit organizations to operate the El Toro Youth Center.

FACILITIES

The following Facilities Classifications table describes the types of recreation facilities recommended for Morgan Hill's future system.

Table 4-2: Morgan Hill Recreation Facility Classifications

Classification	Service Area	Description
Recreation Facilities	**Citywide.** Users include all residents, community-based organizations and school groups and may serve non-resident sport participants.	These properties were purchased or designated for a specific purpose, or were acquired to take advantage of a unique feature. These facilities require staff to manage and operate. Special use facilities include the Outdoor Sports Center, Aquatic Center, and Villa Mira Monte property.
Special Use Facility	**Citywide.** Users include all residents, community-based organizations and school groups	Special Use Facilities provide space for specific uses. They are often rented for events or classes and are not always open to the public for general use. These facilities include Centennial Rec Center, the Community & Cultural Center, and El Toro Youth Center.

Recommendations: Facilities

F1. Incorporate historic and cultural resources into the parks and recreation system when the resources provide opportunities for community education, events, and recreation, in support of General Plan Goal HC-8.

Actions

F1-1. Develop a partnership with the Morgan Hill Historical Society to make Villa Mira Monte viable and sustainable as a community resource.

F1-2. Ensure future site development includes:

- Culturally, historically, and context appropriate design approaches to improvements and additions.
- Expanded recreation uses.
- Property improvements designed to integrate into the Downtown parks system and facilitate attracting more visitors to Downtown businesses.
- Design improvements to maximize revenue and limit ongoing maintenance costs.
- Improved technology at the site.

- Opportunities for urban agriculture and agriculture education with a demonstration garden/orchard or a community garden.

F1-3. Continue to collaborate with the Historical Society to support organization and site management and operations.

- The Morgan Hill Historical Society should continue to manage the Villa Mira Monte Site.
- Consider providing operational support to the Historical Society to hire limited-term staff for site management with the intent to identify and secure revenue for long-term fiscal sustainability.
- Ensure future programming includes establishing and expanding revenue generating uses such as event rentals as well as programming to attract new visitors to the site.
- The City shall utilize existing Community Services Department resources to coordinate marketing and promotion of the site to increase access and revenue generation.
- Consider formally assigning the Library, Culture, and Arts Commission to make recommendations relating to historic resources.

F2. Support the development and maintenance of infrastructure that supports sports tourism, per General Plan Policy ED-4.3.

Actions

F2-1. Pursue the development of a new Baseball / Softball Field Complex on City-owned land in the SE Quadrant. The new fields should focus on serving local teams and players. However, accommodating smaller regional tournaments may also be considered.

F2-2. Conduct a market study to evaluate the feasibility of a regional sand volleyball tournament complex adjacent to the OSC/AC.

F2-3. Develop a site plan for 10 acres of property adjacent to the Aquatics Center and Outdoor Sports Center, for which the City has a future option to purchase. Property shall be used for parking and additional regional sports uses (sand volleyball, additional soccer fields, etc.).

F2-4. Update aging facilities at the Outdoor Sports Center including replacement of existing turf fields, considering new turf to replace natural grass fields, installation of lighting and more frequent routine maintenance at the facility.

F2-5. Consider a market study to evaluate the feasibility of an indoor multipurpose facility.

F3. Ensure that regional use of Morgan Hill's recreation facilities do not adversely impact established neighborhoods and that they support quality of life for residents.

Actions

F3-1. Site regional recreation facilities outside of established residential neighborhoods to avoid traffic, parking, and noise impacts.

F3-2. Consider transportation programs such as shuttles and bike shares that will minimize impacts from vehicular traffic and encourage visitors to travel to Downtown Morgan Hill and other shopping and dining centers.

F3-3. Develop adequate parking at recreation and sports facilities.

F4. Actively pursue joint-use agreements with MHUSD to help meet demand for sports fields and indoor facilities, per General Plan Policy HC-3.25.

Actions

F4-1. Create joint use agreement(s) with the MHUSD for existing school gym and field facilities.

F4-2. Develop a new gym facility in partnership with the school district that meets the needs of both the City and MHUSD and is constructed, maintained, and programed through a joint-use agreement.

F5. Maximize utilization of existing aquatic facilities, while ensuring high levels of maintenance and sustainable funding.

Actions

F5-1. Adjust facility schedules to meet community demand for lap swim and programs with high demand.

F5-2. Establish a coordinated reservation system with the school district for access to high school pools.

F6. Maintain and support public access to Morgan Hill's destination parks and recreation facilities.

Actions

F7-1. Continue to pursue 60 percent local use and 40 percent regional use for existing and new recreation facilities, based on hours of use.

F7-2. Continue to use the City's community use policy to promote facility use for resident groups.

F7-3. Improve the lighting, accessibility, and irrigation at the OSC.

BIKEWAYS AND TRAILS

The Morgan Hill community indicated that a connected bikeways and trail network that is accessible to all ages and abilities is a top priority. The following recommendations guide the development of an integrated system that supports an active and healthy lifestyle and increases multi-modal access to the City's popular destinations and services.

The following Bikeway and Trail Classifications describe the types of facilities recommended for Morgan Hill's future system. These facility types reflect national and statewide best practices.

Table 4-3: Recommended Bikeway and Trail Classifications

Facility	Description
Natural Surface Trail	A path of travel for recreation and/or transportation within a park, natural environment, or designated corridor that is not classified as a highway, road, or street. 100 percent of trail acreage and adjacent recreational uses are included in LOS calculations.
Multi-Use Trail (Class I)	A multi-use trail allows for two-way, off-street pedestrian and bicycle use. Wheelchairs, joggers, skaters, and other non-motorized users are also welcome. These trails are frequently found in parks, along rivers, beaches, and in greenbelts or utility corridors where there are few conflicts with motorized vehicles. 100 percent of trail acreage and adjacent recreational uses are included in LOS calculations.
Buffered Bike Lane (Class II)	A buffered bike lane is a Class II Bikeway that has a marked (painted) buffer without flexible posted or inflexible barriers as the separation between the bike lane and the vehicular traffic lane. If a marked buffer is provided with flexible posts or inflexible physical barriers, this is considered a separated bikeway or protected bike lane.
Protected Bike Lane (Class IV)	A Class IV Bikeway (separated bikeway) is a bikeway for the exclusive use of bicycles and includes a separation between the separated bikeway and the vehicular traffic. The separation may include, but is not limited to, grade separation, flexible posts, inflexible physical barriers, or on-street parking.
Bicycle Boulevard (Class III)	Bicycle boulevards are streets with low motorized traffic volumes and speeds, designated and designed to give bicycle travel priority. Bicycle Boulevards use signs, pavement markings, and speed and volume management measures to discourage through trips by motor vehicles and create safe, convenient bicycle crossings of busy arterial streets.

BICYCLE FACILITIES

Bicycle Boulevard

Protected Bike Lane

Buffered Bike Lane

Intersection Improvement

Recommendations: Bikeways and Trails

B1. Create a bikeways and trails network that serves the needs and abilities of cyclists of all ages and abilities, consistent with General Plan Policy TR-8.1.

Actions

B1-1. Construct the priority bikeway and trail projects identified in the Master Plan based on improving safety and enhancing both commute and recreational cycling, consistent with General Plan Policy TR-8.8.

B1-2. Prioritize the creation of all ages and abilities bikeway types including bicycle boulevards on neighborhood streets (local roadways) and protected bike lanes on busy streets (arterial roadways).

B1-3. Support General Plan Policy TR-8.3 by providing options for people of different abilities riding bikes by establishing alternative routes, such as direct routes on busy streets for experienced bike riders, and less direct routes on quieter streets, bicycle boulevards, and trails for less experienced and recreational bike riders.

B2. Develop an interconnected network of bikeways and multi-use trails that safely connect neighborhoods and residences with workplaces, schools, parks, and community destinations, consistent with General Plan Goal TR-8.

Actions

B2-1. Strive to connect each new bikeway project to an existing bikeway, trail, or community destination. Provide complete connections in the network and avoid abruptly ending a bikeway before a connection is made.

B2-2. Prioritize implementation of projects that address existing barriers, including Highway 101 and challenging intersections, to facilitate and encourage walking and riding a bike to destinations.

B2-3. Where feasible and safe, support General Plan Policy TR-8.13 by requiring pedestrian and bicycle public access from a cul-de-sac to an adjacent public amenity, such as a park or school, or from a cul-de-sac to an adjacent street, especially when developing bicycle boulevards.

B2-4. Support General Plan Policy TR-8.7 by designating private roads as part of the bikeway network if there is an agreement between the City and the appropriate owner for such a designation.

B2-5. Coordinate bikeway and trail network implementation with partner agencies, including but not limited to Santa Clara County Parks and Recreation Department, Santa Clara County Roads and Airports, Santa Clara Valley Open Space Authority, and Valley Transportation Authority.

B2-6. Conduct public engagement during bikeway and trail design and implementation.

B3. Improve safety for all roadway users by providing bikeways and trails with comfortable separation from motor vehicles and a focus on safety.

Actions

B3-1. Continue to support the City's adopted Vision Zero Framework to reduce traffic injuries and fatalities. Once adopted, implement strategies to improve safety.

B3-2. Upgrade existing bikeways to create dedicated space for people riding bicycles separated from motor vehicle travel and parking lanes where possible.

B3-3. Improve intersections to accommodate through and turning bicycle traffic with both time and space separation where possible.

B3-4. For all roadway improvements, implement vehicular, transit, and freight improvements that minimize conflict with people riding bicycles.

B3-5. Review opportunities to enhance technology for the Police Department to collect and upload bicycle-involved collision data to the County Crossroads database, to analyze for targeted enforcement and improvements to reduce the likelihood of future collisions.

B3-6. Improve bicycle safety across or along highway entrances, railroad and rail transit crossings and parallel facilities.

B3-7. Reevaluate configuring Downtown streets to one lane of vehicle traffic and one buffered bike lane upon the completion of the development of the Hale Avenue Extension Project.

B4. Encourage active and safe transportation through education and outreach.

Actions

B4-1. Develop multi-modal traveler safety education materials and programs to teach all roadway users about how to safely drive and ride bikes on or near streets with bikeways and trails.

B4-2. Develop a user-friendly, multi-modal network map that allows users to easily navigate the system according to their comfort and ability level.

B4-3. Provide bicycle education for primary school children. Work with schools to continue and expand the Safe Routes to School program to teach children to safely walk and ride a bicycle to school.

B4-4. Support General Plan Action TR-8.G by actively pursuing bicycle safety and promotion programs, encouraging partnership with the police department, MHUSD, bicycle clubs, and other interested agencies and organizations to provide information and resources such as helmet fittings at community events.

B4-5. Seek grant funding to support active transportation education and outreach.

B5. Support economic and community development through active transportation and active recreation activities.

Actions

B5-1. Support the Downtown district and business owners in accommodating customers arriving by bicycle.

B5-2. Enhance connections to regional bicycle routes and develop programs to encourage visitors or bicycle riders passing through Morgan Hill to visit Downtown.

B5-3. Promote and support people walking and bicycling to community events by providing legible wayfinding and convenient bicycle parking.

B6. Provide safe, accessible and convenient bicycle parking and other support services to people travelling by bicycle.

Actions

B6-1. Monitor bicycle parking facility usage to determine when new or expanded facilities are needed.

B6-2. Establish visible and accessible platforms for community members to request new or expanded bike parking. At destinations with high bicycle parking demand, consider allocating more public right-of-way to provide bicycle racks and bicycle corrals, possibly in the place of a vehicular parking space.

B6-3. Work with Caltrain and major employers to ensure there is adequate short- and long-term secure bicycle parking for bicycle commuters.

B6-4. Focus the addition of new bicycle parking facilities at destinations, especially Downtown, including development of the bike hub site.

B7. Coordinate development of the bikeways and trail network with regional partner agencies and organizations.

Actions

B7-1. Support General Plan Policy TR-8.4 by coordinating development of the bikeways and trails network with the VTA Cross County Corridors, Santa Clara Countywide Trails Master Plan, the Santa Clara Countywide Bicycle Plan, the South County Joint Area Plan, the Santa Clara County Bicycle Technical Guidelines, and the California Department of Transportation Highway Design Manual.

B7-2. Support General Plan Policy TR-8.11 for multi-jurisdictional alignments by developing partnerships with Santa Clara County to plan, finance, implement, and maintain the bikeways system.

B7-3. Evaluate opportunities to coordinate trail alignments along the future California High Speed Rail line.

B7-4. Partner with the Santa Clara Valley Open Space Authority on the development and maintenance of trails on the El Toro Mountain.

B7-5. Create an east-west connection to Coyote Creek Trail via a Burnett Ave bridge, per General Plan Policy TR-8.8.

B8. Design all bikeways and trails to meet or exceed the latest federal, state, and local design guidelines.

Actions

B8-1. Conduct engineering studies for new bikeways, using design standards that are consistent with regional guidelines and current nationally-recognized guides. Resources include:

- The Santa Clara County Bicycle Technical Guidelines;
- California Department of Transportation Highway Design Manual.
- Manual of Uniform Traffic Control Devices (MUTCD);
- National Association of City Transportation Officials (NACTO) Urban Bikeway Design Guide;
- American Association of State Highway and Transportation Officials (AASHTO) Guide for the Development of Bicycle Facilities;
- Federal Highway Administration (FHWA) Separated Bike Lane Planning and Design Guide;

- Americans with Disabilities Act (ADA) guidelines and Universal Design recommendations;
- US Access Board's Accessibility Guidelines for Pedestrian Facilities in the Public Right-of-Way: Shared Use Paths;
- Institute of Transportation Engineers (ITE) publications; and
- Other nationally and internationally recognized guides.

B8-2. Provide ongoing education opportunities to City of Morgan Hill planning and engineering staff on the planning, design, implementation and maintenance of innovative bikeways and trails.

B8-3. Include green bike lane striping at potential high-conflict intersections following best practices and policies listed in B8-1.

B9. Evaluate the potential to expand pathways along creeks and drainage ways.

Actions

B9-1. Support General Plan Policy HC-3.14 by working in partnership with the Santa Clara Valley Water District to establish easements and joint use agreements and to develop trails and linear parks along creeks and drainage channels.

Relevant Sites

- Llagas Creek west of Silveira to Santa Teresa;
- Madrone Channel trail;
- The trails at Silveira to incorporate desired community uses;
- The loop trail and usable open space at San Pedro Percolation Ponds as a loop trail and usable open space;
- The northern extension of the Little Llagas Creek Trail from Spring Ave to W Main Ave, per General Plan Policy TR-8.8;

- The Madrone Channel Trail northern extension to the Coyote Creek Trail and southern extension to Middle Ave; and
- The Tennant Creek Trail from E Dunne Ave to Middle Ave.

B10. Support the comfortable use and appeal of the bikeways and trails network through regular maintenance and adequate facilities.

Actions

B10-1. Improve bikeways and trails based on maintenance standards and an established schedule.

B10-2. Plan for and adequately fund maintenance activities and needs, including equipment and labor.

B10-3. Consider maintenance costs, procedures, and long-term funding mechanisms as a part of all new bikeway and trail projects.

B10-4. Create and publicize an online maintenance request form and a phone number for bikeway and trail users to identify and submit improvement requests. Respond to requests in a timely manner.

B10-5. Develop a process to assess the condition of City-owned bicycle racks and on-street bicycle corrals, and replace as needed.

B10-6. Include trash cans and dog bag stations along heavily used mixed-use trails.

SYSTEM-WIDE GUIDELINES

S1. Integrate universally accessible recreation experiences across the system in support of General Plan Policy HC-3.1.

Actions

S1-1. Improve access for all users to existing parks, facilities, and amenities. Consider various aspects such as accessible parking spaces, paving materials, and site furnishings.

S1-2. Continue to advance the Inclusive Playground at Community Park. Create a phased construction approach to leverage available funding and support.

S1-3. Provide signs at trailheads that indicate trail surfaces so that users know the trail's level of accessibility.

S1-4. Evaluate the need for adaptive programming.

S2. Develop a wayfinding system for the City's bikeways, trails, parks, and recreation network that includes signage along bikeway routes and trails indicating key destination points, in support of General Plan Action TR-8.E.

Actions

S2-1. Coordinate with any broader city-wide signage and wayfinding efforts.

S2-2. Ensure signage across the system for parks, open space, and recreation opportunities shares iconic and recognizable design elements.

S2-3. Include signage and wayfinding to and in Downtown and commercial business districts to encourage pedestrian and bicycle access to in support of economic activity.

S3. Enhance sustainability features and support City greenhouse gas (GHG) emission reduction goals when planning or renovating parks and facilities, developing new site plans, and replacing equipment and facilities.

Actions

S3-1. Expand the collection and use of solar power and other renewable energy sources at parks and facilities, including on roofs and in parking lots, including new sport facility parking lots.

Relevant Sites

- Community and Cultural Center;
- Outdoor Sports Center/Aquatics Center

S3-2. Design parks to be low impact developments that include pervious surfaces (permeable pavers, pervious concrete, porous or open-graded asphalt) when practical and feasible.

S3-3. Select Energy Star and equivalent energy-efficient products for equipment purchases.

S3-4. Provide convenient and well-marked recycling receptacles throughout the park system, in recreation facilities, and at special events.

S3-5. Enforce a "No Idle" program with vehicles and other gas-powered equipment.

S3-6. Install electric vehicle (EV) charging stations at park and recreation facilities that serve the region.

S3-7. 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.

S4. Develop community education elements throughout the system, including the following elements:

- Printed and online biking and trails map with parks and trails at trailheads and public places including community centers, recreation facilities, libraries, and tourist destinations.
- On-site signage, as appropriate, to educate the community about parks maintenance benefits, trail etiquette and environmental sustainability (e.g. native plants and water efficient features).
- Online and mobile-accessible tools including social media platforms, websites and maps.

S5. Transition to water efficient irrigation systems, landscapes, and planting practices throughout the system.

Actions

S5-1. Implement an irrigation central control system to assist in applying the least amount of water necessary for the current climatic conditions and in the monitoring, operation, and maintenance of the irrigation systems.

S5-2. Transition existing high water-use trees to native and drought tolerant trees to maintain and provide natural shade throughout the park system.

S5-3. Design new and renovate existing parks for water conservation. Use native plants, apply xeriscaping, and reduce turf areas that are not needed as open play space to reduce water needs, balanced with long-term funding for maintenance needs.

S5-4. Emphasize the use of well-designed, efficient irrigation systems that consider the mature size of plant material and the size of planting areas to be irrigated. Irrigation systems should also incorporate innovative technologies, such as low-volume drip irrigation and high efficiency overhead nozzles.

S5-5. Retrofit less efficient existing irrigation overhead irrigation system with more efficient drip or point source systems.

S5-6. Conduct regular maintenance and irrigation audits to regularly adjust and maintain operation of the irrigation system at its highest efficiency.

S5-7. Provide turf only where it contributes to recreation opportunities. Evaluate the need for mowed and irrigated turf when designing new parks or renovating existing ones to efficiently use maintenance resources. Additionally, transition non-recreation turf areas to drought-tolerant and climate-adapted species.

S5-8. Emphasize the use of water-conserving turf varieties after evaluating the need for providing turf surfaces. Additionally, considering transitioning existing turf into drought-tolerant turf.

S5-9. Transition existing landscape to drought-tolerant and climate-adapted species.

S5-10. Minimize stormwater runoff through on-site retention facilities, bioswales, and rain gardens. Use best practices for sustainable landscape designs to manage the quantity and quality of stormwater runoff.

S5-11. Create demonstration gardens throughout the system that include signage to educate park users about sustainable landscaping and water conservation.

Relevant Sites

Jackson Park, Stone Creek Park, and Nordstrom Park.

S6. Plant native and California-friendly species that create healthy ecological systems and important habitats for wildlife and insects.

Actions

S6-1. Emphasize the use of plant materials with habitat value. Consider plant species and landscape practices that provide habitat for local and migratory animals, conserve native plants, and improve water quality.

S6-2. Consult with the California Invasive Plant Council to avoid the use of invasive plant species or non-native plants with seeds that can be easily dispersed.

S6-3. Implement landscaping that will blend ecologically and visually with the existing native vegetation or the region. When appropriate, non-native trees and plants, fully adapted to the area's environmental conditions, may be provided when they add visual compatibility, beauty, and avert losses caused by overdependence on a single species.

S7. Use plant materials or plant species that contribute to safe and healthy environments.

Actions

S7-1. Plant materials in park sites and around areas with amenities for children must be tough, impervious to trampling, fast growing, and not poisonous.

S7-2. Locate appropriate plant materials along walkways and entrances to improve safety and avoid blocking sightlines.

S7-3. Emphasize the maintenance of healthy soils and soil quality to sustain plant productivity, and to maintain and enhance water and air quality in support of human health and habitation.

S7-4. Emphasize the design and maintenance of landscapes to reduce the risk of fire hazard by providing defensible space zones and any plant species that are known to have unfavorable fire performance ratings.

S8. Install lighting strategically to enhance the safety and usability of the City's facilities.

Actions

S8-1. Consider providing pedestrian-level lighting (combined low ground-level and higher-level lighting) at park perimeters to enhance park entrances.

S8-2. Consider lighting in parks as means of increasing surveillance and park safety by locating lights in problem areas and areas of potential concealment.

S8-3. Consider providing lighting at courts, playgrounds, and gathering areas to encourage greater evening use, promote surveillance, and reduce the risk of vandalism.

S8-4. Design lighting systems and select fixtures to minimize light pollution.

S8-5. Design lighting systems to provide a consistent level of lighting with minimal glare and uneven lighting or shadow areas.

ORGANIZATION DEVELOPMENT AND MANAGEMENT

OM1. Continue developing strategic partnerships with other organizations and agencies to expand and diversify services and meet the needs of the growing community.

Actions

OM1-1. Grow partnerships by targeting specific groups that can improve parks, trails, and programming within identified service area gaps.

OM1-2. Formalize all partnerships through written agreements that specify roles, responsibilities, liability, financial, and other terms.

OM1-3. Define usable time and access when joint-use agreements are used to formalize partnerships.

OM1-4. Consider concessionaire agreements or leases where appropriate.

OM1-5. Monitor the City's role and contributions (staff time and financial) to partners of the parks and recreation system. Investments and resources directed from the City should align with expected outcomes and benefits, linking to the goals, policies, and recommendations of this Plan.

OM2. Continue to be a community-driven department that actively solicits and values input and ideas from residents, stakeholders, and partners. Develop and refine the City's approach to community outreach and communications.

Actions

OM2-1. Replicate or continue successful engagement efforts from this master planning process, including use and promotion of online surveys and coordination with stakeholder advisory group members.

OM2-2. Assess community needs and update the Master Plan every five years to respond to changing trends and the needs of new residents. A more frequent review of plan progress by the PRC is advisable.

OM2-3. Identify segments of the community that are under-represented in community discussions and develop targeted approaches to increase their involvement.

OM2-4. Strive to incorporate new technologies and tools that enhance community access to information.

OM2-5. Continue involving Morgan Hill residents in the design and development or bikeways, trails, parks, and recreation facilities and programs from the earliest possible stage.

OM2-6. Continue and expand an annual survey system that solicits feedback from customers, including program participants, facility renters, and the general community.

OM2-7. Promote programs and facilities and receive community input through a variety of methods, including but not limited, to open houses and workshops (with childcare provided), presentations to neighborhood groups and community based organizations, booths at community events, social media content and targeted advertising, and partnerships with schools.

OM2-8. Raise awareness about issues and initiatives pertinent to bikeways, trails, parks, and recreation in Morgan Hill through letters to the editor and guest articles.

OM2-9. Develop and maintain stakeholder lists and provide targeted outreach relating to key program and service areas, addressing uses such as:

- Active recreation;
- Bicycling;
- Walking/jogging/running/mountain biking paths and hiking trails;
- Natural resource interpretation and protection;
- Historic and cultural resources; and
- Accessibility for people with disabilities.

OM2-10. When developing large projects, convene a limited term ad-hoc advisory group as a strategy for gathering public input and disseminating information about the project. Examples of large projects would be the new Community Park, Villa Mira Monte, and the Baseball / Softball Complex.

OM3. Monitor and track park and facility condition to inform capital improvement and maintenance plans. Develop capital improvement plans, criteria for prioritization, and schedules aimed at addressing deficiencies in existing parks including:

- Replacing infrastructure and refreshing or renovating old parks.
- Replacing old, worn, or damaged facilities or equipment as per the capital replacement plan. Refresh or renovate old parks periodically, updating facilities and landscaping as per new recreation trends and needs.

OM4. Develop a strategic plan for park and facility maintenance to protect and preserve public investment in existing assets.

OM5. Develop regular maintenance plans for all parks and facilities including reinvestment schedules for major elements (roof, HVAC, etc.) Maintenance plans should include the following:

- Budget and schedule for system-wide renovation programs of critical recreation components, including bikes, trails, fields, courts, play areas, and amenities.
- A routine preventive maintenance program for all bikeways, trails, parks, facilities, equipment, vehicles, and other assets.
- Assessment of long-term maintenance, repair, and replacement needs for all parks, facilities, and equipment.
- Provisions for adding features that meet current needs and address ADA accessibility and sustainability issues when upgrading or renovating existing parks and recreation facilities.
- Opportunities for volunteer support for site maintenance and improvement.

OM6. Continue to implement staff development and training programs on a wide range of topics such as customer service, cultural competency, health and fitness, senior and youth issues, and local history and culture.

OM7. Continue to engage all relevant City departments and divisions in planning, design, and programming, drawing on the unique and specialized skills and perspectives of:

- City Manager's Office;
- Community Services Department;
- City Attorney's Office;
- Engineering and Utilities Department;
- Development Services Department;
- Administrative Services Department;
- City Commissions,
- Police Department; and
- Fire Department.

OM8. Coordinate with and/or use other relevant City plans and policies to ensure consistency, including:

- Morgan Hill 2035 General Plan;
- Residential Development Control System (RDCS);
- Specific plans;
- Master plans; and

- Future urban development areas.

OM9. Participate in and support implementation of regional plans related to parks, recreation, natural open space, and trails, such as:

- Santa Clara County General Plan;
- South County Joint Area Plan;
- Santa Clara County Trails Master Plan; and
- Santa Clara Open Space Authority Greenprint.

PROJECT RECOMMENDATIONS

This section includes a list of site-specific project recommendations for Morgan Hill's bikeways, trails, parks, and recreation system. These projects will help to achieve the policies described in this chapter. The planning level costs and construction timing for priority projects are included in the following Chapter 5: Implementation and Action Plan.

Proposed Bikeway Projects

The following table includes recommendations for the development of new and enhanced bikeways. These proposed bikeways are illustrated on maps in Appendices G and H.

Table 4-4: Recommended Bikeways Projects

Project	Project Type	Recommended Enhancements	Relevant Sites
B-A	Protected Bike Lanes (Class IV)	Construct protected bike lanes including multimodal intersection improvements at major arterial intersections.	**B-A1.** Live Oak High School Access and Coyote Creek Connection: E Main Avenue from Butterfield Blvd to Hill Rd
B-B	Buffered Bike Lanes (Class II)	Construct buffered bike lanes and upgrade the existing shoulder/ discontinuous bike lanes to continuous buffered lanes including multimodal intersection improvements at major arterial intersections.	**B-B1.** Cochrane Rd and Malaguerra Ave from Monterey Rd to Coyote Creek Trailhead **B-B2.** Monterey Road from Tilton Ave to W Main Ave **B-B3.** Sobrato School Access: Burnett Rd from Monterey Rd to Coyote Creek **B-B4**. Santa Teresa Corridor: Hale Ave from Palm Avenue to W main Ave to reach Coyote Valley Open Space Preserve (CVOSP). (County coordination is needed.) **B-B5.** West Main Ave from Butterfield Blvd to Dewitt Ave **B-B6.** Tilton Rd from Monterey Rd to Hale Ave **B-B7.** Peet Rd/Hill Rd from Eagle View Dr to Tennant Ave **B-B8.** Dunne Ave from Dewitt Ave to Jackson Oaks Dr

Project	Project Type	Recommended Enhancements	Relevant Sites
			B-B9. Butterfield Blvd/Watsonville Rd from Cochrane Rd to Santa Teresa Blvd (Phase 1: Watsonville Rd from Monterey to Santa Teresa) **B-B10.** W Edmundson Ave/Tennant Ave from Olympic Dr to Hill Rd **B-B11.** Santa Teresa Blvd from Wastsonville Rd to California Ave
B-C	Bicycle Boulevard	Improve low-traffic and low-speed streets by adding signs, pavement markings, and speed and volume management measures to discourage through trips by motor vehicles and create safe, convenient bicycle crossings of busy arterial streets.	**B-C1.** Morning Star Dr/Peet Rd from Eagle View Dr to Cochrane Rd **B-C2.** Depot St from E Main Ave to E Dunne Ave **B-C3.** Thomas Grade parallel to E Dunne Ave **B-C4.** Olympic Dr/Cosmo Ave from Monterey Rd to W Edmundson Ave **B-C5.** Serene Dr/Walnut Grove Dr from Sutter Blvd to E Dunne Ave **B-C6.** Dewitt Ave from W Main Ave to W Dunne Ave **B-C7.** Peak Ave from W Main Ave to W Dunne Ave **B-C8**. Diana Ave from UPRR right-of-way to Walnut Grove Dr
B-D	Multimodal Intersection improvements	Improve intersections to create separation between car traffic and people bicycling and walking/rolling. Multimodal intersection improvements can include both time- and space-separation that continues a protected or buffered bike lane's separation from vehicles through intersections.	**B-D1.** Monterey Rd downtown intersection improvements between E Main Ave and E Dunne Ave **B-D2.** E Main Ave and Butterfield Blvd **B-D3**. W Main Ave and Hale Ave **B-D4.** Cochrane Rd and Highway 101 (North & South ramps, Madrone Parkway and Depaul Dr) **B-D5.** Monterey Rd and Cochrane Rd **B-D6.** Butterfield Blvd and Cochrane Rd

Project	Project Type	Recommended Enhancements	Relevant Sites
			B-D7. Monterey Rd and Tilton Ave/Burnett Ave **B-D8.** Butterfield Blvd and E Dunne Ave **B-D9.** Dunne Ave and Highway 101 (North & South ramps, Condit Rd and Murphy Ave) **B-D10.** Butterfield Blvd and Tennant Ave **B-D11.** Monterey Rd and Watsonville Rd **B-D12.** Monterey Rd and Tennant Ave **B-D13.** Tennant Ave and Highway 101 (North & South ramps) **B-D14.** Watsonville Rd and Sunnyside Ave **B-D15.** Serene Dr/Walnut Grove Dr bicycle boulevard crossings at E Main Ave and E Dunne Ave **B-D16.** Monterey Rd and Vineyard Blvd **B-D17.** Monterey Rd and Old Monterey Rd **B-D18.** Butterfield Blvd and E Central Ave **B-D19.** Butterfield Blvd and Diana Ave **B-D20.** Butterfield Blvd and San Pedro Ave **B-D21.** Hale Ave and Llagas Rd **B-D22.** Tennant Ave and Vineyard

Proposed Trail Projects

The following table includes recommendations for the development of new and enhanced trails. Several of these projects require collaboration with other agencies. These proposed bikeways are illustrated in Appendices G and H.

Table 4-5: Recommended Trail Projects

Project	Project Type	Recommended Enhancements	Relevant Sites
T-A	Multi-Use Trails	Construct two-way, off-street paved trails for pedestrian and bicycle use. Trails should also accommodate wheelchairs, joggers, skaters, and other non-motorized users.	**T-A1.** Pave and enhance access the existing Madrone Channel Trail (Cochrane Rd to Tennant Ave) through signage and trail improvements **T-A2.** Madrone Channel Trail extension from Cochrane Rd to Burnett Ave connecting to Coyote Creek **T-A3.** Coyote Creek Trail – Malaguerra Staging Area to Burnett Staging Area **T-A4.** Burnett Ave trail from Madrone Channel Trail to Coyote Creek Trail **T-A5.** Downtown Hilltop Trail connecting Del Monte Ave to the water tower and Hale Ave **T-A6.** Trail from Live Oak High School to the Madrone Channel Trail **T-A7.** Silveira Park trail around Atherton Way Hidden Pond with associated pedestrian bridges **T-A8** West Little Llagas Creek Trail from W Main Ave to Spring Ave **T-A9.** Santa Teresa Blvd trail south of Watsonville Rd (Ph. 1: Pave existing trail between Watsonville and Llagas Creek) **T-A10.** Murphy Ave/Mission View Dr multi-use trail from Burnett Ave to Tennant Ave **T-A11**. Trail connecting the San Pedro Percolation Ponds to the Outdoor Sports and Aquatics Centers

Project	Project Type	Recommended Enhancements	Relevant Sites
			T-A12. Butterfield Linear Park extension from San Pedro Ave to West Little Llagas Creek Trail at Watsonville Rd **T-A13**. Trail from West Little Llagas Creek Trail at Watsonville Rd to Silveira Park **T-A14**. Edmundson Creek Trail from La Crosse Dr to W Edmundson Ave/Sunnyside Ave **T-A15.** Hale Ave trail connection to El Toro **T-A16.** Trail connecting Community Park/Sunset Ave to Dewitt Ave **T-A17.** Butterfield Linear Park extension from E Central Ave to Cochrane Rd **T-A18.** Trail from Diana Ave to Caltrain pedestrian crossing **T-A19.** Llagas Creek Dr Trail from Hale Ave to Llagas Rd **T-A20.** Trail along east side of railroad tracks south of Butterfield Blvd connecting to basin east of railroad tracks between Maple Ave and Pollard Ave **T-A21.** Trail from Hill Rd to Jackson Park and Fountain Oaks Dr **T-A22.** Madrone Channel Trail from Tennant Ave to E Middle Ave **T-A23.** Tennant Creek Trail from Dunne Ave to E Middle Ave
T-B	Natural Surface Trails	Develop and improve natural surface multipurpose trails.	**T-B1.** El Toro Trails **T-B2**. Downtown Hilltop Trail connecting Del Monte Ave to the water tower from the south **T-B3.** Silveria Park Trail from Santa Teresa Blvd to east of pond **T-B4.** Trail north of Llagas Rd extending north toward Willow Springs Rd

Project	Project Type	Recommended Enhancements	Relevant Sites
			T-B5. Trail around basin east of railroad tracks between Maple Ave and Pollard Ave

Proposed Park Projects

The following table includes recommendations for the development of new and enhanced parks. The recommended location for new facilities are illustrated in Figure 3-1: Proposed Bikeways, Trails, Parks, and Recreation System Concept.

Table 4-6: Recommended Park Projects

Note: Projects P-F through P-P are recommended enhancements for existing parks.

Project	Project/Project Type	Recommended Enhancements	Relevant Sites
P-A	Inclusive Playground	Construct the proposed inclusive playground. (Included in 2015-16 CIP). Create a phased approach to facilitate implementation as appropriate.	**P-A1.** Community Park
P-B	Develop new parks in Downtown	Implement master plans for Downtown parks. (Included in 2015-16 CIP)	**P-B1.** Railroad Park, Third Street Creek Park, and Nob Hill Trail Park
P-C	New Large Community Park	Land-bank acreage (10+ acres).	**P-C1.** Northeast Morgan Hill in the Potential Open Space and Heritage Agricultural Land identified in the General Plan
P-D	New Small Community Parks	Develop new small community parks.	**P-D1.** Within current City boundaries west of Hwy. 101, between Barrett Road and Dunne Road **P-D2.** Within the City growth boundary, west of Hwy. 101, and north of Cochrane, south of Burnet.

Project	Project/Project Type	Recommended Enhancements	Relevant Sites
P-E	New Recreational Open Space	Acquire open space for future trail development.	**P-E1.** East Side of El Toro Mountain **P-E2.** Foothills east of Hill Road and north of E. Dunne Ave. **P-E3.** Northeast Morgan Hill in the Potential Open Space and Heritage Agricultural Land identified in the General Plan
P-F	Targeted Park Improvements	Construct planned park improvements.	**P-F1.** Galvan Park Improvements (handball and lighting) **P-F2.** Nordstrom Park/School Improvements
P-G	Improve Parking	Construct recommended parking enhancements for existing facilities.	**P-G1.** Community Park: Inclusive Playground Parking **P-G3.** Anderson Lake County Park **P-G4.** Paradise Park
P-H	New Restrooms	Add restroom facilities to heavily use small community parks.	**P-H1.** Nordstrom Park **P-H2.** Paradise Park
P-I	Community Garden	Relocate community garden to new location. (The current location has been identified for redevelopment.)	**P-I1.** Downtown near the Courthouse OR City property near Butterfield overpass
P-J	Off-Leash Dog Areas	Develop new designated off-leash dog area(s).	**P-J1.** To be determined in consultation with neighbors.

Project	Project/Project Type	Recommended Enhancements	Relevant Sites
P-K	Enhance Play Environments	Develop new, diverse, multigenerational and accessible play environments to parks.	**P-K1.** All City Parks
P-L	Shade Structures	Add shade structures to parks, especially over seating and play areas.	**P-L1.** All City Parks
P-M	Seating	Add new and diverse seating options in parks.	**P-M1.** All City Parks
P-N	Picnic Areas	Add covered picnic areas.	**P-N1.** All City Parks
P-O	Low-water Landscaping	Transition landscaping to low-water, native plantings.	**P-O1.** Hamilton Square Park **P-O2.** Oak Creek Park **P-O3.** Mill Creek Park
P-P	Bioswales	Transition water retention basins to bioswales.	**P-P1.** All City Parks
P-Q	Tennis/pickleball Courts	Add courts striped for both tennis and pickleball at the Community Park corporation yard.	**P-Q1.** Community Park
P-R	Fitness/exercise Opportunities	Add fitness equipment and opportunities for all ages to exercise in parks.	**P-R1.** Galvan Park **P-R2.** Nordstrom Park
P-S	Borello School Park (Peet Road Future School Site)	Develop park amenities at future school site.	**P-S1.** Borello School

Proposed Recreation Facility Projects

The following table includes recommendations for the development of new and enhanced recreation facilities.

Table 4-7: Recommended Recreation Facility Projects

Project	Project	Recommended Enhancements	Relevant Sites
R-A	Centennial Recreation Center expansion	Construct proposed addition including new fitness rooms and storage area.	**R-A1.** Centennial Recreation Center
R-B	Outdoor Sports Center	Improve the Sports Center by adding a sidewalk, lights, irrigation, and restroom.	**R-B1.** Outdoor Sports Center (Phased improvements)
R-C	Baseball / Softball Complex	Continue to pursue the development of a complex in the SE Quadrant; Engage the community.	**R-C1.** City property in the SE Quadrant
R-D	Sand Volleyball Complex	Conduct Feasibility Analysis and construct for a regional facility (or add courts to neighborhood parks).	**R-D1.** Location to be determined
R-E	Villa Mira Monte	Establish PRC subcommittee and draft a partnership agreement and establish a working relationship with the Historical Society.	**R-E1.** Villa Mira Monte (Phased improvements)
R-F	Expand gymnasium capacity	Pursue joint-use agreement(s) to expand gymnasium facility capacity.	**R-F1.** Location undetermined
R-G	Expand aquatic capacity	Expand capacity at existing facilities.	**R-G1.** Splash pad at community park **R-G2**. Aquatic Center improvements
R-H	Expand Senior Service Center	Conduct a feasibility analysis to determine programming and the need for additional facility space.	**R-H1.** Centennial Recreation Center

Project	Project	Recommended Enhancements	Relevant Sites
R-I	New Community Center	Consider re-purposing the Friendly Inn as a Community Center.	**R-I1.** Friendly Inn, Galvan Park
R-J	Expand preschool program	Add space and capacity for additional preschool enrollment	**R-J1.** Cultural & Community Center
R-K	Increase parking	Add parking capacity for OSC/AC	**R-K1.** City land adjacent to OSC/AC

PROJECTED PARKLAND LEVEL OF SERVICE

The projects recommended in this chapter expand and enhance the Morgan Hill Bikeways, Trails, Parks, and Recreation system to meet the needs of the City's current and projected population. If the projects are constructed, by 2035, the City's parkland level of service (LOS) will be **4.8 acres per 1,000 residents**.[1] This is an improvement over the 2016 LOS of 3.4 acres per 1,000 residents. The planned and proposed projects include the development of 73 acres of new parkland, special use recreation facilities, trails, and recreational open space, which will increase the City's total parks and recreation acreage from the current 193 acres to 351 acres. The proposed parks and facilities will move the City closer to meeting its goal of five acres per 1,000, even with an increased population. For the Level of Service calculations see Appendix B.

Table 4-8: Morgan Hill 2035 Level of Service Calculations

Facility Type	Existing Acreage Counted Toward LOS (2016)	Future Acreage (Existing + Planned)	Percent (%) Acreage Counted Toward LOS	Future Acreage Counted Toward LOS
City-Owned Parks (Mini Parks, Neighborhood Parks, Downtown Parks, Community Parks)	59.16	94.96	100%	94.96
Special Use Non-Recreation Facilities	11.90	11.90	50%	5.95
Special Use Recreation Facilities	46.00	81.40	100%	81.4
Trails (Natural Surface and Multi-Use)	10.40	33.80	100%	33.8
City-Owned Recreational Open Spaces*	0	120.70	25%	30.18
School Joint Use Agreements	0	10	100%	10
Privately-Owned Parks**	23.05	46.10	50%	23.05
Privately-Owned Recreational Open Spaces (not counted in LOS)	19.10	19.10	0%	279.34

[1] The projected LOS is calculated with a 2035 population—58,200-- that is based on the 2035 population growth ceiling set by the proposed 2035 RDCS Update. The City's population may not reach this level.

Facility Type	Existing Acreage Counted Toward LOS (2016)	Future Acreage (Existing + Planned)	Percent (%) Acreage Counted Toward LOS	Future Acreage Counted Toward LOS
Total Acreage Counted Toward LOS	**150.51**			**279.35**

* Trail acreage is not included in the Recreation Open Spaces total acreage. It is counted separately at 100% in Trails.

** Planned privately owned parks are not included in this acreage total. New privately developed parks will contribute to a higher level of service.

CHAPTER 5
Implementation and Action Plan

INTRODUCTION

The Bikeways, Trails, Parks and Recreation Master Plan (Master Plan) is designed to provide guidance for the long-term development of Morgan Hill's bikeways, trails, parks, and recreation system. The plan framework and recommendations will serve the City for at least 20 years. This chapter describes how the Master Plan should be implemented, including a list of priority projects with planning level capital costs, a discussion of maintenance impacts, and funding strategies. A complete capital and operations costs model is included as Appendix C. This implementation and action plan targets short (up to five years), medium (five to 10 years), and long-term investments (10 to 20 years), while positioning the City to take critical steps towards long-term projects.

The tools in this chapter and Master Plan will be used in ongoing decision-making and are designed to be flexible, adaptive, and easily updated by staff. Over time, conditions will change based on evolving interests, trends, issues, and opportunities. The City should reassess and update the implementation and action plan every five years to remain true to community needs and interests, while capitalizing on new opportunities.

This chapter includes the following sections:

- Prioritization Criteria
- Recommended Projects
- Costs and Phasing
- Operations and Maintenance
- Funding Sources and Strategies

PRIORITIZATION CRITERIA

The following criteria reflect the values and priorities expressed by the Morgan Hill community and mirror the goals presented in Chapter 3. These criteria helped to filter the project proposals and ideas that were ultimately included in this Master Plan. These 10 principles can be used to guide decision-making as changes occur and new ideas emerge. The City of Morgan Hill should plan, prioritize, and implement projects that:

- Improve connections between residences and the network of City parks and facilities;
- Diversify the experiences in the City's parks and along its trails;
- Engage people of all ages and all abilities;
- Support the health and wellness of all community members;
- Inspire a sense of community and place through arts, culture, and historic resources;
- Respond to changing conditions and evolving preferences;
- Ensure equitable access to programs and places for recreation and activity;
- Leverage partnerships to maximize community benefit and use resources efficiently;
- Balance active recreation with unprogrammed open spaces;
- Continue to provide regional recreation destinations for visitors that support economic growth;
- Enhance safety and navigation to key recreation destinations and along popular routes;
- Invest in and maintain existing assets while carefully planning for future growth; and
- Promote financial stability for operation of City facilities.

The provision of bikeways, trails, parks, and facilities will be an ongoing rebalancing based on conditions including funding options, land availability, and potential partnerships. Morgan Hill will pursue projects that support needs identified in the Chapter 2: Existing Conditions and Community Needs. Additionally, many future community needs may be met by other agencies, such as Morgan Hill Unified School District, Santa Clara County, or private developers. Recognizing constrained resources, the community will prioritize some efforts over others and make compromises about meeting other needs.

RECOMMENDED PRIORITY PROJECTS

Since the adoption of the 2002 Parks and Recreation Master Plan and the subsequent Trails and Bikeways Master Plans, the City has continued to invest in and expand its system through enhancements as well as new facilities. Steady residential development has contributed to the stream of park and recreation facility impact fees and the development of several privately-owned parks. To maintain and build upon this progress, the City will need to reinvest in existing assets, as well as ensuring that the system keeps pace with population growth.

Tables 5-1 to 5-4 summarize the types of projects recommended for the system with planning level capital costs for each facility. Greater detail is provided in Appendix C. Project types include:

- Bikeways
- Trails
- Parks
- Recreation Facilities

Costs and Phasing

This Master Plan includes short (up to five years), medium (five to 10 years) and long-term (10+ years) projects for the next 20 years, through 2035. To begin implementing this Master Plan, a list of priority projects is provided below. Some of the recommended projects, such as land acquisition, will be implemented strategically as opportunities arise.

The following priority project descriptions include planning-level capital cost estimates as well as approximate operating cost impacts according to the following operating cost impact definitions:

- Positive - Revenue Generating or Expense Reducing
- Break Even – No additional funds needed as operation will cover costs.
- Limited - Limited operating expense ($0-10,000 annually)
- Moderate - Moderate operating expense ($10,000-$100,000 annually)
- High - High Operating expense ($100,000+ annually)

Potential sources for funding the projects are also included in the following tables. Potential funding sources include:

- 010 – General Fund
- 301 – Park Impact Fund
- 302 – Park Maintenance Fund
- 306 – Agriculture and Open Space Preservation Fund
- 308 – Street CIP (Restriping During Pavement Projects)
- 309 – Traffic Impact Fund (Future possibility, not currently available)
- 346 – Public Facilities Fund
- 355 – Pedestrian Safety Fund
- 360 – Recreation Center Impact Fund
- GR – Various Grant Funds
- DV – Bikeway components to be constructed with streets during development
- OA – Funding from another agency (County Parks, OSA, etc.)
- DN – Donations

- OT – Other Funds

A complete list of priority projects including operations and maintenance costs is included in Appendix C.

Table 5-1: Recommended Bikeway Priority Projects

Note: Multi-modal intersection improvements are aligned and implemented with the bikeways with which they are associated.

Project Description	Planning-Level Capital Cost	Operating Cost Estimate	Funding Source	Time Frame	Project Reference
Buffered Bike Lanes: Cochrane Rd and Malaguerra Ave from Monterey Rd to Coyote Creek Trailhead	$1,200,000	Limited	GR, 308, 309, 346	Cochrane at 101 Improvements (in current CIP): 0-5 years; Entire Corridor: 5-10 years	B-B1
Buffered Bike Lanes: Monterey Rd from Tilton Ave to Butterfield Blvd/Watsonville Rd	$2,400,000	Limited	308, 309, 346	Downtown: 0-10 years; Entire corridor: 5-10 years	B-B2
Buffered Bike Lanes: Burnett Rd from Monterey Rd to Coyote Creek (Sobrato School Access)	$750,000	Limited	308, 309, 346	0-5 years	B-B3
Buffered Bike Lanes: Santa Teresa Corridor, Hale Ave from Tilton Ave to W Main Ave	$750,000	Limited	308, 309, 346	5-10 years	B-B4

Project Description	Planning-Level Capital Cost	Operating Cost Estimate	Funding Source	Time Frame	Project Reference
Buffered Bike Lanes: West Main Ave from Monterey Rd to Dewitt Ave	$450,000	Limited	308, 309, 346	0-5 years	B-B5
Protected Bike Lanes: E Main Ave from Monterey Rd to Hill Rd (Live Oak High School Access and Coyote Creek Connection) (Interim step Buffered Bike Lanes)	$3,800,000	Limited	308, 309, 346	0-5 years	B-A1
Bicycle Boulevard: Morning Star Dr/Peet Rd from Eagle View Dr to Cochrane Rd to Coyote Creek Trailhead	$480,000	Limited	308, 309, 346	0-5 years	B-C1
Bicycle Boulevard: Depot Street from E Main Ave to E Dunne Ave	$380,000	Limited	308, 309, 346	0-5 years	B-C2
Multi-Modal Intersection Improvements: Monterey Rd Downtown between E Main Ave and E Dunne Ave	$790,000	Limited	308, 309, 346	0-5 years	B-D1
Multi-Modal Intersection Improvements: E Main Ave and Butterfield Blvd	$350,000	Limited	308, 309, 346	0-5 years	B-D2

Project Description	Planning-Level Capital Cost	Operating Cost Estimate	Funding Source	Time Frame	Project Reference
Multi-Modal Intersection Improvements: W Main Ave and Hale Ave	$10,000	Limited	308, 309, 346	0-5 years	B-D3
Multi-Modal Intersection Improvements: Cochrane Rd and Highway 101 (North & South ramps, Madrone Pkwy and Depaul Dr)	$130,000	Limited	308, 309, 346	0-5 years	B-D4
Multi-Modal Intersection Improvements: Monterey Rd and Cochrane Rd	$350,000	Limited	308, 309, 346	0-5 years	B-D5
Multi-Modal Intersection Improvements: Butterfield Blvd and Cochrane Rd	$130,000	Limited	308, 309, 346	0-5 years	B-D6
Multi-Modal Intersection Improvements: Monterey Rd and Tilton Ave/Burnett Ave	$120,000	Limited	308, 309, 346	5-10 years	B-D7

Table 5-2: Recommended Trail Priority Projects

Project Description	Planning-Level Capital Cost	Operating Cost Estimate	Funding Source	Time Frame	Project Reference
Multi-Use Trail (Improvements): Pave and enhance access to the existing Madrone Channel Trail (Cochrane Rd to Tennant Ave)	$1,000,000	Moderate	GR, 301	0-5 years	T-A1
Natural Surface Trail: El Toro Trails (Parking Lot/Trail Head Acquisition and Trail Development)	$500,000	Moderate	306, OA, GR	0-10 years	T-B1
Multi-Use Trails / County Parks & Water District Partnership Projects: Madrone Channel Trail extension from Cochrane Rd to Burnett Ave Coyote Creek Trail – Malaguerra Staging Area to Burnett Staging Area Burnett Ave trail from Madrone Channel Trail to Coyote Creek Trail	$600,000 (City Expense)	Limited	OA, GR, 301	0-10 years	T-A2 T-A3 T-A4
Multi-Use Trail: Downtown Hilltop Trail connecting Del Monte Ave to the water tower and Hale Ave	$600,000	Limited	GR, 301	5-10 years	T-A5
Multi-Use Trail: Live Oak High School to the Madrone Channel Trail	$790,000	Limited	GR, 301, 346	5-10 years	T-A6
Multi-Use Trail: Silveira Park Trail around Atherton Way Hidden Pond with pedestrian bridges	$1,970,000	Moderate	GR, 301	0-5 years	T-A7

Table 5-3: Recommended Park Priority Projects

Project Description	Planning-Level Capital Cost	Operating Cost Estimate	Funding Source	Time Frame	Project Reference
Downtown Parks: Railroad Park, Third Street Creek Park, Nob Hill Trail Park	$6,000,000	Moderate	301, 355, GR	0-5 years	P-B1
Galvan Park Improvements: Improve handball courts and lighting	$500,000	Limited	GR, 301	0-5 years	P-F1
Community Garden: Relocate Community Garden	$200,000	Break Even	GR	0-5 years	P-I1
Borello School Park (Peet Road Future School Site) (Joint Use with the School District)	$1,000,000 - $2,000,000	Limited - Moderate	301, 355	0-10 years	P-S1
Inclusive Playground: Develop Inclusive Playground at Community Park	$5,000,000	Moderate	GR, DN, 301	0-5 years	P-A1
New Community Park: Land bank and develop new Community Park (approximately 10 acres east of Hwy 101)	$2,000,000 (land) $8,000,000 (construction)	High	301, GR	Acquire land: 5-10 years Construction: 10+ years	P-C1
New Recreational Open Space: Acquire new recreational open space on the East Side of El Toro Mountain	$200,000 per acre	Limited	306, GR, OA	0-10 years	P-E1
New Restrooms: Nordstrom Park	$350,000	Moderate	301	5-10 years	P-H1

Project Description	Planning-Level Capital Cost	Operating Cost Estimate	Funding Source	Time Frame	Project Reference
New Restrooms: Paradise Park	$350,000	Moderate	301	5-10 years	P-H2
New Small Community Parks: Acquire land and develop two new parks (4-6 acres) -New park in northwest sector -New park west of Hwy 101, between Dunne Rd and Barrett Rd	$6,190,000 (each)	Moderate	301, GR	Northwest sector: 0-5 years West of Hwy 101: 10+ years	P-D1
Nordstrom Park/School Improvements: Improve loop trail, play structures, shade, fitness equipment, others TBD per School District JUA	TBD	Limited	301, 355	0-5 years	P-F1
Off-Leash Dog Area: Add One, Location TBD	$75,000	Limited	301	0-10 years	P-J1
Enhance Play Environments	$350,000 per small area $600,000 per large area	Limited	302, 010	0-10 years	P-K1
Shade Structures	$18,500 per structure	Limited	302, 010, 301	0-20 years	P-L1
Tennis/Pickleball Courts: Add courts striped for both tennis and pickleball at the Community Park/Corporation yard	$100,000 per 2 tennis courts/4 pickleball courts	Limited	301, GR, OA	5-10 years	P-Q1

Project Description	Planning-Level Capital Cost	Operating Cost Estimate	Funding Source	Time Frame	Project Reference
New Recreational Open Space: Acquire new recreational open space in the foothills east of Hill Rd and north of E. Dunne Ave	$100,000 per acre	Limited	306, GR	10+ years	P-E2

Table 5-4: Recommended Recreation Facility Priority Projects

Project Descriptions	Planning-Level Capital Cost	Operating Cost Estimate	Funding Source	Time Frame	Project Reference
Increase Parking: Aquatic Center and Outdoor Sports Center	$2,500,000	Moderate	301, 360	0-5 years	R-K1
Centennial Recreation Center Expansion	$2,000,000	Positive	360	0-5 years	R-A1
Villa Mira Monte Phase 1 Parking and Landscape Improvements	$2,000,000	Break Even	360, 301	0-5 years	R-E1.a
Outdoor Sports Center Improvements: Phase 1: Sidewalk, lights, irrigation, and restrooms, turf replacement	$2,000,000	Positive	301, 302, 360	0-5 years	R-B1.a
Sand Volleyball Complex	$50,000 Feasibility Analysis $1,000,000 Construction	Break Even	301, 360	0-10 years	R-D1
Villa Mira Monte Phase 2 New Buildings and Further Site Improvements	$3,000,000	Break Even	360, 301	10+ years	R-E1.b
Expand Preschool at CCC	$500,000	Positive	360	0-5 years	R-J1
Baseball /Softball Complex: Develop complex in the SE Quadrant	$16,000,000 (Natural Grass Fields)	Break Even	301, 360	5-10 years	R-C1
Install Solar Panels at Recreation Facilities	$2,000,000	Positive	OT, 301, 360,010	0-10 years	R-K1

Project Descriptions	Planning-Level Capital Cost	Operating Cost Estimate	Funding Source	Time Frame	Project Reference
Expand Senior Service Center: Conduct a feasibility analysis to determine potential new programming and facilities at the Senior Center Expansion. Possible additional program area and/or adjacent adult day care facility	$1,000,000 (Existing Land)	Break Even - Moderate	360	5-10 years	R-H1
Expand Gymnasium Capacity: Construct gymnasium facility at school or City site	$2,500,000	Moderate	360	0-10 years	R-F1
Expand Aquatic Capacity: Re-activate splash pad at Community and Cultural Center	$0	Break Even	NA	0-5 years	R-G1
Expand Aquatic Capacity: Improvements to existing Aquatic Center	$500,000	Break Even	360	5-10 years	R-G2
New Community Center: Re-purpose the Friendly Inn as a Community Center and relocate Non-profit Center	$2,000,000	High	360	10+ years	R-I1
Outdoor Sports Center Improvements: Phase 2: Add restaurant	$1,000,000	Positive	OA	5-10 years	R-B1.b

OPERATIONS AND MAINTENANCE

The City demonstrates effective and efficient service with its park and recreation facility practices. A continued high level of maintenance and operations will be needed as Morgan Hill's system continues to age and as new facilities are added.

The City of Morgan Hill relies on the following sources of funding for maintenance and operations:

- **User Fees**: membership and program services provide the largest percentage of revenue for the Recreation and Community Services Division.
- **Park Maintenance Fund**: receives revenue through voluntary contributions from developers competing in the City's Residential Development Control System.
- **General Fund:** The Park Maintenance Fund receives approximately $200,000 annually from the City's General Fund to support Park Maintenance.
- **Special Assessments**: Landscaping and Lighting Assessment Districts (LLADs) in Morgan Hill cover a portion of estimated costs of park maintenance, operations, and servicing of improvements to the park(s) in the district. The amount paid by landowners is in proportion to the special benefit they receive from the park improvements.

Maintenance costs, as shown in the cost model, are for grounds maintenance and were approximated based on the current park system. Maintenance costs associated with recommended enhancements and additions are included in the complete cost model in Appendix C. Many of the recommended park improvements, such as enhanced play environments, will not increase maintenance costs beyond the current expected costs. However, certain recommended improvements to existing parks will increase costs beyond the City's standard park maintenance costs (see Table 5-5). Some recommended additions and enhancements to the system described in this Master Plan will increase the City's total maintenance costs, including increased staffing. Other strategies will also help to lower maintenance costs, such as transitioning turf to low-water native landscaping and energy efficiency improvements.

Table 5-5: Maintenance Impacts of Park Improvements

	Unit	Annual Amount
Park Maintenance (includes standard park facilities such as turf, play structures, seating, and shade structures)	Per Acre	$13,500
Restroom	Each	$50,000
Multi-Use Sports Field	Each	$35,000
Group Picnic Area (Large)	Each	$5,000
Dog Park	Each	$7,500
Total annual maintenance costs of ALL recommended park improvements		**$674,500**

As new bike facilities are added to the system, additional maintenance costs will be borne by the City's Public Works and Streets Divisions. New trails will increase annual Parks operations costs.

CURRENT CAPITAL FUNDING SOURCES

The City of Morgan Hill has relied on the following sources for capital investments in the bikeways, trails, parks, and recreation system:

Table 5-6: Allowable Uses by Funding Source

Funding Sources	Uses	
	Capital Facilities	Maintenance
General Fund	Allowed	Allowed
Quimby Act Dedication and Fees	Allowed	Ineligible
Development Impact Fees[1]	Allowed	Ineligible
Voluntary Developer Contributions[2]	Allowed	Allowed
Sales and Special Taxes	Limited	Allowed
User Fees	Limited	Allowed
Finance (Districts or Special Assessments)	Allowed	Allowed
Partnerships	Allowed	Allowed
Grants	Allowed	Allowed

Annual Funding Sources

- **Park Impact Fees**: These are one-time fees charged to new developments and remodels that meet a specific set of criteria. They are restricted to funding improvements to Morgan Hill's parks system in order to meet the needs of the growing population.
- **Recreation (Community Center) Impact Fees:** Similar to the Park Impact Fee, the Community Center Impact Fee is a one-time fee that funds increased capacity of recreation facilities to meet the needs of new development in Morgan Hill.

Opportunistic Funding Sources

- **Santa Clara Urban Open Space Fund**: Grants ranging from $2,500 to $250,000 fund environmental stewardship and restoration, parks, trails, and public access, environmental education, and urban agriculture/food systems.
- **County of Santa Clara Community Development Block Grant**: Grants fund construction projects that enhance public safety, maintain fiscal responsibility, and support youth. This grant funded improvements to Galvan Park, ending in 2017.

[1] Though similar to Quimby Act Fees, Development Impact Fees under the Mitigation Fee Act are separate and are subject to different regulations.

[2] Collected through the Residential Development Control System Process.

- **Santa Clara Valley Open Space Authority 20% Funding Program:** Annually, funds are allocated to participating cities in the County of Santa Clara based on each jurisdiction's percentage of parcels within the OSA's benefit assessment district. Projects that qualify for funding include land acquisition, environmental restoration, and improvements that provide or enhance open space, including trails, overlooks, and interpretive signage and projects that convert surplus or abandoned lands.
- **School Pedestrian & Traffic Safety Fund**: School and Pedestrian Safety Fees are development fees dedicated to capital improvements that enhance pedestrian and traffic safety at or near schools. This fund is paid by voluntary contributions from residential developers to score points under the City's Residential Development Control System (RDCS).
- **Grant funds**: The City seeks grant funding, when available, to augment other funding sources. The City does not rely on grant funding and does not make any assumptions about future grant funding. Grant funding sources include: Bay Area Quality Management District's Transportation Funding for Clean Air (TFCA), Santa Clara Valley Water District, Caltrans Transportation Development Act (TDA) funds, State Grants, and County Park Funds and Public Health Funds.

FUNDING STRATEGY RECOMMENDATIONS

The City has a relatively diversified approach to funding its bikeways, trails, parks, and facilities. It will need to continue to diversify and seek new funding sources, especially as the City reaches the 2035 residential population limit set by the voter approved RDCS.

- **Continue to strive for high cost recovery** for operation of recreation Facilities. User fees should be established to balance cost recovery with community access.
- **Continue with General Fund allocations, at approximately the same historic funding level.** Target these funds for reinvestment projects and planning and design projects that benefit the entire community. Increase the General Fund allocation for parks, if the City's financial position allows this.
- **Ensure that land dedicated in accordance with the Quimby Act is consistent with the Master Plan**. When fees are provided in lieu of land, ensure that in lieu fees are adequate to purchase the needed park land.
- **Ensure that park impact fees adequately cover the cost of new park development.** A review and update of the Nexus Study should be conducted on a regular basis through the City's buildout to ensure adequate funding from this source.
- **Actively pursue partnership and cost sharing agreements with other agencies.** The City has very effectively developed partnerships to provide recreation and community services and programs. There are additional opportunities to create partnerships and establish joint use agreements to develop, operate, and maintain facilities. New partnerships and cost sharing arrangements should be explored. Examples of potential new partnerships include encouraging the County of Santa Clara to develop bikeways on County roads with maintenance support from the City, and partnerships with the Open Space Authority and County to connect trails and develop new trailheads.
- **Continue to pursue grants.** The City has effectively used grants in the past for park and multimodal transportation projects. The City should continue to track grants available to public agencies, and apply for those that can fund enhancements recommended in this Master Plan.
- **Encourage volunteerism and community-built projects.** In addition to giving money, some advocacy groups and community organizations have the interest, capacity, and skills to build specialized recreation facilities. Examples of facilities built by volunteers and advocacy groups in other cities include community gardens, bike skills areas, disc golf courses, mountain bike trail networks, hiking trails, dog parks, and museums. The City should establish standards and agreements for community-built projects, and actively encourage organizations that meet City standards to make approved park enhancements.
- **Explore funding for parks and recreation facilities through the transient occupancy tax.** As the City continues to develop regional recreation facilities that support the General Plan sports tourism goals, explore the use of tourism to help maintain destination parks and recreation attractions.

- **Consider voter-supported funding measures when appropriate.** The City should explore the feasibility of voter-supported funding measure to determine whether the community is willing to pay for large recreation facility investments.
- **Continue to utilize voluntary contributions through the RDCS** to fund maintenance and/or improvements relating to park, recreation, bikeways, and trail facilities in a manner that supports the City Council's sustainable budget strategy. Over the short term, the City should continue to utilize the funds to support ongoing maintenance as is current practice, while developing a long-term strategy to utilize these funds for capital improvement and replacement projects.
- **Evaluate using traffic impact fees** for bikeway improvements.
- **Explore special assessment district opportunities.** In addition to the City's existing LLADs, explore new special assessment districts to fund capital improvements and maintenance, especially in areas where there is an economic development benefit to facilities, including a Community Facilities District (CFD) for new Downtown Parks.

SUMMARY

Morgan Hill is a community that values its recreation amenities, historic, historic, cultural, and natural resources. Residents of Morgan Hill live where they play and visitors from across the region come to recreate. The Master Plan supports the continued development of Morgan Hill's bikeways, trails, parks, and recreation system so that it grows and changes with the community. The Master Plan provides a forward-thinking and strategic approach developed through dialogue with engaged citizens, City staff, regional partners, and decision-makers. The more than 1,000 residents who participated in this planning process voiced their support for investing in Morgan Hill's active transportation, parks, and recreation system by expanding the bicycle and trails network, providing more and diversified recreation opportunities, and filling geographic gaps. Over the lifespan of the Master Plan, recommendations and decisions will be tested by economic challenges and shifting attitudes towards parks and recreation services.

The essential function of the Master Plan is to offer a foundation for decision-making, inspiration, and support. Funding options presented in the Master Plan call for a range of tools, both new and existing, drawing on partners and the support of the public. While some projects can be achieved using current resources, the City must identify additional resources, and seize opportunities as they arise to achieve the fully developed system. Successful implementation of the Master Plan requires continuous active involvement from residents, businesses, land owners, and regional partners.

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Appendix A: **Inventory**

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PARKS	Classification	Size (Acres)
21 Mile	Mini	0.65
Belle Estates	Mini	0.46
Community Park	Large Community	26.00
Conte Gardens	Mini	0.50
Diana Estates	Mini	0.50
Diana	Neighborhood	3.08
Fox Hollow	Mini	0.20
Galvan	Small Community	7.50
Hamilton Square	Mini	0.57
Howard Wiechert	Mini	0.90
Jackson Park	Neighborhood	1.30
Mill Creek Park	Mini	0.93
Murphy Springs Park	Mini	0.49
Nordstrom Park	Small Community	4.57
Oak Creek Park	Neighborhood	2.93
Paradise Park	Small Community	5.47
Sanchez Park	Mini	0.16
Stone Creek Park	Mini	0.95
Civic Center / City Hall	NA	2.00
	SUBTOTAL	**59.16**
FACILITIES		
Centennial Rec Center	Special Use Facility	5.90
Community & Cultural Center	Special Use Facility	6.00
El Toro Youth Center	Special Use Facility	0.00
	SUBTOTAL	**11.90**
Outdoor Sports Center	Recreation Facility	38.00
Aquatics Center	Recreation Facility	8.00
	SUBTOTAL	**46.00**
TRAILS		
Butterfield Linear Park	Trail	2.09
Madrone Channel Trail	Trail	6.00
West Little Llagas Creek Trail	Trail	1.10
San Pedro Percolation Ponds	Trail	1.21
	SUBTOTAL	**10.40**
PLANNED PARKS		
Expansion of Community Park		2.00
Downtown Parks: Railroad, Third Street Creek, Nob Hill		4.60
New Community Park		15.00
New Neighborhood Parks (2)		12.00
Community Garden		2.20
	SUBTOTAL	**35.80**

PLANNED FACILITIES		
Villa Mira Monte	Recreation Facility	2.40
New property by AC/OSC	Recreation Facility	10.00
Ball Field Property	Recreation Facility	23.00
	SUBTOTAL	**35.40**
PLANNED TRAILS		
Silveira		2.00
El Toro (South) - Planned		5.00
El Toro (East) - Tentative		5.00
Edmundson Creek Trail		11.40
	SUBTOTAL	**23.40**
PLANNED OPEN SPACES		
Silveira	Public Open Space	2.60
El Toro	Public Open Space	89.00
Edmundson Reservoir	Public Open Space	35.90
Butterfield Basin	Public Open Space	40.00
	SUBTOTAL	**167.50**
PLANNED JOINT USE AGREEMENT FACILITIES		
Nordstrom Park JUA site (counted separately)		4.00
Jackson School		4.00
Future Borello School Site		2.00
Future JUA TOTAL		10.00
	SUBTOTAL	**20.00**

Appendix B:
LOS Calculations

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Morgan Hill Trails, Parks and Recreation System Level of Service Calculations						
	Current LOS %	**Current Acres**	**Current Calculation**	**Future LOS %**	**Future Acres**	**Future Calculation**
City Owned Parks	100%	59.16	59.16	100%	94.96	94.96
Special Use Facilities	100%	11.90	11.90	50%	11.90	5.95
Recreation Facilities	100%	46.00	46.00	100%	81.40	81.40
Trails	100%	10.40	10.40	100%	33.80	33.80
City-owned open spaces (trail acreage not included)	10%	0.00	0.00	25%	120.70	30.18
Privately-owned Parks	50%	46.10	23.05	50%	46.10	23.05
Privately-owned Parks with public access	NA	0.00	0.00	100%	NA	0.00
Privately-owned Recreational Open Spaces	0%	19.10	0.00	0%	19.10	0.00
School JUA	100%	0.00	0.00	100%	10.00	10.00
TOTAL		**192.66**	**150.51**		**417.96**	**279.34**
	Existing (2016)		**Projected 2035**			
POPULATION	**43,645**		**58,200**			
Level of Service (Acres/1,000)	**3.45**		**4.80**			

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Appendix C:
Cost Model

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Appendix C Table 1: Parks Capital and Operations Cost Model

Inventory			Cost Model																									Operations Cost	Capital Cost
	Existing Acres	Proposed Acres	Site Acquisition	Site Design/Master Planning	Site Development	% Site Development	Site Furnishings	Shade Structure	Convert Lawn to Low-Water	Multi-Use Sport Field	Children's Play Area (Small)	Children's Play Area (Large)	Fitness Equipment	Group Picnic Area (Basic)	Group Picnic Area (Large)	Restroom	High-Impact Court (Tennis,	Low-Impact Court (Volleyba	Dog Park with Fencing	Community Garden	Bike Skills or Pump Track	Water Fountain/Station	Paths and connections	Enhanced landscaping	Other capital	Total Annual Maintenance Additions	Total Capital Project Additions
EXISTING																													
Mini Parks																													
21 Mile	0.65	0.65																					x			$ -	$ 40,000
Belle Estates	0.46	0.46					x	x	x		x			x									x	x		$ -	$ 470,000
Conte Gardens	0.50	0.50					x	x						x								x		x		$ -	$ 90,000
Diana Estates	0.50	0.50					x	x									x						x	x	x	$ -	$ 160,000
Fox Hollow	0.20	0.20					x															x		x		$ -	$ 20,000
Hamilton Square	0.57	0.57					x		x			x			x							x		x		$ 5,000	$ 1,010,000
Howard Wiechert	0.90	0.90					x	x	x			x			x					x		x				$ 5,000	$ 1,140,000
Mill Creek Park	0.93	0.93					x		x			x			x									x		$ 5,000	$ 1,020,000
Murphy Springs Park	0.49	0.49					x	x			x											x	x	x	x	$ -	$ 430,000
Sanchez Park	0.16	0.16					x	x			x													x	x	$ -	$ 370,000
Stone Creek Park	0.95	0.95					x	x	x					x								x	x			$ -	$ 130,000
Neighborhood Parks																													
Oak Creek Park	2.93	2.93					x		x			x			x		x					x			x	$ 5,000	$ 1,120,000
Jackson Park	1.30	1.30					x	x	x			x										x	x	x	x	$ -	$ 690,000
Civic Center / City Hall	2.00	2.00						x					x												x	$ -	$ 220,000
Small Community Parks																													
Diana	3.08	3.08					x	x				x										x	x	x		$ -	$ 700,000
Galvan Park	7.50	7.50					x	x					x	x			x						x	x	x	$ -	$ 480,000
Nordstrom Park	4.57	4.57					x	x				x	x	x		x							x			$ 50,000	TBD
Paradise Park	5.47	5.47					x	x	x			x		x	x	x						x	x	x	x	$ 55,000	$ 1,540,000
Large Community Parks																													
Community Park	26	26.00					x	x					x	x			x					x	x	x	x	$ -	$ 680,000
SUBTOTAL EXISTING	59.16	59.16																								$ 125,000	$ 10,310,000
PROPOSED																													
Proposed Parks																													
Downtown Parks: Railroad, Third Street Creek, and Nob Hill Parks	4.6	4.60																								$ -	$ 6,000,000
Borello School Park (JUA)	0.0	2.00																								$ -	$ 1,500,000
Jackson School Park (JUA)	0.0	4.00																								$ -	$ -
Nordstrom School Park (JUA) - Costs included in Nordstrom Park	0.0	4.00																								$ -	$ -
New Large Community Park	0.0	15.00	Outside of city	x	x	100%	x	x		x		x	x		x	x	x	x	x		x	x	x		x	$ 300,000	$ 9,330,000
New Small Community Park	0.0	5.00	Outside of city	x	x	100%	x	x			x	x			x	x	x	x	x			x	x	x		$ 130,000	$ 4,590,000
New Small Community Park	0.0	5.00	Inside of city	x	x	100%	x	x			x	x			x	x	x	x	x			x	x	x		$ 130,000	$ 6,090,000
New Recreational Open Space	0.0		Inside of city		x																					$ -	$ -
SUBTOTAL PROPOSED	4.60	39.60																								$ 560,000	$ 27,510,000
OTHER FACILITY IMPROVMENTS																													
Outdoor Sports Center - Phase 1																										$ -	$ 1,500,000
Outdoor Sports Center - Phase 2																										$ -	$ 1,000,000
Villa Mira Monte - Phase 1																										$ -	$ 2,000,000
Villa Mira Monte - Phase 2																										$ -	$ 3,000,000
Aquatic Center Improvements																										$ 10,000	$ 500,000
OSC/AC Parking Improvements																										$ -	$ 500,000
Sand Volleyball Complex																										$ -	$ 1,000,000
Centennial Recreation Center Expansion																										$ -	$ 2,000,000
Preschool Expansion at CCC																										$ -	$ 500,000
Solar Panels at Recreation Facilities																										$ -	$ 2,000,000
Senior Service Center Expansion																										$ -	$ 1,000,000
Gymnasium - New																										$ -	$ 2,500,000
New Community Center - Repurpose Friendly Inn																										$ -	$ 2,000,000
TOTAL SYSTEM	63.76	98.76																								**$ 685,000**	**$ 39,820,000**

Appendix C Table 2: Bikeways and Trails Capital Cost Model

	Inventory			Cost Model																Operations Cost	Capital Cost
		Existing Mileage	Proposed Mileage	Protected Bike Lanes (Class	Buffered Bike Lane (Class I	Bicycle Boulevard	Multi-Use Trail	Natural Surface Trail	Priority Multimodal Intersection Improvements	Bicyle/Pedestrian Bridge	Protected Intersection	Bicycle Signals	Green Traffic Mixing Zones	Bike Intersection Markings	Bicycle Boxes	Two-stage queue boxes	Curb Bulbs	Total Bikeway Annual Maintenance Additions	Total Bikeway Capital Additions
PROJECT #	PROPOSED BIKEWAYS																		
B-A1.	E Main Avenue from Monterey Rd to Hill Rd (Live Oak High School Access and Coyote Creek Connection)		2.00	x					B-D1., B-D2.									$ 40,000	$ 3,800,000
B-B2.	Monterey Rd from Tilton to Butterfield Blvd/Watsonville Rd		4.00		x				B-D1., B-D5., B-D7.									$ 40,000	$ 2,400,000
B-B5.	West Main Ave from Monterey Rd to Dewitt Ave		0.75		x				B-D1., B-D3.									$ 7,500	$ 450,000
B-B1.	Cochrane Rd and Malaguerra Ave from Monterey Rd to Coyote Creek Trailhead		2.00		x				B-D4., B-D5., B-D6.									$ 20,000	$ 1,200,000
B-B4.	Santa Teresa Corridor: Hale Ave from Tilton Ave to W Main Ave		1.25		x				B-D3.									$ 12,500	$ 750,000
B-B3.	Sobrato School Access: Burnett Rd from Monterey Rd to Coyote Creek		1.25		x				B-D7.									$ 12,500	$ 750,000
B-C1.	Morning Star Dr/Peet Rd from Eagle View Dr to Cochrane Rd		0.50			x												$ 2,500	$ 480,000
B-C2	Depot Street From E Main to E Dunne Ave		0.40			x												$ 2,000	$ 380,000
	[HOLD FOR NEW PROJECTS]																	$ -	$ -
	MULTI-MODAL INTERSECTION IMPROVEMENTS																		
B-D1.	Monterey Road Downtown Intersection Improvements Between Main and Dunne										2		6	18	3	13		$ 21,250	$ 790,000
B-D2.	East Main Avenue and Butterfield Boulevard										1							$ 5,000	$ 350,000
B-D3.	West Main Avenue and Hale Avenue													4	4			$ 1,400	$ 10,000
B-D4.	Cochrane Road and Highway 101 (North and South ramps, Madrone Parkway and Depaul Dr)												6	10		4	5	$ 7,600	$ 130,000
B-D5.	Monterey Road and Cochrane Road										1		1					$ 5,750	$ 350,000
B-D6.	Butterfield Boulevard and Cochrane Road												2	2			8	$ 2,000	$ 130,000
B-D7.	Monterey Road and Tilton Ave/Burnett Ave												2	7		3	6	$ 3,700	$ 120,000
	[HOLD FOR NEW PROJECTS]																	$ -	$ -
	PROPOSED TRAIL IMPROVEMENTS																		
T-A1.	West Little Llagas Creek Trail from Main Ave to Spring Ave		0.75				x											$ 3,750	$ 5,000,000
T-A2.	Pave and enhance existing Madrone Channel Trail		3.00				x											$ 15,000	$ 1,000,000
T-A5.	Downtown Hilltop Trail		0.50				x											$ 2,500	$ 600,000
T-A2.	Madrone Channel Trail extension from Cochrane Rd to Burnett Ave		1.00				x											$ 5,000	$ 1,580,000
T-A6.	Trail from Live Oak High School to the Madrone Channel Trail		0.50				x											$ 2,500	$ 790,000
T-A3.	Coyote Creek Trail – Malaguerra Staging Area to Burnett Staging Area		0.50				x											$ 2,500	$ 790,000
T-A4.	Burnett Ave trail from Madrone Channel Trail to Coyote Creek Trail		0.25				x											$ 1,250	$ 390,000
T-A7.	Silveria Park Trail around pond		1.25				x											$ 6,250	$ 1,970,000
T-B1.	El Toro Trails		1.00					x										$ 5,500	$ 500,000
	[HOLD FOR NEW PROJECTS]																	$ -	$ -
	TOTAL SYSTEM		8.75															**$ 227,950**	**$ 24,710,000**

Appendix D:
Morgan Hill Sports Market Study

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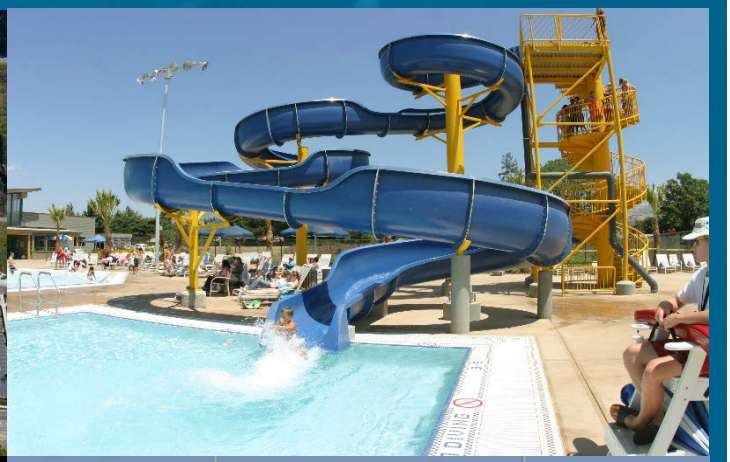

Sports Market Business Strategy

SUBMITTED TO
City of Morgan Hill

SUBMITTED BY
Johnson Consulting

DATE
May 24, 2017

Final Report

JOHNSON CONSULTING

Experts in Convention, Hospitality, Sport and Real Estate Consulting.

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SECTION I

TRANSMITTAL LETTER

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May 24, 2017

Chris Ghione
Community Services Director
City of Morgan Hill
Morgan Hill, CA 95037
Via email: chris.ghione@morganhill.ca.gov
cc: ellief@migcom.com

Re: Sports Market Business Strategy

Dear Mr. Ghione:

Johnson Consulting is pleased to submit this report to the City of Morgan Hill detailing our market analysis related to the sports tourism and management of facilities in Morgan Hill. Our report includes a historical overview of existing facilities, an economic and demographic overview, regional facility audit, comparable case studies, industry trends and strategic recommendations.

Johnson Consulting has no responsibility to update this report for events and circumstances occurring after the date of this report. The findings presented herein reflect analyses of primary and secondary sources of information. Johnson Consulting used sources deemed to be reliable, but cannot guarantee their accuracy. Moreover, some of the estimates and analyses presented in this study are based on trends and assumptions which can result in differences between the projected results and the actual results. Because events and circumstances frequently do not occur as expected, those differences may be material. This report is intended for the client's internal use and cannot be used for project underwriting without Johnson Consulting's written consent.

We have enjoyed serving you on this engagement thus far.

Sincerely yours,

C.H. Johnson Consulting, Inc.

C.H. JOHNSON CONSULTING, INC.

JOHNSON CONSULTING

SECTION II

INTRODUCTION AND EXECUTIVE SUMMARY

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INTRODUCTION

The City of Morgan Hill, California ("City") was seeking a qualified consultant to conduct an all-encompassing market assessment and facility audit of regional sports and recreation venues. Johnson Consulting conducted competitive facility assessments on the Outdoor Sports Center and Aquatics Center to evaluate improvements versus additions at each facility. Additionally, our analysis resulted in a strategic planning process for such venues and economic tourism development strategies for the sports and recreation sectors. The results of our subsequent analysis will empower the City to make the most informed decisions about potential future development or renovation of facilities, how to operate such facilities, where to place them to optimize return on investment, while enhancing the marketability of year round culture, sports tourism and unique events.

OBJECTIVES OF THE STUDY

Johnson Consulting has undertaken a program of services designed to accomplish the following major objectives:

- **Historical Operations Review:** Provide a review of event demand and attendance at the Morgan Hill Outdoor Sports Center and Morgan Hill Aquatics Center. As part of the review we projected the current economic and fiscal impacts at each facility.

- **Market Study and Strategic Plan:** Review the market conditions in Morgan Hill, meet with stakeholders of the Outdoor Sports Center and Aquatic Center, and conduct a regional facility audit within a 200-mile radius of Morgan Hill to understand any facility gaps in Morgan Hill. Part of this objective will include a strategic plan with respect to sports and recreation facilities so the City can determine if new facility development should be considered, or if the existing facilities can be updated to improve the economic and fiscal impacts of each facility.

In addition to this introduction and methodology review, the report contains the following sections:

- **Section 3:** Presents an economic and demographic overview of Morgan Hill and the regional market. The information in this section is an essential component in understanding the economic and market framework that supports the existing facilities and any new developments.

- **Section 4:** Provides an overview of the Morgan Hill Aquatics Center and Outdoor Sports Center. The overview includes demand and attendance figures from data provided by each facility, and a projection of economic and fiscal impacts resulting from operations. Also included in this section are the results from four intercept surveys conducted at the Outdoor Sports Center and Aquatics Center.

- **Section 5:** This section includes a regional inventory of similar facilities within a 200-mile radius to show the facilities that Morgan Hill competes with for events. Also included in this section is a

selection of national case study facilities.

- **Section 6:** Includes current industry trends within the sports industry, including current participation rates for youth and adult sports throughout the United States. Also included in this section are the results of our focus group interviews with stakeholders from the Outdoor Sports Center and Aquatics Center.

- **Section 7:** Presents strategic recommendations and strategies for the City of Morgan Hill.

METHODOLOGY

In order to accomplish these objectives, the program of analysis conducted by Johnson Consulting has undertaken the following research tasks:

- Interviewed stakeholders to gather information, obtain work performed to date, and understand the expectations and objectives of this development.

- Examined regional economic and demographic data and projected regional economic trends relevant to supporting the proposed development.

- Conducted an assessment of programming and utilization of peer sports and entertainment facilities.

- Reviewed the current operating agreement between the City of Morgan Hill and the Outdoor Sports Center.

ABOUT THE CONSULTING TEAM

Johnson Consulting, Inc. was founded in 1996 in Chicago, Illinois and has conducted hundreds of engagements in the U.S., Canada, Central and South America, Asia, Africa, and Europe with a focus on the development of urban renewal districts, public assembly facilities, hotels and surrounding districts, and the broader real estate markets.

Our staff at Johnson Consulting has worked in the real estate planning, hospitality, and sports consulting fields for over 35 years. The majority of this work is focused on planning, market and feasibility studies, economic and fiscal impact assessments, economic development, strategy development, tax analysis and projections, site selection, development consulting, developer and investor recruitment, as well as downtown and suburban development and redevelopment planning. These engagements involve a variety of land uses, including mixed use development districts, retail, office, industrial, housing, and special uses such as hotels, arenas, sports facilities, entertainment and tourism, and specialized development, including university facilities. We perform studies for cities and counties, as well as private developers and quasi-governmental organizations, such as universities and, convention and visitors bureaus and authorities. With both our public and private sector

clients, we deliver high-quality work in a timely manner. Numerous repeat engagements with several clients are evidence of our reputation for quality and client satisfaction.

TERMS OF THE ASSIGNMENT

This report is based on estimates, assumptions, actual operating data and other information obtained from our research, our prior experience with similar assignments, and information received from the Management Team and other sources. The sources of information and basis of estimates and assumptions are stated herein. Projections of facility demand, attendance presented within this report are based on Johnson Consulting's assessment of various data, market characteristics, discussions with project stakeholders, and documented assumptions. We cannot represent our projections as results that will actually be achieved.

In accordance with our engagement letter, Johnson Consulting did not ascertain the legal or regulatory requirements applicable to this project, including zoning or other state and local government regulations, permits, and licenses. Furthermore, no effort has been made to determine the possible effect on this project of present or future federal, state, or local legislation, including those related to jurisdictional, environmental, or ecological matters or interpretations thereof.

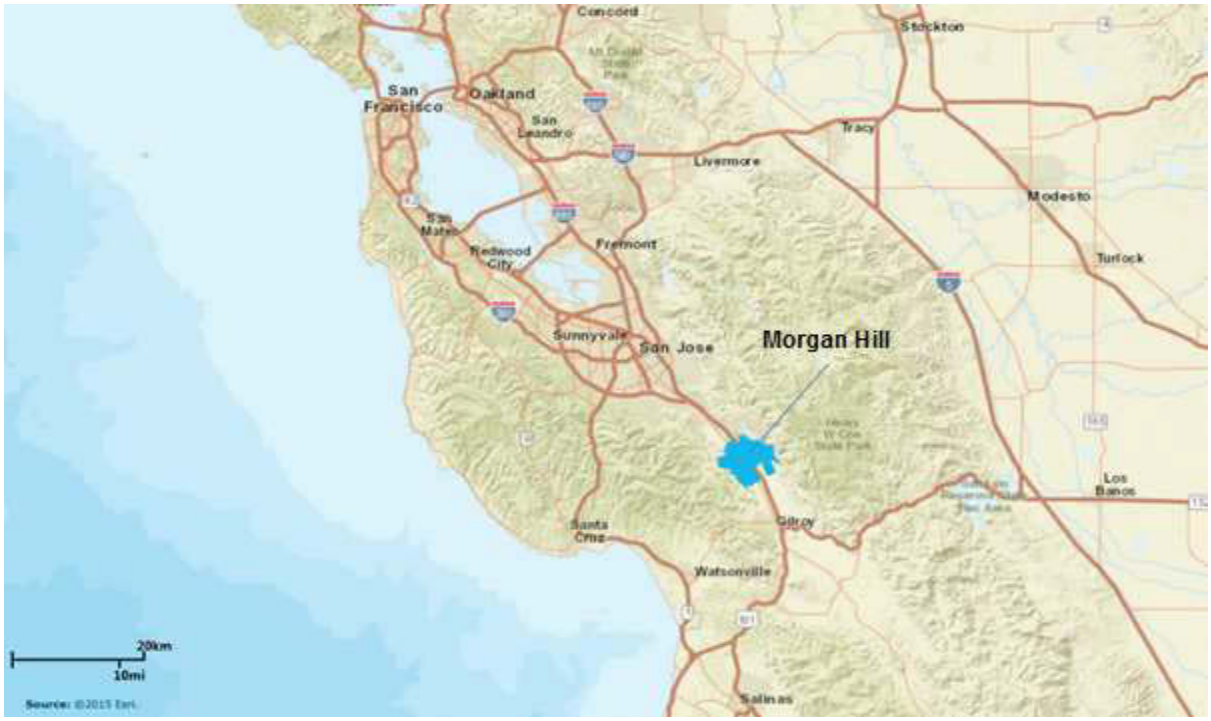
EXECUTIVE SUMMARY

MARKET OVERVIEW

Johnson Consulting examined the current market conditions of Morgan Hill in relation to economic indicators of Santa Clara County, the State of California and the United States. The key objective of this research was to identify structural factors, opportunities and weaknesses that may affect the market's ongoing competitive situation. While characteristics such as population, employment and income are not strict predictors of the success and impact of multi-purpose sports complexes, these factors can provide insight into the capacity of a market to yield ongoing support for the infrastructure associated with a facility, such as potential corporate partners and users of the facility.

Morgan Hill is located off U.S. Route 101 in North-Central California, southeast of San Jose. The growing technology industry in nearby Silicon Valley (30 miles northwest) has had a strong influence on the entire region. Leading companies in the technology sector that are based in Santa Clara County, are providing high-paying and high-skilled employment opportunities in a vacation-type climate, which has driven upward the area's total cost of living. The following map displays Morgan Hill's location in relation to major cities in the surrounding area. In Figure 2-1, Morgan Hill is denoted in light blue in the map below.

Figure 2-1



A strong local population base is important to provide demand for youth sports complex. Most attendees for recurring events, such as local sporting events, will live within a relatively short distance of the facility.

The 2016 population of Morgan Hill was 43,296 residents. This represents a 28% increase from 2000 when the City of Morgan Hill had an estimated resident population of 33,733 persons. Since 2000, the population of Morgan Hill has grown by 28.3 percent to 43,296 residents in 2016. Healthy growth was also observed through the Santa Clara County market and the State of California, during this time.

Table 2-1

Historic & Current Population - Morgan Hill, CA (2000-2016)						
	2000	2010	2016	% Growth 2000-2016	CAGR* 2000-2010	CAGR* 2010-2016
United States	281,421,906	308,745,538	323,580,626	15.0%	0.93%	0.79%
California	33,871,648	37,253,956	38,986,171	15.1%	0.96%	0.76%
Santa Clara County, CA	1,682,585	1,781,642	1,911,024	13.6%	0.57%	1.18%
Morgan Hill, CA	**33,733**	**37,882**	**43,296**	**28.3%**	**1.17%**	**2.25%**

**Compounded Annual Growth Rate*

Sources: Johnson Consulting, Esri ArcGIS BAO

The strength of a market's income level and employment opportunities can also indicate its ability to support a sports complex. Higher income levels typically suggest greater amounts of disposable income, which can be spent on non-essential items such as recreation and entertainment. Wealthy markets will have more income available to spend on team, league, and tournament fees for a sports complex. More importantly, a healthy and diversified economy helps to insulate a region from economic downturns that could affect facility demand.

In 2016, the median household income in Morgan Hill was $96,808 per annum, which was significantly higher than the median household income observed across California ($62,554), and the U.S. ($54,149). The above-average median household income has likely been influenced by the corporate presence – specifically, San Jose, Santa Clara, and Silicon Valley – and reflects a healthy market with disposable income. Looking forward, median household income in California is expected to continue to grow, reaching approximately $107,754 in 2021.

Table 2–2

Median Household Income - Morgan Hill, CA (2016-2021)

	2016	2021	CAGR* 2016-2021
United States	$54,149	$59,476	1.9%
California	$62,554	$71,566	2.7%
Santa Clara County, CA	$94,301	$104,424	2.1%
Morgan Hill, CA	**$96,808**	**$107,754**	**2.2%**

**Compounded Annual Growth Rate*

Sources: Esri ArcGIS BAO, Johnson Consulting

Despite its relatively small population, the City of Morgan Hill is a thriving and successful community whose location in Silicon Valley with proximity to the Bay Area makes it an accessible and highly attractive place to visit. The relatively young and affluent community offers residents several recreational facilities and parks to accommodate the health and wellness needs of its residents. There are also several existing infrastructure resources – from hotels to highways – to accommodate its residents and visitors. Additionally, several outdoor festivals, including Mushroom Mardi Gras, Taste of Morgan Hill and Freedom Fest, are held each year and draw large crowds from outside Morgan Hill.

EXISTING FACILITIES

To provide the City of Morgan Hill with a strategic plan in support of its sports tourism goals, Johnson Consulting conducted a comprehensive market assessment and competitive facility audit. Part of the market assessment consisted of a review of the Outdoor Sports Center (OSC) and Aquatics Center (AC) to understand how they are utilized, the events held at each facility and the economic impacts of each facility.

The review consists of the past two years for the Aquatics Center (2015-2016) and is based on data provided by the Aquatics Center staff. The Outdoor Sports Center review is based on projected events and attendance for 2016 as provided by facility management. Official records were not kept for attendance figures. As a result our economic and fiscal impacts for the OSC are based on projected attendance.

OUTDOOR SPORTS CENTER

FACILITIES: The facility opened in 1994 and received $10 million in upgrades in 2007, including the installation of turf fields and bleachers. The facility is owned by the City of Morgan Hill but is managed by the Morgan Hill Youth Sports Alliance. The Outdoor Sports Center has eleven fields available for play. Nine are traditional grass fields and two are turf fields with lights. These fields accommodate the needs for football, soccer, ultimate frisbee, cricket, and rugby.

DEMAND SCHEDULE: The complex has partnered to be the home facility for the local youth football program the Morgan Hill Raiders, the Orchard Valley Youth Soccer League, South County Outlaws Youth Lacrosse, and the Silicon Valley Stallions Cricket Club.

Aside from this local demand, during the last Fiscal Year (July 2015-June 2016), the Sports Center hosted 33 events attracting approximately 140,000 attendees. The facility is projected to hold a similar number of events during FY 2016-2017.

Table 2-3

Morgan Hill Outdoor Sports Center Outdoor Events (2015-2017)				
	Events	Event Days	Total Attendance*	Attendance/ Day
2015-2016	33	62	229,153	3,696
2016-2017**	31	67	-	-

**Estimated attendance.*
***Projected.*
Sources: Morgan Hill Youth Sports Alliance

PRICING: The prices for renting the facility vary based on field surface and renter type. These costs are provided in the table below.

Table 2-4

Field Rental Rates Morgan Hill Outdoor Sports Center		
Renter Type	Surface Price /Hr	
	Turf	Grass
Home Field Program	$30	$18
Morgan Hill Non-Profit	$35	$25
Morgan Hill Resident	$45	$35
Visitor Non Profit	$60	$45
Visitor	$80	$55
$35/hr for lights		
Sources: MHYSA, MHOSC		

OBSERVATIONS: Overall, the Outdoor Sports Center is in fair condition. The field turf will likely need extended maintenance or replacement, as it is approaching the end of its useful life. Upkeep of the grass fields was the biggest need noticed on our tour of the facility. The facility has permanent lighting for the two turf fields, temporary lighting for the grass fields, and a designated food vendor location. The grass fields are utilized for a variety of events, and most recently were being transitioned to Cricket fields.

MORGAN HILL AQUATICS CENTER

FACILITIES: The Morgan Hill Aquatics Center is an outdoor swimming complex, which opened in 2004. The facility was designed by ELS Architecture and Urban design and is LEED Silver certified. Other amenities include:

- 50 Meter Competition Pool (seventeen-25m lanes)
- 5,000 square-foot Recreation Pool
- Waterslides
- Splash pads
- Community Picnic Arena
- Locker Rooms
- Family Changing Rooms

DEMAND SCHEDULE: The Center was originally developed with the intention of hosting regional and national swim events that would attract visitors to the Morgan Hill Community, but it is also heavily utilized by residents and visitors for recreational swimming. Over the last two years, the Center has held 21 Swim meets over 41 days, attracting almost 37,000 visitors. A breakdown of these events is provided in the table below.

Table 4-1

Morgan Hill Aquatics Center Swim Meets Held				
	Events	Event Days	Total Attendance*	Attendance/ Day
2015	10	20	16,870	844
2016	11	21	19,994	952

**Estimated attendance.*
Sources: Morgan Hill Aquatics Center

OBSERVATIONS: The overall facility is in good shape from an appearance perspective. The 50-meter pool is also utilized as a short-course pool that allows for approximately 17 lanes. The facility is located adjacent to the Outdoor Sports Center and has a shared parking lot. Parking is the biggest issue facing the Aquatics Center. There is also a need for additional deck space to host additional swimmers during large meets. The recreational offerings at the pool are adequate and include recently added cabanas for private parties or gathering spaces for recreational users. The facility was a state-of-the-art development, costing approximately $14 million in 2007.

ECONOMIC AND FISCAL IMPACTS

The economic and fiscal impacts analysis is based on event demand, attendance, and activities at the existing Aquatics Center and Outdoor Sports Center as provided by the City of Morgan Hill and Morgan Hill Youth Sports Alliance. The economic and fiscal impacts are measured by the estimated spending by visitors to the facilities. It should be noted that official attendance figures for events at the OSC were not available. Instead, our projections relied upon projected attendance figures for events held in 2016 provided to us by OSC management.

Economic impact is defined as added spending in an economy that is the direct result of certain activities, facilities, or events. The economic impact analysis associated with the operation of the existing Aquatics Center and Outdoor Sports Center considers all added spending (direct, indirect, and induced) that is generated by the visitation to the facilities, as well as the increase in personal income (or increased earnings), and the number of jobs supported by this spending.

In the analysis, these levels of economic impact are measured:

- **Direct Spending** – are an expression of the spending that occurs as a direct result of the events and activities that occur in the subject facilities. For example, a visitor's expenditures on hotel rooms and meals are a direct economic impact.

- **Indirect Spending** – consist of re-spending of the initial or direct expenditures, or, the supply of goods and services resulting from the initial direct spending in the facilities. For example, a visitor's direct expenditure on a restaurant meal causes the restaurant to purchase food and other items from suppliers. The portion of these restaurant purchases that are within the local, regional, or state economies is counted as an indirect economic impact.

- **Induced Spending** – represent changes in local consumption due to the personal spending by employees whose incomes are affected by direct and indirect spending. For example, a waiter at the restaurant may have more personal income as a result of the trade show attendee's visit. The amount of the increased income the waiter spends in the local economy is considered an induced impact.

- **Increased Earnings/ Personal Income** – measures increased employee and worker compensation related to the events and activities at the facility being analyzed. This figure represents increased payroll expenditures, including benefits paid to workers locally. It also expressed how the employees of local businesses share in the increased outputs.

- **Employment Impact** – measures the number of jobs supported in the study area related to the spending generated as a result of the activities occurring in the facility. Employment impact is stated in a number of full-time equivalent jobs.

Table 2-6 summarizes the estimated economic and fiscal impact of the summer recreation swimming use and Swim Meets activities at the Aquatics Center, combined, annually.

Table 2-6

Morgan Hill Aquatics Center Summer Recreation Swimming Use and Swim Meets, Combined Economic and Fiscal Impact				
Economic Impact ($000)*	**Multiplier**	**Resident Impact**	**Visitor Impact**	**Total***
Direct Spending		$528	$3,368	$3,897
Indirect Spending	0.4500	238	1,516	1,754
Induced Spending	0.3570	189	1,203	1,391
Total Spending		**$955**	**$6,087**	**$7,042**
Increased Earnings	0.5550	293	1,870	$2,163
Employment (FTE Jobs)	12.6057	7	42	49
Fiscal Impact ($000)*	**Tax Rate**	**Resident Impact**	**Visitor Impact**	**Total***
Sales Tax**	8.75%	$46	$284	$330
Transient Occupancy Tax	10.00%	0	23	23
Total Tax Revenue		**$46**	**$307**	**$353**

**Figures are rounded to the nearest thousand*

*** Total sales tax is 8.75%. City of Morgan Hill receives 1% of gross sales, or $38,000.*

Source: Johnson Consulting

As shown in the table, activities at the Aquatics Center are estimated to have generated $7.0 million in total spending, $2.2 million in increased earnings, 49 FTE jobs, and $353,000 in tax revenues, annually. Visitor impact resulting from out-of-town visitors to Morgan Hill is estimated to have included $6.1 million in total spending, $1.9 million in increased earnings, 42 FTE jobs, and $307,000 in tax revenues. Morgan Hill would receive approximately $38,000 in sales tax revenues, $32,000 of which is through visitor impacts.

Table 2-7 summarizes the estimated economic and fiscal impact of the soccer and non-soccer tournaments at the Outdoor Sports Center, combined, annually.

Table 2-7

Morgan Hill Outdoor Sports Center Soccer and Non-Soccer Tournaments (2016) Economic and Fiscal Impact				
Economic Impact ($000)*	**Multiplier**	**Resident Impact**	**Visitor Impact**	**Total**
Direct Spending		$1,134	$5,424	$6,557
Indirect Spending	0.4500	510	2,441	2,951
Induced Spending	0.3570	405	1,936	2,341
Total Spending		**$2,049**	**$9,801**	**$11,849**
Increased Earnings	0.5550	$629	$3,010	$3,640
Employment (FTE Jobs)	12.6057	14	68	83
Fiscal Impact ($000)*	**Tax Rate**	**Resident Impact**	**Visitor Impact**	**Total**
Sales Tax**	8.75%	$90	$432	$522
Transient Occupancy Tax	10.00%	0	42	42
Total Tax Revenue		**$90**	**$474**	**$564**

**Figures are rounded to the nearest thousand*

*** Total sales tax is 8.75%. City of Morgan Hill receives 1% of gross sales, or $60,000.*
Source: Johnson Consulting

As shown in the table, activities at the Outdoor Sports Center are estimated to have generated $11.8 million in total spending, $3.6 million in increased earnings, 83 FTE jobs, and $564,000 in tax revenues, annually. Visitor impact resulting from out-of-town visitors to Morgan Hill is estimated to have included $9.8 million in total spending, $3.0 million in increased earnings, 68 FTE jobs, and $474,000 in tax revenues. Morgan Hill would receive $60,000 of the sales tax revenues, $49,000 of which is through visitor impacts.

The table below provides a summary of the combined projected economic and fiscal impacts of the Aquatics Center and Outdoor Sports Center.

Table 2-8

Aquatics Center and Outdoor Sports Center Economic and Fiscal Impact			
Economic Impact ($000)*	**Aquatics Center**	**Outdoor Sports Center**	**Combined**
Direct Spending	$3,897	$6,557	$10,454
Indirect Spending	$1,754	$2,951	$4,704
Induced Spending	$1,391	$2,341	$3,733
Total Spending	**$7,042**	**$11,849**	**$18,891**
Increased Earnings	$2,163	$3,640	$5,803
Employment (FTE Jobs)	49	83	132
Fiscal Impact ($000)*	**Aquatics Center**	**Outdoor Sports Center**	**Combined**
Sales Tax**	$330	$522	$852
Transient Occupancy Tax	$23	$42	$66
Total Tax Revenue	**$353**	**$564**	**$917**

**Figures are rounded to the nearest thousand*

*** Total sales tax is 8.75%. City of Morgan Hill receives 1% of gross sales, or $97,000.*

Source: Johnson Consulting

Events held at both facilities are estimated to have generated $18.9 million in total spending, $5.8 million in increased earnings, 132 FTE jobs, and $917,000 in tax revenues, annually. Morgan Hill would receive $97,000 of the sales tax revenues, $60,000 of which is through visitor impacts.

RECOMMENDATIONS

Johnson Consulting's recommendations and strategies are presented in three steps that will, through a sustained strategy, contribute to the overall strengthening of the sports tourism marketing and activities in Morgan Hill. The recommendations will also impact local residents through improved facilities and attracting more visitor dollars to the City. The recommendations are detailed below.

STEP ONE – Create Tourism/Destination Management Organization (DMO)

The City of Morgan Hill is well-positioned to grow its tourism marketing efforts to transform into a destination, but Morgan Hill cannot yet compete with more established tournament venues nationally, as these facilities typically benefit from a unified marketing effort from local tourism stakeholders. Hotels, restaurants, entertainment and recreation venues will all collaborate with sports complexes to create travel packages for event owners and participants. Often, this effort is led by a Destination Management Organization (DMO) such as a Convention and Visitors Bureau (CVB) and/or regional sports commission. Morgan Hill lacks a cohesive effort from the tourism resources in town, including hotels, and should benefit

from a more unified effort to generate sports tourism and fully leverage its existing assets.

As an initial step, Johnson Consulting recommends the implementation of a DMO and it should include a specific focus on attracting and creating various sports events for existing and future facilities in Morgan Hill. Without a designated office coordinating tourism and/or sports tourism efforts it is difficult to generate unity within in the marketplace. For example, some of the hotels in Morgan Hill do not seem interested in working with events holders to provide room blocks or hotel rebates for sports tournaments. A sports commission, which could be established under the umbrella of a DMO, could work with all parties to put on the event, attract participants, and get hotels and restaurants on board so that the full economic benefits of an event can be captured in Morgan Hill.

Nationally, such DMO's are also able to secure regional and state tourism grants that will help with marketing efforts to attract events to the marketplace. Additionally, a regional director of special events/ festivals should be appointed who would centralize event scheduling and prepare a monthly event calendar. This effort would help minimize any doubling up of events on particular days and create a common event marketing strategy, allowing for greater attendance at each event.

DMO's are typically setup as not-for profit organizations funded through a variety of sources. Often the funding will come from sales tax, hotel room night tax, or food and beverage tax. Revenues generated by a funding source should be dedicated to tourism marketing efforts, incentives to attract events and tourism product development projects. The organizational structure of a DMO should consist of an advisory board and a smaller executive board.

Partnerships and collaborations with the State, other regional tourism organizations will all be helpful in moving the destination and the DMO forward. Primary partnerships could be established with the Chamber of Commerce (and other business associations), Downtown Organizations, Wineries and economic development groups. The new DMO should have a concentrated focus on the leisure market, SMERFE (Societal, Military, Educational, Religious Fraternal and Ethnic) market, social event market, convention/meeting market and sporting event market to bring a multi-purpose inventory of events in Morgan Hill (This will help protect against becoming too highly leveraged in one particular event market). The future development of tourism products in Morgan Hill should be a major priority for the new DMO. Lastly, the DMO and associated stakeholders should prepare a destination master plan, which determines activity centers, development areas, potential product development, timelines, cost projections, etc.

STEP TWO – Update Existing Facilities

Similar to Step One, the City should continue down the same path of capitalizing and fully leveraging existing assets within the City. The Outdoor Sports Center and Aquatics Center generate the most visitors for sporting events in the City.

1. AQUATICS CENTER

The Aquatics Center is well-positioned for the future and recent upgrades to the facility have made it a suitable venue for everything from recreational swimming to large swim meets sanctioned by USA Swimming. We also observed solid leadership from an operations and management perspective. At this time we feel the Aquatics Center is well-managed and successfully attracts several large swim meets each season. If the City wishes to expand the reach or calendar of events at the Aquatics Center it should be able to do so through the creation of a DMO that can increase marketing efforts of the Aquatics Center.

2. OUTDOOR SPORTS CENTER

Alternatively, the Outdoor Sports Center is in fair condition, and could benefit from several investment updates aimed at maintaining the current event portfolio and potentially attracting new events. The inventory of multipurpose fields in the region is significant and Morgan Hill risks losing events if the facility does not receive routine maintenance and some investment in the following:

- Replace existing FieldTurf
- Install FieldTurf at all multipurpose fields
- Add lighting for each surface
- Consider additional parking
- Improve maintenance and day-to-day operations

The recommendations listed above will improve utilization of the facility at the local and regional level. It will also allow the facility to maintain its current inventory of events and also potentially attract new ones. As more outdoor sports complexes are built, athletes have more options to consider when selecting a complex and will typically choose the complex with the best amenities. The last bullet point above is important and requires further explanation. The facility does a very good job of securing events and thinking outside the box to fill the calendar with events. The use of the grass fields for Cricket is just one example of identifying a non-traditional use for the grass fields. During stakeholder meetings, however, we heard several comments regarding the operations and maintenance at the Outdoor Sports Center, including overall appearance of the facility and condition of the grass fields. For example, multiple stakeholders informed us that some teams had withdrawn from past soccer events due to poor/unsafe field conditions. It is possible, however, that the appearance of the grass fields was due, in part, to the most recent drought experienced through much of California.

Other areas of improvement should include more frequent routine maintenance, prompt event cleanup and proper data collection, including attendance figures for events. The competition for hosting events and attracting users of the facility will grow as more sports complexes are built in the region. Because of the increased competition, it is important to maintain the facility and operate it in a way that gives users a reason

to return for future events. If event hosts or participants are unsatisfied with the quality of a facility they have the ability to select a different sports complex in the future. Proper data collection will help a facility like the OSC understand how it is performing on a year-to-year basis so that if the facility experiences a drop-off in events or attendance they can identify the issue early on and take necessary steps to correct the decline in demand.

STEP THREE – New Facility Development

1. SAND VOLLEYBALL

The City of Morgan Hill should consider a feasibility study to further investigate constructing a dedicated sand volleyball facility. This facility should be capable of hosting large tournaments and the City should consider all or some of the following components:

- 20 sand courts
- Berm seating for spectators
- Shade structures
- Lighting
- Quality sand
- Fencing to block wind and keep out animals

The development of the proposed sand volleyball facility would require approximately 3 acres of land. Sand volleyball facilities do not require a large investment, typically $10,000 - $15,000 per court and also have very low maintenance costs.

Sand Volleyball facilities are scarce throughout the United States. There is a need for Sand Volleyball facilities throughout the country, as demand for large sand volleyball complexes far exceeds existing supply. As the sport grows in popularity, so too will the demand for this type of sports complex. For example, there is demand for a sand volleyball complex from the following groups in California: USA Volleyball, AAU/Club programs, NCAA programs, Jr. College teams, Northern California Volleyball Association (NCVA), and California Beach Volleyball Association (CBVA). Any one of these groups could not only look to use the facility for practice, clinics and tournaments but could also represent a potential partner for Morgan Hill to develop the complex or become an anchor tenant. A facility in Morgan Hill could also be used by teams in cold-weather climates looking to train in the winter months for week-long trips.

When developing sports facilities, however, it is critical to develop multi-purpose facilities to meet the increase or decrease in long-term demand. Sports that are popular today will not necessarily be popular in 10-15 years and the City of Morgan Hill should consider this when choosing the program of facilities. Sand Volleyball courts, for example, can also be used for Beach Rugby – a new sport that requires two sand volleyball courts per match and should be considered for this facility given the popularity of rugby in the Bay

Area. Also, if the surfaces are part of a larger, multipurpose facility that offers other surfaces, like outdoor fields, it could become a large multipurpose complex that is capable of hosting a variety of sporting and non-sporting events, thereby increasing the chances for long-term success and viability of the facility.

2. MULTIPURPOSE INDOOR FACILITY

We recommend the City also consider a feasibility study on the development of a multipurpose indoor facility. Focus group and stakeholder conversations made it clear that there is local demand for indoor space for sports and non-sporting events, particularly during the winter months. The facility could also be attractive for athletes and teams from cold-weather climates that are looking for winter training locations.

Initially, the facility will cater to local use for practice, camps, clinics and local tournaments. Once the market has time to mature and a DMO can be developed the City can begin to consider expansion of the facility to accommodate larger events. The space should be flexible to accommodate as many uses as possible. A new facility should include some or all of the following base amenities:

- Indoor turf field (200' x 85')
- 4-6 hardcourts surfaces
- Retail space
- Locker rooms
- Meeting Rooms/Community space

A facility with this type of program will be approximately 85,000 square feet and would require approximately three acres of land (including parking). The cost of such a facility will depend on a number of factors, including land acquisition, new-build versus renovation of an existing structure, building materials and facility amenities. As such, it is difficult to provide a price estimate, however a feasibility study could include potential cost estimates.

3. BASEBALL AND SOFTBALL COMPLEX

Lastly, the City of Morgan Hill should consider an investment in local baseball and softball fields. Given the inventory of existing baseball complexes regionally, the new fields should focus on an investment at the local level since the regional tournament market is saturated with baseball and softball complexes. As shown in Section 5, the regional baseball and softball market is saturated with facilities with four competitive baseball facilities located within a 50-mile radius of Morgan Hill. Therefore, it would be more practical for the City to focus on local baseball and softball needs in the short term, including practice, leagues and potentially local tournaments. If the goal is to attract sports tourism through large tournaments, it would make more sense for Morgan Hill to invest in a different facility type – one that is not common throughout the region.

The City has purchased land in the South East Quadrant that would be ideal for baseball/softball fields. Local

participation is strong at the youth level, but there is a shortage of local fields in both sports, particularly for practice. The inventory of local fields includes those at Britton School, Burnett School and El Toro School. We met with representatives of both sports who have resorted to hosting practices on the properties of local residents, essentially in their backyards. Adding new fields to the Morgan Hill market would allow for an inventory of practice fields and quality game fields for local games and tournaments. Additionally, if new fields are built with Field Turf they can be lined for other sports such as soccer, rugby, or lacrosse to allow for multipurpose use like Twin Creeks Sports Complex in Sunnyvale. This could allow for additional fields to be used in conjunction with the OSC for larger tournaments.

A new facility in Morgan Hill should consider some or all of the following components:

- Four baseball/softball fields with lights (wheel configuration)
- Field Turf surface with outlines for soccer/lacrosse fields
- Concession stand with two points of sale
- Temporary fencing to accommodate different field dimensions
- Restrooms
- Batting cages/ throwing tunnels

The cost of such a facility will depend on a number of factors, including building materials, field dimensions and amenities. As such, a price estimate cannot be provided at this time. Further investigation into the viability of such a complex should be conducted and should include a cost estimate.

4. PARKING & POTENTIAL ADJACENT REAL ESTATE DEVELOPMENT

There will have to be parking considerations depending on the location of these new facilities, especially if any of them are located at the OSC/AC site. With parking already a challenge at the site, adding any additional facilities or events will require expanded parking inventory.

The City of Morgan Hill may also want to consider non-sports facility development in some strategic locations near the existing athletic facilities. There could be areas of opportunity for other new real estate uses as the City looks to grow its sports facilities and attract more visitors. For example, additional hotels, gas stations, restaurants and specialty retail could be ways to capture additional visitor dollars. Any new real estate development should be preceded by further studies as the scope of this study did not consider other real estate uses.

JOHNSON CONSULTING

SECTION III

ECONOMIC & DEMOGRAPHIC OVERVIEW

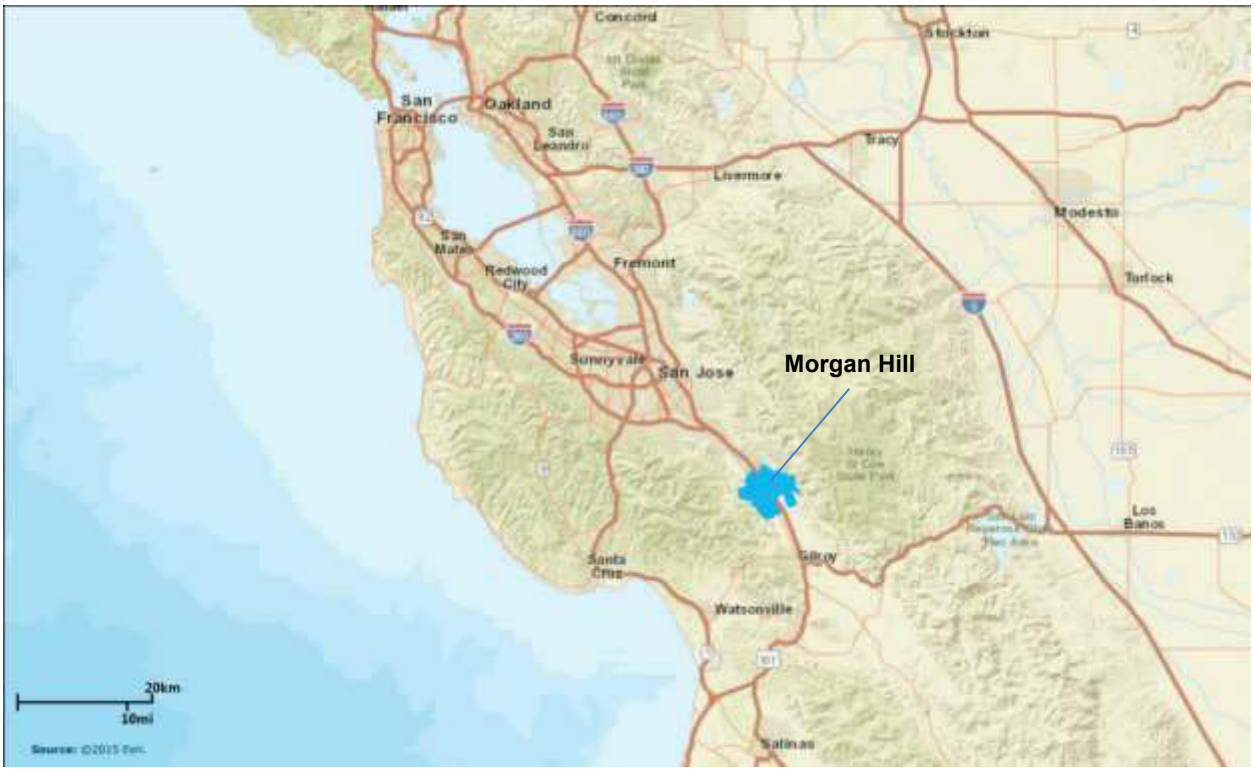
MARKET ANALYSIS

Johnson Consulting examined the current market conditions of Morgan Hill in relation to economic indicators of Santa Clara County, the State of California and the United States. The key objective of this research was to identify structural factors, opportunities and weaknesses that may affect the market's ongoing competitive situation. While characteristics such as population, employment and income are not strict predictors of the success and impact of indoor multi-purpose sports complexes, these factors can provide insight into the capacity of a market to yield ongoing support for the infrastructure associated with a facility, such as potential corporate partners and users of the facility.

MARKET OVERVIEW

Morgan Hill is located off U.S. Route 101 in North-Central California, southeast of San Jose. The growing technology industry in nearby Silicon Valley (30 miles northwest) has had a strong influence on Santa Clara County. Leading companies in the technology sector that are based in Santa Clara County, are providing high-paying and high-skilled employment opportunities in a vacation-type climate, which has driven upward the area's total cost of living. The following map displays Morgan Hill's location in relation to major cities in the surrounding area. In Figure 3-1, Morgan Hill is denoted in light blue in the map below.

Figure 3-1



POPULATION CHARACTERISTICS

Population figures were gathered through ERSI Online Business Analyst database. The population data gathered is the most current information available and the City and County data is consistent with the population statistics found in the City of Morgan Hill 2035 General Plan.

TOTAL POPULATION

A strong local population base is important to provide demand for youth sports complex. Most attendees for recurring events, such as local sporting events, will live within a relatively short distance of the facility.

The 2016 population of Morgan Hill was 43,296 residents. This represents a 28% increase from 2000 when the City of Morgan Hill had an estimated resident population of 33,733 persons. Since 2000, the population of Morgan Hill has grown by 28.3 percent to 43,296 residents in 2016. Healthy growth was also observed through the Santa Clara County market and the State of California, during this time.

Table 3-1

Historic & Current Population - Morgan Hill, CA (2000-2016)						
	2000	2010	2016	% Growth 2000-2016	CAGR* 2000-2010	CAGR* 2010-2016
United States	281,421,906	308,745,538	323,580,626	15.0%	0.93%	0.79%
California	33,871,648	37,253,956	38,986,171	15.1%	0.96%	0.76%
Santa Clara County, CA	1,682,585	1,781,642	1,911,024	13.6%	0.57%	1.18%
Morgan Hill City, CA	**33,733**	**37,882**	**43,296**	**28.3%**	**1.17%**	**2.25%**

**Compounded Annual Growth Rate*
Sources: Johnson Consulting, Esri ArcGIS BAO

PROJECTED POPULATION GROWTH

The population forecasts displayed in the following table were sourced from the City of Morgan Hill's 2035 General Plan. This report contains the projected populations for the Bay Area (a nine-county area including; San Francisco, Oakland, and San Jose), Santa Clara County, and Morgan Hill through 2035. The populations we examined are projected to grow approximately 20 percent by 2035. Morgan Hill is expected to grow by 21 percent to 48,400 residents in 2035. This represents an average annual growth of over 0.97 percent, which is like that of the projected annual growth rate in the County (1.03 percent).

Table 3-2

Projected Population Growth - Morgan Hill, CA (2015-2035)							
	2015	2020	2025	2030	2035	% Growth 2015-2035	CAGR* 2016-2021
Bay Area, CA	7,461,400	7,786,800	8,134,000	8,496,800	8,889,000	19.13%	0.88%
Santa Clara County, CA	1,877,700	1,977,900	2,080,600	2,188,500	2,303,500	22.68%	1.03%
Morgan Hill City, CA	**39,900**	**41,900**	**43,900**	**46,100**	**48,400**	**21.30%**	**0.97%**

*Compounded Annual Growth Rate
Sources: Morgan Hill 2035 General Plan, Johnson Consulting

AGE CHARACTERISTICS

AGE DISTRIBUTION

The success of a multi-purpose sports complex will lie in its ability to develop a program that appeals to a broad cross-section of the marketplace. A market's age composition can be a decisive factor in determining potential event demand, as certain types of events appeal to specific age groups. Sports are unique as they can target a wide range of attendees, from youth to senior citizens. Age characteristics can also determine the likelihood of an area to develop into a possible sports tourist location, from having enough workers to support the industry, to influencing what types of tourists are attracted to the area.

Table 3-3 summarizes the age distribution of the Morgan Hill market, County, State, and Country. The table shows a strong youth population (27.3 percent between ages 5-19) as well as a strong senior adult population (28 percent ages 55 and older). These are two critical age groups for Morgan Hill to consider when understanding the potential demand for sports facilities.

The age distribution of Morgan Hill primarily differs from that of the U.S. because of its higher concentration of residents ages 14 and younger. As of 2016, 20.6 percent of the City of Morgan Hill's residents were 14 and younger, the greatest portion of this segment being residents between the ages of 10 and 14, which made up 7.3 percent. The proportion of residents under the age of 14 is larger than that of Santa Clara County (18.9 percent), California (19.1 percent), and the U.S. (19.0 percent).

Table 3- 3

Age Distribution - Morgan Hill, CA (2016)				
Age Group	**Morgan Hill City, CA**	**Santa Clara County**	**California**	**United States**
0-4	**6.6%**	6.3%	6.5%	6.2%
5-9	**6.7%**	6.2%	6.2%	6.3%
10-14	**7.3%**	6.4%	6.4%	6.5%
15-19	**6.6%**	6.1%	6.3%	6.6%
20-24	**5.5%**	6.0%	6.6%	7.1%
25-29	**6.5%**	7.2%	7.7%	6.9%
30-34	**6.5%**	7.5%	7.8%	6.7%
35-39	**6.5%**	7.3%	7.2%	6.3%
40-44	**6.5%**	6.9%	6.4%	6.3%
45-49	**6.5%**	6.7%	6.0%	6.4%
50-54	**6.8%**	6.7%	6.1%	6.9%
55-59	**7.0%**	6.4%	6.1%	6.8%
60-64	**6.3%**	5.8%	5.8%	6.0%
65-69	**5.0%**	4.7%	4.9%	5.1%
70-74	**4.0%**	3.8%	3.9%	3.7%
75-79	**2.6%**	2.6%	2.6%	2.6%
80-84	**1.6%**	1.7%	1.7%	1.8%
85+	**1.5%**	1.7%	1.8%	1.9%
Youth Sport Participants				

Sources: Johnson Consulting, Ersi ArcGIS BAO

MEDIAN AGE

In 2016, the median age of Morgan Hill residents was 37.3 years, which was higher than the median age in California (35.8 years) and Santa Clara County (37.1 years). The median age statistics confirms that Morgan Hill has a relatively high concentration of children residents (ages 0-14) that is balanced out by the lack of its young adult population (ages 20-34). These figures suggest that there will be a high supply of young children who are potentially in need of sports facilities now and soon, but this concentration could be an anomaly within the Morgan Hill's population's age distribution, which is corrected in the next generation.

Table 3-4

Median Age- Morgan Hill, CA (2010-2021)					
	2010	2016	2021	Growth 2010-2016	Growth 2016-2021
United States	37.1	38.0	38.7	0.9	0.7
California	35.2	35.8	36.7	0.6	0.9
Santa Clara County, CA	36.2	37.1	37.9	0.9	0.8
Morgan Hill City, CA	**36.6**	**37.3**	**38.3**	**0.7**	**1.0**

Sources: Johnson Consulting, Ersi ArcGIS BAO

INCOME AND EMPLOYMENT

The strength of a market's income level and employment opportunities can also indicate its ability to support a sports complex. Higher income levels typically suggest greater amounts of disposable income, which can be spent on non-essential items such as recreation and entertainment. Wealthy markets will have more income available to spend on team, league, and tournament fees for a sports complex. More importantly, a healthy and diversified economy helps to insulate a region from economic downturns that could affect facility demand.

MEDIAN HOUSEHOLD INCOME

In 2016, the median household income in Morgan Hill was $96,808 per annum, which was significantly higher than the median household income observed across California ($62,554), and the U.S. ($54,149). The above-average median household income has likely been influenced by the corporate presence – specifically, San Jose, Santa Clara, and Silicon Valley – and reflects a healthy market with disposable income. Looking forward, median household income in California is expected to continue to grow, reaching approximately $107,754 in 2021.

Table 3–5

Median Household Income - Morgan Hill, CA (2016-2021)			
	2016	2021	CAGR* 2016-2021
United States	$54,149	$59,476	1.9%
California	$62,554	$71,566	2.7%
Santa Clara County, CA	$94,301	$104,424	2.1%
Morgan Hill City, CA	**$96,808**	**$107,754**	**2.2%**

**Compounded Annual Growth Rate*
Sources: Esri ArcGIS BAO, Johnson Consulting

UNEMPLOYMENT

Table 3-7 shows labor force data and annual unemployment rates from 2000-2016 for Santa Clara County, San Jose-Sunnyvale-Santa Clara MSA, state of California and the U.S. This information helps show the economic health and stability of a community such as Morgan Hill. Unemployment rates also show the ability of a community to attract visitors and, potentially, new residents.

Between 2009 and 2012 the state of California had a double-digit unemployment rate, but it has trended downward steadily since then to a more manageable 8.5 percent. The recession in 2009 and the crash of the housing markets were main factors in the surge in unemployment throughout California and the United States. Since 2009, the unemployment rates among Santa Clara County and the San Jose-Sunnyvale-Santa Clara MSA have trended downwards, reaching 3.8 percent and 3.4 percent respectively in 2016.

Table 3-7

Unemployment Rate* - United States, California, & Santa Clara County (2000-2016)			
Year	**United States**	**California**	**Santa Clara County**
2000	4.0%	4.9%	3.1%
2001	4.7%	5.4%	5.1%
2002	5.8%	6.7%	8.3%
2003	6.0%	6.7%	8.3%
2004	5.5%	6.2%	6.4%
2005	5.1%	5.4%	5.3%
2006	4.6%	4.9%	4.5%
2007	4.6%	5.4%	4.7%
2008	5.8%	7.3%	6.0%
2009	9.3%	11.2%	10.6%
2010	9.6%	12.2%	10.4%
2011	8.9%	11.7%	9.3%
2012	8.1%	10.4%	7.9%
2013	7.4%	8.9%	6.5%
2014	6.2%	7.5%	5.1%
2015	6.4%	6.2%	4.2%
2016*	4.9% (P)	5.5% (P)	3.8% (P)

Average Annual Rate (seasonally unadjusted)*
Sources: U.S. Bureau of Labor Statistics, Ersi BAO, Johnson Consulting

CORPORATE PRESENCE

A strong business presence can be an important factor in the success of a youth sports facility, because local businesses can attract residents to an area, provide disposable income, and support facilities through donations, advertising, and their requirement for event space. The following table shows the largest public and private employers in Morgan Hill.

Table 3-8

Largest Employers in Morgan Hill (2016)		
Employer	**Industry**	**Number of Employees**
Morgan Hill School District	Education	-
Anritsu Company	Equipment Testing	529
Specialized Bicycle Components	Bicycle & Parts Manufacturer	400
Flextronics International USA, Inc.	Business Solutions	357
Paramit Corporation	Electronics Contract Manufacturer	310
Lusamerica Foods, Inc	Seafood Distributor	240
Safeway Inc.	Grocery Store	240
Mission Bell Mfg., Inc.	Cabinet Manufacturers	193

Sources: Johnson Consulting, Morgan Hill

Notable Companies based in the Greater Silicon Valley Area include the following:

- Apple Inc., (Cupertino)
- Advance Micro Devices (Sunnyvale)
- Hewlett Packard (Palo Alto)
- Electronic Arts (Redwood City)
- Cisco (San Jose)
- Google (Mountain View)
- Facebook (Menlo Park)
- TESLA Motors (Palo Alto)

TOURISM INFRASTRUCTURE

To attract sports and special event tourists to the market it is necessary to have a sufficient infrastructure of hotels, restaurants and entertainment. A strong tourism infrastructure will allow a market to experience the full economic benefits of this type of facility.

ACCESSIBILITY

Morgan Hill is in the center of Santa Clara County on the southeast outskirts of Metropolitan San Jose. There are several options when traveling to, from, and around Morgan Hill.

- **AIRPORT:** Mineta San Jose International Airport is located 25 miles northwest of Morgan Hill with service from fourteen airlines, including Delta, United, Southwest, and American Airlines.
- **ROAD:** U.S. Route 101 runs (northwest to southeast) through Morgan Hill, connecting it with San Jose and San Francisco to the north and Los Angeles to the south.
- **PUBLIC TRANSIT:** The local rail system, Caltrain, provides limited service to Morgan Hill, during traditional commuter hours. Currently, there is no public transit service to the Outdoor Sports Center and Aquatics Center.

HOTEL INVENTORY

Table 3-10 below shows that Morgan Hill has over 650 rooms offered by hotels with at least 50 rooms. This is a standard number of hotels rooms for a market of this size and could be sufficient for hosting some regional events. Many of these hotels are approaching the end of their useful life and the City should continue to update the hotel infrastructure.

Table 3-10

Local Hotel Inventory: Morgan Hill	
Hotels*	**Rooms**
Hampton Inn Morgan Hill	106
La Quinta Inn & Suites	104
Courtyard San Jose South / Morgan Hill	90
Residence Inn San Jose/Morgan Hill	90
Holiday Inn Express & Suites San Jose-Morgan Hill	85
Quality Inn, Morgan Hill	83
Microtel Inn & Suites by Wyndham Morgan Hill	60
Comfort Inn & Suites Morgan Hill	51
Total Rooms	**669**

**Hotels with 50 or more rooms within a 30-minute drive-time*

Sources: Mpoint, Hotel Websites, Mapquest and Johnson Consulting

PORTFOLIO OF SPECIAL EVENTS / POINTS OF INTEREST

The City of Morgan Hill plays host to several special events and festivals throughout the year that provide social and entertainment activities to both residents and regional visitors. Points of interest in Morgan Hill include the following events and attractions:

- Mushroom Mardi Gras
- Taste of Morgan Hill
- Freedom Fest
- Morgan Hill Marathon
- Tierra Bella Bicycle Tour
- Coyote Creek Trail

- Henry W. Coe State Park
- Coyote-Lake Harvey Bear Ranch Park
- Anderson Lake County Park
- Downtown Morgan Hill
- Year-round Farmers' Market
- Dozens of award winning wineries
- Santa Clara Valley Wine Trail

OBSERVATIONS

Despite its relatively small population, the City of Morgan Hill is a thriving and successful community. Its location in Silicon Valley with proximity to the Bay Area makes it an accessible and highly attractive place to visit. The relatively young and affluent community offers residents several recreational facilities and parks to accommodate the health and wellness needs of its residents. There are also several existing infrastructure resources – from hotels to highways – to accommodate its residents and visitors. Additionally, several outdoor festivals, including Mushroom Mardi Gras, Taste of Morgan Hill and Freedom Fest, are held each year and draw large crowds from outside Morgan Hill.

JOHNSON CONSULTING

SECTION IV

EXISTING FACILITIES OVERVIEW AND IMPACTS

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EXISTING FACILITIES REVIEW

To provide the City of Morgan Hill with a strategic plan in support of its sports tourism goals, Johnson Consulting conducted a comprehensive market assessment and competitive facility audit. Part of the market assessment consisted of a review of the Outdoor Sports Center (OSC) and Aquatics Center (AC) to understand how they are utilized, the events held at each facility and the economic impacts of each facility. The review consists of the past two years for the Aquatics Center (2015-2016) and is based on data provided by the Aquatics Center staff. The Outdoor Sports Center review is based on projected events and attendance for 2016 as provided by facility management. Official records were not kept for attendance figures. As a result our economic and fiscal impacts for the OSC are based on projected attendance.

OUTDOOR SPORTS CENTER

FACILITIES: The facility opened in 1994 and received $10 million in upgrades in 2007, including the installation of turf fields and bleachers. The facility is owned by the City of Morgan Hill but is managed by the Morgan Hill Youth Sports Alliance. The Outdoor Sports Center has eleven fields available for play. Nine are traditional grass fields and two are turf fields with lights. These fields accommodate the needs for football, soccer, ultimate frisbee, cricket, and rugby.

DEMAND SCHEDULE: The complex has partnered to be the home facility for the local youth football program the Morgan Hill Raiders, the Orchard Valley Youth Soccer League, South County Outlaws Youth Lacrosse, and the Silicon Valley Stallions Cricket Club.

Aside from this local demand, during the last Fiscal Year (July 2015-June 2016), the Sports Center hosted 33 events attracting approximately 140,000 attendees. The facility is projected to hold a similar number of events during FY 2016-2017.

Table 4-1

Morgan Hill Outdoor Sports Center Outdoor Events (2015-2017)				
	Events	Event Days	Total Attendance*	Attendance/ Day
2015-2016	33	62	229,153	3,696
2016-2017**	31	67	-	-

**Estimated attendance.*
***Projected.*
Sources: Morgan Hill Youth Sports Alliance

PRICING: The prices for renting the facility vary based on field surface and renter type. These costs are provided in the table below.

Table 4-2

Field Rental Rates Morgan Hill Outdoor Sports Center		
Renter Type	Surface Price /Hr	
	Turf	Grass
Home Field Program	$30	$18
Morgan Hill Non-Profit	$35	$25
Morgan Hill Resident	$45	$35
Visitor Non Profit	$60	$45
Visitor	$80	$55
$35/hr for lights		
Sources: MHYSA, MHOSC		

OBSERVATIONS: Overall, the Outdoor Sports Center is in fair condition. The field turf will likely need extended maintenance or replacement, as it is approaching the end of its useful life. Upkeep of the grass fields was the biggest need noticed on our tour of the facility. The facility has permanent lighting for the two turf fields, temporary lighting for the grass fields, and a designated food vendor location. The grass fields are utilized for a variety of events, and most recently were being transitioned to Cricket fields.

MORGAN HILL AQUATICS CENTER

FACILITIES: The Morgan Hill Aquatics Center is an outdoor swimming complex, which opened in 2004. The facility was designed by ELS Architecture and Urban design and is LEED Silver certified. Other amenities include:

- 50 Meter Competition Pool (seventeen-25m lanes)
- 5,000 square-foot Recreation Pool
- Waterslides
- Splash pads
- Community Picnic Arena
- Locker Rooms
- Family Changing Rooms

DEMAND SCHEDULE: The Center was originally developed with the intention of hosting regional and national swim events that would attract visitors to the Morgan Hill Community, but it is also heavily utilized by residents and visitors for recreational swimming. Over the last two years, the Center has held 21 Swim meets over 41 days, attracting almost 37,000 visitors. A breakdown of these events is provided in the table below.

Table 4-3

Morgan Hill Aquatics Center Swim Meets Held				
	Events	Event Days	Total Attendance*	Attendance/ Day
2015	10	20	16,870	844
2016	11	21	19,994	952

**Estimated attendance.*
Sources: Morgan Hill Aquatics Center

OBSERVATIONS: The overall facility is in good shape from an appearance perspective. The 50-meter pool is also utilized as a short-course pool that allows for approximately 17 lanes. The facility is located adjacent to the Outdoor Sports Center and has a shared parking lot. Parking is the biggest issue facing the Aquatics Center. There is also a need for additional deck space to host additional swimmers during large meets. The recreational offerings at the pool are adequate and include recently added cabanas for private parties or gathering spaces for recreational users. The facility was a state-of-the-art development, costing approximately $14 million in 2007.

SURVEY RESULTS

As part of our research to understand the demand profile for the Outdoor Sports Center and Aquatics Center a total of four surveys were conducted during special events at the facilities, as well as one weekend day without an event at the AC. This information is important to understand where users of each facility are coming from, the number of days they are spending at the facilities and the spending that occurs while attending each facility. The survey results, along with our industry knowledge and expertise from previous studies, were used to guide our assumptions for our economic and fiscal impact projections later in this section.

The tables below break down the results of the surveys.

Figure 4-1

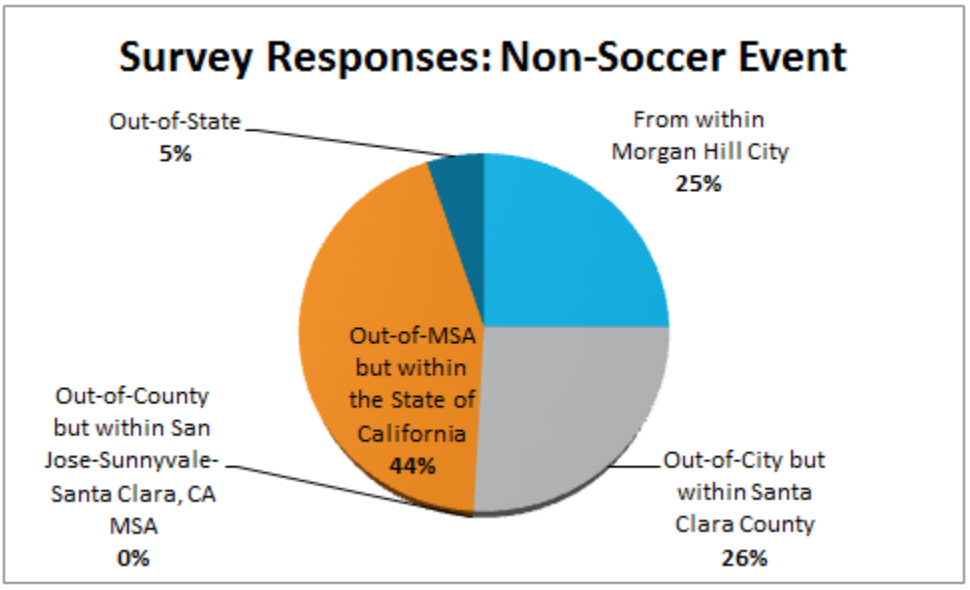

Figure 4-2

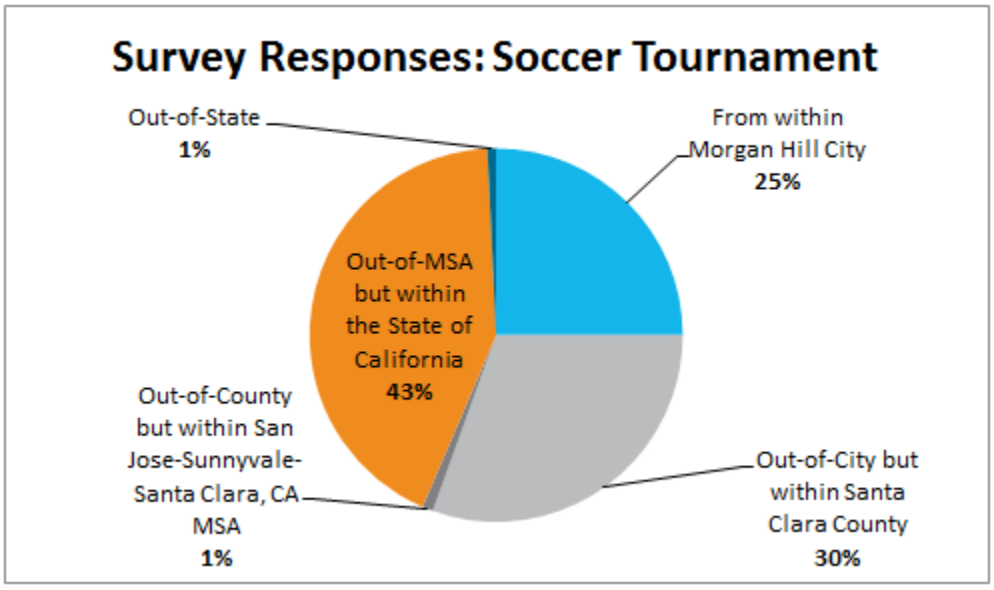

Table 4-4

Morgan Hill Outdoor Sports Center Non-Soccer Sports Tournament (December 2016) Event Statistics				
Attendee Origin				**%**
From within Morgan Hill				25%
Out-of-City but within Santa Clara County				26%
Out-of-County but within San Jose-Sunnyvale-Santa Clara, CA MSA				0%
Out-of-MSA but within the State of California				44%
Out-of-State				5%
Total				**100%**
Average Length of Stay				**# of Days**
All Attendees (on average)				1.0
	Residents		**Visitors**	
Daily Spending per Person	**At Center**	**Outside Center**	**At Center**	**Outside Center**
Lodging	na	na	na	$31.37
Food and Beverage	$0.61	$2.80	$1.82	8.39
Shopping/ Merchandise	0.12	1.62	0.37	4.87
Entertainment	na	0.83	na	2.48
Parking	na	0.46	na	1.39
Other	na	0.22	0.00	0.65
Total	**$0.73**	**$5.93**	**$2.18**	**$49.16**

Source: Outdoor Sports Center Event Survey

Morgan Hill Outdoor Sports Center Regional Soccer Tournament (November 12-13, 2016) Event Statistics				
Attendee Origin				**%**
From within Morgan Hill				25%
Out-of-City but within Santa Clara County				31%
Out-of-County but within San Jose-Sunnyvale-Santa Clara, CA MSA				1%
Out-of-MSA but within the State of California				43%
Out-of-State				1%
Total				**100%**
Average Length of Stay				**# of Days**
All Attendees (on average)				1.6
	Residents		**Visitors**	
Daily Spending per Person	**At Center**	**Outside Center**	**At Center**	**Outside Center**
Lodging	na	na	na	$62.81
Food and Beverage	$0.61	$2.53	$1.82	7.58
Shopping/ Merchandise	0.12	2.07	0.37	6.20
Entertainment	na	1.43	na	4.28
Parking	na	0.85	na	2.56
Other	na	0.97	0.00	2.92
Total	**$0.73**	**$7.84**	**$2.18**	**$86.34**

Source: Outdoor Sports Center Event Survey

The survey results for the Outdoor Sports Center were broken down by soccer and non-soccer events. As the results in the previous table show, for non-soccer events 25 percent of respondents were residents of Morgan Hill, while 26 percent of respondents are residents of Santa Clara County and 44 percent of respondents are from within the state of California, but outside of the San Jose-Sunnyvale-Santa Clara MSA. Most, if not all, of the respondents are likely day-trippers for each event. The likely overnight attendees for events are those coming from out-of-state, which represented approximately 5 percent of non-soccer attendees.

For soccer events, 25 percent of respondents were Morgan Hill residents, while 32 percent of respondents were either residents of the County or MSA. Approximately 43 percent of respondents for soccer events come from the state of California, but outside the MSA and 1 percent of soccer event respondents were from out-of-state.

Figure 4-3

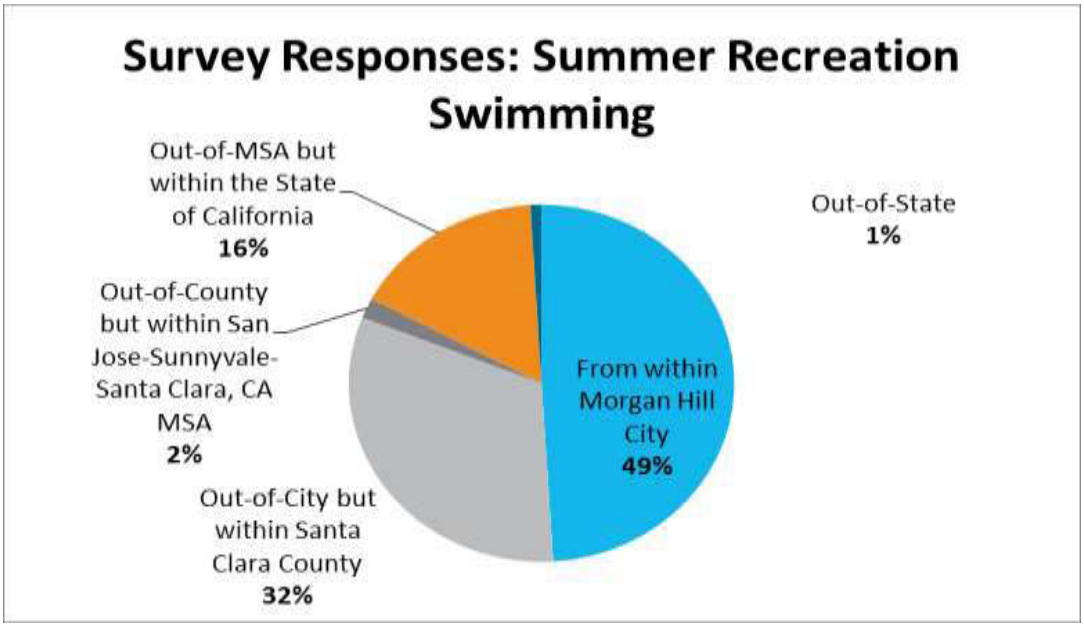

Figure 4-4

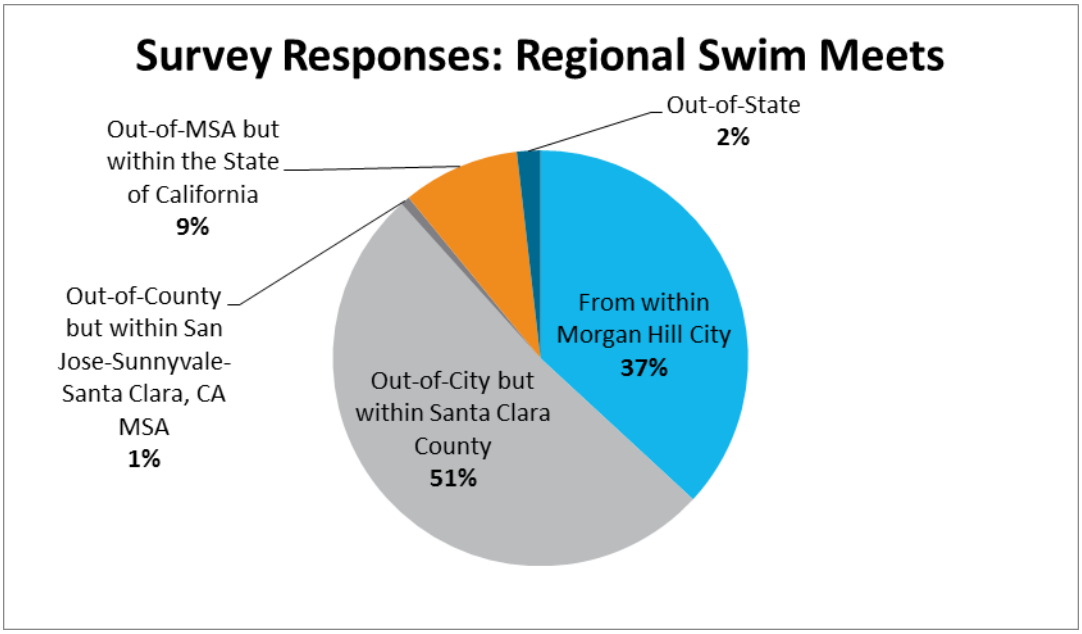

Table 4-5

Morgan Hill Aquatics Center Summer Recreation Swim (August/September 2016) Event Statistics	
Attendee Origin	%*
From within Morgan Hill	49%
Out-of-City but within Santa Clara County	32%
Out-of-County but within San Jose-Sunnyvale-Santa Clara, CA MSA	2%
Out-of-MSA but within the State of California	16%
Out-of-State	1%
Total	**100%**
Average Length of Stay	# of Days
Residents	1.0
Visitors	1.1

	Residents		Visitors	
Daily Spending per Person	At Center	Outside Center	At Center	Outside Center
Lodging	na	na	na	na
Food and Beverage	$2.50	$3.33**	$3.70	$3.99
Shopping/ Merchandise	na	0.67	0.70	8.75
Admission/ Entertainment	6.20	na	6.50	6.00
Transportation	na	3.37	na	3.83
Parking	na	na	na	na
Other	na	na	na	na
Total	**$8.70**	**$7.37**	**$10.90**	**$22.58**

**Adjusted to reflect actual visitation statistics.*
***Actual survey result is $100, which may be unrealistic.*
Source: Aquatics Center Event Survey

Morgan Hill Aquatics Center Regional Swim Meet (October 2016) Event Statistics	
Attendee Origin	%
From within Morgan Hill	37%
Out-of-City but within Santa Clara County	51%
Out-of-County but within San Jose-Sunnyvale-Santa Clara, CA MSA	1%
Out-of-MSA but within the State of California	9%
Out-of-State	2%
Total	**100%**
Average Length of Stay	
Residents	1.0
Visitors	1.6

	Residents		Visitors	
Daily Spending per Person	At Center	Outside Center	At Center	Outside Center
Lodging	na	na	na	$73.33
Food and Beverage	$3.33*	$16.67	$10.66	20.84
Shopping/ Merchandise	na	na	12.04	26.11
Admission/ Entertainment	1.22**	na	5.01	22.19
Transportation	na	na	na	5.31
Parking	na	na	na	6.25
Other	na	na	na	5.00
Total	**$4.56**	**$16.67**	**$27.71**	**$159.04**

Source: Aquatics Center Event Survey

The survey results for the Aquatics Center were broken down by Summer Recreational Swim and Regional Swim Meets. As the results in the previous table show, for summer recreation events 49 percent of respondents were residents of Morgan Hill, while 34 percent of respondents are residents of Santa Clara County and the MSA. Approximately 16 percent of respondents are from within the state of California, but outside of the San Jose-Sunnyvale-Santa Clara MSA. Most, if not all, of the respondents are likely day-trippers for each event. The likely overnight attendees for events are those coming from out-of-state, which represented approximately 1 percent of Summer Recreation Swim Event attendees.

For Regional Swim events, 37 percent of respondents were Morgan Hill residents, while 52 percent of respondents were either residents of the County or MSA. Approximately 9 percent of respondents for Regional Swim events come from the state of California, but outside the MSA and 2 percent of Regional Swim event respondents were from out-of-state.

ECONOMIC AND FISCAL IMPACT ANALYSIS OF EXISTING FACILITIES

This section analyzes the projected economic and fiscal impacts that are generated by event activities at the existing Aquatics Center and Outdoor Sports Center in Morgan Hill, California. Economic impact is defined as incremental new spending in an economy that is the direct result of certain activities, facilities, or events at the subject facilities. Fiscal impacts are tax revenues that would be generated from that spending. The estimates are based on Johnson Consulting's prior development of economic analyses for other similar facilities, primary research, user surveys, and specific knowledge of the local marketplace.

The impact analysis is based on event demand, attendance, and activities at the existing Aquatics Center and Outdoor Sports Center as provided by the City of Morgan Hill and Morgan Hill Youth Sports Alliance. The economic and fiscal impacts are measured by the estimated spending by visitors to the facilities. It should be noted that official attendance figures for events at the OSC were not available. Instead, our projections relied upon projected attendance figures for events held in 2016 provided to us by OSC management.

DEFINITION AND RATES

ECONOMIC IMPACT

Economic impact is defined as added spending in an economy that is the direct result of certain activities, facilities, or events. The economic impact analysis associated with the operation of the existing Aquatics Center and Outdoor Sports Center considers all added spending (direct, indirect, and induced) that is generated by the visitation to the facilities, as well as the increase in personal income (or increased earnings), and the number of jobs supported by this spending.

In the analysis, these levels of economic impact are measured:

- **Direct Spending** – are an expression of the spending that occurs as a direct result of the events and activities that occur in the subject facilities. For example, a visitor's expenditures on hotel rooms and meals are a direct economic impact.

- **Indirect Spending** – consist of re-spending of the initial or direct expenditures, or, the supply of goods and services resulting from the initial direct spending in the facilities. For example, a visitor's direct expenditure on a restaurant meal causes the restaurant to purchase food and other items from suppliers. The portion of these restaurant purchases that are within the local, regional, or state economies is counted as an indirect economic impact.

- **Induced Spending** – represent changes in local consumption due to the personal spending by employees whose incomes are affected by direct and indirect spending. For example, a waiter at the restaurant may have more personal income as a result of the trade show attendee's visit. The amount of the increased income the waiter spends in the local economy is considered an induced impact.

- **Increased Earnings/ Personal Income** – measures increased employee and worker compensation related to the events and activities at the facility being analyzed. This figure represents increased payroll expenditures, including benefits paid to workers locally. It also expressed how the employees of local businesses share in the increased outputs.

- **Employment Impact** – measures the number of jobs supported in the study area related to the spending generated as a result of the activities occurring in the facility. Employment impact is stated in a number of full-time equivalent jobs.

Direct spending associated with the existing Aquatics Center and Outdoor Sports Center is estimated by multiplying the visitation volume with the average daily spending per person. Information on overall visitation volume is provided by the City of Morgan Hill and Morgan Hill Youth Sports Alliance, while other attributes such as attendee origin, length of stay, and daily spending per person are obtained through intercept surveys conducted at four representative events: Summer Recreation Swim and Regional Swim Meet at the Aquatics Center, and a non-soccer sports tournament and a Regional Soccer Tournament at the Outdoor Sports Center. These will be detailed later in this section.

Indirect spending, induced spending, increased earnings, and employment are then estimated using a set of multiplier rates unique to Santa Clara County that are applied to the amount of direct spending. Table 4-6 shows the multiplier rates utilized for this impact analysis.

Table 4-6

Morgan Hill Aquatics Center and Outdoor Sports Center
Economic Impact Multipliers

Impact	Multiplier*	Base
Indirect Spending	0.4500	of direct spending
Induced Spending	0.3570	of direct spending
Increased Earnings	0.5550	of direct spending
Increased Employment (FTE)	12.6057	per $1 million of direct spending

**Basis for multipliers is Santa Clara County*

Source: Implan, Johnson Consulting

The multipliers mean that for every $1 million of direct spending, there will be $450,000 of indirect spending, $357,000 of induced spending, $555,000 in increased earnings, and 12.6 full-time equivalent (FTE) jobs supported in the economy.

FISCAL IMPACT

Fiscal impacts are tax revenues that result from the spending and income related to the activities at the existing Aquatics Center and Outdoor Sports Center. This analysis estimates fiscal impacts for the governmental units that levy taxes in the jurisdiction.

The fiscal impacts are the public sector's return on investment. Fiscal impacts provide a partial offset to the capital and operating expenditures required to support the facility. Although the incremental tax revenues cannot be expected to pay for a publicly-funded project in full, fiscal impacts are important because they improve the ability of the public sector to pay for the project. The overall economic impacts, including the fiscal impacts, provide a rationale for public participation in a project.

Based on the spending estimates, Johnson Consulting projected the fiscal impacts from major categories of tax revenues that are directly affected by a visitor's activities: general sales tax and hotel tax, as shown in Table 4-7. Note that while the total sales tax is 8.75 percent, the City of Morgan Hill will receive 1 percent of gross sales.

Table 4-7

Morgan Hill Aquatics Center and Outdoor Sports Center Applicable Tax Rates

	Rate
Sales Tax*	8.75%
Transient Occupancy Tax	10.00%

**Total Sales Tax is 8.75%. City of Morgan Hill receives 1% of gross sales*

Source: City of Morgan Hill

The fiscal impacts represent only a fraction of the overall spending impact to the economy, as they are only the public sector's increase in tax revenue resulting from the overall increased spending in the economy. Additionally, not included in the analysis are property tax estimates. Spending inside and outside the existing Aquatics Center and Outdoor Sports Center would increase some of the values of commercial establishments in the City of Morgan Hill, which result in increased property tax supported by the project.

VISITOR vs RESIDENT SPENDING

This analysis differentiates impacts from spending by people coming from out-of-town and by Morgan Hill residents, as defined below:

- **Visitor Spending** – represents spending by non-residents and visitors to Morgan Hill. Their spending represents the amount of "new dollars" that flow into the City economies.

- **Resident Spending** – In strict economic terms, spending by residents of Morgan Hill, or those who live in the market area, represents "transfer" spending. For example, a resident of Morgan Hill who visits the Aquatics Center and Outdoor Sports Center would transfer income from one sector of the City's economy to another, and therefore is not bringing new dollars into the City economy. Nevertheless, they are part of the economic activities attributable to the Aquatics Center and Outdoor Sports Center.

In this report, economic and fiscal impacts are presented in two manners. (i) Total spending – by visitors as well as by local residents – is shown in order to demonstrate the total impact of event activities at the Aquatics Center and Outdoor Sports Center. This is because all of this event-related spending would be lost from Morgan Hill should the activities relocate to another market. (ii) Out-of-town visitors' and local residents' spending is then separated out, to demonstrate the level of "visitor" and "resident" economic and fiscal impacts.

RECURRING ECONOMIC AND FISCAL IMPACT OF THE AQUATICS CENTER

The economic and fiscal impact of the existing Aquatics Center is based on its visitation volume and activities, which largely consist of two types: (i) summer recreation swimming use, in which the Center is open for public, and (ii) Swim Meets, during which the pools are unavailable for public use. The average daily spend numbers were generated by conducting surveys of users at the facility, and were presented in Table 4-5.

SUMMER RECREATION SWIMMING USE

Table 4-8 summarizes visitation volume for recreation swimming use in the most recent summer season.

Table 4-8

Morgan Hill Aquatics Center Summer Recreation Swimming Use (2015-2016*)			
Daily Admissions	**Resident**	**Non-Resident**	**Totals**
Day Passes			
Infant (under 2 yrs)	34	69	103
Child (2-11 yrs)	6,201	8,527	14,728
Youth (12-17 yrs)	1,193	1,712	2,905
General (18+)	5,558	7,995	13,553
Free	67	-	67
AC Free Day	630	-	630
Subtotal	**13,683**	**18,303**	**31,986**
%	43%	57%	
Groups and Parties			
Group	1,133	1,502	2,635
Swim Meet	-	44	44
YMCA Camps	1,029	4,297	5,326
School Days	1,420	1,883	3,303
Parties	1,312	1,739	3,050
Subtotal	**4,894**	**9,464**	**14,358**
Total Daily Admissions	**18,577**	**27,767**	**46,344**
Member Use	**Resident**	**Non-Resident**	**Totals**
Member Attendance	**10,711**	**2,678**	**13,389**
Total Summer Recreation Swim Use	**29,288**	**30,445**	**59,733**

**September 2015 to September 2016.*
Sources: Morgan Hill Aquatics Center

As shown in the table, over 59,700 visitors enjoyed the Aquatics Center from September 2015 thru September 2016, including over 29,200 Morgan Hill residents and over 30,400 out-of-town visitors.

Table 4-9 summarizes the estimated economic and fiscal impact of summer recreation swim use at the Aquatics Center using the survey data provided in Table 4-5. In addition to those statistics, the visitors surveyed indicated no spending on lodging, suggesting that no hotel room nights were generated specifically by a non-residents' visit to the Aquatics Center alone, e.g., they did daytrips, or stayed with friends/ relatives.

Table 4-9

Morgan Hill Aquatics Center Summer Recreation Swimming Use (2015-2016*) Economic and Fiscal Impact				
Visitation Volume		**Residents**	**Visitors**	**Total**
Visitation		29,288	30,445	59,733
Average Length of Stay		1.0	1.1	-
# of Person-Days		29,288	33,489	62,777
Direct Spending ($000)* **		**Residents**	**Visitors**	**Total**
At Center				
Food and Beverage		$73	$124	$197
Shopping/ Merchandise		0	23	23
Admission		182	218	399
Subtotal		**$255**	**$365**	**$620**
Outside Center				
Food and Beverage		$98	$134	$231
Shopping/ Merchandise		20	293	313
Admission		0	201	201
Subtotal		**$117**	**$628**	**$745**
Total Direct Spending		**$372**	**$993**	**$1,365**
Economic Impact ($000)* **	**Multiplier**	**Resident Impact**	**Visitor Impact**	**Total**
Direct Spending		$372	$993	$1,365
Indirect Spending	0.4500	167	447	614
Induced Spending	0.3570	133	354	487
Total Spending		**$672**	**$1,794**	**$2,466**
Increased Earnings	0.5550	206	551	$757
Employment (FTE Jobs)	12.6057	5	13	17
Fiscal Impact ($000)* **	**Tax Rate**	**Resident Impact**	**Visitor Impact**	**Total**
Sales Tax**	8.75%	$33	$87	$119
Transient Occupancy Tax	10.00%	0	0	0
Total Tax Revenue		**$33**	**$87**	**$119**

**September 2015 to September 2016.*

*** Total sales tax is 8.75%. City of Morgan Hill receives 1% of gross sales, or $14,000.*

**** Figures rounded to the nearest thousand.*

Source: Johnson Consulting

As shown in the table, summer recreation swim use at the existing Aquatics Center is estimated to have generated $2.5 million in total spending, $757,000 in increased earnings, 17 full-time equivalent (FTE) jobs, and $119,000 in sales tax revenues, annually. Visitor impact to the City of Morgan Hill, generated by out-of-town visitation, is estimated to have included $1.8 million in total spending, $551,000 in increased earnings,

13 FTE jobs, and $87,000 in sales tax revenues, annually. Morgan Hill would receive $14,000 of the sales tax revenues, $10,000 of which is through visitor impacts.

SWIM MEETS

Table 4-10 summarizes visitation volume for Swim Meets in the most recent summer season.

Table 4-10

Morgan Hill Aquatics Center
Swim Meets Held

	Events	Event Days	Total Attendance	Attendance/Day
2015	10	20	16,870	844
2016	11	21	19,994	952

Sources: Morgan Hill Aquatics Center

As shown in the table, Swim Meets generated 16,870 visitors and 19,994 visitors in 2015 and 2016, respectively.

Table 4-11 summarizes the estimated economic and fiscal impact of Swim Meets at the Aquatics Center, based on the 2016 attendance of 19,994 visitors. Similar to the recreational swim use, a user survey was conducted on a sample of the visitors/ participants to Swim Meets. The survey reveals the visitor origin, length of stay, and average daily spending at Center and outside Center for both residents and non-residents as summarized in Table 4-5.

Table 4-11

Morgan Hill Aquatics Center Regional Swim Meets Economic and Fiscal Impact				
Visitation Volume		**Residents**	**Visitors**	**Total**
Visitation		7,370	12,624	19,994
Average Length of Stay		1.0	1.6	-
# of Person-Days		7,370	19,838	27,208
# of Room Nights		0	3,156*	3,156
Direct Spending ($000)* **		**Residents**	**Visitors**	**Total**
At Center				
Food and Beverage		$25	$211	$236
Shopping/ Merchandise		0	239	239
Admission		9	99	108
Subtotal		**$34**	**$550**	**$583**
Outside Center				
Lodging		$0	$231	$231
Food and Beverage		123	413	536
Shopping/ Merchandise		0	518	518
Admission		0	440	440
Parking		0	124	124
Other		0	99	99
Subtotal		**$123**	**$1,826**	**$1,949**
Total Direct Spending		**$156**	**$2,376**	**$2,532**
Economic Impact ($000)* **	**Multiplier**	**Resident Impact**	**Visitor Impact**	**Total**
Direct Spending		$156	$2,376	$2,532
Indirect Spending	0.4500	70	1,069	1,139
Induced Spending	0.3570	56	848	904
Total Spending		**$283**	**$4,293**	**$4,576**
Increased Earnings	0.5550	87	1,319	$1,406
Employment (FTE Jobs)	12.6057	2	30	32
Fiscal Impact ($000)* **	**Tax Rate**	**Resident Impact**	**Visitor Impact**	**Total**
Sales Tax**	8.75%	$14	$197	$211
Transient Occupancy Tax	10.00%	0	23	23
Total Tax Revenue		**$14**	**$220**	**$234**

**Assuming that half of out-of-town visitors require lodging at double occupancy on average, based on survey results.*

*** Total sales tax is 8.75%. City of Morgan Hill receives 1% of gross sales, or $24,000.*

**** Figures rounded to the nearest thousand.*

Source: Johnson Consulting

As shown in the table, currently, Swim Meets at the existing Aquatics Center are estimated to have generated $4.6 million in total spending, $1.4 million in increased earnings, 32 FTE jobs, and $234,000 in sales tax

revenues, annually. Visitor impact to the City of Morgan Hill, generated by out-of-town visitation, is estimated to have included $4.3 million in total spending, $1.3 million in increased earnings, 30 FTE jobs, and $220,000 in sales tax revenues, annually. Morgan Hill would receive $24,000 in sales tax revenues, $23,000 of which is through visitor impacts.

IMPACT OF THE AQUATICS CENTER

Table 4-12 summarizes the estimated economic and fiscal impact of the summer recreation swimming use and Swim Meets activities at the Aquatics Center, combined, annually.

Table 4-12

Morgan Hill Aquatics Center
Summer Recreation Swimming Use and Swim Meets, Combined
Economic and Fiscal Impact

Economic Impact ($000)*	Multiplier	Resident Impact	Visitor Impact	Total*
Direct Spending		$528	$3,368	$3,897
Indirect Spending	0.4500	238	1,516	1,754
Induced Spending	0.3570	189	1,203	1,391
Total Spending		**$955**	**$6,087**	**$7,042**
Increased Earnings	0.5550	293	1,870	$2,163
Employment (FTE Jobs)	12.6057	7	42	49
Fiscal Impact ($000)*	**Tax Rate**	**Resident Impact**	**Visitor Impact**	**Total***
Sales Tax**	8.75%	$46	$284	$330
Transient Occupancy Tax	10.00%	0	23	23
Total Tax Revenue		**$46**	**$307**	**$353**

**Figures are rounded to the nearest thousand*

*** Total sales tax is 8.75%. City of Morgan Hill receives 1% of gross sales, or $38,000.*

Source: Johnson Consulting

As shown in the table, activities at the Aquatics Center are estimated to have generated $7.0 million in total spending, $2.2 million in increased earnings, 49 FTE jobs, and $353,000 in tax revenues, annually. Visitor impact resulting from out-of-town visitors to Morgan Hill is estimated to have included $6.1 million in total spending, $1.9 million in increased earnings, 42 FTE jobs, and $307,000 in tax revenues. Morgan Hill would receive $38,000 in sales tax revenues, $32,000 of which is through visitor impacts.

RECURRING ECONOMIC AND FISCAL IMPACT OF THE OUTDOOR SPORTS CENTER

The economic and fiscal impact of the existing Outdoor Sports Center is based on its visitation volume and activities, which largely are grouped into regional soccer tournaments and non-soccer tournaments. The average daily spend numbers were generated by conducting surveys of users at the facility, and were presented in Table 4-4. Table 4-13 summarizes number of events and attendance at the facility in the past fiscal year.

Table 4-13

Morgan Hill Outdoor Sports Center
Outdoor Tournament Events (2016)

	Events	Event Days	Total Attendance*	Average Attendance
Soccer Tournaments	22	na	106,049	4,820
Non-Soccer Tournaments	11	na	33,800	3,073
Total	**33**	**62**	**139,849**	**4,238**

**Estimated attendance.*
Sources: Morgan Hill Youth Sports Alliance

In 2016, there were 33 events, generating 139,849 attendees. 22 of the events are soccer tournaments, generating 106,049 attendees; while 11 are non-soccer events, generating 33,800 attendees. In this analysis, for practicality purposes the attendance figures are assumed to have included tournament participants, coaches and support persons, and tournament spectators.

REGIONAL SOCCER TOURNAMENTS

Table 4-14 shows the estimated economic and fiscal impact of one full year of regional soccer tournaments at the Outdoor Sports Center, consisting of 22 such tournaments, generating 106,049 attendees.

Table 4-14

Morgan Hill Outdoor Sports Center 22 Regional Soccer Tournaments (2016) Economic and Fiscal Impact				
Visitation Volume		**Residents**	**Visitors**	**Total**
Visitation		26,512	79,537	106,049
Average Length of Stay		1.0	1.6	-
# of Person-Days		26,512	129,706	156,218
# of Room Nights		0	6,628*	6,628
Direct Spending ($000)* **		**Residents**	**Visitors**	**Total**
At Center				
Food and Beverage		$64	$192	$257
Shopping/ Merchandise		13	64	77
Subtotal		**$77**	**$256**	**$333**
Outside Center				
Lodging		$0	$416	$416
Food and Beverage		268	1,310	1,578
Shopping/ Merchandise		219	1,071	1,290
Admission/ Entertainment		151	741	892
Parking		90	442	532
Other		103	504	608
Subtotal		**$832**	**$4,485**	**$5,317**
Total Direct Spending		**$909**	**$4,741**	**$5,650**
Economic Impact ($000)* **	**Multiplier**	**Resident Impact**	**Visitor Impact**	**Total**
Direct Spending		$909	$4,741	$5,650
Indirect Spending	0.4500	409	2,133	2,542
Induced Spending	0.3570	324	1,693	2,017
Total Spending		**$1,642**	**$8,567**	**$10,209**
Increased Earnings	0.5550	504	2,631	$3,136
Employment (FTE Jobs)	12.6057	11	60	71
Fiscal Impact ($000)* **	**Tax Rate**	**Resident Impact**	**Visitor Impact**	**Total**
Sales Tax**	8.75%	$72	$376	$448
Transient Occupancy Tax	10.00%	0	42	42
Total Tax Revenue		**$72**	**$418**	**$489**

**Assuming that 25% of out-of-town visitors require lodging at three-person occupancy on average, based on survey results.*

*** Total sales tax is 8.75%. City of Morgan Hill receives 1% of gross sales, or $51,000.*

**** Figures rounded to the nearsest thousand.*

Source: Johnson Consulting

As shown in the table, all 22 regional soccer tournaments are estimated to have generated $10.2 million in total spending, $3.1 million in increased earnings, 71 FTE jobs, and $489,000 in tax revenues. Visitor impact from out-of-town visitors is estimated to have included $8.6 million in total spending, $2.6 million in

increased earnings, 60 FTE jobs, and $418,000 in tax revenues. Morgan Hill would receive $51,000 of the sales tax revenues, $43,000 of which is through visitor impacts.

NON-SOCCER TOURNAMENTS

Table 4-15 shows the estimated economic and fiscal impact of 11 non-soccer tournaments at the Outdoor Sports Center. The impacts of non-soccer tournaments were estimated as an aggregate, based on 11 such tournaments, generating 33,800 attendees, combined. User surveys were conducted to a sample of attendees to various non-soccer tournaments as shown in Table 4-4.

Table 4-15

Morgan Hill Outdoor Sports Center Non-Soccer Sports Tournaments (2016) Economic and Fiscal Impact				
Visitation Volume		**Residents**	**Visitors**	**Total**
Visitation		8,450	25,350	33,800
Average Length of Stay		1.0	1.0	-
# of Person-Days		8,450	25,350	33,800
# of Room Nights		0	254*	254
Direct Spending ($000)* **		**Residents**	**Visitors**	**Total**
At Center				
Food and Beverage		$20	$61	$82
Shopping/ Merchandise		4	12	17
Subtotal		**$25**	**$74**	**$98**
Outside Center				
Lodging		$0	$8	$8
Food and Beverage		95	284	378
Shopping/ Merchandise		55	165	220
Admission/ Entertainment		28	84	112
Transportation		0	0	0
Parking		16	47	63
Other		7	22	29
Subtotal		**$200**	**$609**	**$809**
Total Direct Spending		**$225**	**$683**	**$908**
Economic Impact ($000)* **	**Multiplier**	**Resident Impact**	**Visitor Impact**	**Total**
Direct Spending		$225	$683	$908
Indirect Spending	0.4500	101	307	408
Induced Spending	0.3570	80	244	324
Total Spending		**$406**	**$1,234**	**$1,640**
Increased Earnings	0.5550	125	379	$504
Employment (FTE Jobs)	12.6057	3	9	11
Fiscal Impact ($000)* **	**Tax Rate**	**Resident Impact**	**Visitor Impact**	**Total**
Sales Tax**	8.75%	$18	$56	$74
Transient Occupancy Tax	10.00%	0	1	1
Total Tax Revenue		**$18**	**$56**	**$75**

**Assuming that 3% of out-of-town visitors require lodging at three-person occupancy on average, based on survey results.*

*** Total sales tax is 8.75%. City of Morgan Hill receives 1% of gross sales, or $8,000.*

**** Figures rounded to the nearest thousand.*

Source: Johnson Consulting

As shown in the table, 11 non-soccer tournaments are estimated to have generated $1.6 million in total spending, $504,000 in increased earnings, 11 FTE jobs, and $75,000 in tax revenues. Visitor impact from out-of-town visitors is estimated to have included $1.2 million in total spending, $379,000 in increased earnings, 9

FTE jobs, and $56,000 in tax revenues. Morgan Hill would receive $8,000 of the sales tax revenues, $6,000 of which is through visitor impacts.

IMPACT OF THE OUTDOOR SPORTS CENTER

Table 4-16 summarizes the estimated economic and fiscal impact of the soccer and non-soccer tournaments at the Outdoor Sports Center, combined, annually.

Table 4-16

Morgan Hill Outdoor Sports Center
Soccer and Non-Soccer Tournaments (2016)
Economic and Fiscal Impact

Economic Impact ($000)*	Multiplier	Resident Impact	Visitor Impact	Total
Direct Spending		$1,134	$5,424	$6,557
Indirect Spending	0.4500	510	2,441	2,951
Induced Spending	0.3570	405	1,936	2,341
Total Spending		**$2,049**	**$9,801**	**$11,849**
Increased Earnings	0.5550	$629	$3,010	$3,640
Employment (FTE Jobs)	12.6057	14	68	83
Fiscal Impact ($000)*	**Tax Rate**	**Resident Impact**	**Visitor Impact**	**Total**
Sales Tax**	8.75%	$90	$432	$522
Transient Occupancy Tax	10.00%	0	42	42
Total Tax Revenue		**$90**	**$474**	**$564**

**Figures are rounded to the nearest thousand*

*** Total sales tax is 8.75%. City of Morgan Hill receives 1% of gross sales, or $60,000.*
Source: Johnson Consulting

As shown in the table, activities at the Outdoor Sports Center are estimated to have generated $11.8 million in total spending, $3.6 million in increased earnings, 83 FTE jobs, and $564,000 in tax revenues, annually. Visitor impact resulting from out-of-town visitors to Morgan Hill is estimated to have included $9.8 million in total spending, $3.0 million in increased earnings, 68 FTE jobs, and $474,000 in tax revenues. Morgan Hill would receive $60,000 of the sales tax revenues, $49,000 of which is through visitor impacts.

COMBINED IMPACTS OF THE AQUATICS CENTER AND OUTDOOR SPORTS CENTER

The table below provides a summary of the combined projected economic and fiscal impacts of the Aquatics Center and Outdoor Sports Center.

Table 4-17

Aquatics Center and Outdoor Sports Center Economic and Fiscal Impact			
Economic Impact ($000)*	**Aquatics Center**	**Outdoor Sports Center**	**Combined**
Direct Spending	$3,897	$6,557	$10,454
Indirect Spending	$1,754	$2,951	$4,704
Induced Spending	$1,391	$2,341	$3,733
Total Spending	**$7,042**	**$11,849**	**$18,891**
Increased Earnings	$2,163	$3,640	$5,803
Employment (FTE Jobs)	49	83	132
Fiscal Impact ($000)*	**Aquatics Center**	**Outdoor Sports Center**	**Combined**
Sales Tax**	$330	$522	$852
Transient Occupancy Tax	$23	$42	$66
Total Tax Revenue	**$353**	**$564**	**$917**

**Figures are rounded to the nearest thousand*

*** Total sales tax is 8.75%. City of Morgan Hill receives 1% of gross sales, or $97,000.*

Source: Johnson Consulting

Events held at both facilities are estimated to have generated $18.9 million in total spending, $5.8 million in increased earnings, 132 FTE jobs, and $917,000 in tax revenues, annually. Morgan Hill would receive $97,000 of the sales tax revenues, $60,000 of which is through visitor impacts.

JOHNSON CONSULTING

SECTION V

REGIONAL OVERVIEW & CASE STUDIES

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LOCAL & REGIONAL FACILITY OVERVIEW

Johnson Consulting undertook a comprehensive review of the existing inventory of sports complexes that can be viewed as potential competitors to Morgan Hill's current facilities. The section below displays the findings of a Johnson Consulting audit of sports facilities within a 200-mile radius of Morgan Hill – a likely distance for teams to travel for regional competition. This distance helps determine the current supply of potential competitors in the region and is necessary to assess the demand that Morgan Hill's facilities currently capture and project any future change.

Within a 200-mile radius of Morgan Hill, Johnson Consulting identified approximately 100 sports complexes. These complexes are owned by municipalities, universities, and private entities and have been categorized into five groups: outdoor field complexes, indoor field and court complexes, aquatic centers, baseball/softball complexes and outdoor sand volleyball complexes. Each sports facility group breakdown includes a map showing the location of the identified facilities and a table listing each facility and their distance from Morgan Hill. For some categories, there will also be a table listing rental costs and profiles of the more notable facilities in each category.

OUTDOOR FIELD COMPLEXES

Outdoor field complexes typically consist of five or more multi-purpose sports fields, which are traditionally intended for soccer, football, and lacrosse. These fields can also be utilized for rugby, field hockey, Ultimate Frisbee, and practice functions for baseball and softball. The marketability of these facilities is based on the number and type (natural grass or turf) of surfaces that are available, the lighting capabilities at the complexes, the capacity for attendees (parking and seating), and the cost to rent the complex.

Within 200 miles of Morgan Hill there are 29 outdoor sport complexes with roughly 190 multipurpose fields, six of which are within 50 miles of Morgan Hill. Clusters of the outdoor complexes can be found in the San Francisco, Sacramento, Modesto, and Fremont markets as shown in the figure below. It should be noted that nearby San Jose offers 43 total fields across various parks within its Parks District.

Figure 5-1

Chico
Reno
Carson City
Santa Rosa
Sacramento
Napa
Vacaville
Fairfield
Antioch
San Francisco
Concord
Stockton
Livermore
Modesto
Fremont
Morgan Hill, California, United States
San Jose
Salinas
Fresno
California
Visalia
50 miles
100 miles
200 miles
San Luis Obispo
Bakersfield
Santa Maria
Lompoc
Santa Clarita
Santa Barbara
Oxnard

Table 5-1

Outdoor Sports Complexes Within 200 miles of Morgan Hill				
Facility	**City**	**Fields**	**Private/Publicly Owned**	**Distance from Morgan Hill (miles)**
Twin Creeks Sports Complex	Sunnyvale	10	Private	33
Shoreline Athletic Fields	Mountain View	2	Public	34
Constitution Soccer Complex	Salinas	8	Public	38
Central Park Facility	Fremont	4	Public	38
Ken Mercer Sports Park	Pleasanton	9	Public	46
Rancho San Ramon	San Ramon	4	Public	55
Beach Chalet Soccer Fields	San Francisco	4	Public	69
Crocker Amazon Soccer Fields	San Francisco	4	Public	69
Rumrill Sports Park	Richmond	3	Public	73
Tom Bates Regional Sports Complex	Berkeley	4	Public	76
Tracy Sports Complex	Tracy	4	Public	77
Turlock Regional Sports Complex	Turlock	10	Public	90
Woodward Community Park	Manteca	13	Public	91
Mistlin Sports Complex	Ripon	16	Public	96
Octo Inn Soccer Complex	Fairfield	7	Public	96
San Joaquin County Regional Sports Complex	Stockton	4	Public	97
Mary Grogan Community Park	Modesto	7	Public	99
Petaluma Community Sports Fields	Petaluma	4	Public	104
Ceres River Bluff Regional Park	Ceres	6	Public	110
Ohana Fields	Oakdale	4	Private	119
A Place to Play	Santa Rosa	6	Public	120
Pilibos Soccer Park	Fresno	4	Public	131
Fresno Regional Sports Complex	Fresno	9	Public	131
Multi-Sport Park Complex	Elk Grove	16	Public	133
Bartholomew Sports Park	Elk Grove	4	Public	133
Howard Park	Ione	5	Public	134
Cherry Island Soccer Complex	Elverta	10	Public	151
Damon-Garcia Sports Complex	San Luis Obispo	4	Public	164
Elk Bayou Soccer Complex	Tulare	5	Public	173
Total		**190**		
Privately-Owned Facility				

Sources: Facility Websites, Johnson Consulting

The table below provides an average rental costs for facilities. The last row in this table provides an average number of fields, rental rates, and distance from Morgan Hill of the selected facilities. The table shows there is premium cost for renting turf fields as opposed to natural grass. As a comparison, Morgan Hill charges on average $37 for grass fields per hour and $55 for turf fields with an additional cost of $35 per hour for lights. The rental fees at the Morgan Hill Outdoor Sports Center are currently lower when compared to local facilities, such as Twin Creeks and Central Park Soccer Complex. When examining facilities further away from Morgan Hill, two new facilities, Mary Grogan Park and Ceres River Bluff Regional Park, offer lower rental fees for fields. These facilities are located north of San Jose and are a greater distance from Silicon Valley.

Table 5-2

Outdoor Field Pricing Matrix
Complexes within 200 miles of Morgan Hill

Business	Location	Fields	Surface Type	Publicly/Privately Owned	Field Rental/(HR) *	Lights Rental/(HR)*	Gate Fee	Parking Fee	Distance from Morgan Hill (miles)
Twin Creeks Sports Complex	Sunnyvale	10	Multipurpose turf fields	Private	$88	$65	$6		33
Central Park Soccer Complex	Fremont	10	Grass Fields Synthetic Fields	Public	$25 $92	$18 $90	-	-	38
Ken Mercer Sports Park	Pleasanton	9	Multipurpose fields	Public	$20	$15	-	-	46
Rancho San Ramon	San Ramon	4	Grass Fields	Public	$79	$33	-	-	55
Mary Grogan Park - Soccer Complex	Modesto	7	Grass Fields Synthetic Fields	Public	$25 $32	$15	-	$5	99
Ceres River Bluff Regional Park	Ceres	6	Soccer Fields	Public	$24 $200-400 per tournament	-	-	-	110
Fresno Regional Sports Complex	Fresno	9	Soccer Fields	Public	$25	$35	-	$4	131
Bartholomew Sports Park	Elk Grove	4	Synthetic Turf Fields	Public	$75	$23			133
Elk Bayou Soccer Complex	Tulare	5	Multipurpose fields (4 lighted)	Public	$12	$25	-	-	173
Morgan Hill Outdoor Sports Center	**Morgan Hill**	**11**	**Grass Fields** **Turf Fields**		**$37** **$55**	**$35**	**-**	**-**	**-**
Soccer Complex Average	**-**	**8**	**Grass Fields** **Syntehtic/Turf Fields**	**Public**	**$22** **$61**	**$35**	**$6**	**$5**	**-**

Privately-Owned Faciltiy

*Average Hourly Rate

Sources: Relevant Facilities, Johnson Consulting

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TWIN CREEK SPORTS COMPLEX

Located 33 miles northwest of Morgan Hill in Sunnyvale, California, Twin Creek Sports Complex hosts local recreational leagues and national tournaments for baseball, softball, soccer and lacrosse. The complex is made up of a 14,000-square foot fieldhouse and ten lighted baseball/softball diamonds that can be converted to multipurpose sports fields. The fieldhouse consists of meeting rooms, office space, a restaurant, a bar and a banquet facility. These amenities have allowed for the facility to host large-scale events in the past such as the ASA Soccer National Championship and the NCAA Softball World Series. A significant portion of the events at the facility are local and social programming, including recreational soccer, softball, kickball, and flag football. Hourly rates for fields/diamonds at the facility range from $75-$165.

CERES RIVER BLUFF REGIONAL PARK

Ceres River Bluff Regional Park is an outdoor field complex located 110 miles northeast of Morgan Hill. In 2015 the park received $2.3 million in upgrades, including the addition of fields and expansion of parking capacity. The original design of the park consisted of five multipurpose fields, but none were considered "championship quality." The City of Ceres felt the lack of tournament-quality fields disqualified them for hosting soccer tournaments in comparison to other local facilities in Modesto and Turlock and decided to renovate the park. The upgrades included the removal of one field and addition of two youth fields and two championship soccer fields. The park now offers eight fields (two youth-sized). The expansion also doubled the number of parking spaces from 245 to 471.

INDOOR FIELD & COURT COMPLEXES

Indoor field & court complexes typically consist of at least one turf surface, and hard courts. The turf surface can be used for soccer, lacrosse, football, rugby, field hockey, baseball, softball and training. The courts can be either hardwood or "sports court" and used for sports such as basketball, volleyball, and futsal, among others. Hardcourt surfaces are also able to be used for non-sports events such as trade shows, marketplaces and entertainment events. The marketability of these facilities is based on the number of surfaces that are available, the capacity for attendees, amenities within the facility (restaurants, pro-shops, locker rooms, etc.), and the cost to rent the complex.

Within 200 miles of Morgan Hill there are 25 indoor field and court facilities. Most of these facilities are located north of Morgan Hill with several clusters being found in the Bay Area as shown in the map below.

Figure 5-2

Chico
Carson City
6
Sacramento
Santa Rosa
Vacaville
7
2
Antioch
Concord
Stockton
San Francisco
3
Livermore
2
Morgan Hill, California, United States
San Jose
2
Salinas
Fresno
50 miles
100 miles
200 miles
San Luis Obispo
Bakersfield
Santa Maria
Lompoc
Santa Clarita
Santa Barbara
Oxnard

Table 5-3

Indoor Sports Complexes Within 200 miles of Morgan Hill			
Facility	**City**	**Publicly/Privately Owned**	**Distance from Morgan Hill (miles)**
Silver Creek Sportsplex	San Jose	Private	23
Off the Wall Soccer	Santa Clara	Private	28
SportsHouse	Redwood City	Private	48
East Bay Sports Center - Livermore	Livermore	Private	50
East Bay Sports Center - San Ramon	San Ramon	Private	55
JAMTOWN	Oakland	Private	61
NorCal Courts	Martinez	Private	77
Universal Sports Academy	Martinez	Private	77
Mare Island Sports Complex	Vallejo	Public	86
Antioch Indoor Sports Complex	Antioch	Private	87
Turlock Indoor Soccer	Turlock	Private	91
Merced Indoor Sports Center	Merced	Private	95
We Play Soccer	Stockton	Private	97
Stockton Indoor Sports Complex	Stockton	Private	97
Vacaville Indoor Sports	Vacaville	Private	104
Epicenter Sports	Santa Rosa	Private	120
Fresno Indoor Soccer	Fresno	Private	131
NorCal Indoor Sports	Woodland	Private	132
Soccer Planet	Sacramento	Private	137
Olympus Sports Coliseum	Sacramento	Private	137
Estadio Azteca Soccer Arena	Sacramento	Private	137
Clovis Victory Indoor Soccer	Clovis	Private	138
Folsom Sports Complex	Folsom	Public	157
Courtside Basketball Center	Rocklin	Private	158
McDermont Field House	Lindsay	Private	188
Publicly-Owned Facility			

Sources: Facility Websites, Johnson Consulting

The table below provides a range of rental costs for facilities. Note that the low end of the price range is a special rate provided to local and non-profit organizations, while rental rates at the higher-end of the spectrum are charged to non-local and private organizations.

Table 5-4

Indoor Surface Pricing Matrix Facilities within 200 miles of Morgan Hill					
Facility	**Location**	**Surface Types**	**Publicly/Privately Owned**	**Hourly Rate***	**Distance from Morgan Hill (miles)**
Silver Creek Sportsplex	San Jose	84' x 50' turf arena 185' x 85' turf arena Inline Hockey Rink	Private	$160 $215 $215	23
Off the Wall Soccer	Santa Clara	162' x 80' turf surface 112' x 75' turf surface 98' x 30' turf surface	Private	$145 $130 $105	28
Sports House	Redwood City	Turf Field 1 Turf Field 2 Basketball Court Indoor Volleyball Outdoor Volleyball	Private	$175 $150 $95 $48 $48	48
East Bay Sports	Livermore	Medium Soccer Field Large Soccer Field Baseball turf infield	Private	$150 $175 $90	50
JAMTOWN	Oakland	Court (3 hoops) Court (6 hoops) Full facility (4 courts)	Private	$65 $95 $500	61
Universal Sports Academy	Martinez	Half turf field Full turf field Batting Cages	Private	$110 $235 $45	77
NorCal Courts	Martinez	Full Court	Private	$55	77
Mare Island Sports Complex	Vallejo	Soccer Field Basketball Courts Volleyball Courts	Public	$85 $58 $45	86
We Play Soccer	Stockton	38' x 50' turf surface 40' x 73' turf surface 80' x 120' turf surface	Private	$45 $55 $100	97
Epicenter/Sports City	Santa Rosa	Arenas 1 & 2 Arena 3 Half Sport Court Full Sport Court	Private	$133 $103 $50 $93	120
Olympus Sports Coliseum	Sacramento	Indoor Soccer Field Sport Court / Infield / Studio	Private	$100 $75	137
Estadio Azteca Soccer Arena	Sacramento	Indoor Soccer Arena	Private	$100	137
Courtside Basketball Center	Rocklin	Full Court Whole Facility (5 courts)	Private	$65 $300	158
Average Indoor Turf & Court Complex	**-**	**Turf** **Court**	**Private**	**$122** **$68**	

Publicly-Owned Facility

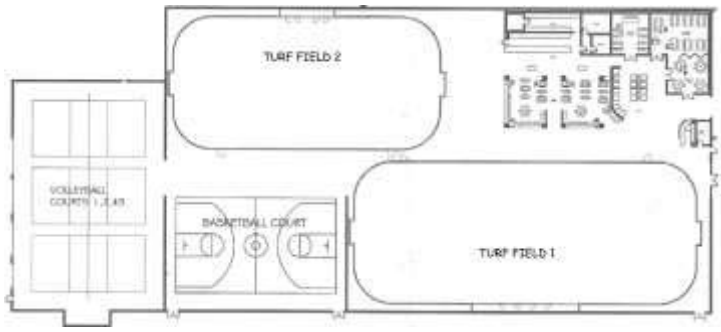
*Average Hourly Rate

Sources: Relevant Facilities, Johnson Consulting

SILVER CREEK SPORTSPLEX

The Silver Creek Sportsplex is in San Jose, approximately 23 miles from Morgan Hill. The 240,000-square foot Sportsplex offers the following: two boarded turf arenas for soccer and flag football, a full-regulation sized inline hockey rink, and a restaurant. The inline rink is used for roller hockey, futsal, martial arts, and badminton. The facility hosts classes, camps, open field and rink time, party packages, and gear rental as part of their program, and it can be accessed through a membership plan for $115 annually. Members receive discounted prices on facility rentals, camps and class registrations. The turf fields rent for $145-$230 per hour and the inline rink rents for $200-$230 per hour.

THE SPORTS HOUSE



The Sports House is in Redwood City, California, approximately 48 miles northwest of Morgan Hill. The complex is a converted distribution warehouse that offers two turf arenas for soccer, lacrosse, and flag football, one full-size basketball court, three volleyball courts, a bar and restaurant, and one outdoor sand volleyball court.

The Sports House offers annual memberships for $70 and hosts travel soccer, lacrosse, and volleyball events, recreation flag football games, private events, and youth sports camps. Rental fees for the facility range from $100-$230 per hour for the turf fields, $70-$120 per hour for the basketball courts, and $35-$60 per hour for the volleyball courts.

AQUATIC CENTERS

Aquatic Centers typically consist of a 25-meter or 50-meter pool with capacity for six or more lanes. In California and other warm climates, many of these competitive pools are located outdoors and can host swim meets, water polo matches, and diving competitions. The marketability of these facilities is based on the size of the pool (length and lane capacity), the seating for attendees, whether the complex has diving wells, and the cost to rent the complex.

Within 200 miles of Morgan Hill there are 29 Aquatic Centers, eight of which are within 50 miles of Morgan Hill. Most of these facilities are located north of Morgan Hill with several clusters being found in the Bay Area. Most these Aquatic Centers are associated with a local high schools, junior colleges, or universities.

Figure 5-3

Table 5-5

Aquatic Centers Within 200 miles of Morgan Hill		
Facility	**City**	**Distance from Morgan Hill (miles)**
Frank Fiscalini Swim Center - Independence HS	San Jose	23
George F. Haines International Swim Center	Santa Clara	28
De Anza Junior College - Cupertino	Cupertino	29
California Sports Center - Swim Complex	Sunnyvale	33
Salinas Municipal Pool	Salinas	38
Stanford University - Avery Aquatic Center	Stanford	41
Delores Bengsten Aquatic Center - Pleasanton	Pleasanton	46
Chabot College Pool	Hayward	48
College of San Mateo - Aquatics Center	San Mateo	51
Burlingame Aquatic Club	Burlingame	54
San Ramon Olympic Pool & Aquatic Park	San Ramon	55
East Oakland Sports Center	Oakland	61
Diablo Valley College - Pleasant Hill	Pleasant Hill	69
Albany Aquatic Center	Albany	69
Concord Community Park Pool	Concord	73
UC- Berkeley - Spieker Aquatics Center	Berkeley	76
Soda Aquatic Center	Moraga	77
James Lemos Pool	Benicia	80
Cunningam Aquatic Complex	Vallejo	86
Indian Valley College - Novato	Novato	94
College of the Pacific's Chris Kjeldsen Pool	Stockton	97
Gora Aquatic Center	Galt	121
Schaal Aquatics Center	Davis	123
Airways Pool - Fresno	Fresno	131
Clovis West HS Complex	Fresno	131
Cordova Community Pool	Rancho Cordova	148
Folsom Aquatic Center	Folsom	157
Anderson Aquatic Center California State Polytech College - San Luis Obispo	San Luis Obispo	164
SLO Swim Center	San Luis Obispo	164

Sources: Relevant Facilities, USA Swimming, Johnson Consulting

FRANK FISCALINI SWIM CENTER

Located in San Jose, The Frank Fiscalini International Swim Center is the main aquatic facility for Independence High School. The center hosts programming for the high school's swim, diving, and water polo teams, as well as private club events for USA Swimming & Diving and West Coast Aquatics. The complex has two outdoor pools, one a 25-yard length, seven-lane pool and the other a 50-yard length, eight-lane pool. The facility is only accessible to those participating on a high school team or private programming.

GEORGE F. HAINES INTERNATIONAL SWIM CENTER

Originally named the Santa Clara International Swim Center, the Haines International Swim Center was built by the City of Santa Clara and opened in 1966. The Center is an outdoor complex and has a training pool (75 ft. x 42 ft.), a racing pool (75 ft. x 165 ft.), and a diving well (17 ft. depth). These amenities are host to the center's main tenant, the internationally renowned Santa Clara Swim Club.

Annually, the Swim Center host the Santa Clara International Grand Prix, a popular event that invites 500 of the best international swimmers to compete in one of the largest swim meets in the United States. Olympian Michael Phelps, is one of the many well-known former participants at the Grand Prix. Along with serving the private needs of the Santa Clara Swim County, the Haines Swim Center also is open to the public. The average daily fee for the public is $5, with discounts provided to residents and visitors over 50 years of age.

BASEBALL/SOFTBALL DIAMOND COMPLEXES

Baseball/Softball diamond complexes typically consist of four or more diamond fields. The main surface can be grass with a dirt infield or turf. These diamonds are specifically designed to meet the requirements of baseball/softball, but can hold most traditional field sports. The marketability of these facilities is based on the number of surfaces that are available, the capacity for attendees, amenities within the facility (restrooms, concessions, dugouts, etc.), and the cost to rent the fields.

Currently, Morgan Hill hosts its baseball programming, including the local youth Pony leagues at several community parks. These parks include Britton Fields, Burnett Fields, and El Toro Fields, which are all a part of an elementary School parks.

Within 200 miles of Morgan Hill there are eight baseball/softball facilities. Most of these facilities are located north of Morgan Hill as shown in the map below.

Figure 5-4

Table 5-6

Baseball/Softball Complexes Within 200 miles of Morgan Hill				
Facility	**City**	**Diamonds**	**Private/Publicly Owned**	**Distance from Morgan Hill (miles)**
Twin Creeks Sports Complex	Sunnyvale	10	Private	33
Ken Mercer Sports Park	Pleasanton	23	Public	46
Sunset Park Athletic Complex	Brentwood	6	Public	80
Big League Dreams Sports Parks	Manteca	6	Public	91
Irving H. Lambrecht Sports Complex	Suisun City	8	Public	97
Rainbow Sports Complex	Modesto	6	Private	99
George Costa Ball Field Complex	Ceres	5	Public	110
Regional Sports Complex	Fresno	6	Public	131
Privately-Owned Facility				

Sources: Facility Websites, Northern California Travel Baseball, Johnson Consulting

The table below provides a range of rental costs at baseball complex. Note that the rates are an average of rates provided to local and non-profit organizations and those charged to non-local and private organizations. Based on the information gathered, most complexes are publicly-owned and the hourly cost to rent a single diamond is $39, with an average additional cost of $31 for lights.

Table 5-7

Outdoor Field Pricing Matrix Complexes within 200 miles of Morgan Hill								
Business	**Location**	**Diamonds**	**Publicly/Privately Owned**	**Diamond Rental/(HR) ***	**Lights Rental/(HR)***	**Gate Fee**	**Parking Fee**	**Distance from Morgan Hill (miles)**
Twin Creeks Sports Complex	Sunnyvale	10	Private	$88	$65	$6	-	33
Ken Mercer Sports Park	Pleasanton	23	Public	$20	$15	-	-	46
Irving H. Lambrecht Sports Complex	Suisun City	8	Public	$30	$35	-	-	97
George Costa Ball Field Complex	Ceres	5	Public	$34	$5	-	-	110
Fresno Regional Sports Complex	Fresno	6	Public	$25	$35	-	$4	131
Baseball Complex Average	**-**	**10**	**Public**	**$39**	**$31**	**$6**	**$4**	**-**
Privately-Owned Facilty								

*Average Hourly Rate
Sources: Relevant Facilities, Johnson Consulting

KEN MERCER SPORTS PARK

Located in the City of Pleasanton, the Ken Mercer Sports Park is one of the leading sports complexes in the Tri-Valley Area, north of San Jose. The Complex has 23 diamonds and nine grass soccer fields, all of which include lighting as well as a running track, hockey rink, and skate park. The complex hosts regional tournaments, local, leagues, camps and programs and community events, such as the Tri-Valley Turkey Burn 5/10K run. The flat hourly rate to rent a field at the complex is $20. This does not include lighting, which is an additional $15 an hour or other services needed for hosting a tournament (field preparation, staff, etc.). The complex is owned by the City of Pleasanton. Ken Mercer Sports Park's success can be attributed to its flexibility, being able to host several types of sport events, on its fields. This not only makes it one of the top facilities in the Tri-Valley Area, but throughout Central and Northern California.

FRESNO REGIONAL SPORTS COMPLEX

The Fresno Regional Sports Complex is a 110-acre facility that caters to baseball, softball, and soccer events. The complex has nine multipurpose fields, six baseball diamonds, a fishing pond, and a paintball field. The facility has been popular for hosting tournaments, adult softball leagues, local festivals, and concerts. To prevent an overflow of parking at the facility, an average daily fee of $4 is charged per vehicle. The complex is publicly-owned by the City of Fresno.

OUTDOOR SAND VOLLEYBALL COMPLEXES

Sand volleyball is a fast-growing sport due to the recent sanctioning by the International Olympic Committee and NCAA. Participation, especially at the youth levels, has increased steadily over the past several years and should continue given the opportunity to earn a college scholarship. In 2016, three college teams from the state of California – USC, UCLA, and Pepperdine – qualified for the NCAA Championships. The early success of college teams in the state along with the warm climate should promote growth in participation levels over the next several years.

Outdoor sand volleyball complexes can consist of four or more courts. Within 200 miles of Morgan Hill there are four sand volleyball Complexes, three of which are within 50 miles of Morgan Hill. The lack of sand volleyball complexes is not unique to Silicon Valley and Northern California, as few dedicated facilities have been developed across the country. As the popularity of the sport grows, so too should the number of dedicated facilities capable of hosting large tournaments.

Figure 5-5

Table 5-8

Outdoor Sand Volleyball Complexes within 200 miles of Morgan Hill			
Facility	**City**	**Number of Courts**	**Distance from Morgan Hill (miles)**
West Valley College Sand Courts	Saratoga	6	26
Stanford University's Sand Volleyball Stadium	Stanford	4	41
Main Beach Complex	Santa Cruz	16	46

Sources: Relevant Facilities, California Beach Volleyball Association, Northern California Volleyball Association, Johnson Consulting

WEST VALLEY COLLEGE

Located in Saratoga, California, 25 miles north of Morgan Hill, West Valley College is a community college with a student population of approximately 12,500. West Valley College has 11 collegiate sports programs, including beach volleyball. To field a team the school developed a six-court, sand volleyball complex on campus. Renting the facility is available to the public, but potential users must apply and be approved in advance. The current average rental rate at the sand volleyball complex is $25 per hour.

LOCAL AND REGIONAL FACILITY AUDIT OBSERVATIONS

Understanding the local and regional marketplace is important when trying to determine a strategy for new facility development. Knowing if the market is underserved by a particular facility type, or if the market is saturated with a certain type of facility will help protect the City of Morgan Hill. It is also important to understand how the facilities we profiled balance local demand and regional demand. Most often, local use will be most prevalent during the week days and on weekends, while regional use of facilities would mostly occur only on weekends.

Our audit of local and regional facilities uncovered several important considerations with respect to the five facility groups we examined:

1. **Outdoor Fields:** Excluding Twin Creeks Sports complex, which is approximately 33 miles from Morgan Hill, many of the competitive soccer facilities equipped to host regional tournaments are approximately 100 miles away. Additionally, compared to other soccer facilities within 200 miles the OSC is one of the largest soccer facilities and the current rental rates at the OSC are in line with the average rental rates found at similar facilities. The OSC compares favorably to other regional facilities and is an important asset for the City of Morgan Hill.

2. **Indoor Complex:** The Silver Creek Sportsplex in San Jose offers indoor surfaces for a variety of traditional sports as well as unique ones such as roller hockey and badminton. Despite its proximity to Morgan Hill, an indoor facility in Morgan Hill could make sense given the local demand for indoor space (both sports and non-sports) during the winter months, or periods of extreme heat. Morgan

Hill could also position an indoor facility to absorb overflow demand that cannot be accommodated at Silver Creek.

3. **Baseball/Softball:** With respect to baseball/softball, both Twin Creeks Sports Complex and Ken Mercer offer two prominent baseball/softball facilities that host tournaments. Conversations with stakeholders in the region suggest these facilities satisfy the demand for regional tournaments. This does not, however, preclude the OSC from investing in new baseball/softball fields to accommodate local demand – especially if the fields are designed similar to those at Twin Creek Sports Complex where the baseball fields are also striped for soccer and lacrosse. This approach would not only boost the inventory of local baseball/softball fields in Morgan Hill, but could add to the inventory of multipurpose outdoor fields when combined with the offerings at the OSC.

4. **Outdoor Sand Volleyball:** The lack of dedicated sand volleyball complexes in the region is an area of opportunity for Morgan Hill. Now that the sport is sanctioned by the NCAA, the popularity at the youth level will increase and demand for facilities with 20+ courts will follow. With such a low supply in the regional market, Morgan Hill should strongly consider the benefits that could come with being one of the few facilities in the region. The complexes can be used for tournaments, local recreational leagues and winter training for teams located in cold weather climates.

5. **Aquatic Centers:** There is high inventory of competitive aquatic centers within a 200-mile radius of Morgan Hill. The Morgan Hill Aquatics Center is well-positioned to continue to serve the local recreation and competitive swim needs, while also hosting multiple regional competitive swim events. While the regional market is quite saturated with aquatic centers, the Morgan Hill Aquatics Center compares favorably and is successful due to strong management and a quality facility.

COMPARABLE MARKET INVENTORY

To effectively penetrate the sports market, a cross section of facilities is needed, along with an effective marketing program/strategy. If the City wishes to establish itself as a sports tourism destination, then it must upgrade to facilities worthy of attracting top tournaments. To attract tournament teams there needs to be a parallel strategic marketing effort, as well as support from the local hotel and retail community. Any wavering by the City could result in tournament teams and organizations looking at other complexes.

The tipping point in deciding regarding investment in facilities is the broader economic development strategy of the City. Morgan Hill will battle for attracting new tournaments and sports tourists with other cities in the region. Good facilities help attract sports tourists, but facilities alone will not be sufficient. There must be support from the sports marketing side of the convention and visitors bureau (CVB), as well as local hotels that may need to lower their average daily rate (ADR) to meet the expectations of sports tourists.

NATIONAL FACILITY CASE STUDIES

It is also important to consider the national sports market when deciding on a sports tourism strategy. Each of the case study facilities detailed below utilizes different business models to generate revenue and experience different levels of demand.

As part of our analysis, a list of national facilities was compiled to understand potential competition for any newly constructed/renovated facilities in Morgan Hill. In addition, certain comparable facilities were identified and profiled as case studies to better understand design and demand trends that could be applicable at a facility in Morgan Hill. The facilities profiled below should not be considered an exact blueprint for a program or new facility in Morgan Hill. While some of the profiled facilities are larger than what can be offered in Morgan Hill, each facility can offer a glimpse of some opportunities and challenges for a regional sports facility and provides some examples of competitive facilities for Morgan Hill. Some of the case studies also provide examples of how to successfully phase development of large facilities to allow the market to develop over time.

These facilities and their markets are listed in the table below.

Table 5-9

Key Characteristics of Nationall Complexes

	Morgan Hill Outdoor Sports Facilities	Premier Sports Campus at Lakewood Ranch	Elizabethtown Sports Park	Sportscore One & Two	Starfire Sports Complex	Reach 11	Epi-Center	Hickory Point Beach	Skyline Aquatic Center
Location, Distance, & Type									
Location	Morgan Hill, CA*	Sarasota, FL	Elizabethtown, KY	Rockford, IL	Tukwila, WA	Phoenix, AZ	Santa Rosa, CA	Tavares, FL	Mesa, AZ
Distance from proposed site (miles)	-	2,900	2,300	2,100	850	1,300	700	2,800	700
Indoor/Outdoor	Both	Both	Outdoor	Both	Both	Outdoor	Indoor	Outdoor	Outdoor
Demographic Characteristics (2016)									
Population	43,926	54,769	30,686	150,848	20,419	1,555,635	175,105	15,510	475,274
25 mile radius population	1,665,475	751,901	213,412	505,482	3,082,193	3,114,202	536,635	1,046,524	1,953,720
50 mile radius population	4,441,435	3,391,659	1,502,403	1,911,156	4,296,693	4,398,247	2,044,805	3,730,783	4,442,381
75 mile radius population	8,694,192	5,239,443	2,418,762	8,605,200	4,700,234	4,776,054	6,526,215	6,818,424	466,206
Total Housholds	13,913	24,331	12,702	59,311	7,442	550,257	65,616	6,799	177,960
Median Household Income	$96,808	$40,280	$43,078	$38,844	$45,569	$48,842	$58,729	$40,282	$49,453

*Outdoor Sports Center w as used as the center point.

Sources: Esri BAO, MPoint, Johnson Consulting, Facility websites, TripAdvisor, and Mapquest

PREMIER SPORTS CAMPUS AT LAKEWOOD RANCH SARASOTA, FLORIDA

FACILITIES: The Premier Sports Campus opened in April of 2011 and offers 22 mixed-use fields sitting on 75 acres. Each field features natural grass and underground irrigation. The campus is capable of hosting soccer, lacrosse, rugby and football. The Facility also offers 30 acres of parking. The facility is privately owned and operated. In 2016, the complex replaced one of its standard glass fields with a 3,000-seat stadium, a restroom building, and a box office/concession stand.

DEMAND SCHEDULE: The campus is available for large tournaments and special events and has hosted several nationally and internationally known events like the Ultimate Frisbee Championships, Florida Youth Soccer Association tournaments, 3D Lacrosse Blue Chip training camps, the Nike International Friendlies Soccer tournament, coaches' clinics and more. It also serves the local community with events being held every night of the week. Recently, the Nike International Friendlies Soccer Tournament attracted approximately 6,300 people while the Labor Day Soccer Tournament attracted 3,500 people. In 2016, the complex held roughly 46 events, attracting approximately 75,000 attendees.

ELIZABETHTOWN SPORTS PARK ELIZABETHTOWN, KENTUCKY

LOCATION: The Elizabethtown Sports Park is located at the crossroads of I-65 and the Bluegrass Parkway in Elizabethtown, Kentucky, a city with a population of 28,946.

OWNERSHIP/MANAGEMENT: The Sports Park was built and is operated by the City of Elizabethtown. The facility opened in 2012.

Elizabethtown Sports Park	
Location	Elizabethtown, Kentucky
Acres	150 acres
Diamonds	12
Grass Fields	15
Hotels	19
Total Cost	$29 million
Ownership	City of Elizabethtown
source: facility, Johnson Consulting	

FACILITIES: The facilities at the Sports Park cover 158 acres and include the following:

- 13 soccer/lacrosse/field hockey natural turf fields

- 2 Championship Fields with Synthetic Turf
- 3 Quads of baseball/softball diamonds (12 fields total)
- Each field has lighting, computerized irrigation and drainage systems
- 3 miles of walking/running trails
- 3 pavilions for ceremonies, events and meeting space
- Event officials meeting rooms
- Officials locker rooms
- Stadium lawn seating
- Wi-Fi for streaming games
- On-site parking

DEMAND SCHEDULE: In its first year of operations, the complex hosted 21 events. Operations are expected to increase in year two once the marketing efforts of the facility begin to pay off. Additionally, due to concerns about overuse of the new natural grass fields, the number of events were limited in year one to protect the new grass.

FUNDING: The total construction cost was $29 million and was publicly finance through a restaurant sales tax.

SPORTSCORE ONE & TWO ROCKFORD/LOVES PARK, ILLINOIS

SportsCore One in northwest Rockford and SportsCore Two in Loves Park combine to form one of the finest amateur sports facilities in the Midwest. Both facilities are owned and operated by the Rockford Park District, which is the second largest park district in Illinois.

SportsCore One & Two	
Location	Rockford/Loves Park, IL
Acres	303
Diamonds	9
Grass Fields	50
Indoor Sq. Ft.	60,000
Hotels	26
Ownership	Rockford Park District
Source: facility, Johnson Consulting	

SportsCore One was built in 1983 and covers 105 acres. Recreational activities at SportsCore One include soccer, softball, boating and fishing. Facilities at Sports Core Once include:

- Eight lighted softball diamonds
- Eight regulation soccer fields
- Attwood Soccer Center - nine soccer fields, plus concessions and locker facilities
- Two permanent concessions on the softball side with restrooms
- Two playgrounds
- Boat ramps
- Recreation path

SportsCore Two relates to a 124-acre site developed in 2001. Recreation activities at SportsCore Two include soccer, rugby, football, volleyball, golf, softball, basketball, dodgeball, ultimate Frisbee, and adapted and wheelchair sports. Facilities include:

- Nineteen regulation soccer fields,
- Fourteen practice soccer fields (outdoor),
- Five sand volleyball courts,
- Wedgbury Stadium – seating capacity for 2,000 guests,

- Wedgbury Indoor Sports Center – three multi-sport indoor fields, primarily for indoor soccer, five volleyball / basketball courts, locker rooms, sports equipment store, and SkyBox, a family-friendly casual restaurant and sports bar. The 60,000-square foot venue can also host a variety of non-sporting events including receptions, conventions and parties.

In 2005, SportsCore Two was names 'Sports Complex of the Year' by the Sports Turf Managers Association.

TOURNAMENTS & FACILITY RENTAL: Local, regional and national tournaments attract over a million visitors to Sports Core One annually, and it is consistently rated as the area's number one tourist destination. Sports Core Two is also a major tourist destination on the weekends, with local clubs hosting tournaments. On weekdays, Sports Core Two is utilized primarily by local teams for practice, training and matches. Events hosted at Wedgbury Stadium include IHSA State High School Soccer Finals, pro football matches, National Rugby Finals, college rugby championships, professional soccer games with international teams, and the USSL W. League Soccer Finals.

Several leagues are offered at Sports Core Two for all ages, including:

- **Soccer** – American Youth Soccer Organization (children of all ages), Raptor Youth Soccer League, Rockford United S.C. (boys and girls), Rock Run S.C. (boys and girls), Hononegah Lions Soccer Club (boys and girls), Adult Outdoor (men's and women's), Fall Indoor (under 15s), Winter Indoor (under 15s), Summer / Pre-Season Indoor (adults).

- **Softball** - Slo-pitch (adults, Indoor (adults).

- **Volleyball** – several adult and youth leagues.

Other adult leagues offered at the facility include baseball, kickball, various social sports, dodge ball and basketball.

STARFIRE SPORTS COMPLEX TUKWILA, WASHINGTON

LOCATION: The Starfire Sports Complex is in Tukwila, Washington, 10 miles south of downtown Seattle. The Complex is accessible by either Interstate Highways 5 or 405 and is 5 miles east of the Seattle-Tacoma International Airport. The City has a population of 20,098 and home to Boeing Field and Museum of Flight.

Starfire Sports Complex	
Location	Tukwila, WA
Fields*	12/2
Indoor Sq. Ft.	80,000
Total Cost	Approx. $10 million
Main Tenat	Seattle Sounders
Ownership	Starfire Sports
25-mile rad. Pop.	3,004,433
**Indoor/Outdoor*	
Sources: Facility, Johnson Consulting	

FACILITIES: Starfire was built in 2004 and originally possessed a 4,500-seat stadium, which was then home to the United Soccer League's Seattle Sounders, and 4 Baseball/Softball fields for league and tournament play. When the Sounders were promoted to Major League Soccer in 2009, the organization collaborated with the private owners to develop a new permanent training complex for the team and its developmental clubs. Since making Starfire its official practice facility, the Sounders have won four U.S. Open Cups. After the facility was renovated it was the largest synthetic turf complex in the United States. The Starfire Complex contains the following:

- **12 outdoor fields**
  - 5 -Full turf fields
  - 4-Full grass fields
  - 2 Modified synthetic turf surfaces
  - 1 4,500 seat grass field stadium
- **1 – 80,000 Sq. ft. Indoor Facility**
  - 2 -Full synthetic fields
  - 3 -Meeting Rooms
  - A connected commercial retail space that includes a Pizzeria/Bar, Café, and Pro Shop
- **1 – One Recreational Park**
  - Maintained by the City of Tukwila
- **1 – Outdoor parking lot with approximately 550 spots**

DEMAND SCHEDULE: Due to its partnership with the Seattle Sounders, most Starfire sports' event schedule is made of soccer based events. The indoor facility hosts adult and youth leagues six nights a week, which are offered in multiple sessions during the year. Each session attracts 155 teams with 2,250 participants during the summer and 250 teams and 3,500 participants from fall through the spring. Adult leagues are offered year-round and attract up to 250 teams each session. Youth leagues are not offered during the summer to avoid competition with other local leagues and Clubs. Aside from these leagues the complex hosts a plethora of soccer and other sport-specific events including:

- 7 Regional 2-day Soccer tournaments (averaging 135 teams each)
- 20 multiple day instructional soccer camps
- 12 single day clinics and showcases

These events are the main core of Starfire's operations and provide a steady demand for the facility. A unique make-up of special events supplements this consistent demand. In the last year, these events have included:

- Seattle Sounders U.S. Open games
- Seattle Sounders 2 home games (United Soccer League)
- United States National Lacrosse team games
- Russell Wilson's Quarterback Camp
- Regional Rugby tournaments
- Regional Frisbee tournaments
- US Quidditch NW Regional Championships

The Sounders and United States National Lacrosse host games at the 4,500 seat Starfire Sport Stadium on the complex. These events are consistently sold out and additional seating is often needed.

OPERATIONS: Starfire Sports is managed and operated by a non-for-profit organization and governed by a board of directors. There are 11 full-time employees that work at the complex. Starfire has a partnership with the Seattle Sounders that does allow the Sounders the option of certain fields at any given time.

FUNDING: Starfire was privately funded with approximately $10 million in debt financing. As of 2015, over 50 percent of the outstanding debt has been paid and Starfire is ahead of schedule in repaying the full amount.

REACH 11 SPORTS COMPLEX PHOENIX, ARIZONA

LOCATION: The Reach 11 Sports Complex is located on the North outskirts of Phoenix, Arizona, near Interstate 17 and US Highways 101 and 51. Phoenix has a total residential population of 1,513,274. The complex was a phased-development with the East side portion of 10 fields being completed in 2007 and the remaining 8 fields on the West side of the complex finished in 2009.

FACILITIES: Reach 11 has the following make up of field sport surfaces:

- 17-Full size natural turf fields
- 1 - Full championship field with seats
- 2-Parking lots with capacity for 2,300 vehicles total

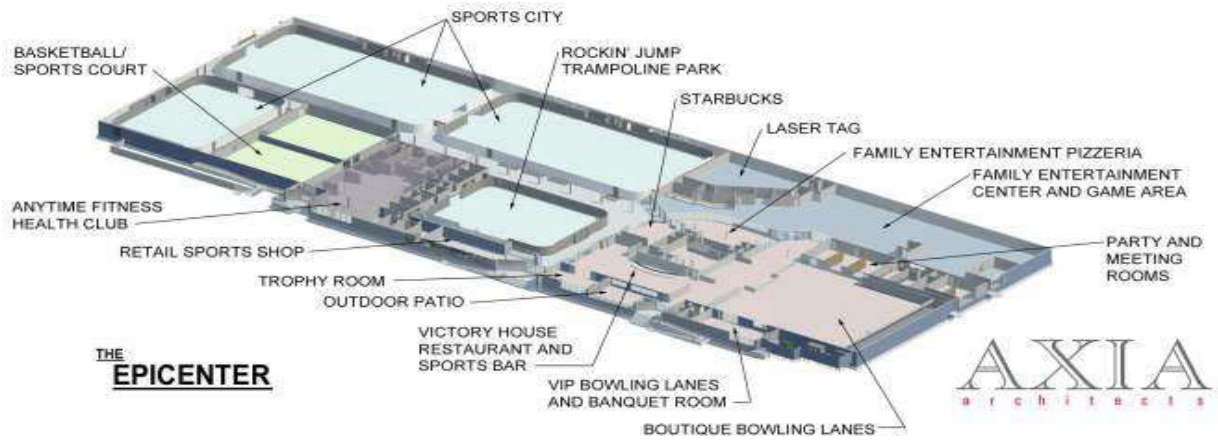
The entire Reach 11 Complex as whole also includes 21 miles of biking and hiking trails and 2 baseball fields sponsored by the Arizona Diamondbacks.

DEMAND SCHEDULE: The fields at Reach 11 host multiple sports such as Lacrosse and Field Hockey, but the complex is heavily focused on hosting youth and adult soccer tournaments. The complex facilitates 26-28 tournaments a year with roughly 60 percent being locally based and the remaining events on a regional and national level. An average tournament attracts anywhere from 100-200 teams, whereas the larger tournaments, such as the tournament held annually on President's Day weekend, can attract nearly 400 teams in total. The facility has a brief off-peak season from September-October, then a seven-month peak period, before closing operations from June-August.

OPERATIONS: The complex is owned by the City of Phoenix and operated by its Parks and Recreation department. The complex has two full-time and ten part-time employees that manage the recreational and administrative aspects of the facility and ten full-time employees that address the maintenance of the fields.

EPI-CENTER SPORTS & ENTERTAINMENT COMPLEX SANTA ROSA, CALIFORNIA

FACILITIES: The Epi-Center is a 130,000-square foot complex that is currently being developed in Northern California. The Center has been designed with the purpose of being a family entertainment center. The facility will include indoor soccer fields, a hardwood basketball court, a health club, a trampoline park, a pro shop, bowling lanes, a sports lounge, and a laser tag arena. The first phase of the project was completed and opened in Fall of 2016.



OPERATIONS: The Epi-Center is privately owned and managed.

FURTHER BACKGROUND: The facility is still under construction and is being converted from a former wine warehouse. When the entire complex is completed it is projected to employ over 250 people. The facility offers both sports performance and entertainment under one roof. Total cost of the development of the Epi-Center included the $10 million purchase of the land and existing warehouse by Epi-Center LLC and an $8 million investment for renovating the site.

HICKORY POINT BEACH TARVARES, FLORIDA

FACILITIES: Hickory Point is Florida's largest permanent sand volleyball complex. The facility is built on a 68-acre site next to Lake Harris and has 21 professional courts. Other amenities of the complex include:

- free parking
- restrooms
- picnic tables
- playground area
- outdoor showers
- stadium quality lighting
- pavilion with BBQ grills
- Intercom System

DEMAND SCHEDULE: The complex hosts player showcases, training camps, and several featured championship events each year, with some attracting over 75 teams. For 2017, the facility is forecasted to host 11 events over 14 days, including the American Beach Tour National Championship for Adults and Juniors.

PRICING: Rental rates for courts at Hickory Point are $40 for non-profit organizations and $55 for for-profit organizations per day. The cost of lights is an additional $25 per hour, per each court.

ADDITIONAL BACKGROUND: Lake County, where Hickory Point is located, is one of the top tourist locations in the world. Its central location within the state of Florida, proximity to hospitality structures and major attractions such as Disney World, and ideal weather are all reasons why Tavares was selected as a site for a sand volleyball complex. Since opening in 2014, the facility has developed a reputation as the premier sand volleyball throughout the United States. The facility has been praised for the quality and quantity of courts available and its accessibility.

SKYLINE AQUATIC CENTER MESA, AZ

FACILITIES: Skyline Aquatic Center is owned and operated by the City of Mesa. It was built in 2011 at a cost of $8.4 million. The facility offers the following features:

- 28- Lane Olympic-size state-of-the-art competition pool
- 25-yard warm-up pool/diving well
- Two 1-meter diving boards
- Two 3-meter diving boar Zero-depth entry splash park
- Fast looping water slide
- Tumble Bucket water feature
- Shade structures and turf area
- Grandstand seating for 1,200

- Event staging area for 1,000 participants
- Moveable bulkhead to accommodate two water polo courts
- Located adjacent to Mesa High School
- Exterior lighting
- Restrooms, classroom, and locker room facilities

DEMAND SCHEDULE: The Skyline Aquatic Center serves both competitive swimmers and recreational swimmers. The project was also aimed at promoting sports tourism in Mesa. After the pool opened the facility was selected to host the 2011 national U.S. Masters Swimming short-course competition and 2011 U.S. Synchronized Swimming Junior Nationals. The facility also submitted bids for the 2012 NAIA Swimming and Diving National Championships, and the 2011 and 2012 Mountain West Conference Swimming and Diving Championships – events that the city could not previously bid to host. The facility was also selected as one of six stops on the Arena Grand Prix tour. In 2013, the three-day event attracted 300 swimmers, including 52 Olympians, and attracted over 4,000 spectators who generated a direct spend of $300,000.

OBSERVATIONS: Skyline Aquatic Center was funded through the Aquatics Capital Program and Wastewater Bonds. The project was a joint-venture between the City of Mesa and Mesa Public Schools who contributed $4.6 million to the project. Schools can use the pool for swim programs, water polo, and competitive swim and diving. Additionally, recreational swimmers can utilize the splash park and can purchase seasonal or daily swim passes. The facility represents a successful public-private venture that met the demands of numerous interest groups while promoting Mesa as a sports tourism destination.

JOHNSON CONSULTING

SECTION VI

PARTICIPATORY SPORTS TRENDS

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PARTICIPATORY SPORTS TRENDS

OVERVIEW

Over the last two decades, sports facilities have become destination tourism generators. The trend can continue if marketing strategies are targeted that way. Whereas two decades ago the common tactic was to develop single-purpose facilities with the intent to serve as a local community resource, today's facilities are often developed to attract a variety of visitors to an area. As a result, they are portrayed based on their ability to induce economic activity through an increasingly diversified demand. As this has occurred, society has also become more mobile and time constraints for families much greater, which has translated to the rise of short duration, purpose-driven trips that coincide with tournament and competition lengths.

For communities, the entertainment and sports market has led to changes in development strategies and the emergence of facilities and attractions that offer either niche-focused venues or multi-purpose multi-sport venues, and fee-for-service amenities that appeal to everyone. In addition to the factors mentioned above, the following characteristics have also contributed to this evolution:

- Heightened expectations that facilities or programs demonstrate some degree of "return." Historically, facilities were built by parks and recreation and other municipal departments for civic and social service. For sports facilities that are typically not self-supporting, the rationale for development is often infused with discussion of the value it creates for the community through increased visitation, and thus, fiscal return based on increased lodging, restaurants, or retail spending. In this instance, sports facilities are positioned or portrayed as an economic development vehicle, rather than a community resource.

- Increasing expectation by elected officials that selected public sector functions can be operated as enterprise accounts (e.g., use fees to minimize operating support). This trend is most notable in sports facility operations where recent fiscal constraints have led to increased reliance on revenue self-generation for programs ranging from leagues to tournaments to skills training sessions and camps.

- The changing dynamics of the sectors that use these facilities, as well as the changed expectations of participants. Tournament and league organizers are looking to maximize the yield for staging events and, as such, look for the facility that offers the best mix of concessions, rental rates, capacity, hotel packages, and nearby entertainment options.

- A more competitive environment has been fueled by an increased range of facility types. As the development of private recreation offerings has increased so to have the range of options available to the users. In the instance of sports, the community recreation center, local school and college facilities, or YMCA were once the only options, today there may be numerous options. As such, each

facility works hard to distinguish itself in a region, and often relies on the continual addition (or subtraction) of amenities such as multiple fields and courts, high-end locker rooms, increased seating or concessions to maintain appeal.

An increase in sport specialization and the need for sophisticated training have influenced the design and makeup of the facilities. Facilities are now designed with the specific mission of the building in mind and create an atmosphere with amenities that drive the specialized business of the facility, such as "Championship Stadiums" that target national and regional tournament play. Johnson Consulting is of the opinion this specialization has caused the trending decline in participants per sports (-7.3% from 2009 to 2014).

- Rapid growth of participation in niche sports, which include Roller & Ice Hockey, Rugby, Lacrosse, and Field Hockey. These sports have seen consistent growth, upwards of 76 percent in participants, since 2009 and typically require expensive equipment and coaching that may not be available at the local level.

- An increasing trend of inactivity across the United States. In 2015, over 83 million Americans age 6 and older did not participate in a sport. The development of new state-of-the-art complexes is an attempt not only to provide proper facilities to current athletes, but to attract interest from this growing segment of inactive participants new to the sport or those who have recently retired.

When analyzing the potential for a multi-purpose facility, the following framework questions should be considered:

1. Is there sufficient market demand to support these uses?

2. What are the demand trends associated with youth sports?

3. What physical program will the facility be able to support?

4. Is there a baseline venue starting point that can be developed over time?

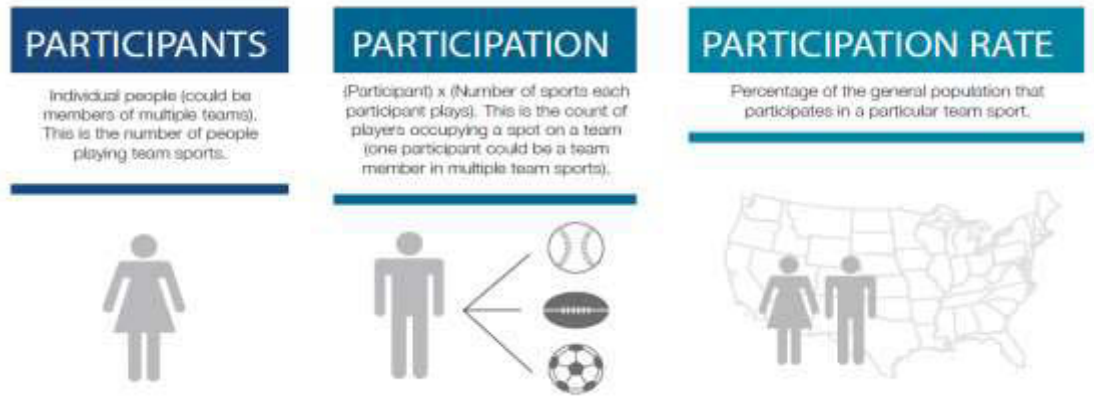
This section of our report, along with Section 3, addresses questions 1 and 2, while questions 3 and 4 will be addressed in the later sections.

TEAM SPORTS PARTICIPATION

TEAM SPORTS OVERVIEW

The following analysis of team sports participation is based upon data presented in the 2015 Sports and Fitness Industry Association (SFIA) Trends in Team Sports report (the most recent issue available) and the 2016 SFIA Topline Participation Report. The analysis defines participants, participation, and participation rates as follows:

Figure 6-1



Over the last five years, there has been a consistent decline in total team sports participants. Since 2009, total individual participants have decreased approximately 1.8 percent. The number of sports each participant plays has also decreased overall (-7.3% percent), contributing towards a decline of 8.4 percent in total team sports participation. Figure 6-2 and Table 6-1 display this trend.

Figure 6-2

Team Sports Total Participation (2009-2014) - U.S.

	2009	Change	2014
Participants	63.7 million	-1.2%	62.9 million
Sports per Participant	2.2	-7.3%	2.06
Total Participation	141.4 million	-8.4%	129.5 million

Sources: SFIA, Johnson Consulting

Team sports with the largest growth in participants during these years were Rugby (11.0 percent annually), Lacrosse (10.3 percent annually), Field Hockey (6.2 percent annually), and Roller Hockey (5.0 percent annually). Other sports that showed increases in participation during this time include Ice Hockey (3.9 percent annually), Swimming on a team (5.2 percent annually) and Sand Volleyball (10.7 percent annually). The largest declines in total participants were recorded in Wrestling (-7.6 percent annually), followed by Touch Football (-7.2 percent annually), Paintball (-5.3 percent annually), and Slow-pitch Softball (-4.2 percent annually).

Table 6 - 1

Team Sports Participation Growth (millions)				
Sports	**2009 Participants**	**2015 Participants**	**Total Growth (2009-2015)**	**Average Annual Growth (2009-2015)**
Rugby	0.7	1.3	87.4%	11.0%
Lacrosse	1.2	2.1	80.2%	10.3%
Field Hockey	1.1	1.6	43.3%	6.2%
Roller Hockey	1.4	1.9	33.6%	5.0%
Ice Hockey	2.0	2.5	26.2%	3.9%
Swimming on a Team *	2.4	2.9	22.4%	5.2%
Gymnastics	4.0	4.7	18.4%	2.9%
Cheerleading	3.1	3.6	17.5%	2.7%
Volleyball (Sand/Beach)	4.3	4.8	10.7%	1.7%
Soccer (Indoor)	4.8	4.8	-0.2%	0.0%
Softball (Fast Pitch)	2.5	2.5	-0.6%	-0.1%
Ultimate Frisbee	4.6	4.4	-4.9%	-0.8%
Baseball	14.4	13.7	-5.0%	-0.8%
Track & Field	4.5	4.2	-5.8%	-1.0%
Basketball	25.1	23.4	-6.8%	-1.2%
Soccer (Outdoor)	14.0	12.6	-9.4%	-1.6%
Football (Tackle)	7.2	6.5	-10.4%	-1.8%
Flag Football	6.9	5.8	-15.9%	-2.8%
Volleyball (Court)	7.7	6.4	-17.0%	-3.1%
Volleyball (Grass)	5.0	3.9	-21.8%	-4.0%
Softball (Slow Pitch)	9.2	7.1	-22.5%	-4.2%
Paintball	4.7	3.4	-28.1%	-5.3%
Football (Touch)	9.7	6.2	-36.0%	-7.2%
Wrestling	3.2	2.0	-37.6%	-7.6%
Total	**141.4**	**126.6**	**-8.4%**	**-1.7%**

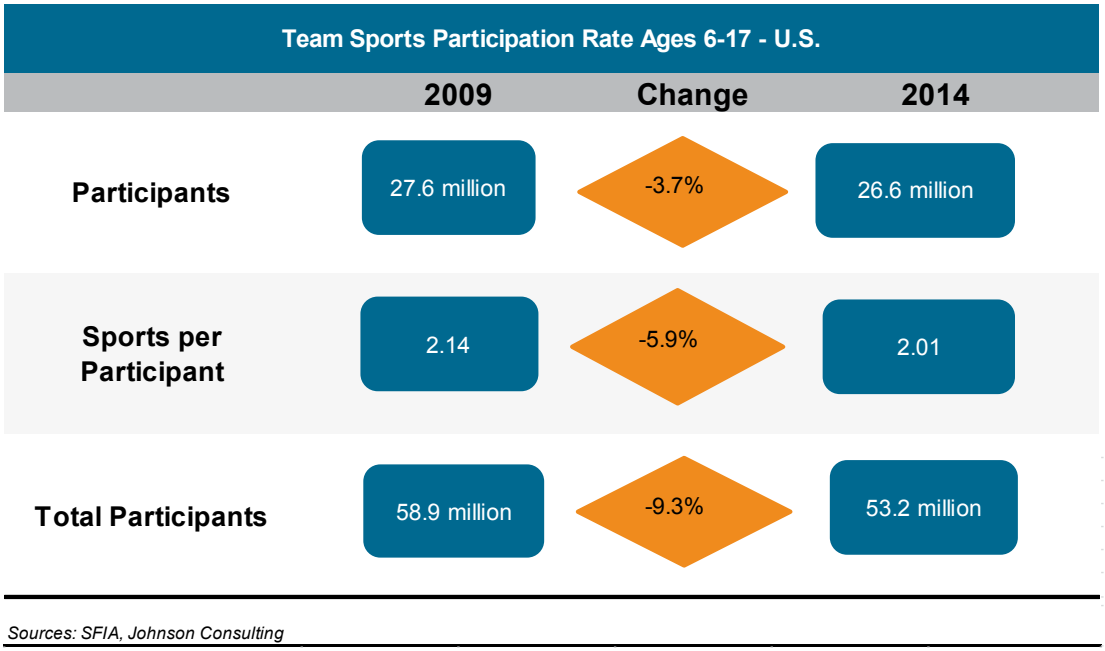
*No data collected until 2011
Source: SFIA 2016 Topline Report, Johnson Consulting

YOUTH PARTICIPATION

In 2009, participants between the ages of 6 and 17 represented over 40 percent of the individual participants in team sports with nearly 28 million youth participants. Similar to the overall team sports participation market, the number of individual and total youth participants in team sports has decreased over the past five

years. From 2009 to 2014, team sports lost a net of 1 million youth participants or 3.7 percent, with the number of sports played by each youth participant also declining 5.9 percent. The overall summary of the team sport youth participants is displayed in the Figure 6-3 below.

Figure 6-3



Sources: SFIA, Johnson Consulting

TOP SPORTS BY VENUE & CIRCUMSTANCE

Team sports are held at a plethora of venues and participated in under various circumstances. Due to this variance, participants are grouped within three categories based on the level of formality and organization of their team. The description of these categories is as follows:

- **CASUAL/PICK-UP PLAY:** Informal participation that can be attributed to a casual, social, community-driven atmosphere.
- **SCHOOL/COLLEGE PLAY:** Formal participation, involving student-athletes competing for an extracurricular, scholastic organization.
- **LEAGUE PLAY:** Semi-formal participation in organized leagues that are offered prior to school, during school years, and post-graduation. These leagues are recreational competition that is not affiliated with a school or university.

The following table breaks down the ten sports with the highest participation rate for each venue & circumstance category.

Table 6-2

Top Team Sport Participation Rate by Venue and Circumstance (2014)					
Casual/Pick-Up Play		**School/College Play**		**League Play**	
Sport	**Participation**	**Sport**	**Participation**	**Sport**	**Participation**
Football (Touch)	71.2%	Track & Field	78.4%	Softball (Slow-pitch)	66.8%
Volleyball (Grass)	67.0%	Cheerleading	75.5%	Soccer (Outdoor)	58.9%
Volleyball (Beach)	56.6%	Lacrosse	56.6%	Baseball	55.8%
Field Hockey	53.5%	Volleyball (Court)	51.4%	Ice Hockey	54.9%
Rugby	52.2%	Football (Tackle)	39.4%	Softball (Fast-pitch)	53.7%
Basketball	47.6%	Swimming on a Team	38.6%	Soccer (Indoor)	51.1%
Football (Flag)	43.4%	Rugby	36.3%	Swimming on a Team	38.9%
Baseball	26.2%	Basketball	29.6%	Football (Tackle)	38.6%
Ice Hockey	25.6%	Softball (Fast-pitch)	28.0%	Volleyball (Beach)	34.4%
Soccer (Indoor)	22.7%	Field Hockey	26.5%	Football (Flag)	29.2%

Source: SFIA, Johnson Consulting

Team sports that can be played at public parks and community centers, such as Basketball, Volleyball, Baseball, and Touch Football have a large participation rate by casual and pick-up participants. In some cases, schools are the only opportunity for athletes to participate in certain sports, including Track & Field, Cheerleading, Lacrosse, Volleyball (Court) and Tackle Football. These sports are a significant part of the United States schools system and local communities and account for a large portion of the School/College Play category. Team sports that are sometimes not offered by schools yet require an official or referee – Slow-pitch Softball, Ice Hockey, Soccer, and Swimming – have a high participation rate of within the League Play category.

TOP SPORTS BY INCOME LEVEL

The expenses required to participate in a sport include venue rentals and cost of the proper equipment, among others. These costs associated with each team sport could create a barrier to entry and, therefore, could determine which sports someone chooses to pick-up or continue to play. Table 6-3 displays the top five team sport participation rates by income level.

Table 6-3

Top 5 U.S. Team Sports Participant Rates by Income Bracket (2014)		
Income Bracket	**Core Sport**	**Percentage of Participants**
Less than $25,000	Paintball	22.6%
	Volleyball (Grass)	21.0%
	Football (Touch)	20.9%
	Field Hockey	20.8%
	Ultimate Frisbee	19.4%
$25,000-$49,999	Wrestling	24.4%
	Football (Tackle)	23.2%
	Paintball	22.9%
	Football (Touch)	22.4%
	Track & Field	21.4%
$50,000-$74,999	Rugby	21.2%
	Volleyball (Sand/Beach)	20.9%
	Football (Touch)	20.3%
	Football (Flag)	20.0%
	Baseball	19.5%
$75,0000-$99,999	Roller Hockey	20.4%
	Softball (Slow-Pitch)	19.4%
	Softball (Fast-Pitch)	18.5%
	Baseball	18.3%
	Soccer (Outdoor)	17.7%
Greater than $100,000	Roller Hockey	41.2%
	Lacrosse	40.0%
	Gymnastics	39.8%
	Ice Hockey	39.5%
	Track & Field	38.1%

Source: SFIA, Johnson Consulting

TEAM SPORT PARTICIPATION BY GENDER

Examining the breakdown between male and female participants provides opportunities to identify trends and room for growth within certain sports. Table 6-4 compares the percentage of male and female participants across team sports from 2009-2014.

A number of team sports saw a substantial increase in female participation during the five year observation period. Specifically, Ice Hockey (10 percent increase), Ultimate Frisbee (8 percent increase), Paintball (8 percent increase), Roller Hockey (8 percent increase), and Beach Volleyball (6 percent increase). The highest rate of growth for male participation occurred in Cheerleading (12 percent increase) and Swimming (6 percent increase).

Table 6-4

Team Sport Participation Rate by Gender (2009 vs. 2014)

Sport	2009		2014	
	Male	Female	Male	Female
Ice Hockey	85%	15%	75%	25%
Ultimate Frisbee	73%	27%	65%	35%
Paintball	81%	19%	73%	27%
Roller Hockey	78%	22%	71%	29%
Field Hockey	63%	37%	57%	44%
Football (Flag)	84%	16%	78%	22%
Football (Tackle)	94%	6%	88%	12%
Volleyball (Beach)	61%	40%	55%	45%
Lacrosse	71%	29%	66%	34%
Softball (Fast Pitch)	45%	55%	40%	60%
Volleyball (Grass)	55%	45%	50%	50%
Wrestling	84%	16%	80%	20%
Basketball	77%	23%	73%	27%
Footall (Touch)	87%	13%	83%	17%
Baseball	84%	16%	81%	19%
Volleyball (Court)	43%	57%	41%	60%
Soccer (Indoor)	63%	37%	62%	39%
Softball (Slow Pitch)	62%	38%	61%	39%
Rugby	71%	29%	70%	30%
Gymnastics	28%	72%	29%	71%
Soccer (Outdoor)	63%	37%	64%	36%
Track & Field	60%	40%	61%	39%
Swimming on a Team *	41%	60%	46%	54%
Cheerleading	13%	87%	25%	75%

Source: SFIA, Johnson Consulting

TOP CORE SPORTS BY AGE GROUP

Team sport participants can also be categorized as either Casual or Core based on the frequency with which the athlete participates in the particular sport over the course of a year. On average, a Casual Participant of a sport takes part in that certain sport fewer than 12 times over the course of a year. A Core Participant, on the other hand, participates in a certain sport more than 12 times per year. Table 6-5 below provides the five sports with the highest core participation rates for several age groups.

Table 6-5

Top 5 Rates of Core Participants in a Team Sport by Age Bracket (2014)

Age Group	Core Sport	Percent of Core Participants
6-12	Gymnastics	51.6%
	Soccer (Outdoor)	44.5%
	Baseball	42.6%
	Swimming on a Team	32.8%
	Soccer (Indoor)	30.7%
13-17	Track & Field	55.8%
	Football (Tackle)	48.1%
	Swimming on a Team	46.5%
	Cheerleading	41.6%
	Lacrosse	39.1%
18-24	Ultimate Frisbee	42.6%
	Field Hockey	34.4%
	Paintball	24.2%
	Rugby	24.0%
	Lacrosse	23.5%
25-34	Field Hockey	33.4%
	Rugby	31.3%
	Volleyball (Sand/Beach)	23.6%
	Volleyball (Grass)	19.3%
	Football (Flag)	19.1%
35-44	Roller Hockey	25.9%
	Softball (Slow-Pitch)	21.1%
	Volleyball (Sand/Beach)	18.7%
	Football (Flag)	15.0%
	Volleyball (Grass)	14.6%
45-54	Volleyball (Sand/Beach)	16.5%
	Softball (Slow-Pitch)	15.4%
	Rugby	14.6%
	Volleyball (Grass)	13.9%
	Ice Hockey	9.2%
55-64	Ultimate Frisbee	11.1%
	Ice Hockey	9.7%
	Softball (Slow-Pitch)	8.5%
	Volleyball (Sand/Beach)	7.1%
	Volleyball (Grass)	6.9%
65+	Gymnastics	3.6%
	Volleyball (Grass)	2.8%
	Softball (Slow-Pitch)	2.7%
	Softball (Fast-Pitch)	1.6%
	Track & Field	1.2%

Source: SFIA, Johnson Consulting

MORGAN HILL FOCUS GROUP OBSERVATIONS

Johnson Consulting was asked to focus on two existing Morgan Hill venues: the Aquatics Center and the Outdoor Sports Center. As part of our analysis, we spoke with several local stakeholders to better understand the overall sports market in Morgan Hill and any needs or potential opportunities for new facilities. The conversations with coaches, facility operators and league/event operators help us to identify the needs that are currently met, but more importantly the needs that are un-met within the market. After touring the city and the existing facilities we met with the following groups and/or individuals, either in person or over the telephone:

- Morgan Hill Youth Sports Alliance
- Morgan Hill Aquatics Center Team
- Youth Soccer coaches
- Chamber of Commerce and Downtown Association
- Wineries Association
- Local Hoteliers
- City Economic Development
- Volleyball coaches
- Baseball coaches

Outlined below is a summary of the comments we heard during our stakeholder interviews.

- There is a lack of available parking at the two facilities. This causes a problem for attendees who end up parking on the street, and anyone who is able to get a parking spot for a large event is unlikely to leave the complex to visit a local restaurant because they know they will lose their spot. As a result, many people spend the entire day at the complex. Also, due to the lack of parking there are attendees using street parking in areas surrounding the complex.

- Sports are very important in Morgan Hill and there is a high participation rate for sports such as soccer, football, swimming, volleyball, lacrosse, baseball and softball. Several large events are already held in Morgan Hill, either at the Aquatics Center or the Sports Center. This is not necessarily new information, but something we try to confirm during these meetings.

- There were several comments from the stakeholders we met with towards the overall quality of the facilities. The most common complaint was regarding the condition of the grass fields. For example, we were told of teams withdrawing from past soccer events due to poor/unsafe field conditions.

- The hotels have not made a commitment to work with events holders to provide room blocks or hotel rebates for sports tournaments, with the exception of the La Quinta. Much of the hotel inventory in Morgan Hill has outlived its useful life and some additional hotel inventory could be

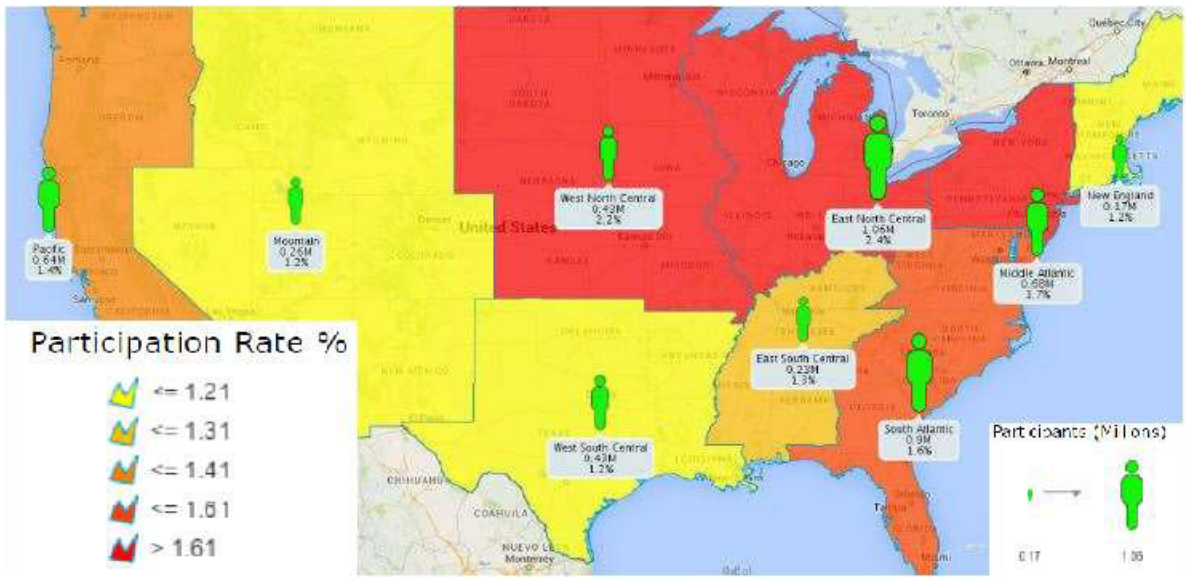
useful to accommodate large tourism-generating events. We are aware of at least two new hotel projects for the market.

- Several comments were made regarding the lack of cooperation among local stakeholders when past events were held. Some mentioned the need for a sports commission or tourism bureau. This agency could develop a long-term tourism strategy and coordinate tourism efforts to attract events.

During our conversations we were informed of an area of opportunity for the development of a Sand Volleyball facility. The sport of Sand Volleyball has always been a popular recreational activity for all ages, but it has recently seen significant growth at the youth level due to the sanctioning of the sport by the NCAA and the International Olympic Committee. With college scholarships now available, the sport is becoming more popular throughout the country and there is a lack of dedicated facilities – particularly on the west coast.

Figures 6-4 provides the participation rates for Sand Volleyball throughout different regions of the U.S. The highest number participants and participation rates are in the East North Central and West North Central regions, with above average participation rates in the South Atlantic and Pacific regions. The popularity of the sport in the Pacific region provides additional justification for the primary focus of a potential Sand Volleyball facility in Morgan Hill. Furthermore, the popularity of the sport in colder regions of the country – West North Central and East North Central, in particular – means that a dedicated facility in Morgan Hill could attract teams from those colder climates during the winter months for week-long practice trips, clinics and tournaments.

Figure 6 – 4



There was also a mention of a lack of indoor multipurpose facilities in the region, specifically hardcourts and indoor turf. Such a facility could host a variety of sports and non-sports events, including:

- Basketball
- Volleyball
- Football
- Lacrosse
- Rugby
- Soccer/Futsal
- Baseball/ Softball
- Cheer/dance/drill team
- Gymnastics/trampoline/tumbling
- Wrestling
- Fencing
- Ultimate Frisbee
- Archery
- Sports/Coaching clinics
- Martial arts
- Canine agility
- Corn hole/Bags tournament
- Horseshoes tournament
- Cross Fit games/fitness competitions
- Trade shows
- Expos
- Farmers Markets

This type of facility could also generate sports tourism opportunities by appealing to cold-weather climate teams that are looking to conduct winter training in warm climates, or simply attend a national tournament. These events are beneficial in generating revenues for the facility and also economic and fiscal impacts for the region through spending at local hotels, restaurants, wineries and other retail establishments.

OBSERVATIONS

When developing sports facilities it is critical to be as multipurpose as possible to meet the increase or decrease in long-term demand. Sports that are popular today may not necessarily be popular in 10-15 years and the City of Morgan Hill should keep this in mind when considering new athletic facilities. It is also important to consider the local demand for facilities, which may differ from regional or national participation rates.

The focus group discussions demonstrated the importance of sports and recreation in Morgan Hill. There is strong local demand for traditional sports like soccer, swimming, baseball and softball. But the focus groups also revealed a potential opportunity for Morgan Hill through Sand Volleyball. Section 5 of this report showed only a small number of dedicated facilities for Sand Volleyball within 200 miles of Morgan Hill. Conversations with local volleyball stakeholders demonstrated a need for a large facility dedicated to Sand Volleyball and Morgan Hill should consider building such a facility.

JOHNSON CONSULTING

SECTION VII

RECOMMENDATIONS

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STRATEGIC PLAN AND RECOMMENDATIONS

It is intended that this report will serve as a tool for guiding the direction and resource allocations necessary to attract sports tourism to the marketplace. Our proposed strategy is based on the results of the preceding market analysis, which included current demographic and socioeconomic characteristics of the market area, an assessment of existing and planned sports and recreation facilities in the marketplace and the greater region, characteristics of comparable sports complex developments throughout the U.S., and local intercept event surveys. Although our primary emphasis was on sports tourism, we did investigate the merits of general tourism initiatives as well.

SUPPORTIVE MARKETS / STRATEGIC PARTNERSHIPS

The success of sports complexes across the nation is often reliant upon several key components. The most successful venues generally leverage one or more of the following components: 1) large local and regional population bases; 2) dedicated resources for significant investment in facility infrastructure; 3) support amenities and existing tourism attractions, which enhance the overall appeal of the sports complex.

Morgan Hill has the ability to enhance and leverage existing facilities and events that would assist with marketing and luring additional sports tournaments and events to the City. Many of the more successful sports complexes throughout the US have successfully leveraged and marketed existing assets within their location to create more of an experience rather just a host complex for a tournament. Morgan Hill is a destination for tourists due to its weather, accessibility, proximity to the Bay Area and unique entertainment resources like annual special events, wineries and the downtown. Families can come watch their older brother or sister play in a tournament in the morning and then as a family take part in extracurricular entertainment, like visiting downtown or attending an event such as the Taste of Morgan Hill. This type of experience works well with busy families who have transitioned their kids' travel tournaments into family vacations, thus destinations that offer more than just sports facilities prosper.

The current constraints of the parking at the Outdoor Sports Center has somewhat limited this exposure of the downtown area to participants at the facility due to the fear of losing their parking space at the OSC. Addressing this constraint will allow for more attendees to experience other areas of the City more frequently throughout the event they are attending at the OSC.

REGIONAL FACILITY OFFERINGS

Morgan Hill is in a unique position with virtually a blank tourism canvas upon which the tourism product can be painted. The existing tourism efforts have created the building blocks and sustained a viable visitor product with relatively little money. The main aspects that inhibit growth are a definitive strategic plan and a dedicated revenue source to fund efforts and address capital needs.

The positives aspects for the destination are:

- Existing major demand generators
- Destination location
- Residential population
- Population with disposable income
- Quality sporting, recreation and health & wellness facilities
- Great transportation access
- Quality restaurants and downtown district

The challenges, as we see them, for the destination are:

- Fractured tourism effort
- Not speaking with one voice
- No sports tourism buy-in from hotels
- No large convention, meeting, conference or exhibit facility

UNMET DEMAND

Stakeholder interviews indicated that there is a local need (within Morgan Hill) for quality outdoor fields, sand volleyball, baseball/softball and a multipurpose indoor venue capable of hosting an array of events from sports, meetings, conferences and trade shows. Based on the local need and regional inventory of facilities, there is justification for additional outdoor fields (soccer, football, lacrosse, rugby, etc.), a complex dedicated to sand volleyball and an indoor facility.

The Outdoor Sports Center draws events and visitors on a regional level. Soccer remains a popular sport locally, and regionally. Considering the cross-utilization of outdoor fields – whether it is soccer, football or lacrosse – it can be difficult for teams or groups looking to gain consistent access to outdoor fields. With the quality of the fields at the OSC being questioned by local users, it would be wise to upgrade the existing fields and consider installing Field Turf to eliminate the maintenance and dependence on water for a safe, and quality playing surface.

Adding a sand volleyball complex with a high quantity of courts would cater to the growing national and regional popularity of the sport on a competitive and recreational level. The recent certification of sand volleyball by the NCAA and International Olympic Committee has resulted in a steady year-over-year growth

for the sport. Currently, there are only a handful of large tournament quality venues, mostly located in Florida or on California's public beaches. A dedicated sand volleyball facility would fill a facility gap in California and also nationally for teams that seek warm weather venues for training and competition and result in an additional sports tourism niche for the City of Morgan Hill.

While indoor facilities may seem counter-intuitive for California, Morgan Hill could be a convenient and attractive location for colleges, high schools or AAU in the Pacific Northwest or Rocky Mountain region to practice for a week over winter break or spring break. When the teams aren't practicing, they typically will have team social events at local cultural or entertainment establishments. This winter training could take place at the indoor facility and it is also important to consider the local demand for sports such as volleyball, basketball, and indoor soccer – another sport that is growing in popularity. Finally, an indoor facility could be used to host non-sports events such as conferences, trade shows and conventions that can be used as a local facility or tourism draw on a year round basis.

The baseball/softball regional marketplace, however, is saturated with quality regional facilities. With four quality tournament facilities located within 50 miles of Morgan Hill, the City should consider addressing local baseball/softball needs at this time.

RECOMMENDED STRATEGY BASED ON UNMET DEMAND AND OPPORTUNITIES

Johnson Consulting's recommendations and strategies are presented in three steps that will, through a sustained strategy, contribute to the overall strengthening of the sports tourism marketing and activities in Morgan Hill. The recommendations will also impact local residents through improved facilities and attracting more visitor dollars to the City. The recommendations are detailed below.

STEP ONE – Create Tourism/Destination Management Organization (DMO)

The City of Morgan Hill is well-positioned to grow its tourism marketing efforts to transform into a destination, but Morgan Hill cannot yet compete with more established tournament venues nationally, as these facilities typically benefit from a unified marketing effort from local tourism stakeholders. Hotels, restaurants, entertainment and recreation venues will all collaborate with sports complexes to create travel packages for event owners and participants. Often, this effort is led by a Destination Management Organization (DMO) such as a Convention and Visitors Bureau (CVB) and/or regional sports commission. Morgan Hill lacks a cohesive effort from the tourism resources in town, including hotels, and should benefit from a more unified effort to generate sports tourism and fully leverage its existing assets.

As an initial step, Johnson Consulting recommends the implementation of a DMO and it should include a specific focus on attracting and creating various sports events for existing and future facilities in Morgan Hill. Without a designated office coordinating tourism and/or sports tourism efforts it is difficult to generate unity within in the marketplace. For example, some of the hotels in Morgan Hill do not seem interested in working with events holders to provide room blocks or hotel rebates for sports tournaments. A sports commission,

which could be established under the umbrella of a DMO, could work with all parties to put on the event, attract participants, and get hotels and restaurants on board so that the full economic benefits of an event can be captured in Morgan Hill.

Nationally, such DMO's are also able to secure regional and state tourism grants that will help with marketing efforts to attract events to the marketplace. Additionally, a regional director of special events/ festivals should be appointed who would centralize event scheduling and prepare a monthly event calendar. This effort would help minimize any doubling up of events on particular days and create a common event marketing strategy, allowing for greater attendance at each event.

DMO's are typically setup as not-for profit organizations funded through a variety of sources. Often the funding will come from sales tax, hotel room night tax, or food and beverage tax. Revenues generated by a funding source should be dedicated to tourism marketing efforts, incentives to attract events and tourism product development projects. The organizational structure of a DMO should consist of an advisory board and a smaller executive board.

Partnerships and collaborations with the State, other regional tourism organizations will all be helpful in moving the destination and the DMO forward. Primary partnerships could be established with the Chamber of Commerce (and other business associations), Downtown Organizations, Wineries and economic development groups. The new DMO should have a concentrated focus on the leisure market, SMERFE (Societal, Military, Educational, Religious Fraternal and Ethnic) market, social event market, convention/meeting market and sporting event market to bring a multi-purpose inventory of events in Morgan Hill (This will help protect against becoming too highly leveraged in one particular event market). The future development of tourism products in Morgan Hill should be a major priority for the new DMO. Lastly, the DMO and associated stakeholders should prepare a destination master plan, which determines activity centers, development areas, potential product development, timelines, cost projections, etc.

STEP TWO – Update Existing Facilities

Similar to Step One, the City should continue down the same path of capitalizing and fully leveraging existing assets within the City. The Outdoor Sports Center and Aquatics Center generate the most visitors for sporting events in the City.

1. AQUATICS CENTER

The Aquatics Center is well-positioned for the future and recent upgrades to the facility have made it a suitable venue for everything from recreational swimming to large swim meets sanctioned by USA Swimming. We also observed solid leadership from an operations and management perspective. At this time we feel the Aquatics Center is well-managed and successfully attracts several large swim meets each season. If

the City wishes to expand the reach or calendar of events at the Aquatics Center it should be able to do so through the creation of a DMO that can increase marketing efforts of the Aquatics Center.

2. OUTDOOR SPORTS CENTER

Alternatively, the Outdoor Sports Center is in fair condition, and could benefit from several investment updates aimed at maintaining the current event portfolio and potentially attracting new events. The inventory of multipurpose fields in the region is significant and Morgan Hill risks losing events if the facility does not receive routine maintenance and some investment in the following:

- Replace existing FieldTurf
- Install FieldTurf at all multipurpose fields
- Add lighting for each surface
- Consider additional parking
- Improve maintenance and day-to-day operations

The recommendations listed above will improve utilization of the facility at the local and regional level. It will also allow the facility to maintain its current inventory of events and also potentially attract new ones. As more outdoor sports complexes are built, athletes have more options to consider when selecting a complex and will typically choose the complex with the best amenities. The last bullet point above is important and requires further explanation. The facility does a very good job of securing events and thinking outside the box to fill the calendar with events. The use of the grass fields for Cricket is just one example of identifying a non-traditional use for the grass fields. During stakeholder meetings, however, we heard several comments regarding the operations and maintenance at the Outdoor Sports Center, including overall appearance of the facility and condition of the grass fields. For example, multiple stakeholders informed us that some teams had withdrawn from past soccer events due to poor/unsafe field conditions. It is possible, however, that the appearance of the grass fields was due, in part, to the most recent drought experienced through much of California.

Other areas of improvement should include more frequent routine maintenance, prompt event cleanup and proper data collection, including attendance figures for events. The competition for hosting events and attracting users of the facility will grow as more sports complexes are built in the region. Because of the increased competition, it is important to maintain the facility and operate it in a way that gives users a reason to return for future events. If event hosts or participants are unsatisfied with the quality of a facility they have the ability to select a different sports complex in the future. Proper data collection will help a facility like the OSC understand how it is performing on a year-to-year basis so that if the facility experiences a drop-off in events or attendance they can identify the issue early on and take necessary steps to correct the decline in demand.

STEP THREE – New Facility Development

1. SAND VOLLEYBALL

The City of Morgan Hill should consider a feasibility study to further investigate constructing a dedicated sand volleyball facility. This facility should be capable of hosting large tournaments and the City should consider all or some of the following components:

- 20 sand courts
- Berm seating for spectators
- Shade structures
- Lighting
- Quality sand
- Fencing to block wind and keep out animals

The development of the proposed sand volleyball facility would require approximately 3 acres of land. Sand volleyball facilities do not require a large investment, typically $10,000 - $15,000 per court and also have very low maintenance costs.

Sand Volleyball facilities are scarce throughout the United States. There is a need for Sand Volleyball facilities throughout the country, as demand for large sand volleyball complexes far exceeds existing supply. As the sport grows in popularity, so too will the demand for this type of sports complex. For example, there is demand for a sand volleyball complex from the following groups in California: USA Volleyball, AAU/Club programs, NCAA programs, Jr. College teams, Northern California Volleyball Association (NCVA), and California Beach Volleyball Association (CBVA). Any one of these groups could not only look to use the facility for practice, clinics and tournaments but could also represent a potential partner for Morgan Hill to develop the complex or become an anchor tenant. A facility in Morgan Hill could also be used by teams in cold-weather climates looking to train in the winter months for week-long trips.

When developing sports facilities, however, it is critical to develop multi-purpose facilities to meet the increase or decrease in long-term demand. Sports that are popular today will not necessarily be popular in 10-15 years and the City of Morgan Hill should consider this when choosing the program of facilities. Sand Volleyball courts, for example, can also be used for Beach Rugby – a new sport that requires two sand volleyball courts per match and should be considered for this facility given the popularity of rugby in the Bay Area. Also, if the surfaces are part of a larger, multipurpose facility that offers other surfaces, like outdoor fields, it could become a large multipurpose complex that is capable of hosting a variety of sporting and non-sporting events, thereby increasing the chances for long-term success and viability of the facility.

2. MULTIPURPOSE INDOOR FACILITY

We recommend the City also consider a feasibility study on the development of a multipurpose indoor facility. Focus group and stakeholder conversations made it clear that there is local demand for indoor space for sports and non-sporting events, particularly during the winter months. The facility could also be attractive for athletes and teams from cold-weather climates that are looking for winter training locations.

Initially, the facility will cater to local use for practice, camps, clinics and local tournaments. Once the market has time to mature and a DMO can be developed the City can begin to consider expansion of the facility to accommodate larger events. The space should be flexible to accommodate as many uses as possible. A new facility should include some or all of the following base amenities:

- Indoor turf field (200' x 85')
- 4-6 hardcourts surfaces
- Retail space
- Locker rooms
- Meeting Rooms/Community space

A facility with this type of program will be approximately 85,000 square feet and would require approximately three acres of land (including parking). The cost of such a facility will depend on a number of factors, including land acquisition, new-build versus renovation of an existing structure, building materials and facility amenities. As such, it is difficult to provide a price estimate, however a feasibility study could include potential cost estimates.

3. BASEBALL AND SOFTBALL COMPLEX

Lastly, the City of Morgan Hill should consider an investment in local baseball and softball fields. Given the inventory of existing baseball complexes regionally, the new fields should focus on an investment at the local level since the regional tournament market is saturated with baseball and softball complexes. As shown in Section 5, the regional baseball and softball market is saturated with facilities with four competitive baseball facilities located within a 50-mile radius of Morgan Hill. Therefore, it would be more practical for the City to focus on local baseball and softball needs in the short term, including practice, leagues and potentially local tournaments. If the goal is to attract sports tourism through large tournaments, it would make more sense for Morgan Hill to invest in a different facility type – one that is not common throughout the region.

The City has purchased land in the South East Quadrant that would be ideal for baseball/softball fields. Local participation is strong at the youth level, but there is a shortage of local fields in both sports, particularly for practice. The inventory of local fields includes those at Britton School, Burnett School and El Toro School. We met with representatives of both sports who have resorted to hosting practices on the properties of local residents, essentially in their backyards. Adding new fields to the Morgan Hill market would allow for an

inventory of practice fields and quality game fields for local games and tournaments. Additionally, if new fields are built with Field Turf they can be lined for other sports such as soccer, rugby, or lacrosse to allow for multipurpose use like Twin Creeks Sports Complex in Sunnyvale. This could allow for additional fields to be used in conjunction with the OSC for larger tournaments.

A new facility in Morgan Hill should consider some or all of the following components:

- Four baseball/softball fields with lights (wheel configuration)
- Field Turf surface with outlines for soccer/lacrosse fields
- Concession stand with two points of sale
- Temporary fencing to accommodate different field dimensions
- Restrooms
- Batting cages/ throwing tunnels

The cost of such a facility will depend on a number of factors, including building materials, field dimensions and amenities. As such, a price estimate cannot be provided at this time. Further investigation into the viability of such a complex should be conducted and should include a cost estimate.

4. PARKING & POTENTIAL ADJACENT REAL ESTATE DEVELOPMENT

There will have to be parking considerations depending on the location of these new facilities, especially if any of them are located at the OSC/AC site. With parking already a challenge at the site, adding any additional facilities or events will require expanded parking inventory.

The City of Morgan Hill may also want to consider non-sports facility development in some strategic locations near the existing athletic facilities. There could be areas of opportunity for other new real estate uses as the City looks to grow its sports facilities and attract more visitors. For example, additional hotels, gas stations, restaurants and specialty retail could be ways to capture additional visitor dollars. Any new real estate development should be preceded by further studies as the scope of this study did not consider other real estate uses.

CONCLUSION

Morgan Hill is in a unique position as it relates to a tourism marketing strategy because the overall plan is relatively new and untested. As a thriving community that benefits from Silicon Valley, Morgan Hill has the necessary resources to be a tourism destination. In summary, it would benefit from several important steps aimed at unifying the marketing effort.

The creation of a DMO will help strengthen and guide Morgan Hill's sports tourism efforts and marketing. The City is well-positioned to grow as a tourism destination, but a lack of cohesion has prevented such

growth. A regional director can help unify the marketing efforts of the City to attract larger events, including sports and non-sports.

Additionally, understanding the true viability of a sand volleyball complex by commissioning a feasibility study could lead to the development that could give Morgan Hill a competitive advantage that other sports tourism destinations in California cannot match. With the growing demand for sand volleyball facilities across the nation, Morgan Hill could position itself as the premier sand volleyball complex in the west, if not nationally. Likely users for such as complex could include USA volleyball, AAU teams, the NCAA and high schools. With low investment and maintenance costs for a sand volleyball complex, Morgan Hill could realize a return on the investment earlier that more expensive development projects.

Overall, national sports participation has been trending downward since 2007. The specialization of sports at the youth level has contributed to the decline in overall participation levels. Notwithstanding this, participation has stabilized somewhat since 2009. Of the sports we analyzed in *Section 6: Industry Trends*, traditional team sports such as soccer (1.6 percent average annual decline) and football (1.8 percent average annual decline) continue to decline slightly, but the decline is more gradual. Meanwhile, sports such as lacrosse (10.3 percent average annual growth) and rugby (11.0 percent average annual growth) continue to grow on a national level. These trends in overall participation, and the figures presented in Section 6, speak to the importance of a multipurpose facility. It is critical to design a facility that has the flexibility to adapt to new events or expand if the market calls for it. Too often, facility design focuses on short-term needs and once a particular fad goes away the facility is unable to attract enough users to remain successful. There must be a long-term, multipurpose vision when considering new facility development to protect against changes in participation levels and shifts in the popularity of particular sports.

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Appendix E:
Bike/Walk Map

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WALK, BIKE OR ROLL

to these great spots in and around Morgan Hill.

Villa Mira Monte Learn about Morgan Hill's history and culture and visit the rose gardens at Villa Mira Monte, half a mile north of Downtown.

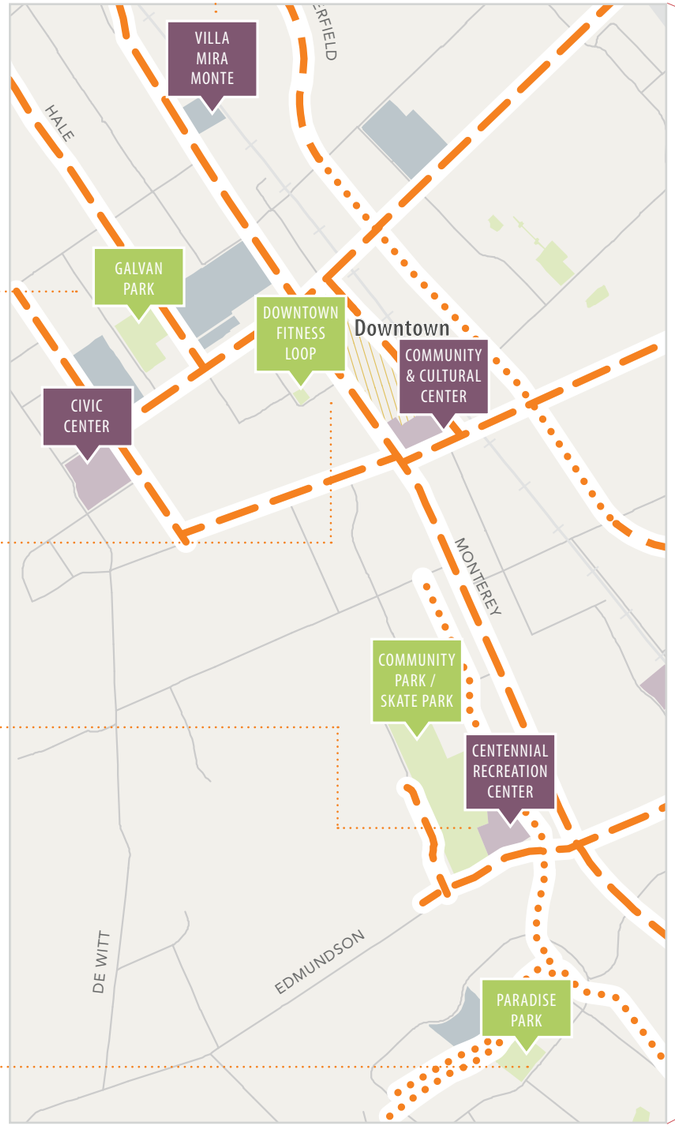
Fitness Loops Check out the new fitness equipment in Downtown and Galvan Park. Galvan Park is just over half a mile from Downtown.

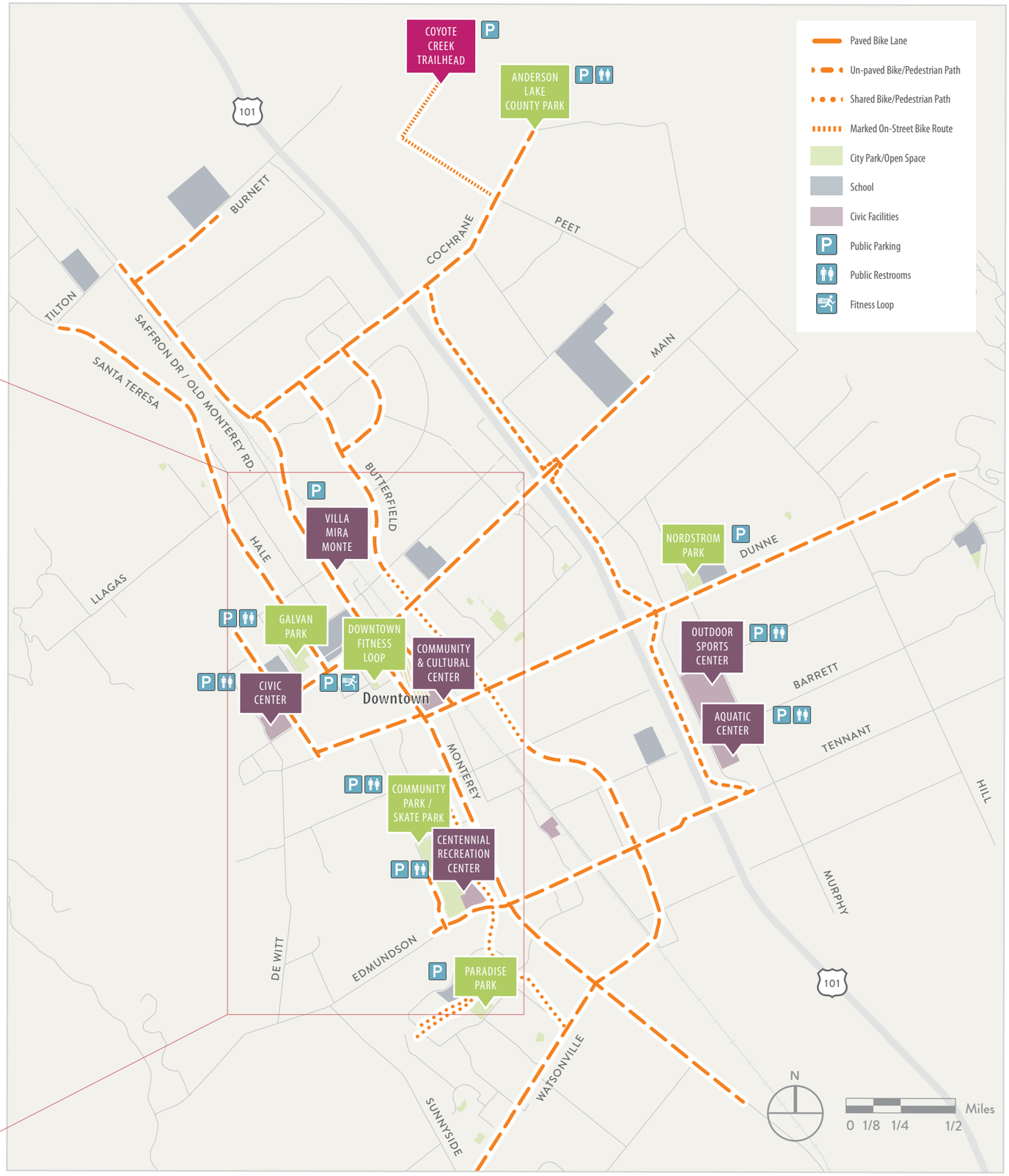
Downtown Park your bike and walk along Monterey to grab a bite or visit shops.

New Downtown Parks Keep your eye out for these exciting new additions coming in Fall 2017!

The Skateboard / BMX Park This spot at Community Park is open to skateboards, bikes and scooters!

West Little Llagas Creek Trail This paved trail will take you to the CRC, Community Park, and Paradise Park.





BIKE SAFELY

Protect Your Head

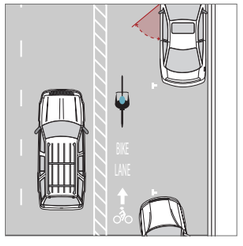
Wear a helmet. Make sure it fits snugly just above your eyebrows and buckles under your chin. Don't listen to music while you ride.

Get Your Bike Ready

Check your brakes and wheels and adjust your seat as needed. Make sure accessories like water bottles and lights are properly attached.

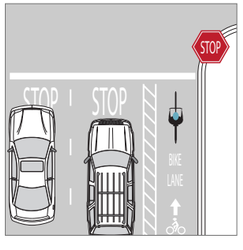
Be Visible

Use both front and rear reflectors. At night and in low light or fog, use both a headlight and taillight.



Look, Signal and Look Again

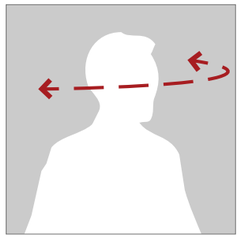
Make eye contact with drivers; don't assume they will stop. Watch out for parked cars opening their doors into the bike lane.



Be Predictable

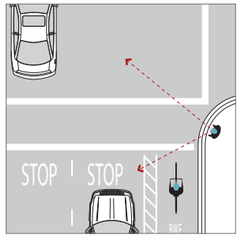
Use hand signals before you turn or stop. Follow all stop signs and traffic signals. Act like a car in traffic.

WALK AND RUN SAFELY



Be Alert

Look for cars and bikes from all directions. Don't listen to loud music or use only one



Cross at Corners and Intersections

This is where drivers expect to see pedestrians, even if there are no stop signs. Make eye contact with drivers before crossing in front of them.

SHARE THE TRAIL SAFELY

Pedestrians Have the Right of Way

When biking on shared trails and paths keep to the right. Pass on the left after giving an audible warning — use your bell or say "On your left!".

RESOURCES

City of Morgan Hill
morganhill.ca.gov

California Walks
californiawalks.org

Santa Clara County
sccgov.org

Safe Routes to School
saferoutesinfo.org

Vision Zero
visionzeronetwork.org

Silicon Valley Bicycle Coalition
bikesiliconvalley.org

OUR COMMUNITY has outstanding access to amenities ranging from a quaint downtown, state-of-the-art recreation facilities and abundant trails and natural open spaces. Walking, running and biking are easy, healthy ways to get around.

Use this brochure and map to get out and explore Morgan Hill while getting fit!

CITY OF MORGAN HILL
Santa Clara County PUBLIC HEALTH
Funding made possible by the Centers for Disease Control and Prevention

Appendix F:
Service Area Maps

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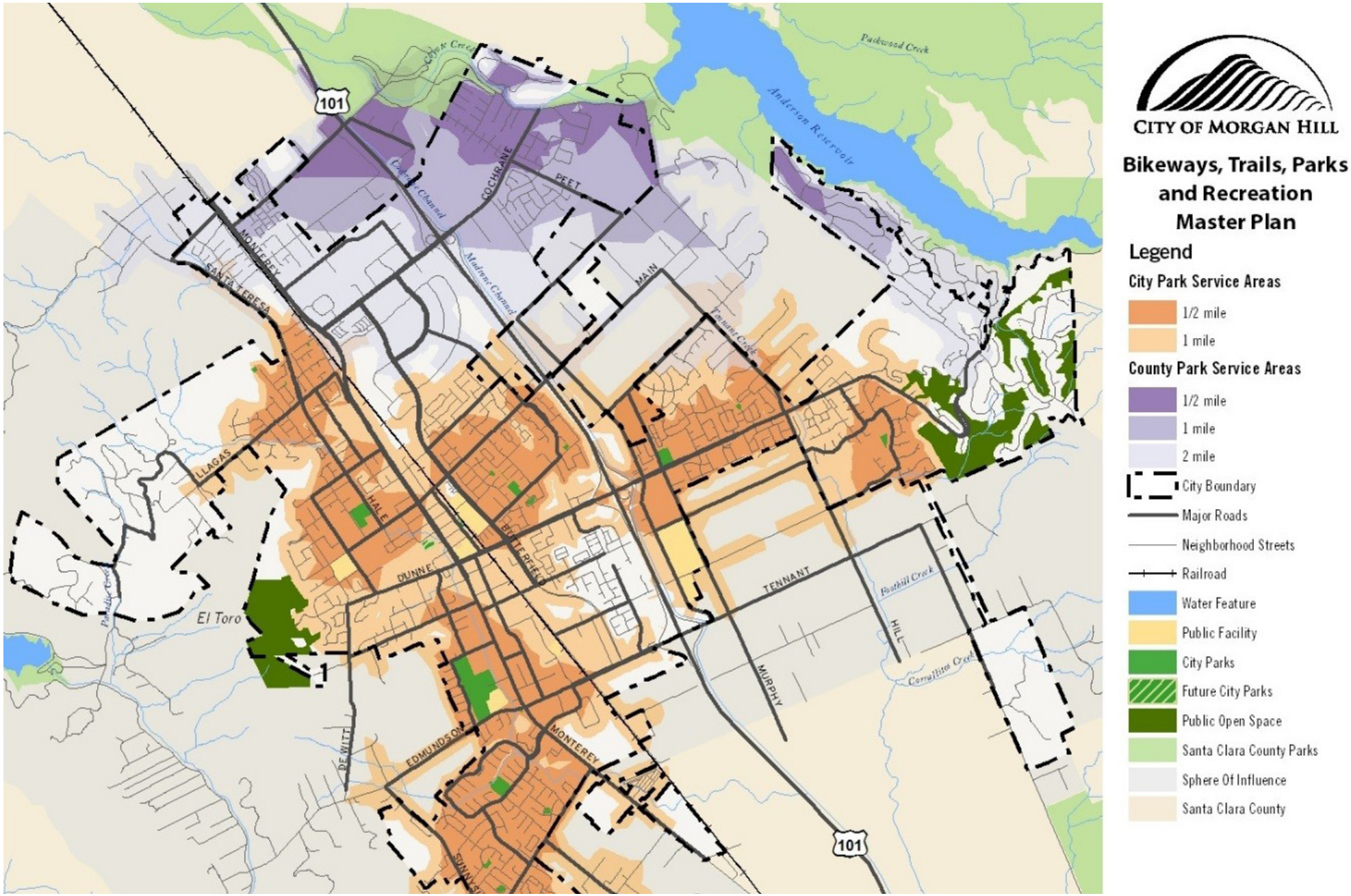
CITY OF MORGAN HILL
Bikeways, Trails, Parks and Recreation Master Plan
Legend
City Park Service Areas
1/2 mile
1 mile
County Park Service Areas
1/2 mile
1 mile
2 mile
City Boundary
Major Roads
Neighborhood Streets
Railroad
Water Feature
Public Facility
City Parks
Future City Parks
Public Open Space
Santa Clara County Parks
Sphere Of Influence
Santa Clara County
101
COCHRANE
PEET
MONTEREY
SANTA TERESA
MAIN
LLAGAS
HALE
DUNNE
BURNETT
TENNANT
HILL
MURPHY
DE WITT
EDMUNDSON
El Toro
Anderson Reservoir
Packwood Creek
Madrone Channel
Tennant Creek
Foothill Creek
Coyote Creek

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Appendix G:
Bikeways and Trails Network Map

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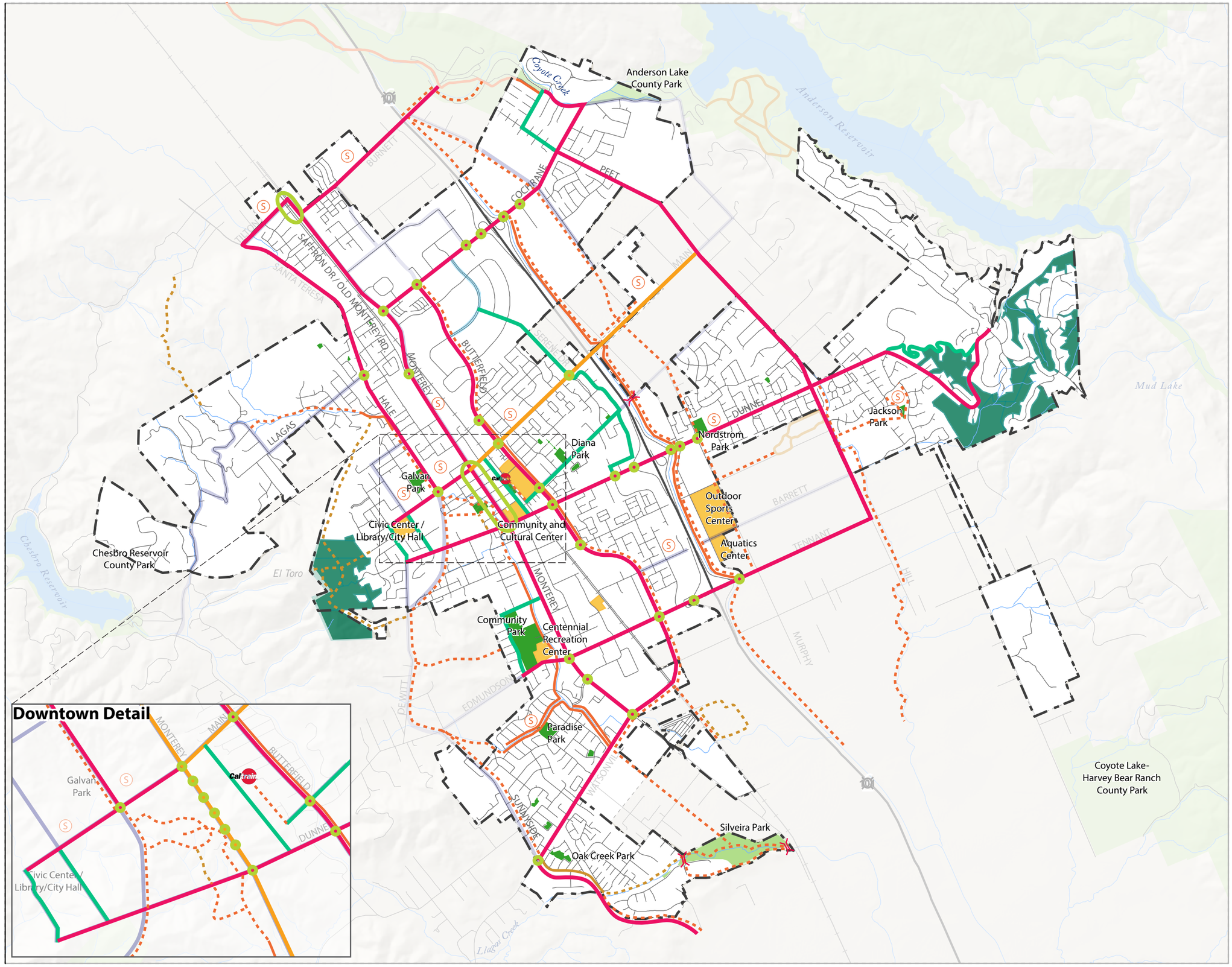

CITY OF MORGAN HILL

Bikeway + Trail Network Map

Legend

Potential Bikeways

- Protected Bike Lane
- Buffered Bike Lane
- Bike Boulevard
- Other Potential Bikeway
- Existing Bike Lane

Trails

- Existing Multi-use Trail
- Potential Multi-use Trail
- Existing Natural Surface Trail
- Potential Natural Surface Trail

- Intersection Improvement
- Potential Bicycle/Pedestrian Bridge
- Caltrain Station
- School
- Major Road
- Railroad
- Public Facility
- City Park
- Non-recreational Open Space
- Santa Clara County Park
- Water Feature
- City Boundary

Miles
0 0.25 0.5

Data Souces: City of Morgan Hill Planning Division, Santa Clara County Information Services Department, Digital Globe

January 2017

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Appendix H:
Bikeways and Trails Facilities Maps

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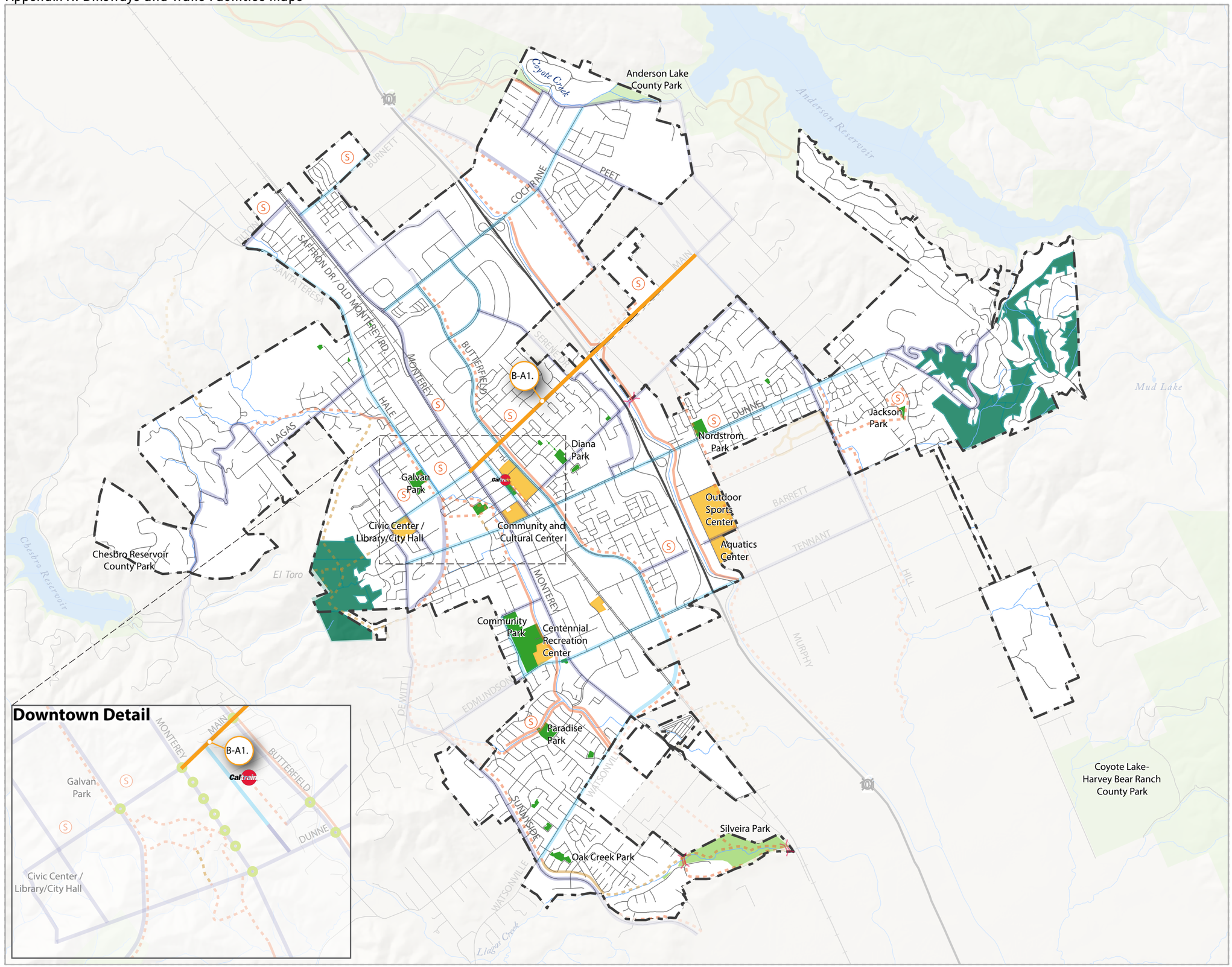

CITY OF MORGAN HILL

Planned Protected Bike Lanes

Legend

- PROTECTED BIKE LANE
- Other Potential Bikeway
- Existing Bike Lane

Trails

- Existing Multi-use Trail
- Potential Multi-use Trail
- Existing Natural Surface Trail
- Potential Natural Surface Trail
- Intersection Improvement
- Potential Bicycle/Pedestrian Bridge
- Caltrain Station
- School
- Major Road
- Railroad
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- City Park
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- Water Feature
- City Boundary

Miles
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Data Souces: City of Morgan Hill Planning Division, Santa Clara County Information Services Department, Digital Globe

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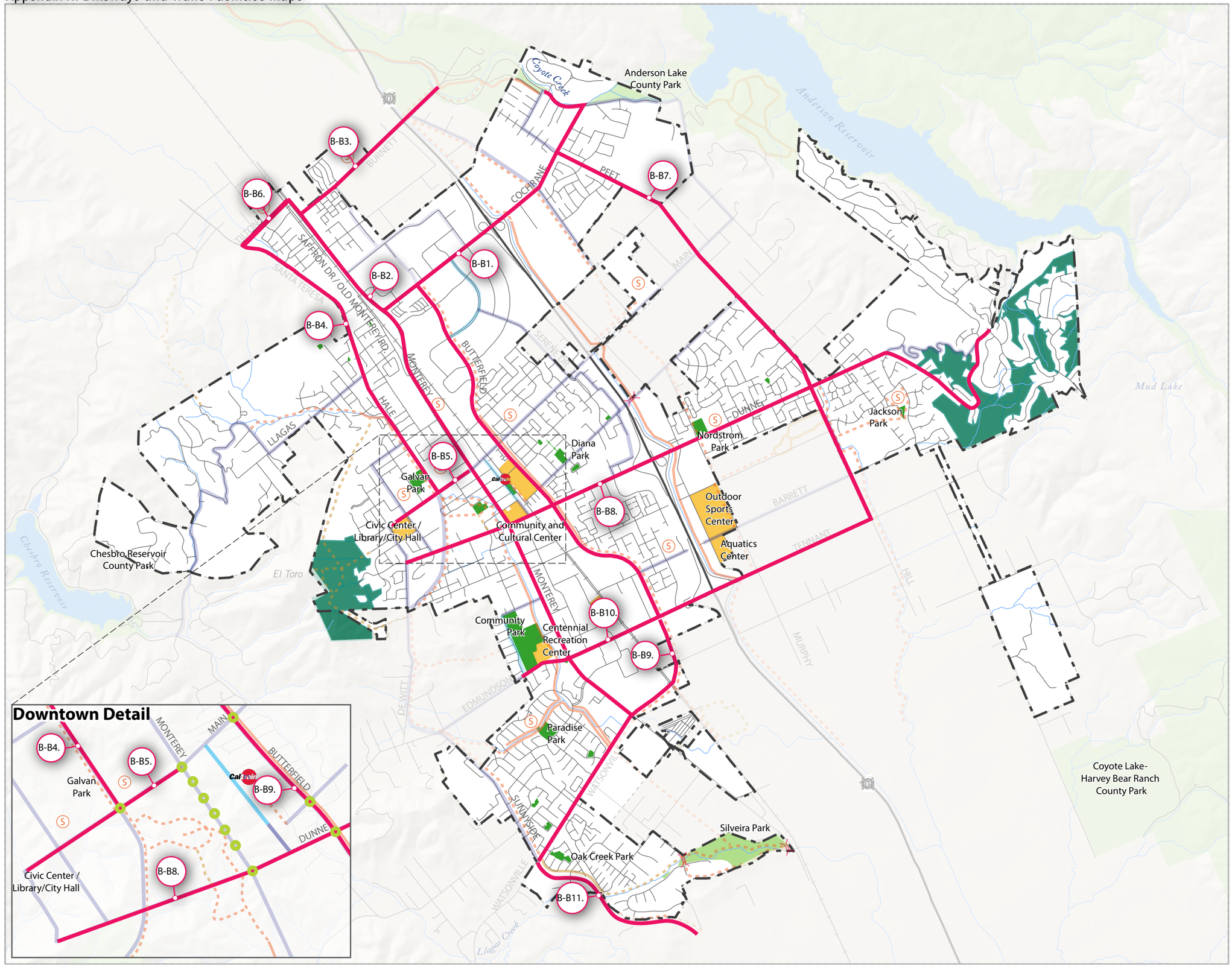

CITY OF MORGAN HILL

Planned Buffered Bike Lanes

Legend

- BUFFERED BIKE LANE
- Other Potential Bikeway
- Existing Bike Lane

Trails

- Existing Multi-use Trail
- Potential Multi-use Trail
- Existing Natural Surface Trail
- Potential Natural Surface Trail

- Intersection Improvement
- Potential Bicycle/Pedestrian Bridge
- Caltrain Station
- School
- Major Road
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Miles
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Data Souces: City of Morgan Hill Planning Division, Santa Clara County Information Services Department, Digital Globe

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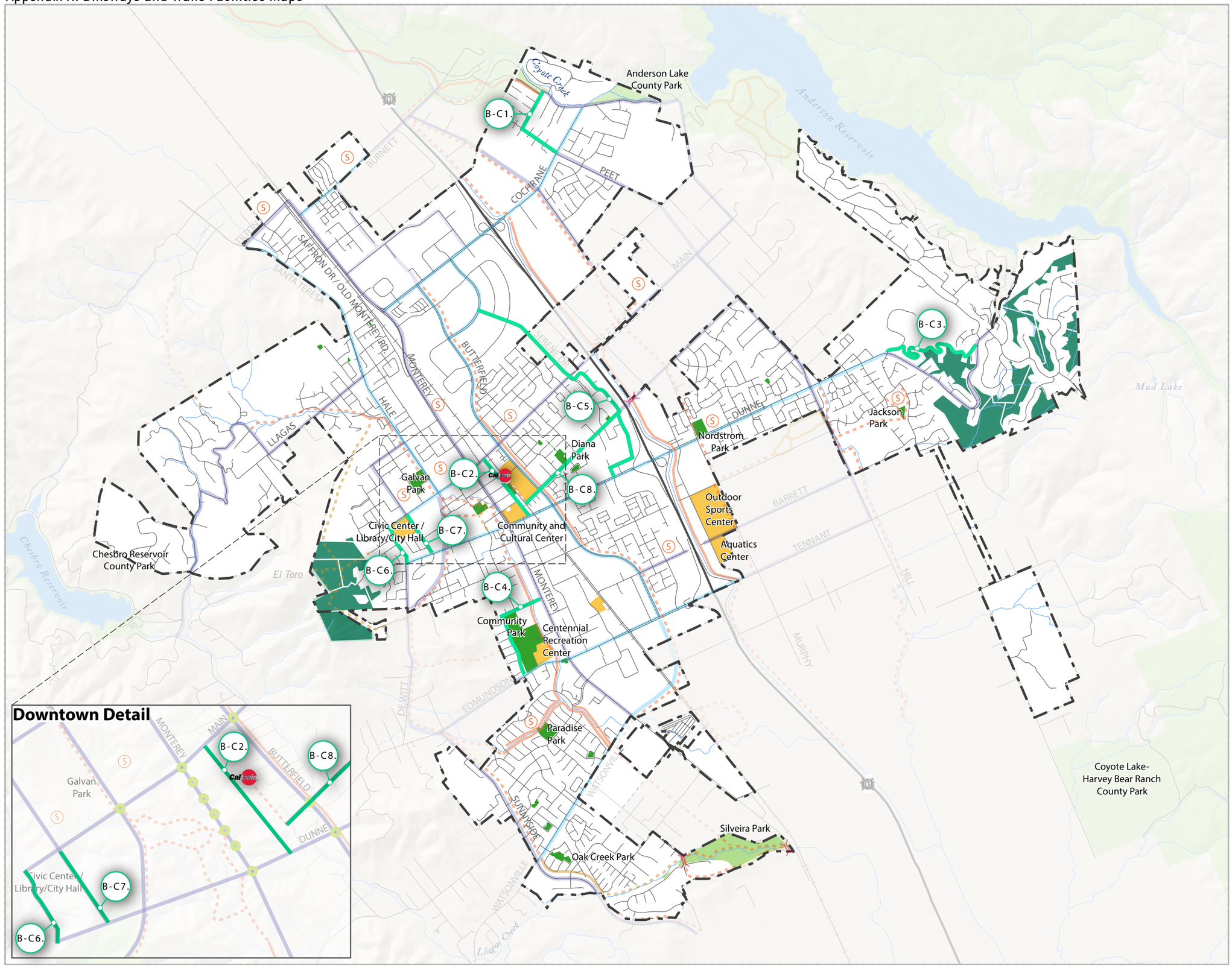

CITY OF MORGAN HILL

Planned Bicycle Boulevards

Legend

- BICYCLE BOULEVARD
- Other Potential Bikeway
- Existing Bike Lane

Trails

- Existing Multi-use Trail
- Potential Multi-use Trail
- Existing Natural Surface Trail
- Potential Natural Surface Trail

- Intersection Improvement
- Potential Bicycle/Pedestrian Bridge
- Caltrain Station
- School
- Major Road
- Railroad
- Public Facility
- City Park
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- Santa Clara County Park
- Water Feature
- City Boundary

0 0.25 0.5 Miles

Data Souces: City of Morgan Hill Planning Division, Santa Clara County Information Services Department, Digital Globe

January 2017

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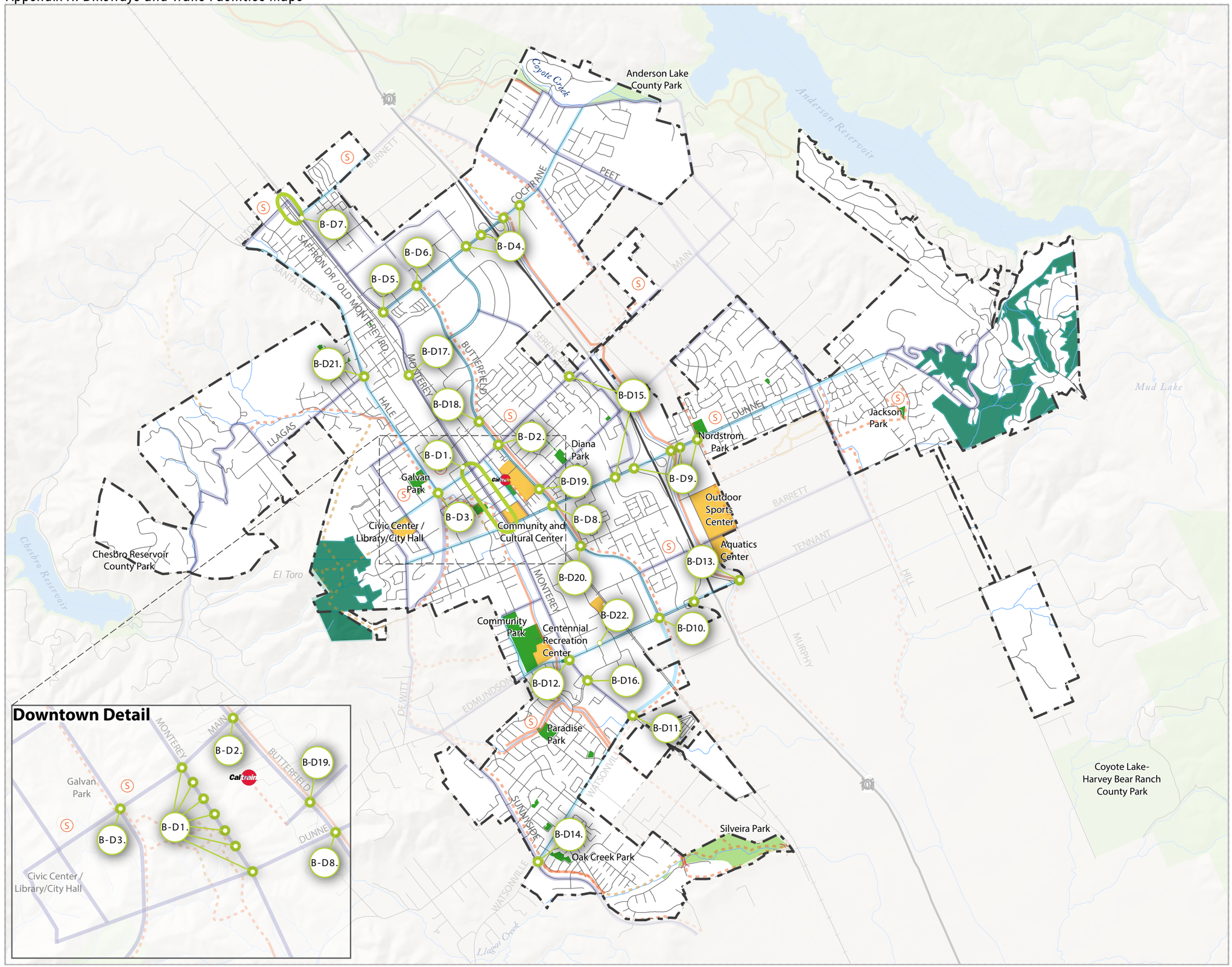

Downtown Detail

CITY OF MORGAN HILL

Planned Intersection Improvements

Legend

- INTERSECTION IMPROVEMENT
- Potential Bikeway
- Existing Bike Lane

Trails

- Existing Multi-use Trail
- Potential Multi-use Trail
- Existing Natural Surface Trail
- Potential Natural Surface Trail
- Potential Bicycle/Pedestrian Bridge
- Caltrain Station
- School
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Miles
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Data Souces: City of Morgan Hill Planning Division, Santa Clara County Information Services Department, Digital Globe

January 2017

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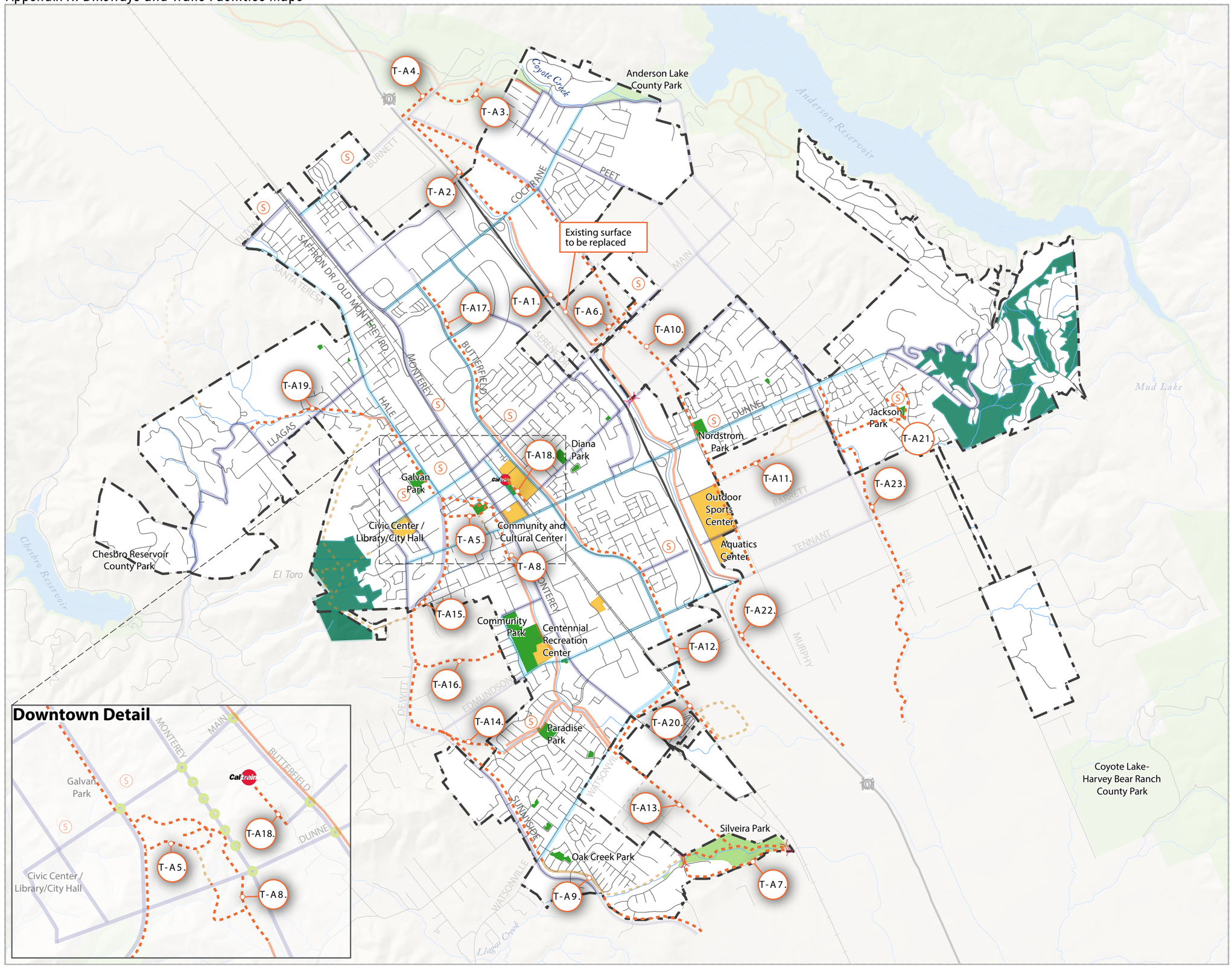

CITY OF MORGAN HILL

Planned Multi-use Trails

Legend

- POTENTIAL MULTI-USE TRAIL
- Existing Multi-use Trail
- Potential Natural Surface Trail
- Existing Natural Surface Trail

Bikeways

- Potential Bikeway
- Existing Bike Lane
- Intersection Improvement
- Potential Bicycle/Pedestrian Bridge
- Caltrain Station
- School
- Major Road
- Railroad
- Public Facility
- City Park
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Miles
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Data Souces: City of Morgan Hill Planning Division, Santa Clara County Information Services Department, Digital Globe

January 2017

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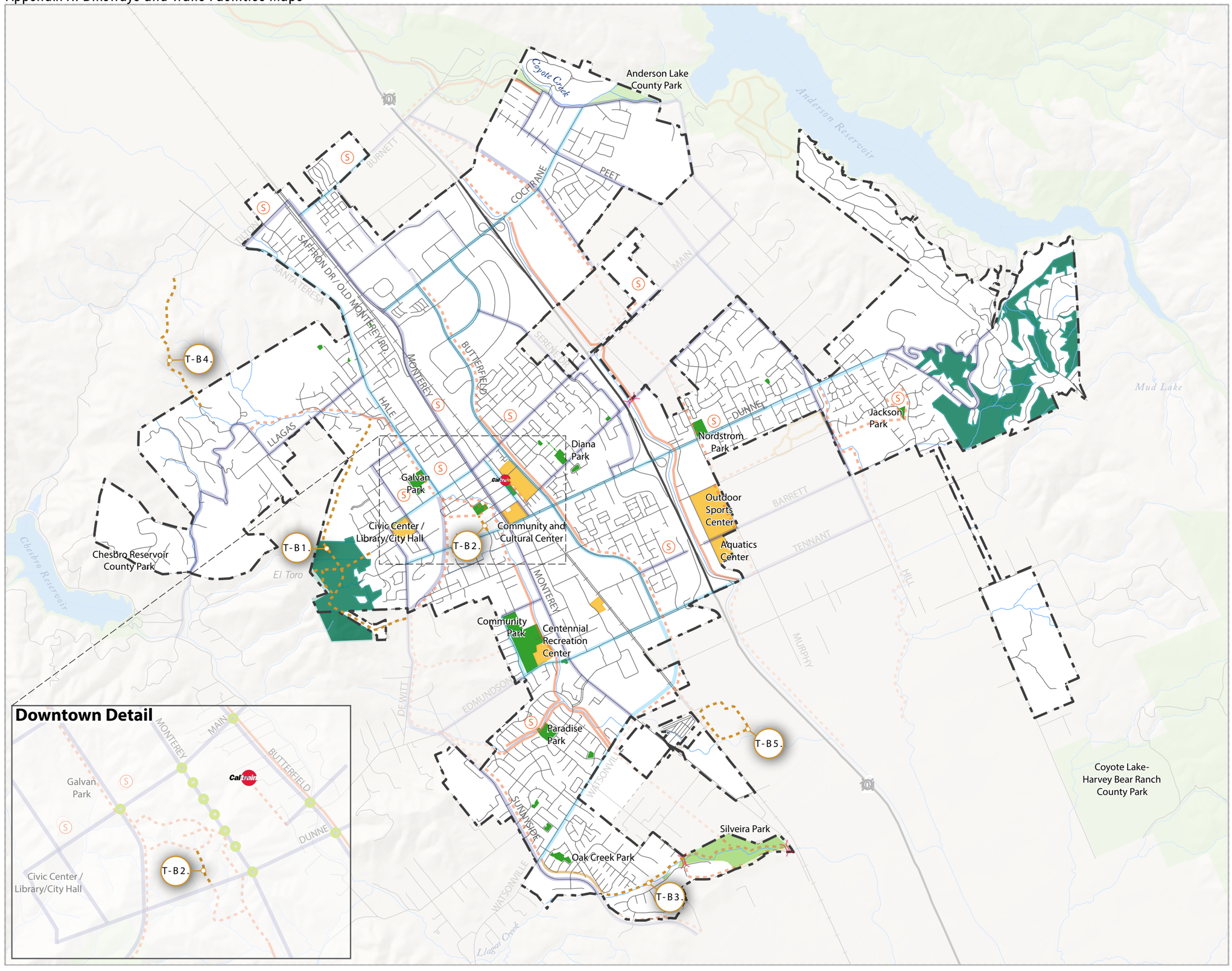

CITY OF MORGAN HILL

Planned Natural Surface Trails

Legend

- POTENTIAL NATURAL-SURFACE TRAIL
- Existing Natural Surface Trail
- Potential Multi-use Trail
- Existing Multi-use Trail

Bikeways

- Potential Bikeway
- Existing Bike Lane
- Intersection Improvement
- Potential Bicycle/Pedestrian Bridge
- Caltrain Station
- School
- Major Road
- Railroad
- Public Facility
- City Park
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Miles
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Data Souces: City of Morgan Hill Planning Division, Santa Clara County Information Services Department, Digital Globe

January 2017

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Bikeways, Trails, Parks and Recreation **Technical Supplements**

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Technical Supplement:
Intercept Summary

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INTERCEPT SURVEY SUMMARY

December 2015

I. Introduction

In August, September and October 2015, Morgan Hill staff and consultants conducted intercept surveys at six different locations to solicit input on Morgan Hill's Bikeways, Trails, Parks and Recreation Master Plan (Master Plan). These activities engaged approximately 150 people in parks, community centers and other public places throughout Morgan Hill. The intercepts provide residents and visitors who otherwise might not participate in the planning process with an opportunity to provide their ideas and preferences. City staff conducted four of the six events, allowing the project team to reach dozens of additional residents.

Members of the project team invited people to participate in an interactive exercise in which they answered questions about Morgan Hill by placing "dot" stickers on their preferred choice(s) displayed on poster boards. Participants could also provide written "other" responses. The intercept exercise included five boards, displaying text in both English and Spanish. This approach engaged all age groups, especially families with young children, and allowed for informal and educational discussion with the public.

This summary provides the results of intercept surveys conducted at six locations:

- Centennial Recreation Center, Tuesday, August 25, 5:00 – 7:00 PM
- Galvan Park, Wednesday, August 26, 6:00 – 8:00 PM
- CCC Rotary, Wednesday, September 16, 11:00 AM – 1:00 PM
- Pop-Up Park, Thursday, October 1, 4:00 – 6:00 PM
- CCC Chamber of Commerce Event, Monday, October 5, 7:00 – 9:00 AM
- Council Meeting, Wednesday, October 7, 7:00 – 9:00 PM

II. Key Themes and Takeaways

A number of key themes emerged from participants' answers to the intercept survey:

1. Participants value safe walking and biking routes. Since a majority of respondents live, work, and recreate within Morgan Hill, it will be important to examine safe routes for walking and biking to these destinations.
2. Participants value the recreation system in Morgan Hill for protecting open spaces and wildlife habitat.
3. Health, exercise, fitness, and well-being ranked as high priorities for the overall bikeways, trials, parks and recreation system, as well as for programming and events.
4. Survey participants most highly value programming and events that provide exercise and that are fun and entertaining.
5. Participants were most interested in improving parks by adding loop trails and adding "something new or different."
6. Participants value walkability and bikeability on off-street trails as well as trails along major travel routes.

The following report summarizes the results of the intercept surveys. It should be noted that although about 150 people completed the intercept exercise, not all participants answered every question.

III. Intercept Questions Results

QUESTION 1: WHERE DO YOU LIVE, WORK, AND PLAY?

The first board prompted participants to place a blue sticker where they live, a red sticker where they work, and up to three yellow stickers where they recreate most frequently.

*The images of the intercept boards show responses from individual events.

For this analysis, responses were grouped into four geographic areas:

1. East of 101;
2. West of 101, and North of Dunne;
3. West of 101, and South of Dunne; and
4. Outside of Morgan Hill.

More than three-quarters of respondents live in Morgan Hill and these respondents' homes are distributed fairly evenly throughout Morgan Hill. Most of respondents (79%) who indicated that they work in Morgan Hill, work West of 101 with only eight percent of respondents working in the area East of 101.* The responses to the question, "Where do you play," are clustered around large parks and community facilities. Respondents who indicated they recreate outside of Morgan Hill most often placed their stickers on County Parks.

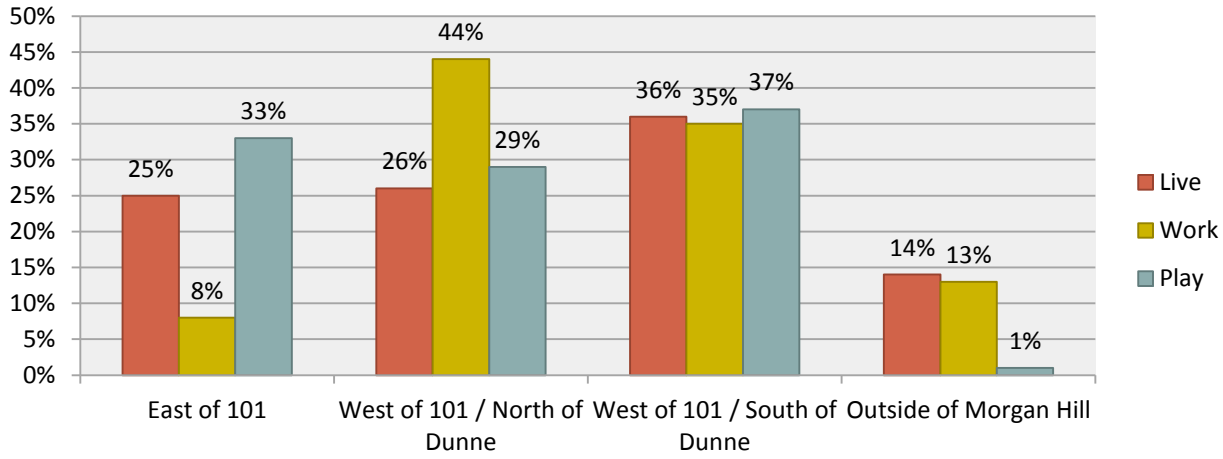
TABLE 1. WHERE DO YOU LIVE, WORK AND PLAY

Response	Number	Percent
Where do you live?		
East of 101	36	25%
West of 101 / North of Dunne	37	26%
West of 101 / South of Dunne	52	36%
Outside of Morgan Hill*	20	14%
TOTAL	**145**	**100%**
Where do you work?		
East of 101	10	8%
West of 101 / North of Dunne	54	44%
West of 101 / South of Dunne	44	35%
Outside of Morgan Hill	16	13%
TOTAL	**124**	**100%**
Where do you play?		
East of 101	108	33%
West of 101 / North of Dunne	93	29%
West of 101 / South of Dunne	121	37%
Outside of Morgan Hill	3	1%
TOTAL	**325**	**100%**

* Respondents who work outside the map area may not have responded to this question at the same rate as those who live in the map area.

Photo: Intercept participants at the Centennial Recreation Center

FIGURE 1. WHERE PARTICIPANTS LIVE, WORK AND PLAY IN MORGAN HILL



QUESTION 2: WHAT IS MOST IMPORTANT ABOUT OUR BIKEWAYS, TRAILS, PARKS AND RECREATION SYSTEM?

The second survey question asked participants to indicate what they found most important about the bikeways, trails, parks and recreation system in Morgan Hill. People voted by placing stickers on their top three choices.

Participants indicated that providing safe walking and biking routes, enhancing health and well-being, and protecting open spaces and wildlife habitat were the most important functions of the recreation system. The fewest respondents selected bringing visitors to the city and continuing life-long learning as important functions of the system.

TABLE 2. IMPORTANCE OF BIKEWAYS, TRAILS, PARKS AND RECREATION SYSTEM

Options	Number	Percent
Providing safe walking and biking routes	97	23%
Protecting open spaces and wildlife habitat	67	16%
Enhancing health and well-being	67	16%
Bringing neighbors and people together	54	13%
Increasing property values	38	9%
Cleaning our air and water	32	8%
Providing opportunities for sports	32	8%
Creating a unique identity for the City	27	7%
Bringing visitors to the city	17	4%
Continuing life-long learning	15	4%
TOTAL	**414**	**100%**

FIGURE 2. IMPORTANCE OF BIKEWAYS, TRAILS, PARKS AND RECREATION SYSTEM

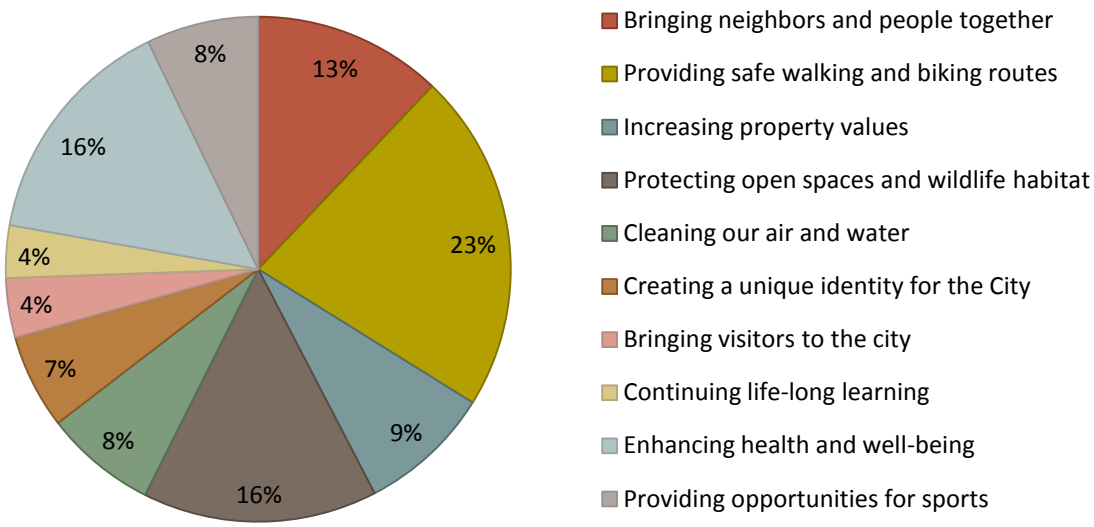


Photo: Intercept participants at Galvan Park

QUESTION 3: WHAT IS MOST IMPORTANT TO YOU WHEN CHOOSING RECREATION PROGRAM, CLASSES, AND EVENTS?

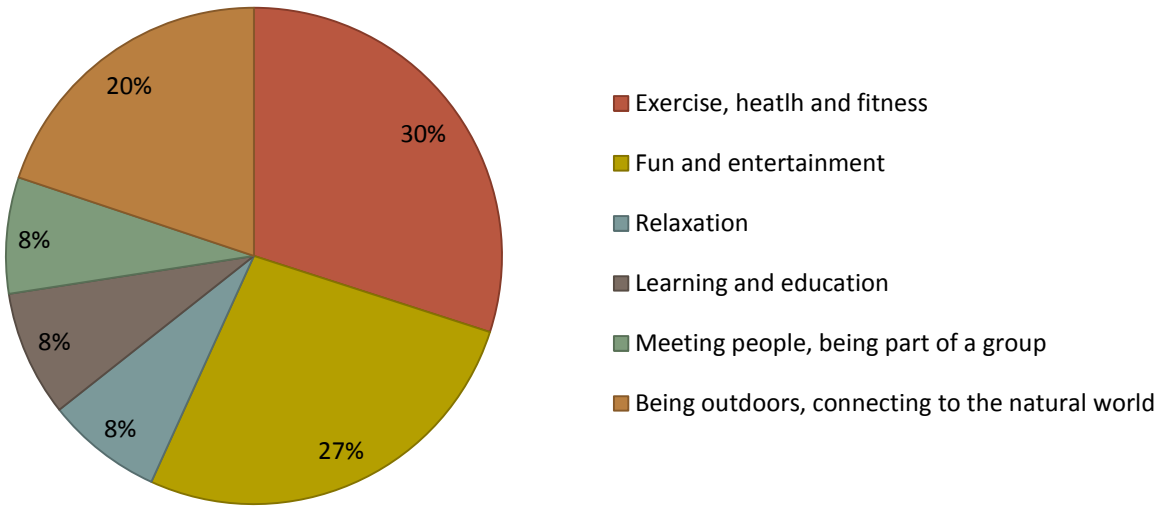
Participants were asked to vote on what they consider the most important when choosing recreation programs, classes and events. People could vote by placing stickers on their top three choices.

The top two responses included exercise, health and fitness, and fun and entertainment. The third most popular answer was being outdoors and connecting to the natural world. Respondents value similar experiences in both their parks and their recreation programs – exercise and access to nature.

TABLE 3. IMPORTANT FOR RECREATION PROGRAM, CLASSES AND EVENTS

Option	Number	Percent
Exercise, health and fitness	95	30%
Fun and entertainment	85	27%
Being outdoors, connecting to the natural world	63	20%
Relaxation	24	8%
Learning and education	26	8%
Meeting people, being part of a group	24	8%
TOTAL	**317**	**100%**

FIGURE 3. IMPORTANT FOR RECREATION PROGRAM, CLASSES AND EVENTS



QUESTION 4: WHAT ARE YOUR TOP PRIORITY IMPROVEMENTS OR ADDITIONS TO OUR NEIGHBORHOOD AND COMMUNITY PARKS, AND RECREATIONS CENTERS?

The fourth intercept question asked participants to vote on their top priority improvements to neighborhood and community parks, and recreation centers. Participants could choose between ten improvement options or vote for "something new or different" and write in their own responses.

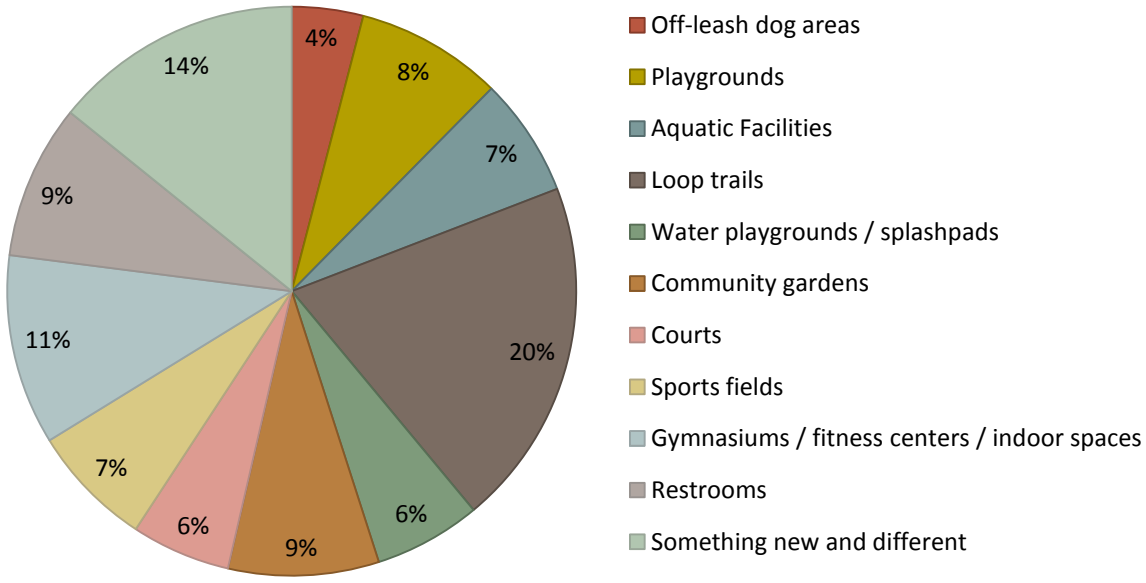
There was interest in all of the park improvement ideas and at least 18 people voted for each of the improvements. The most popular improvement was for loop trails, for which 88 people (20% of total votes) voted. The second most frequently chosen option was "something new or different." Some of the write-in responses for this question included hosting Friday night movies at the Community Center and designing more mountain bike trails, among others.

TABLE 4. PARK IMPROVEMENTS

Options	Number	Percent
Loop trails	88	20%
Something new and different	63	14%
Gymnasiums / fitness centers / indoor spaces	48	11%
Community gardens	38	9%
Restrooms	39	9%
Playgrounds	37	8%
Aquatic Facilities	30	7%
Sports fields	31	7%
Water playgrounds / splashpads	27	6%
Courts	25	6%
Off-leash dog areas	18	4%
TOTAL	**444**	**100%**

Photos: Intercept participants at Galvan Park

FIGURE 4. PARK IMPROVEMENTS



QUESTION 5: WHAT ARE YOUR TOP PRIORITY IMPROVEMENTS OR ADDITIONS TO OUR TRAILS AND BIKEWAYS?

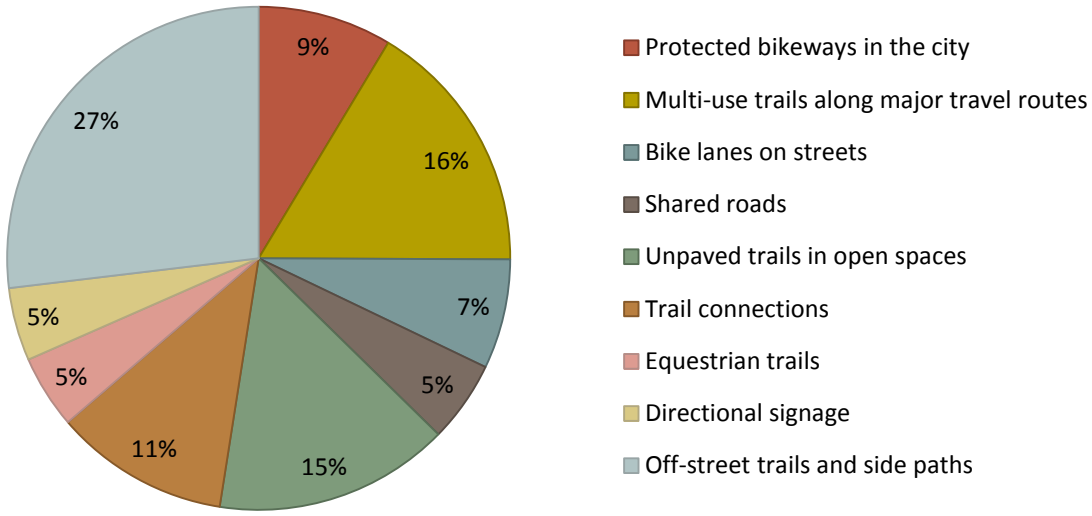
The final intercept board asked participants to vote on what improvements they would like to see made to trails and bikeways. Participants were presented with nine different options and with a space to write a proposal under "something new and different."

For bikeways and trails, participants voted most frequently for adding off-street trails and side paths, with this answer garnering 27% of the votes. The second most frequently selected option is multi-use trails along major travel routes. However, all options received at least 18 votes, revealing that respondents have a diversity of interests and needs for trail and bikeway improvements.

TABLE 5. TRAIL AND BIKEWAY IMPROVEMENTS

Options	Number	Percentage
Off-street trails and side paths	103	27%
Multi-use trails along major travel routes	63	16%
Unpaved trails in open spaces	58	15%
Trail connections	43	11%
Protected bikeways in the city	33	9%
Bike lanes on streets	27	7%
Shared roads	20	5%
Equestrian trails	18	5%
Directional signage	18	5%
TOTAL	**383**	**100%**

FIGURE 5. TRAIL AND BIKEWAY IMPROVEMENTS



IV. Next Steps

The information gathered from these intercept surveys will be considered alongside other community input to inform the Bikeways, Trails, Parks & Recreational Master Plan.

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Technical Supplement:
Interactive Map Survey Summary

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INTERACTIVE MAP SUMMARY

January 2015

Introduction

This document summarizes the results of the online interactive mapping questionnaire implemented by MIG for the City of Morgan Hill. The mapping exercise offered a unique way for community members to participate in the creation of the Morgan Hill Bikeways, Trails, Parks and Recreation Master Plan – residents could access this questionnaire online and on their mobile devices at their leisure. The results of this questionnaire, summarized and analyzed in this document, provide insight into how people use the existing bikeways, trails, parks and recreation system in and around Morgan Hill. There were approximately 400 participants.

TOOL DESCRIPTION

The interactive map questionnaire, Mapita, is a web-based application developed by an offshoot of a research group at Aalto University in Helsinki, Finland. Mapita was developed as a tool to examine the quality of built environments and gather ideas for improvements. Following extensive testing of the technology and methodology, Mapita partnered with MIG to make this tool available for community engagement processes in North America.

USE OF RESULTS

The questionnaire was designed to gather a sample of the community's use of the parks, trails and bikeways and recreation system, and existing challenges and opportunities. The results are user- and place-specific. The questionnaire focused on parks and trails for which there is presently limited data available to understand patterns of use. Specifically, the CRC and Aquatic Center were excluded from this questionnaire because data about these facilities is available from the facility operators. Furthermore, because of their high levels of use, these facilities would have dominated the responses and detracted from park usage data.

While some questions in this interactive map tool are formatted as traditional questionnaire questions, this is not intended to be a representative sampling of opinions across the community. The primary use of these responses will be as input for further analysis of the park system. Ideas and opportunities uncovered in this effort will make their way into recommendations for park sites or the entire system. These recommendations will be evaluated by the community later in the process.

Results: Parks

Respondents placed "pins" on the questionnaire map to answer questions about parks in Morgan Hill. Using the mapping software ArcGIS, MIG correlated the coordinate points of the pins to park locations (see Map 1 through Map 5).[1]

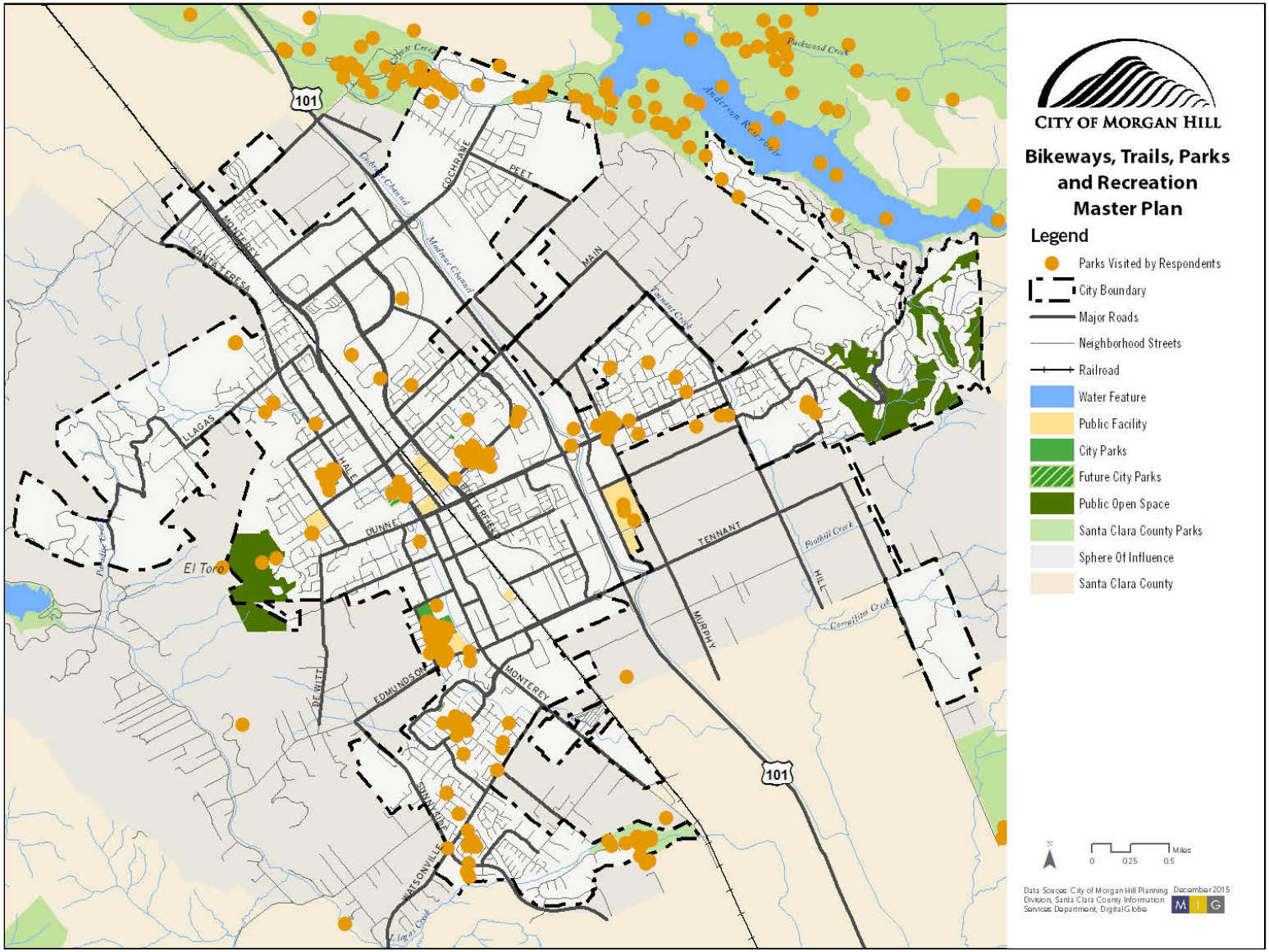
Respondents dropped pins on the map to respond to the following questions:

1. Which parks do you visit regularly? (Respondents could select all regularly visited parks.)
2. Which park do you visit most frequently? (Respondents could select *one* park.)
3. Which park is your favorite? (Respondents could select *one* park.)
4. Where is your home?
5. Where do you go to work or school?

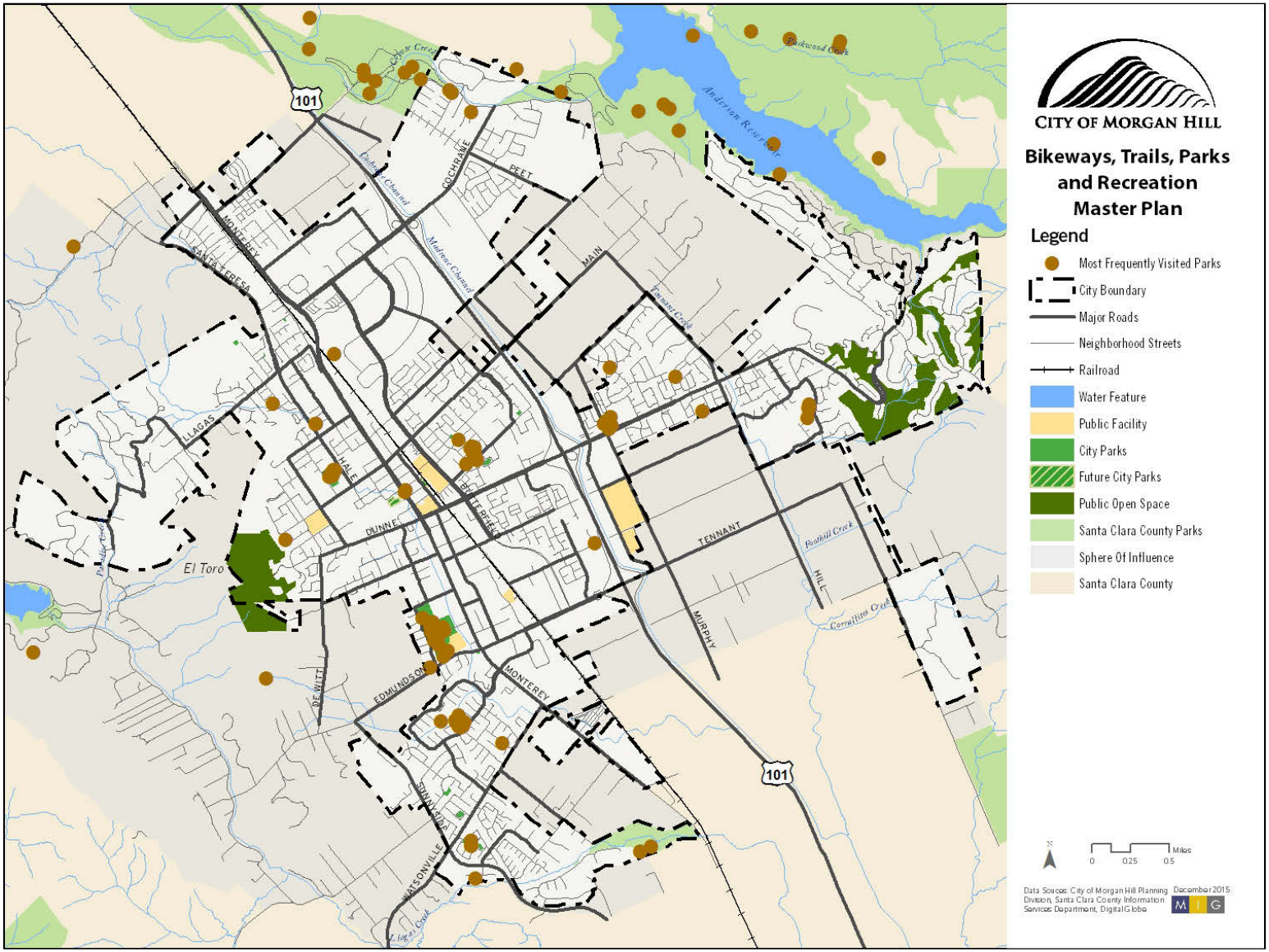
For these questions, the findings are sorted into quartiles by the number of people who selected a park in response to "Which parks do you visit regularly?" (See Table 1.) The table is sorted from the park most often selected as a regularly visited park, to the park least often selected as a regularly visited park. Note that the top five most regularly visited parks are also the most frequently visited and favorite parks.

[1] The mapping methodology associates pins within 600 feet of a City park's boundary with that park. If the pin was greater than 600 feet from the City park boundary, it was linked to the closest City park, City facility, or County within 600 feet. With these criteria, a number of pins fell outside of the 600 feet boundary. For the questions "Which parks do you visit regularly?," "Which park do you visit most frequently?," and "Which park is your favorite?" 118, 26, and 23 pins were removed from the data set. While these points are not included in this analysis, they are relevant in that they suggest that Morgan Hill residents travel to and use parks outside of City and nearby County facilities.

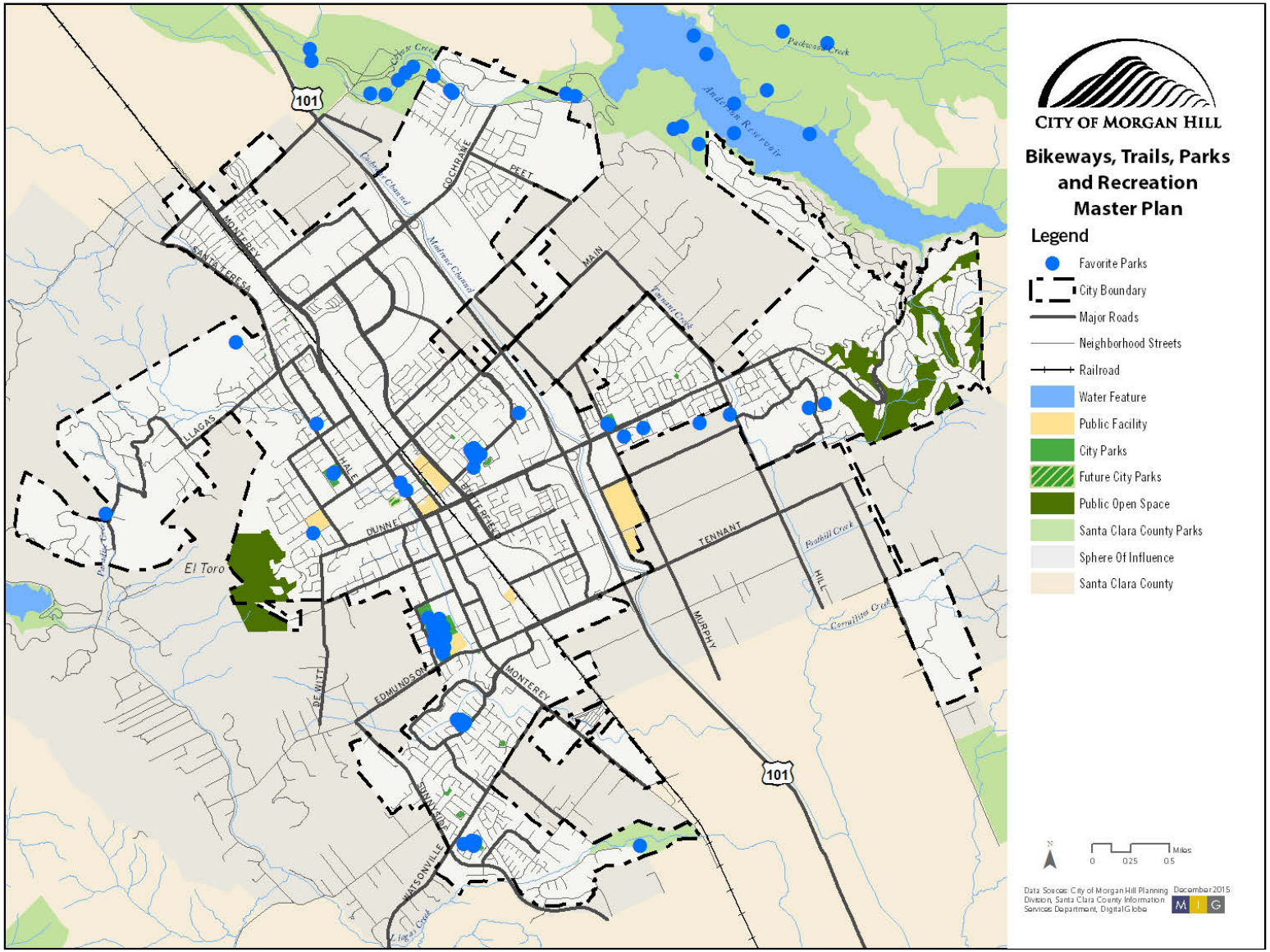
MAP 1. WHICH PARKS DO YOU VISIT REGULARLY?



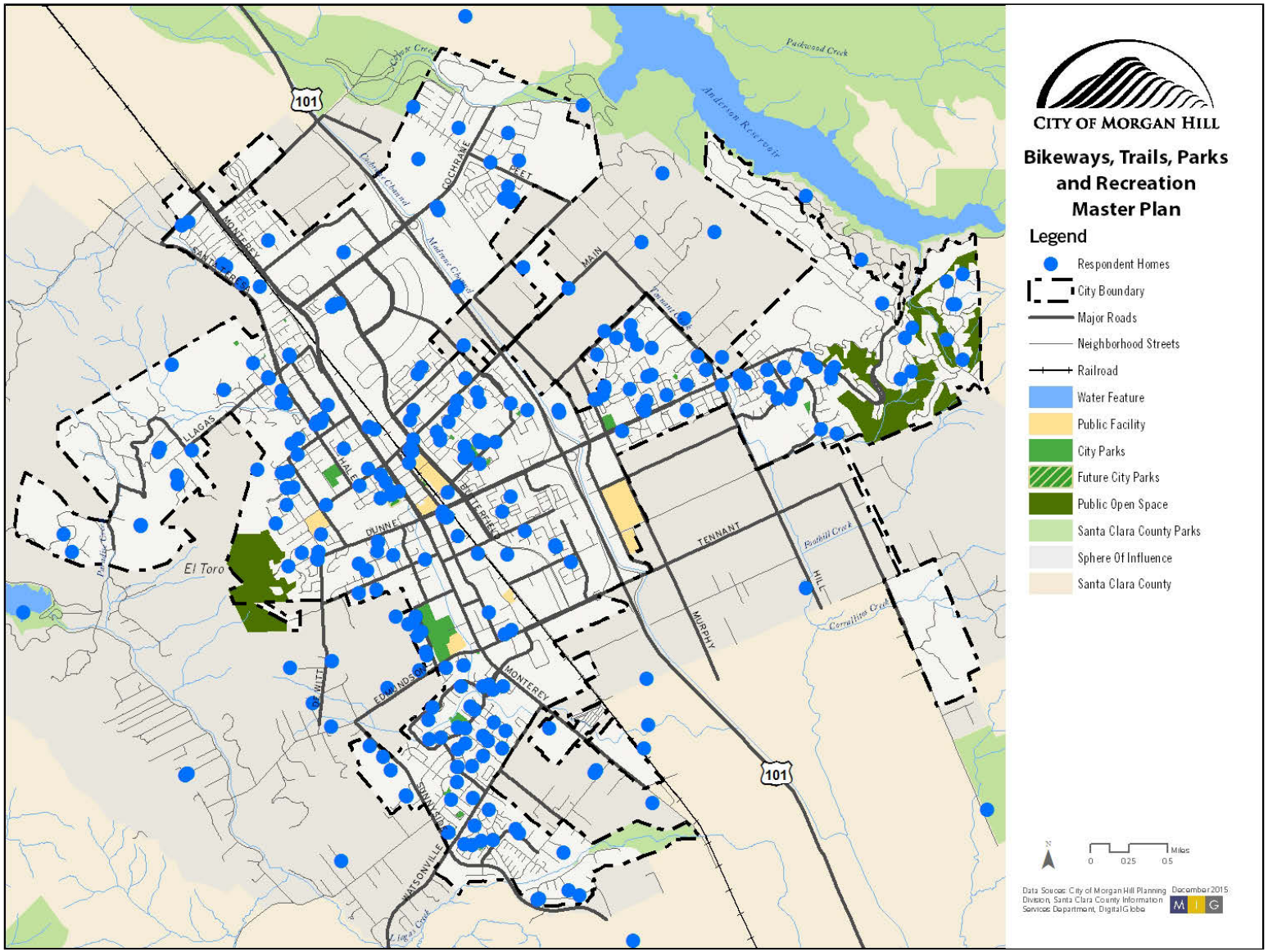
MAP 2. WHICH PARKS DO YOU VISIT MOST FREQUENTLY?



MAP 3. WHICH PARK IS YOUR FAVORITE?



MAP 4. WHERE IS YOUR HOME?



MAP 5. WHERE DO YOU GO TO WORK OR SCHOOL?

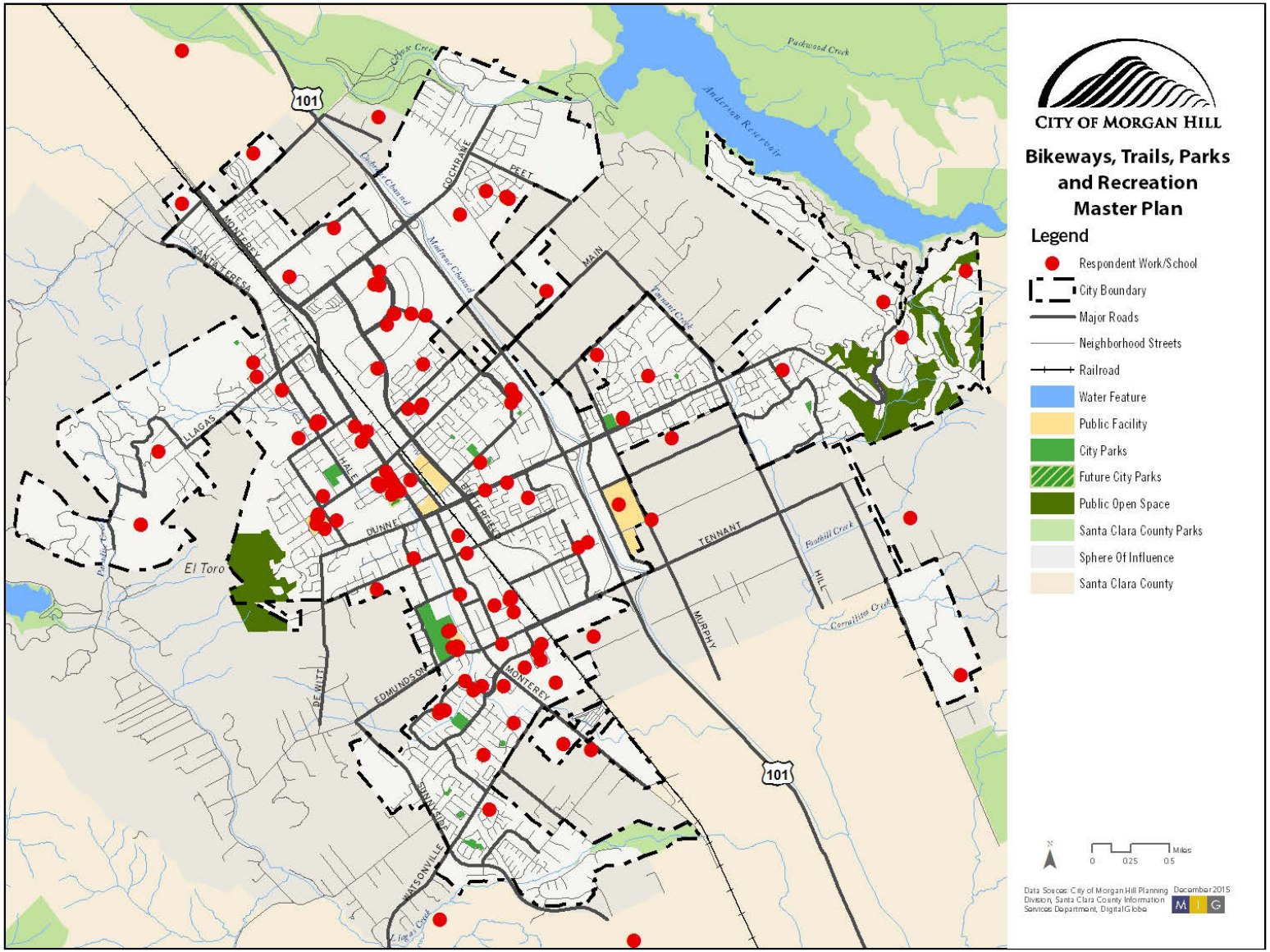


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TABLE 1. PARK SPECIFIC USAGE
* County of Santa Clara Parks
** Other – not city-owned park

	Park	Which parks do you visit regularly?	Which park do you visit most frequently?	Which park is your favorite?	Park Closest to Home	Park Closest to Work or School
1.	Community Park	116	35	31	20	11
2.	Paradise Park	77	32	18	15	4
3.	Anderson Lake County Park *	70	15	13	27	9
4.	Coyote Lake-Harvey Bear Ranch County Park	68	22	12	3	3
5.	Diana Park	48	16	20	12	0
6.	Nordstrom Park	47	12	3	12	3
7.	Coyote Creek Parkway – South*	42	15	12	7	9
8.	Galvan Park	25	7	2	89	37
9.	Oak Creek Park	18	4	5	10	1
10.	Silveira Property**	17	2	1	11	4
11.	Jackson Park	12	4	1	24	2
12.	Uvas Canyon County Park*	12	0	4	2	1
13.	Uvas Reservoir *	10	1	2	4	0
14.	Santa Teresa County Park*	8	2	1	1	6
15.	Chesbro Reservoir County Park*	7	0	0	11	2
16.	Mt. Madonna County Park*	7	1	1	3	5
17.	Calero County Park*	6	0	0	2	5
18.	Stone Creek Park	6	0	0	6	4
19.	Diana Estates Park	4	0	1	7	5
20.	Murphy Springs Park	4	0	1	12	2
21.	Outdoor Sports Center	3	0	0	3	4
22.	21 Mile Park	2	0	0	7	13
23.	New Almaden Quicksilver County Park*	2	0	0	0	0
24.	Conte Gardens Park	2	1		18	2
25.	Coyote Creek Parkway – North*	2	0	0	3	2
26.	Hamilton Square Park	2	0	0	3	1

1.	Howard Wiechert Park	2	0	0	9	0
2.	Mill Creek Park	2	1	0	7	4
3.	Vasona Lake County Park*	2	0	0	0	1
4.	Chitactac-Adams County Park*	1	0	0	0	0
5.	Community and Cultural Center	1	0	0	20	10
6.	Field Sports Park*	1	0	0	0	0
7.	Joseph D. Grant County Park*	1	0	0	0	0
8.	Alviso Marina County Park*	0	0	0	0	10
9.	Aquatics Center	0	0	0	1	1
10.	Belle Estates Park	0	0	0	12	6
11.	Centennial Recreation Center	0	0	0	2	0
12.	Ed R. Levin County Park*	0	0	0	0	4
13.	Fox Hollow Park	0	0	0	10	3
14.	Hellyer County Park*	0	0	0	0	3
15.	Los Gatos Creek Trail*	0	0	0	2	7
16.	Martial Cottle Park*	0	0	0	0	5
17.	Moody Gulch Properties**	0	0	0	1	0
18.	Penitencia Creek County Park*	0	0	0	1	20
19.	Rancho San Antonio County Park*	0	0	0	0	15
20.	Sanborn County Park*	0	0	0	1	0
21.	Sanchez Park	0	0	0	6	8
22.	Stevens Creek County Park*	0	0	0	0	6
23.	Sunnyvale Baylands**	0	0	0	0	26
24.	Upper Stevens Creek County Park*	0	0	0	1	4
25.	Uvas Creek Park Preserve**	0	0	0	16	6
	Respondents who live, work/go to school outside of the City				9	9
	Total	**627**	**170**	**128**	**401**	**274**

Note: *Several parks and open spaces did not receive any responses and are not included in the above table. Those parks include: LaPointe Properties, LaPointe Properties **, Lexington Reservoir County Park**

Table 2 includes the activities respondents do in the top five most frequently visited and favorite parks. Figure 1 illustrates the activities that people do in the top five favorite parks.

TABLE 2. ACTIVITIES IN THE TOP 5 MOST FREQUENTLY VISITED AND FAVORITE PARKS

Park	Community Park		Paradise Park		Coyote Lake-Harvey Bear Ranch		Diana Park		Anderson Lake	
What do you do? (%)[2]										
	Freq	Fav	Freq	Fav	Freq	Fav	Freq	Fav	Freq	Fav
Physical activity/ exercise	71	58	50	56	95	100	38	20	80	54
Take children to the playground	31	10	56	67	5	0	75	45	7	8
Gather with family/friends	34	39	41	44	32	25	25	50	20	38
Relax outdoors	31	35	44	44	27	42	38	55	33	38
Dog walking	23	48	31	22	32	58	25	20	33	8
Sports	26	19	16	28	9	17	0	5	0	8
Picnic	17	16	9	28	9	0	31	25	13	31
Experience nature	11	19	9	33	86	67	13	25	53	46
Activities or features at a specific site	17	26	0	6	9	33	6	5	13	8
Special events	20	19	6	6	9	17	0	0	7	8
Develop my skills/abilities (enrichment classes)	3	6	0	6	0	0	0	0	0	0

[2] Percentages do not total 100% because respondents were invited to select more than one response per a park.

FIGURE 1. ACTIVITIES IN THE TOP 5 FAVORITE PARKS

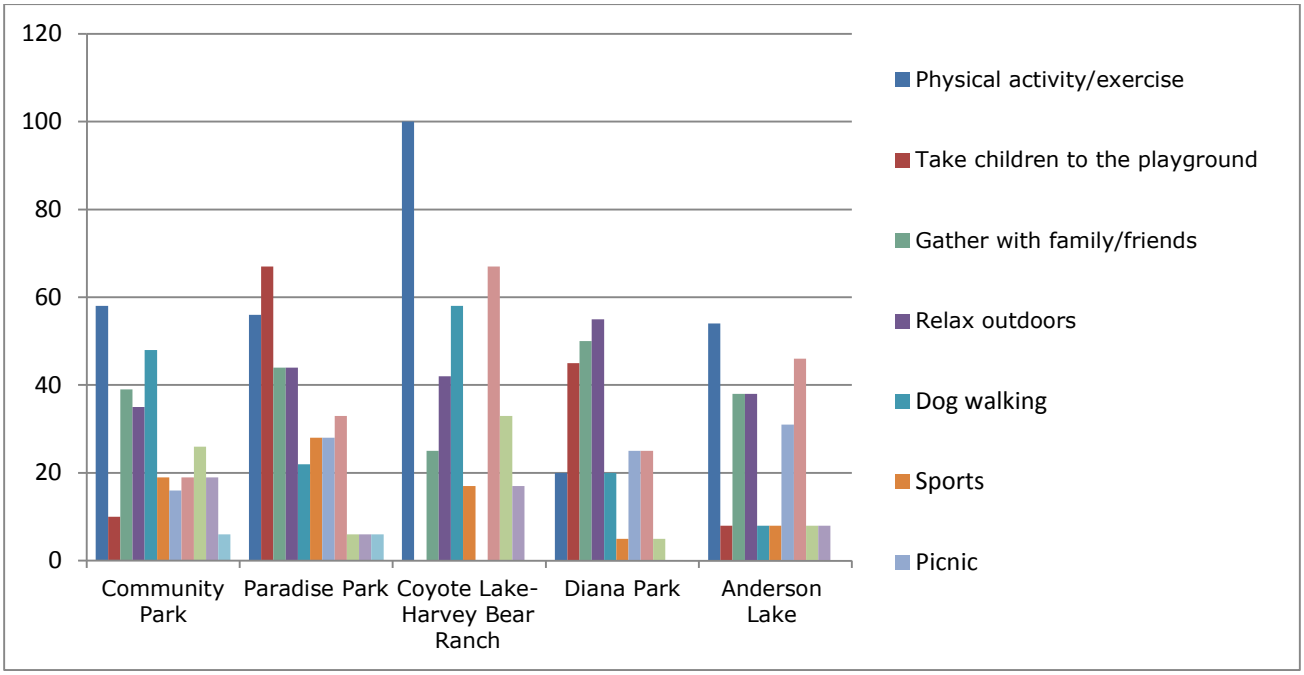


Table 3 includes the modes of transportation respondents indicated they use to get to the top five most frequently used and favorite parks.

TABLE 3. MODE OF TRANSPORTATION USED TO REACH THE TOP 5 PARKS VISITED MOST FREQUENTLY AND FAVORITE

Park	Community Park		Paradise Park		Coyote Lake-Harvey Bear Ranch		Diana Park		Anderson Lake	
How do you get there (%)[3]										
	Freq	Fav	Freq	Fav	Freq	Fav	Freq	Fav	Freq	Fav
Walk/roll	17	23	19	50	0	8	75	40	20	23
Drive	74	71	11	56	91	100	19	30	73	54
Bike	17	29	14	39	9	33	0	15	13	0
Transit/shuttle	0	0	0	0	0	0	0	0	0	0

[3] Percentages do not total 100% because respondents were invited to select more than one response per a park.

FINDINGS

Respondents Live and Work

- The respondents were asked to indicate where they live and work/go to school. Responses show that participants were fairly evenly distributed throughout the City.

Most Regularly and Frequently Used and Favorite Parks

- There is significant overlap in responses to the questions of what are your regularly used parks, what is your most frequently used park and what is your favorite park, with Community Park, Paradise Park, Anderson Lake, Coyote Lake-Harvey Bear Ranch, Diana Park, Nordstrom Park and Coyote Creek Parkway-South being selected the most frequently. This overlap in the parks selected for regularly visited, frequently visited, and favorite parks suggests these parks offer valued programs and experiences.

- The most popular parks (listed above) did not all rank high as the parks closest to respondents' home or school, although there is some overlap. The top five parks closest to respondents' homes are Galvan Park, Jackson Park, Anderson Lake, Community Park, and Conte Gardens Park.

- The disparity between the top five favorite and most frequently visited parks and the top five parks closest to home indicates the most respondents are best served by parks outside of their neighborhoods. This trend is likely influenced by the high quality and wide variety of amenities offered at Community Park. Also, Diana and Paradise Parks, which are Neighborhood Parks, are drawing users from throughout the city. This is especially true of Diana Park, which is attracting residents from the east and west parts of the City as, well as residents in the north.

- Galvan Park is the closest park to home for the largest number of respondents, yet it is not among the top five favorite, most frequently visited or favorite parks.

- Responses to most frequently used parks are slightly more dispersed than responses to favorite parks. More people indicated that their most frequently used park is a County park. This is likely because the people are going to their most frequently visited parks to exercise and the County parks offer extensive trail systems.

- The diversity of County parks represented in the responses highlights the prominent role of County facilities in Morgan Hill's trails, parks and recreation system.

Mode of Transportation

- Respondents were asked to indicate how they get to each of the parks they marked on the map as regularly visited, most frequently visited and favorite parks. More participants

indicated that they use cars to get to parks than any other mode of transportation (50% of responses). Thirty-one percent of responses were walking or rolling to parks and 19% were biking. No respondents indicated that they use transit/shuttle to get to parks.

- A high percentage of participants who selected Paradise, Galvan Park, and Nordstrom Park as their most frequently visited parks indicated that they walked/rolled there. While Community Park was the most regularly visited park, few respondents indicated that they walk/roll or biked there. (Note: There were fewer responses to this question for Community Park.)
- About twice as many participants indicated that they drive to their favorite parks than walk/roll to their favorite park. The discrepancy between the mode of transit people use to get to their most frequented park and their favorite park reinforces the finding that respondents' favorite park is often not the closest park to their home.

Park Activities

- Physical exercise, taking children to the playground, gathering with family and friends and relaxing outdoors were the top activities selected for the parks that participants visited most frequently.
- Dog walking was also among the most popular activities in the most frequently visited parks. Community Park and Coyote Lake Harvey Bear Park are the two most popular parks for walking dogs.

APPLICATION OF FINDINGS

- Identify the offerings that draws people to the most frequently visited and favorite parks and consider opportunities to expand these offerings into other parks in Morgan Hill. Specifically, Diana and Paradise Parks were among the most popular neighborhood parks. The programming and facilities in these parks should be further examined to better understand what attracts people to the parks and how these experiences may be incorporated into other neighborhood parks.
- The Master Planning process should consider the role of the most popular neighborhood parks to determine whether their role is to serve the local neighborhoods or the wider community.
- Nordstrom Park was among the most regularly visited parks. However, it was not among respondents' top favorite parks. A closer look at Nordstrom Park may reveal improvements that could enhance the experience for the frequent users of the park.
- Evaluate the County Parks frequently used by Morgan Hill community members to inform the trail connections and access points needed between Morgan Hill and County facilities/land.
- There may be potential to work with VTA or other providers to understand transit

needs/demand and update routes to better serve parks, trails, and recreation facilities.

- A significant number of respondents are walking/rolling and biking to parks. The quality of the bicycle and pedestrian routes to parks should be evaluated, both for the safety of the current users and to encourage new pedestrians and bicyclists. Amenities, such as such as secure bike racks and water fountains, that cater to non-motorists are also important considerations.
- A closer study of the parks where dog walking was especially popular may help inform the location of a future dog park.

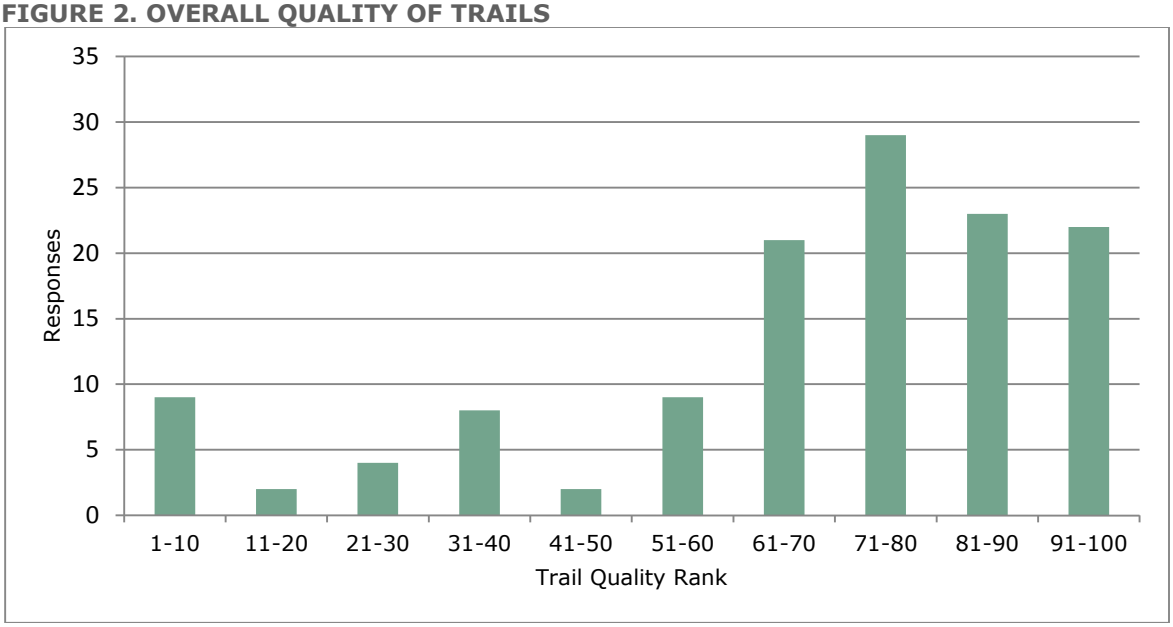
Results: Trails

Respondents were asked to drop pins on the map where they access trails and to draw a line on the map over the trails they use most often. Map 6 and Map 7 show the trails and access points selected by respondents.

OVERALL QUALITY OF TRAILS

Questionnaire respondents were asked to rank the quality of trails within Morgan Hill by using a slider to choose a position between "Not Good" and "Very Good." The position was then quantified as a value between 1-100.

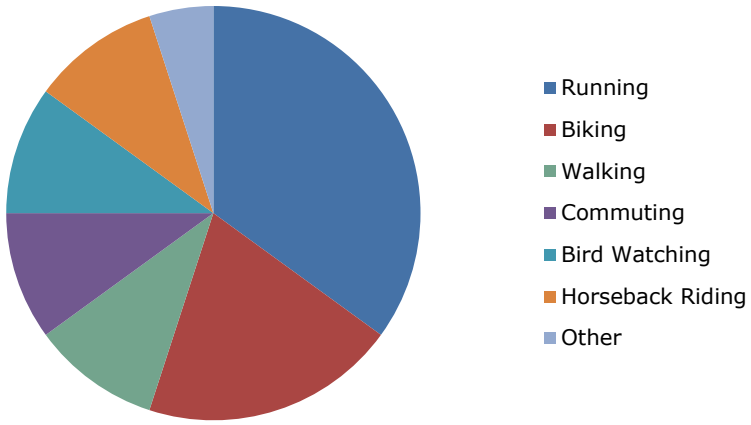
FIGURE 2. OVERALL QUALITY OF TRAILS



TRAIL ACTIVITIES

Respondents were asked to indicate the activities that they currently do on trails, as displayed in Figure 3. There were only 20 responses to this Mapita question.

FIGURE 3. TRAIL ACTIVITIES



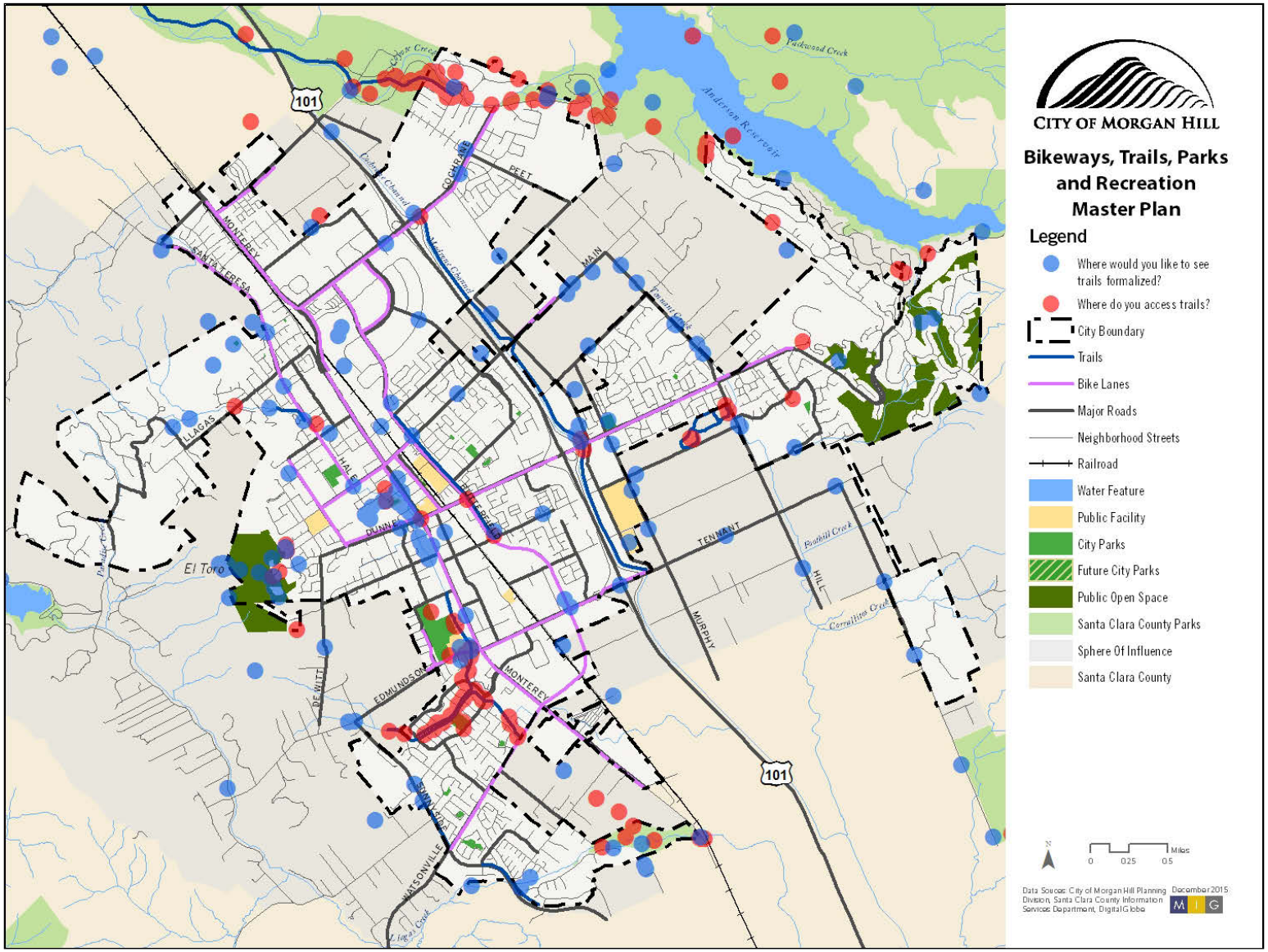
TRAIL ISSUES

Respondents were asked to explain their trail ranking. Respondents cited issues related to connectivity, maintenance and high use. Table 4 captures the number of times that top issues were cited in responses to this open-ended question.

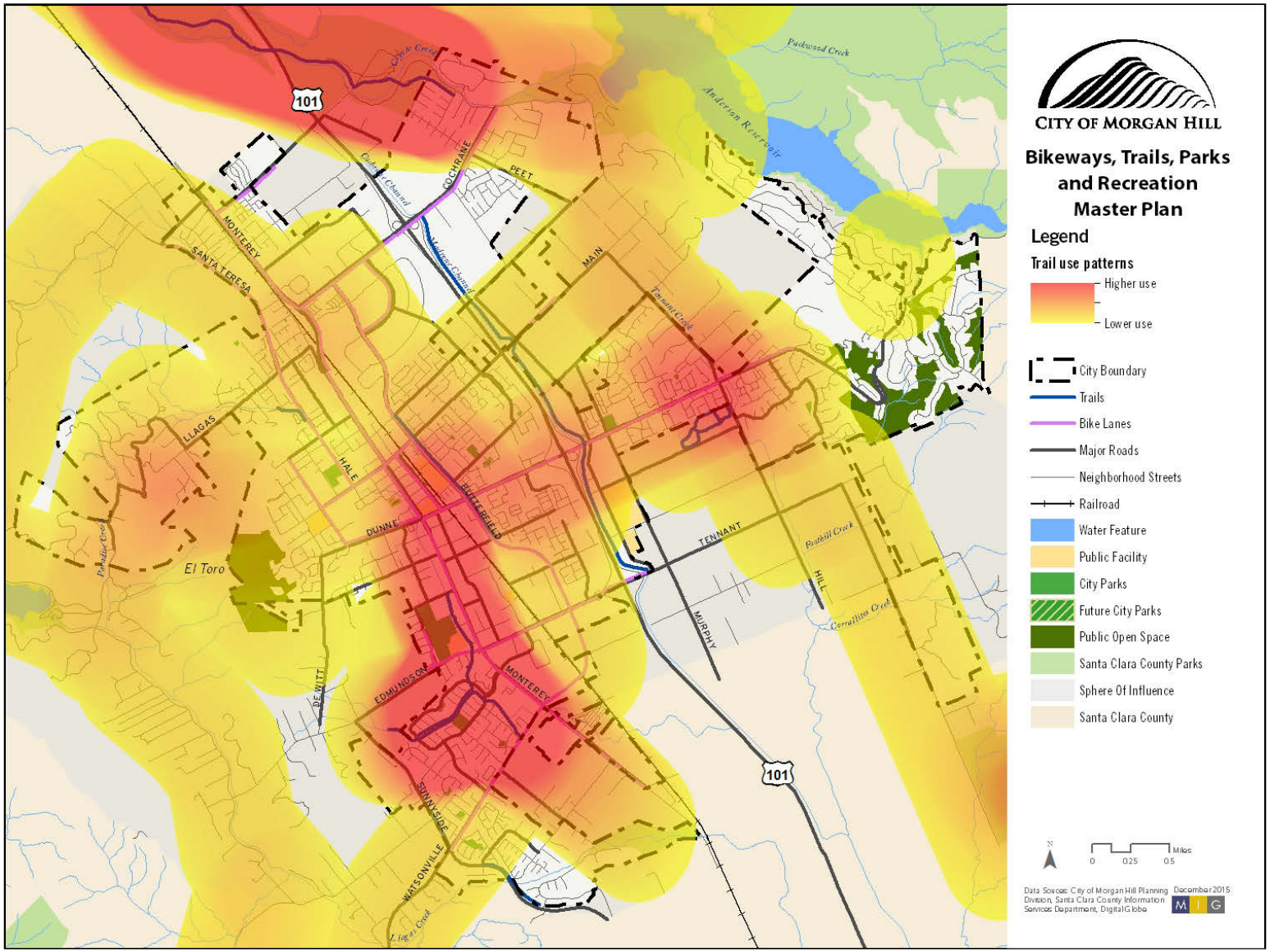
TABLE 4. TRAIL COMMENTS

	Count	Percentage
Not enough trails	9	20
In need of repair	7	15
Not enough trails close to or connected to downtown	4	9
Trails not connected	3	7
Don't feel safe on trail	2	4
Not aesthetically pleasing	2	4
Too much trash	2	4
Tree roots can trip you up	2	4
Limited trees	2	4
Hard to find trails	2	4
Not close to home	2	4
More markers needed	2	4
Other	7	14
Totals	**46**	**100%**

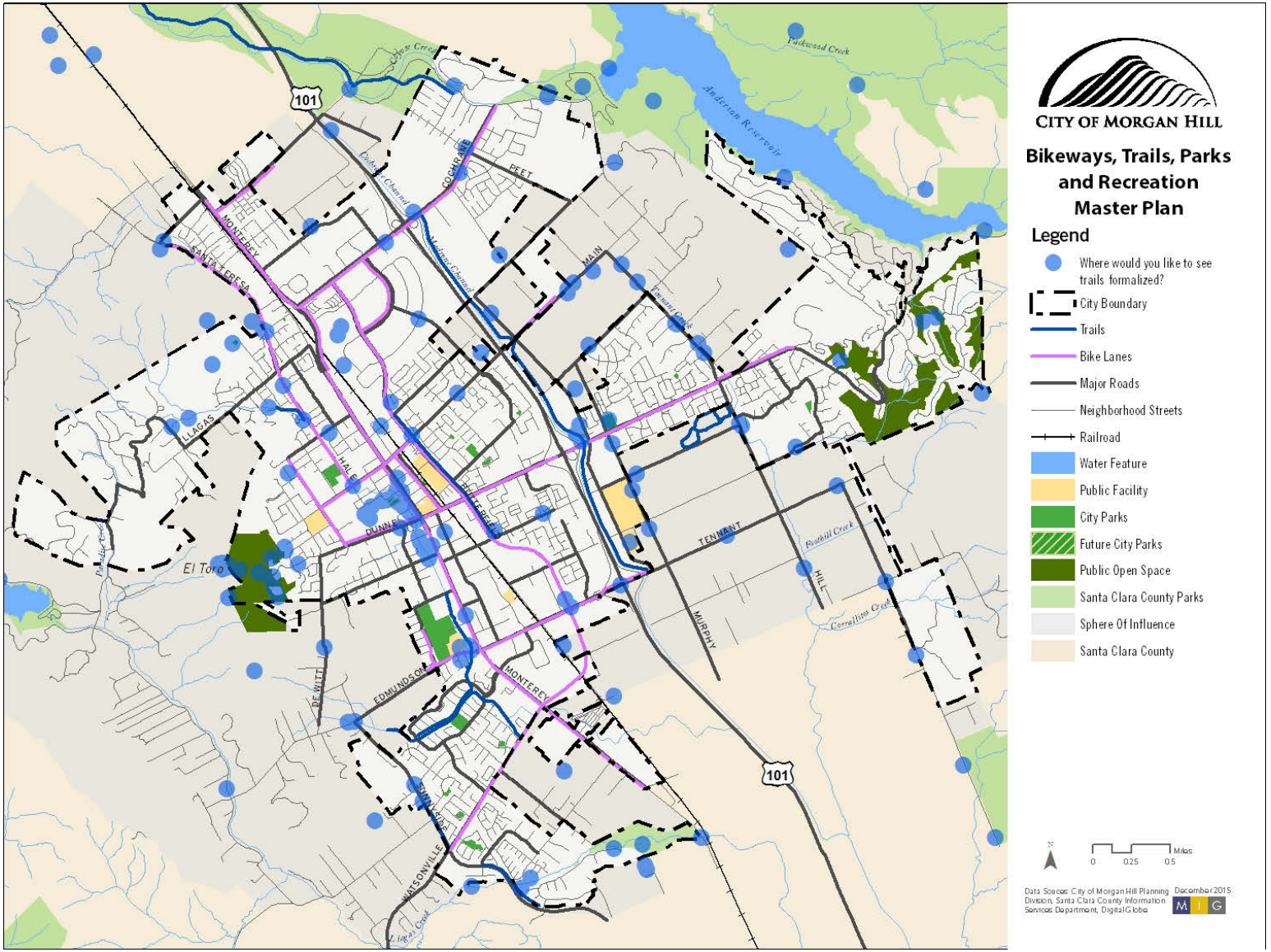
MAP 6. TRAIL ACCESS



MAP 7. TRAIL USE PATTERNS



MAP 8. TRAIL FORMALIZATION



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FINDINGS

- Respondents indicated the locations where they currently access trails (see Map 6). Responses were concentrated along Northern Coyote Creek Trail to Anderson Lake, Coyote Lake-Harvey Bear Ranch County Park, and along Little Llagas Creek, between Community Park and Paradise Park.
- Respondents were asked to draw on the map the trails they use (see Map 7). The most heavily used trail is Coyote Creek Trail, north of Anderson Reservoir, which is consistent with the finding that Anderson Lake County Park is the third most regularly visited park among participants.
- Respondents placed dots on the map where they would like to see trails formalized (see Map 8). There are some concentrated responses along desired routes. The routes include Main where it intersects with Cochrane. There is also a cluster of responses on and around El Toro and a cluster of responses in Downtown along Monterey. (See Map 6)
- Respondents were asked to indicate barriers to walking and bicycling in Morgan Hill. (See Map 9) There are concentrations of barriers along Hwy 101 at major intersections.
- Respondents generally indicated that Morgan Hill's trails are good quality. On a scale of 1 ("not good") to 100 ("very good"), a majority of respondents (57%) rank Morgan Hill's trails as 70/100 or better and most of those responses were between 71 and 80.
- Biking and running are the top two activities that respondents reported doing on the trails (35% and 20%, respectively).
- The most frequently reported issues about trails are: there are not enough trails; many trails need maintenance; and too few trails are located in or connected to Downtown Morgan Hill.

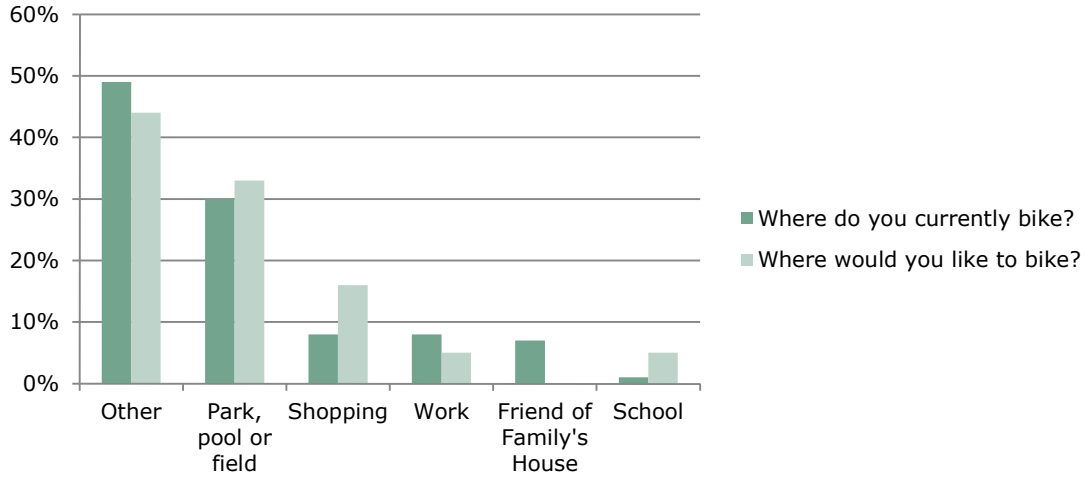
APPLICATION OF FINDINGS

- There is a clear desire for more trails and bikeways that connect to Downtown. The Master Plan should look at opportunities for additional and safer routes and connections to Downtown.
- The gaps between heavily used routes (see Map 7) highlight the need to connect these areas and the potential demand for these connections. In particular, there is a need for a north-south route as well as east-west connections that allow people to safely cross Hwy 101.
- The popularity of Coyote Creek Trail highlights the importance of good connections to the trail.
- Trails are primarily used for running and biking. There are also hikers and equestrian users. Best practices for shared trails, including rules, signage and design, should be incorporated into trails in Morgan Hill.

Results: Biking

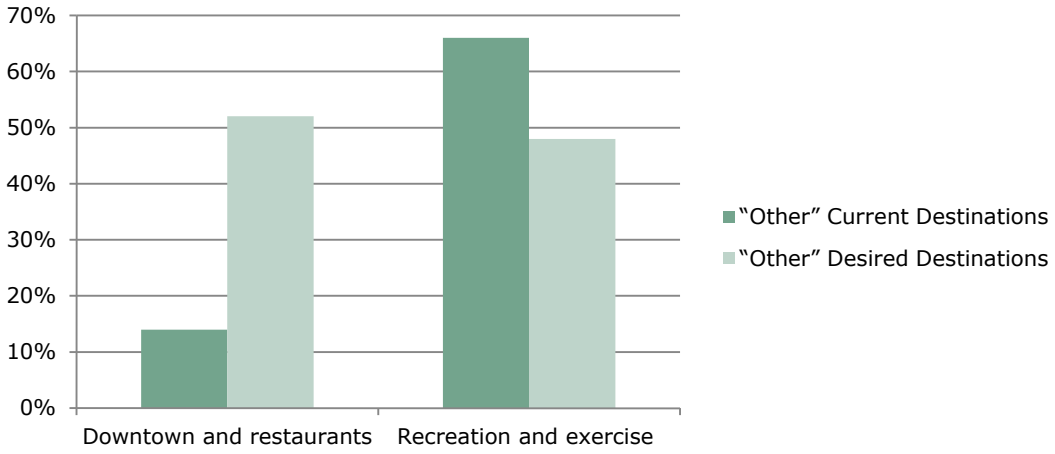
Respondents were asked to indicate the destinations they currently bike to and where they would like to bike to in Morgan Hill. Respondents were then provided with a list of destination categories, which included an "other" option, where a specific destination could be written in (see Figure 4).

FIGURE 4. DESTINATIONS ON BIKE



"Other" was the most frequently selected response to questions "Where do you currently bike?" and "Where would you like to bike?" Many of the respondents elaborated on their "other" destinations. Their responses were categorized by Downtown and restaurants, recreational and exercise, and commute (see Figure 5).

FIGURE 5. OTHER RESPONSES



Specific suggestions for other desired improvements or destinations included, among others:

- I would like to see a bike trail from the percolation ponds to the Coyote Creek Bike Trail
- Hill Road is unsafe as is
- De Witt could seriously use a shoulder wide enough for a bike.
- I would like to bike all the way downtown from Paradise Valley on a bike trail

FINDINGS

- Of those that specified an "other" location, 14% said they currently bike downtown or to restaurants, but 52% said they would be interested in biking to a downtown or restaurant location. This is aligned with the comments about trails that indicated there are not enough trails close to or connected to downtown. (See Table 4 and Figure 5.)
- Thirty percent of respondents said they currently bike to a park, pool or field, and 33% said they would be interested in biking to these locations.

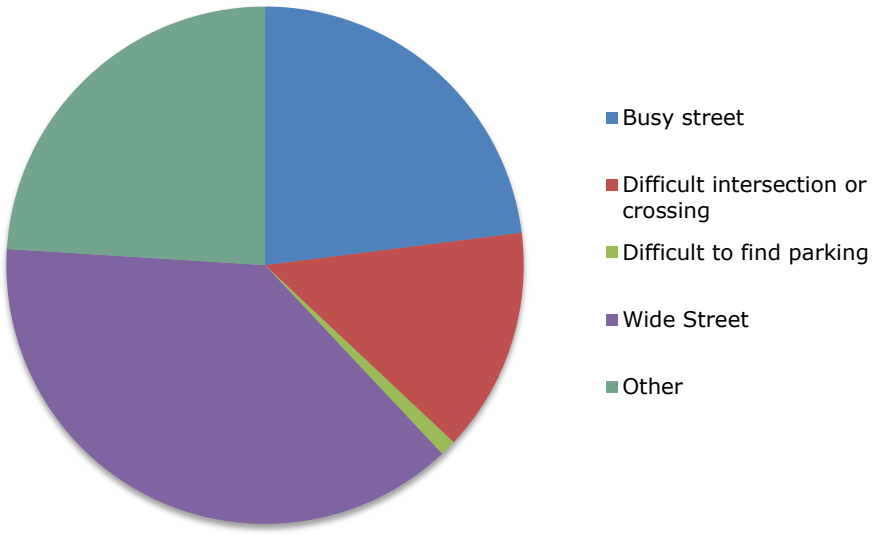
APPLICATION OF FINDINGS

- Responses to questions related to both trails and biking indicate that there is significant interest in improved bikeway connections to downtown. Given the recent mixed responses to the road diet in downtown, the community's preferences for types of bicycle infrastructure should be further explored.
- The interest in biking to park, pool or field indicates that opportunities for bike connections to parks and recreation facilities should be identified.

Results: Barriers

Respondents were asked to place a pin where they currently experience barriers getting to parks, open spaces, facilities or trails in Morgan Hill and then select the type of barrier. Map 9 illustrates where respondents indicated barriers.

FIGURE 5. BARRIERS

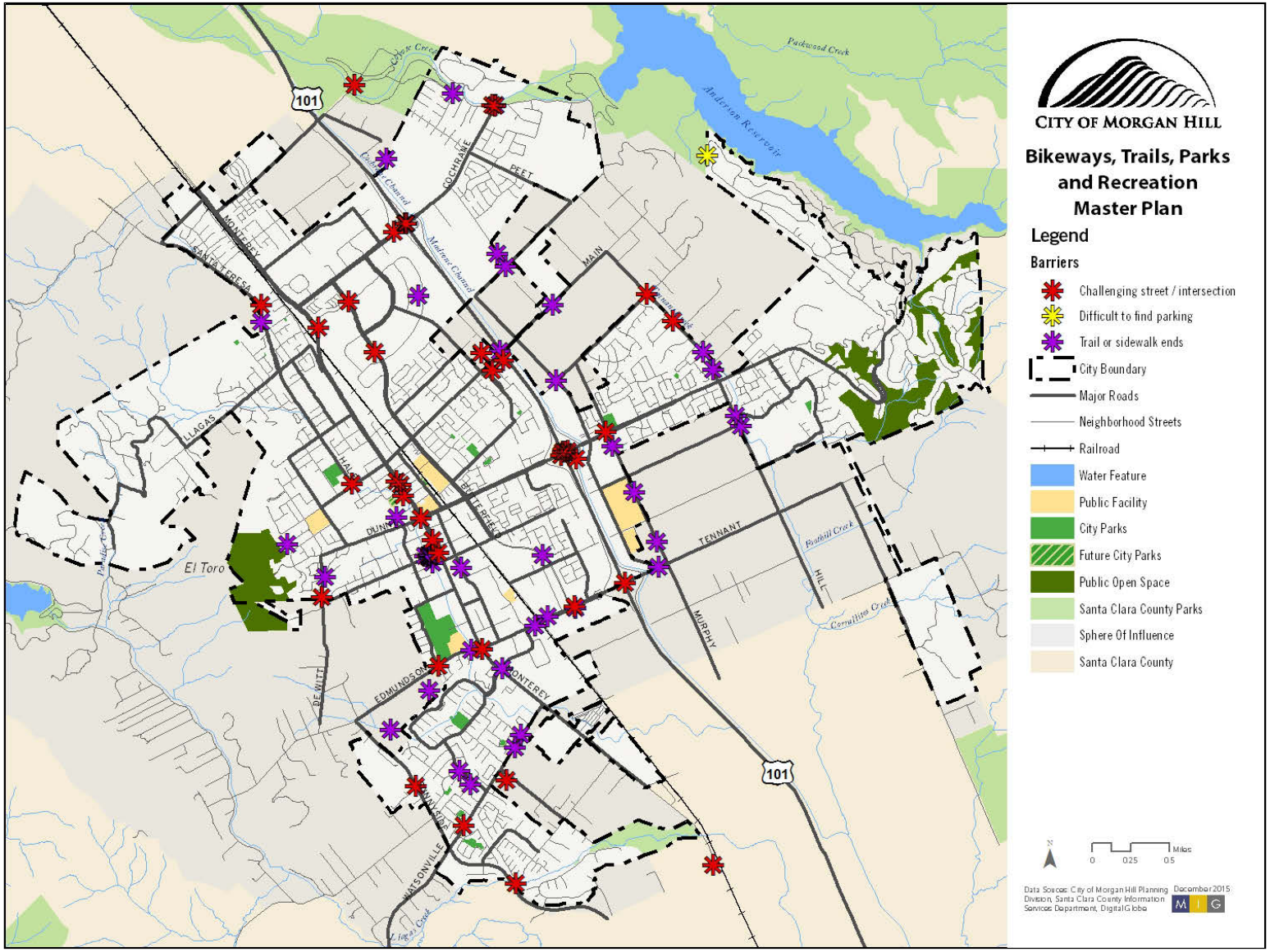


"Other" was a frequently selected response, and the comments regarding these barriers are categorized by theme in Table 9.

TABLE 5. "OTHER" BARRIER RESPONSES

Other Barrier	Count	Percentage
No Bike Lanes	8	29%
Narrow Road	7	25%
Unsafe Neighboring Behavior	3	11%
Drivers	3	11%
Private Property	2	7%
Railroad	1	4%
Storm Drain	1	4%
Parked Cars	1	4%
No Sidewalk	1	4%
Poor Visibility	1	4%
Total	**28**	**100**

MAP 9. BARRIERS



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FINDINGS

- Respondents revealed several areas with concentrations of barriers including:
    - The intersection of Dunne Ave. and Hwy 101
    - Main Ave. and Hwy 101
    - Monterey Rd. in Downtown
    - Along Tennant Ave. and Edmundson Ave.
    - Along Hill Rd.
- Thirty-eight percent of respondents marked that wide streets were a part of the obstacle of access, while one of the top responses within the "other" category was that roads were too narrow to feel safe bicycling to their destination.
- Parking does not seem to be the dominant concern when accessing bikeways, trails, and parks within Morgan Hill. Few people (one respondent) indicted that a lack of adequate parking is a barrier.

APPLICATION OF FINDINGS

- Streetscape improvements that address the width of streets, speed of vehicle traffic on streets, and lack of bicycle infrastructure will be important to improving access to Downtown, parks, open spaces, facilities and trails in Morgan Hill.

Results: Programming

The questionnaire asked respondents if they or their family members participate in City classes or programs. Forty-eight percent of respondents answered that they or their family members participate in City programming.

TABLE 6. PARTICIPATION IN PROGRAMS AND CLASSES

Do you or family members participate in any Morgan Hill classes or programs?	Count	Percentage
Yes	81	48%
No	88	52%
Totals	**169**	**100%**

Below are some of the most common responses from participants who explained why they do not participate in programming.

TABLE 7. NON-PARTICIPATION IN PROGRAMMING

Why do you not participate in programming?	Count	Percentage
Classes are too expensive	7	30
Respondents unsure of classes and class schedules	4	17
Classes are not the right fitness level	3	13
Respondents do not have time in their schedule	3	13
Classes at inconvenient times	2	9
Respondent has not had time to sign up	2	9
Desired classes do not have capacity	2	9
Classes are not appealing	1	4
Totals	**23**	**100%**

DESIRED PROGRAMMING

A handful of respondents listed programs that they would like the City to offer or improvements in recreation programming they would like the City to make. Desired programs included: self defense, ceramics or art classes, greater capacity in swim lessons, Pickleball and more tennis courts.

FINDINGS

- Nearly half of respondents (48%) have participated in the City of Morgan Hill programming
- The top cited issues with programming is that classes were too expensive and respondents were unsure of what classes were offered and when.

Results: Other Ideas for Improvement

The final two questions of the questionnaire asked respondents to address any other thoughts they had regarding bikeways, trails, and parks in Morgan Hill. Specifically, respondents could leave open ended responses to the questions "Do you have anything else to add?" and "Do you have any further ideas for improvement?" The responses were categorized into seven different categories (see Table 8), plus an "other" category for comments that were unique.

TABLE 8. OTHER IDEAS FOR IMPROVEMENT

Improvements	Count	Percentage
Safe and connected routes for people who bike and walk	33	34
Other	17	18
Adding new trails	16	17
New amenities and parks ideas	10	10
Add restrooms at parks	8	8
Adding a Downtown Park and formalizing Pop-up Park	6	6
More opportunities for bicycle education	3	3
Fiscal responsibility	3	3
Totals	**96**	**100**

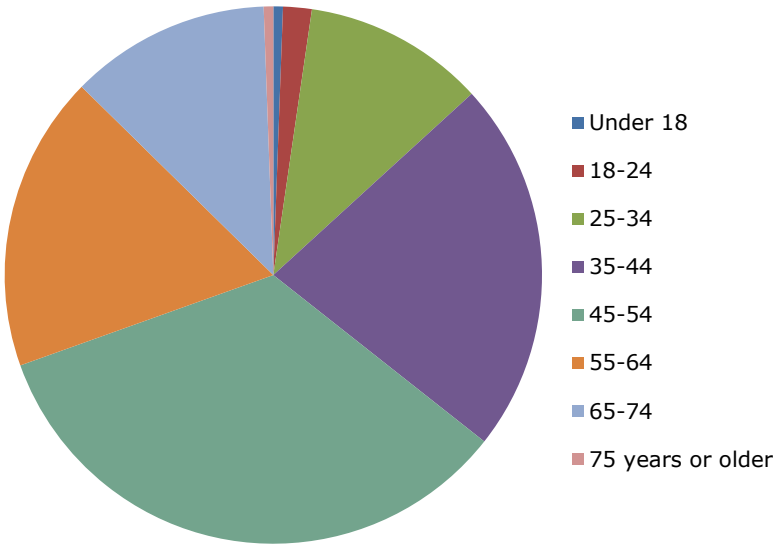
FINDINGS

- One-third of respondents indicated that they would like to see more safe and connected routes for people who bike and walk.
- Sixteen of the comments referenced a desire for new trails in Morgan Hill.

Results: Respondents

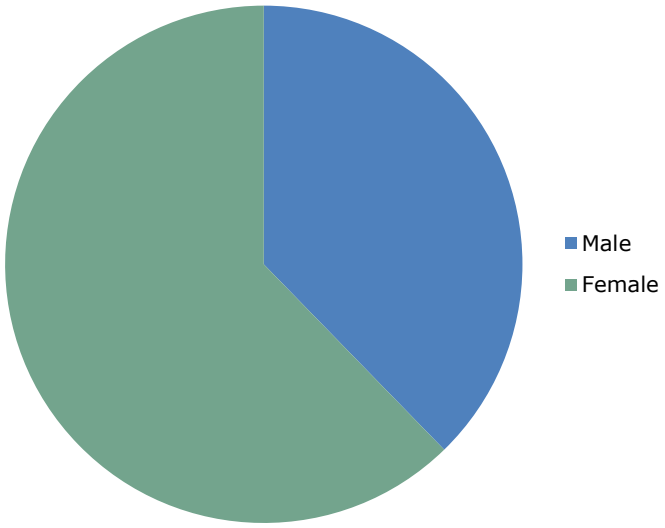
A total of 400 responses were recorded between August 17, 2015 and October 11, 2015. It should be noted, however, that not all of these respondents answered every question. Just under 180 participants responded to the demographics section of the questionnaire. The responses are summarized in the tables below. The total number of respondents who answered each question is indicated in the "Total" row, and the "Percentage" is calculated by the total number of respondents who answered each question.

FIGURE 6. AGE OF RESPONDENTS



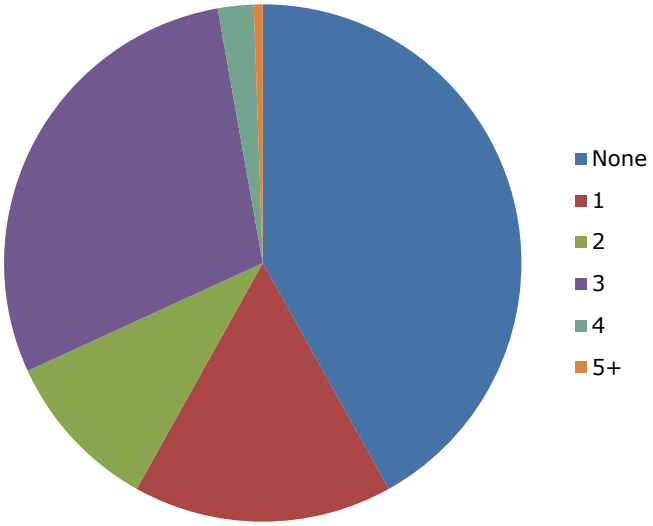
Total Respondents: 169

FIGURE 7. SEX OF RESPONDENTS



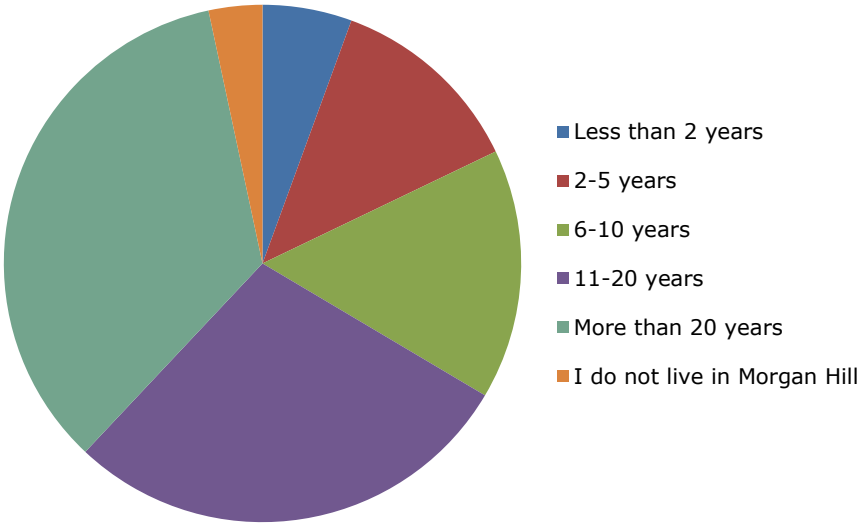
Total Respondents: 175

FIGURE 8. CHILDREN IN HOUSEHOLDS OF RESPONDENTS



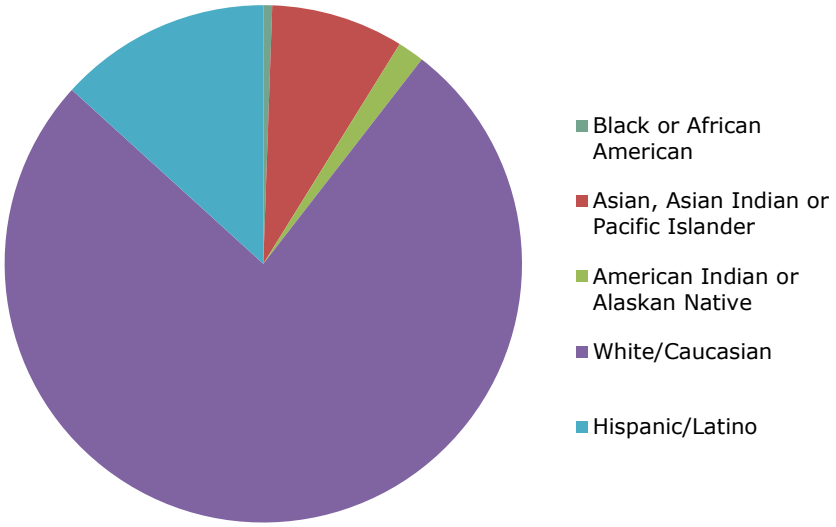
Total Respondents: 179

FIGURE 9. YEARS LIVED IN MORGAN HILL



Total Respondents: 179

FIGURE 10. ETHNICITY



Total Respondents: 181

FINDINGS

- The respondents who answered the demographic section of the questionnaire were more female (62%), more Caucasian/White (76%), and older than the Morgan Hill population overall, which is 50.5% female and 65.2% White.
- Among adults, the questionnaire respondents roughly reflected the age distribution of the adult population in Morgan Hill. The largest cohort of adult residents and most questionnaire respondents are between the ages of 35 and 54.
- More than 40% of Mapita respondents have no children in their household, which is less than the 57% of Morgan Hill households without children under the age of 18.
- Thirty-five percent of respondents have lived in Morgan Hill for over 20 years and only six percent of respondents have lived in Morgan Hill for less than two years.
- The planning process will focus on reaching the demographic groups that were underrepresented among online questionnaire respondents.

Technical Supplement:
Online Community Survey Summary

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COMMUNITY SURVEY ANALYSIS SUMMARY

May 2016

Introduction

This document presents the results of the community survey implemented by MIG for the City of Morgan Hill. The survey provided an opportunity for residents to guide the policy and project priorities for the Morgan Hill Bikeways, Trails, Parks and Recreation Master Plan (Master Plan). The survey was available online and in hard copy in English and Spanish between March 29, 2016 and April 18, 2016. Paper copies were distributed at City facilities and through the City's community partners. There were approximately 1,100 participants in the survey. The results of this survey are summarized and analyzed in this document.

PURPOSE OF SURVEY AND USE OF RESULTS

The questions in this survey were based on findings from the project team's technical analysis a public and stakeholder information to date. The purpose of this survey was to collect information about community members' priorities for additions and improvements to park experiences, investments in parks and facilities, improvements to bikeways and trails, and recreation programming. The results of this survey are not intended to be a representative sampling of opinions across the community.

These survey findings will help the project team refine and prioritize strategies and projects included in the Draft Master Plan. The results of the survey were presented to the Master Plan Stakeholder Advisory Group at their meeting on April 21 and will also be provided to the Parks and Recreation Commission (PRC) and City Council. The community priorities that surfaced from the results of this survey will be further refined by the PRC and City Council and inform the recommendations included in the Draft Master Plan, planned for completion in fall 2016.

Results: Park Experiences

Participants in the Master Plan Community Workshop (January 2016) and members of the Stakeholder Advisory Group (SAG) have expressed interest in diversifying the types of experiences available in the Morgan Hill's parks. In the first section of the survey, respondents were shown a series of photos and asked "How much would you like to see each of the following play experiences in Morgan Hill's parks?" Then the survey asked about the types of recreation programming, if any, and types spaces that the community would like to see in the City's park. The responses are shown below.

FIGURE 1. NATURE PLAY

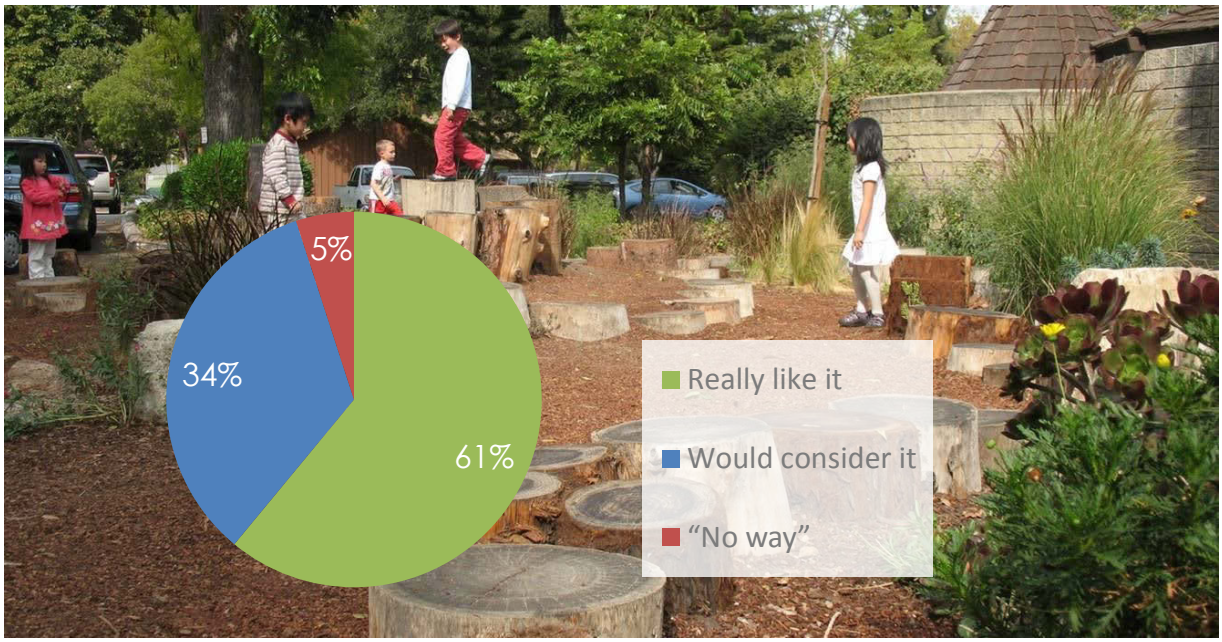


FIGURE 2. ADVENTURE PLAY

FIGURE 3. DIFFERENT/MORE VARIED PLAY STRUCTURES

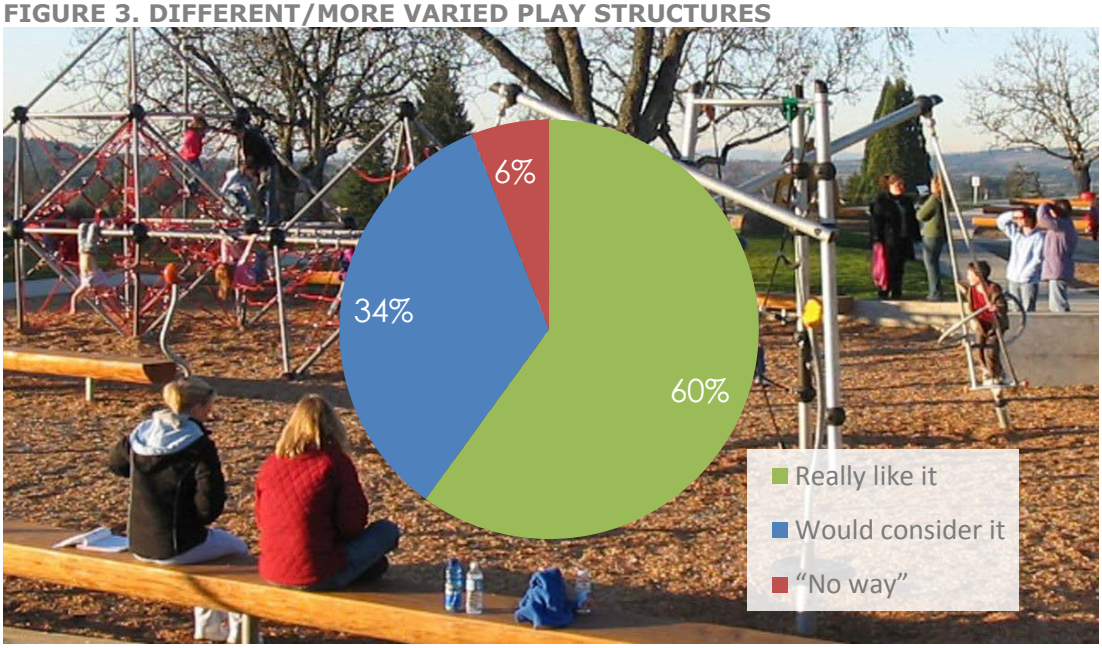


FIGURE 4. PLAY FOR ALL AGES

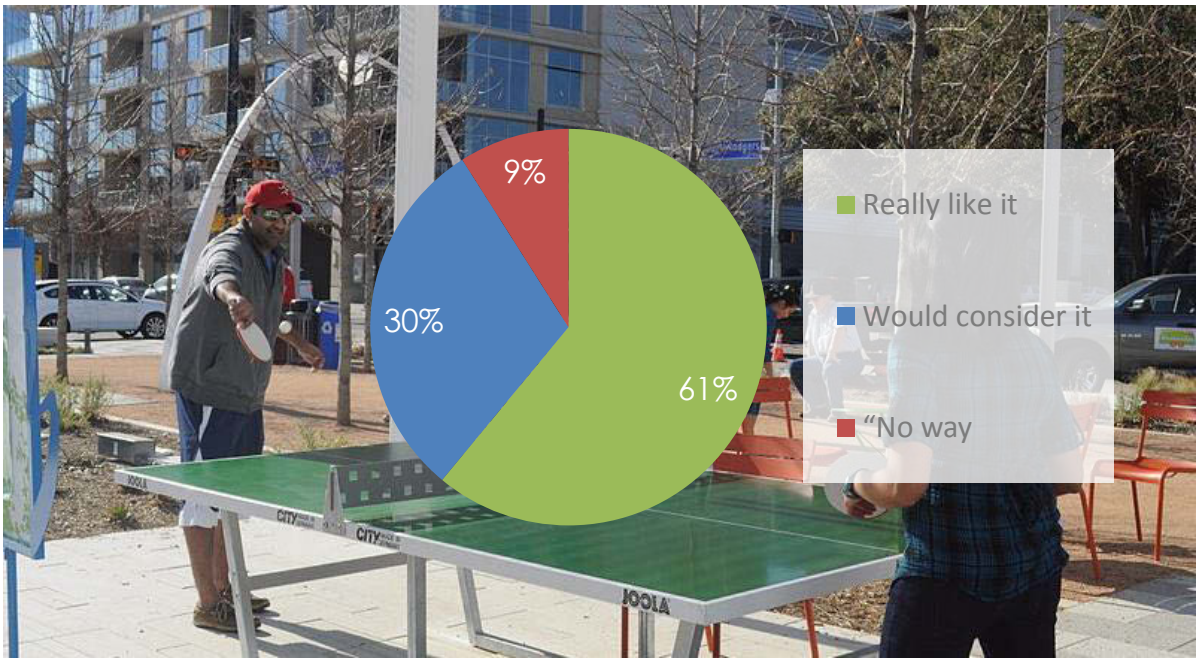


FIGURE 5. BIKE SKILLS COURSE

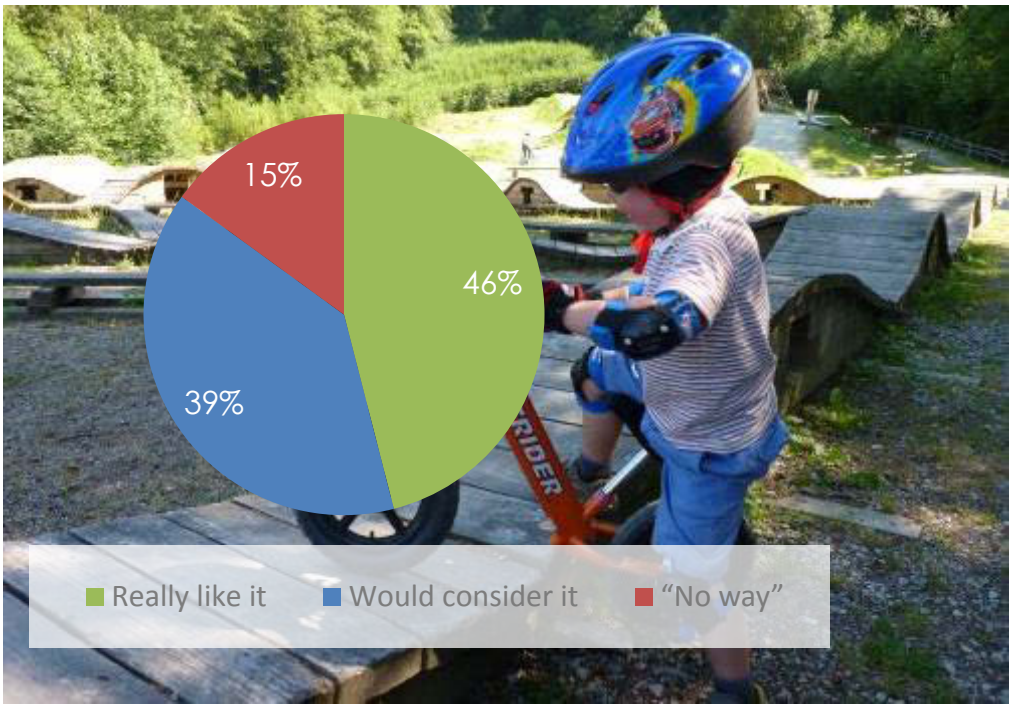


FIGURE 6. RECREATION EXPERIENCES DESIRED IN MORGAN HILL'S PARKS

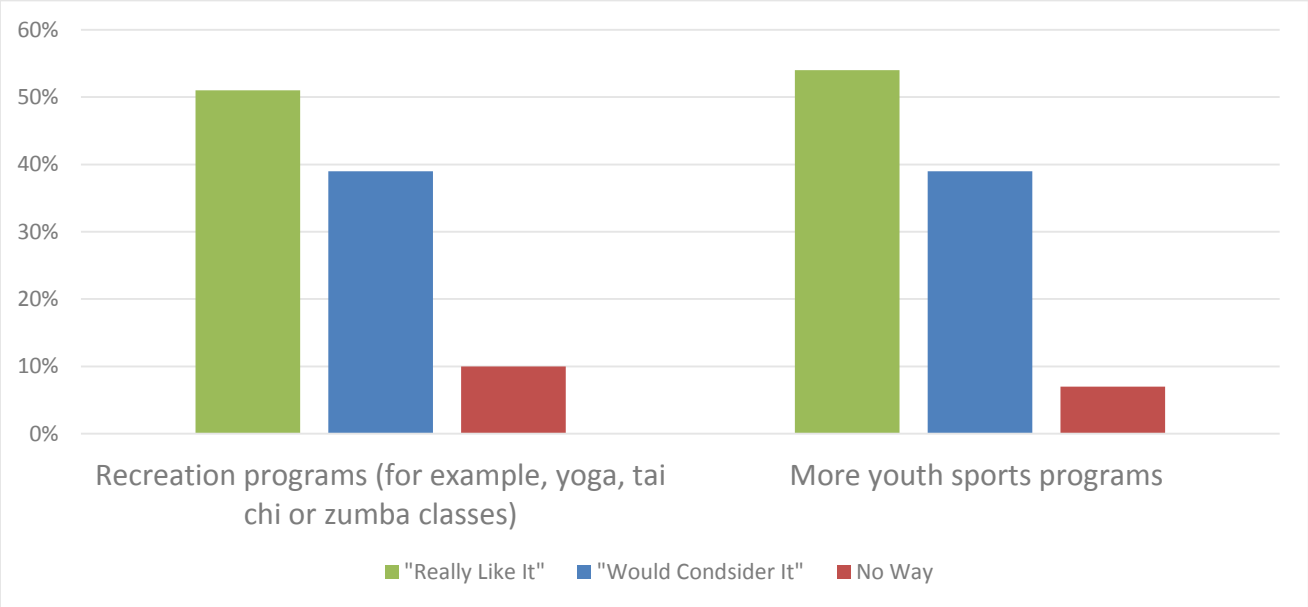


FIGURE 7. TYPES OF SPACES DESIRED IN MORGAN HILL'S PARKS

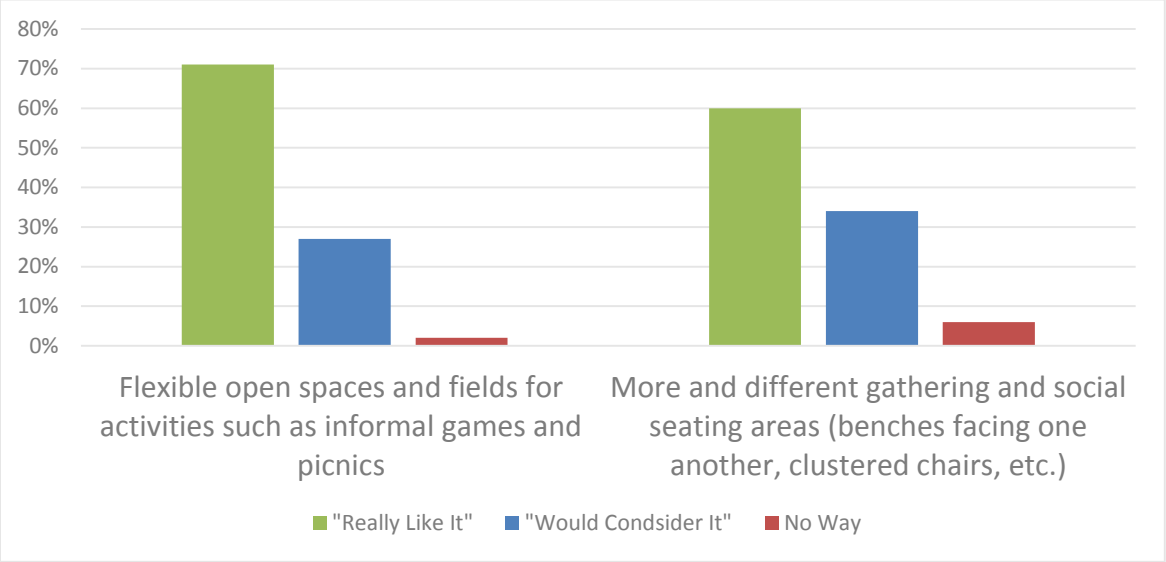


FIGURE 8. IDEAS FOR OTHER EXPERIENCES FOR MORGAN HILL'S PARKS (OPEN-ENDED QUESTION)

FINDINGS

- Respondents are seeking more varied and multi-generational park experiences. This survey result is consistent with community and stakeholder input received throughout the Master Planning process.
- Among types of play experiences, respondents showed the highest level of enthusiasm for nature play and play for all ages.
- Bike advocates in the community have been proponents of a bike skills course. Survey participants indicated some interest, although there was less enthusiasm for the bike skills course than the other park experiences shown in the survey.
- Survey respondents indicated enthusiasm for the City bringing recreation programs beyond the CRC and into parks.
- Respondents indicated a strong interest in flexible spaces in parks that are not specifically designed for one sport or activity but can be used for informal pick-up games and picnics.
- There was also interest in seating designed for socializing, instead of solitary linear benches. "Social seating" may not be a familiar concept, but more than 30% of respondents indicating that they would consider it.
- Well-connected, family-friendly bikeways and trails were among the most frequently submitted responses to the open-ended survey question: "Do you have ideas for other experiences that you would like to see in Morgan Hill's parks?"
- Sand volleyball courts were among the most frequently submitted ideas for park experiences.
- Other ideas from respondents included among others:
  - Exercise equipment along trails and in parks
  - Music in the parks
  - Equestrian trails
  - Universally accessible park and play experiences

APPLICATION OF FINDINGS

- The Master Plan will include recommendations and design guidelines that encourage the City to develop a broader range of play experiences in parks through different types of play structures, equipment, activities and flexible spaces.
- The Master Plan will recommend approaches for expanding recreation programming and youth sports into parks.

Results: Program, Park, and Facility Investments

Survey participants were asked to indicate the level of investment that they think the City should make in various choices under each of the following categories: programs, sports facilities, parks and open spaces, park amenities, and fields and facilities. For each question, the survey prompted participants to distribute $10 among three or four choices. The following graphs illustrate the average (mean) amount of money participants allocated for each. The highest scoring option is shown in green.

FIGURE 9: HOW MUCH MONEY, IF ANY, WOULD YOU SPEND ON EACH TYPE OF PROGRAM?

FIGURE 10: HOW MUCH MONEY, IF ANY, WOULD YOU SPEND ON EACH TYPE OF SPORTS FACILITY?

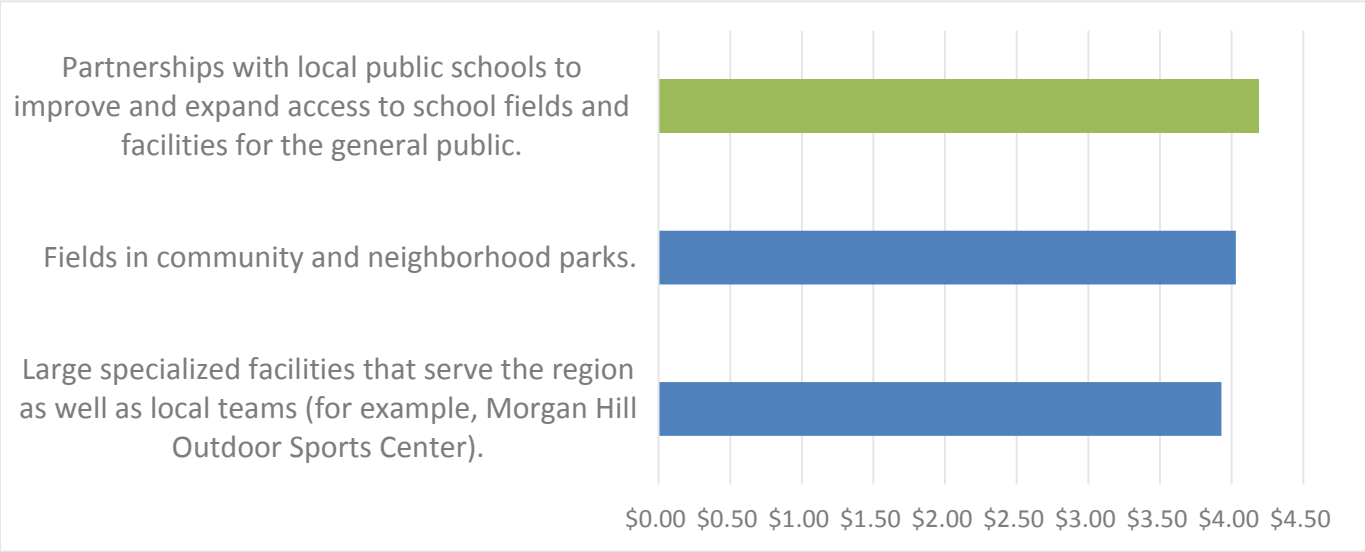


FIGURE 11: HOW MUCH MONEY, IF ANY, WOULD YOU SPEND ON EACH OF FOLLOWING TYPES OF PARK AND OPEN SPACE?

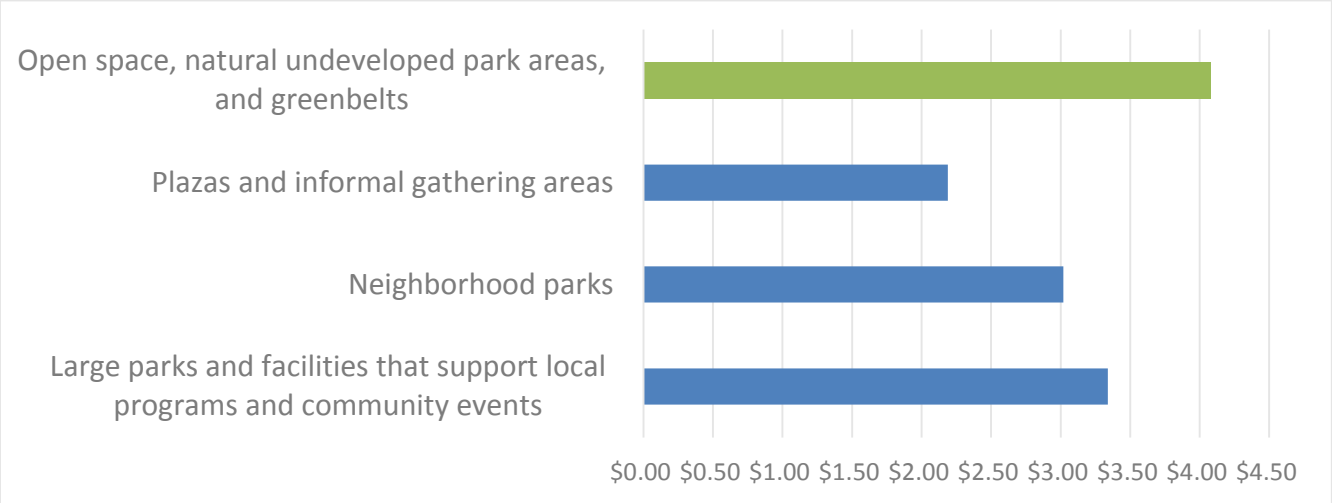


FIGURE 12: HOW MUCH MONEY, IF ANY, WOULD YOU SPEND ON THE FOLLOWING AMENITIES?

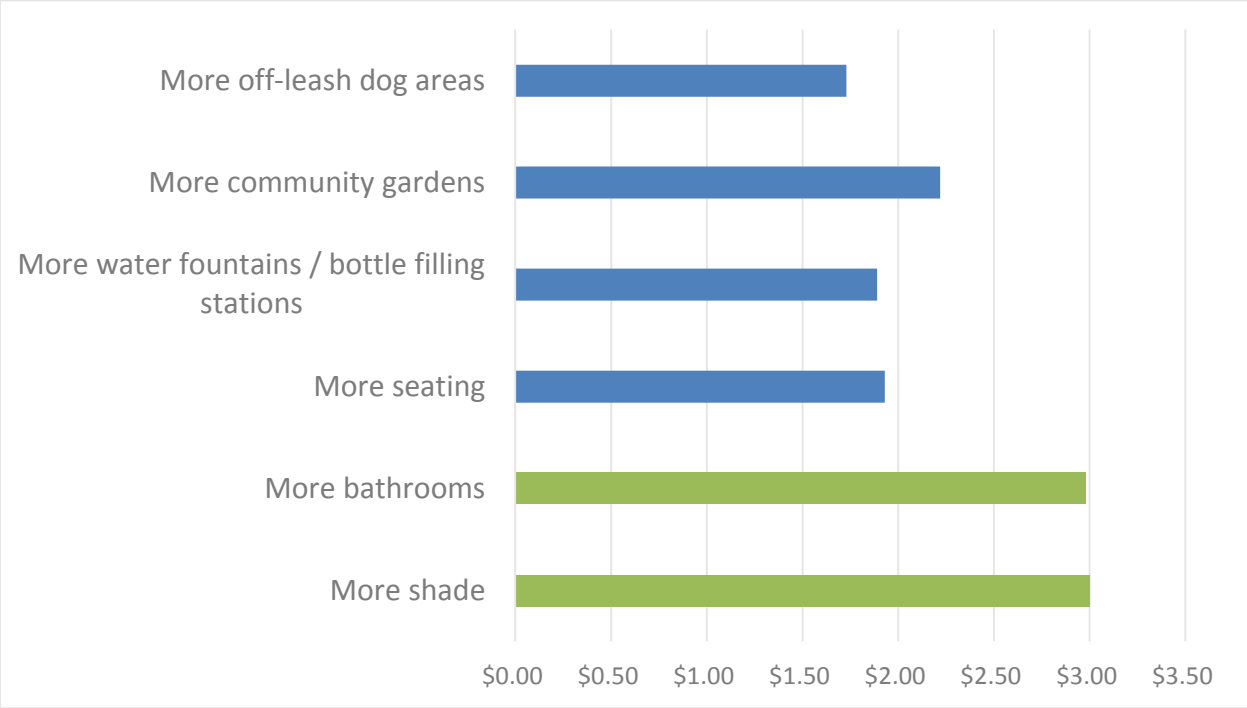
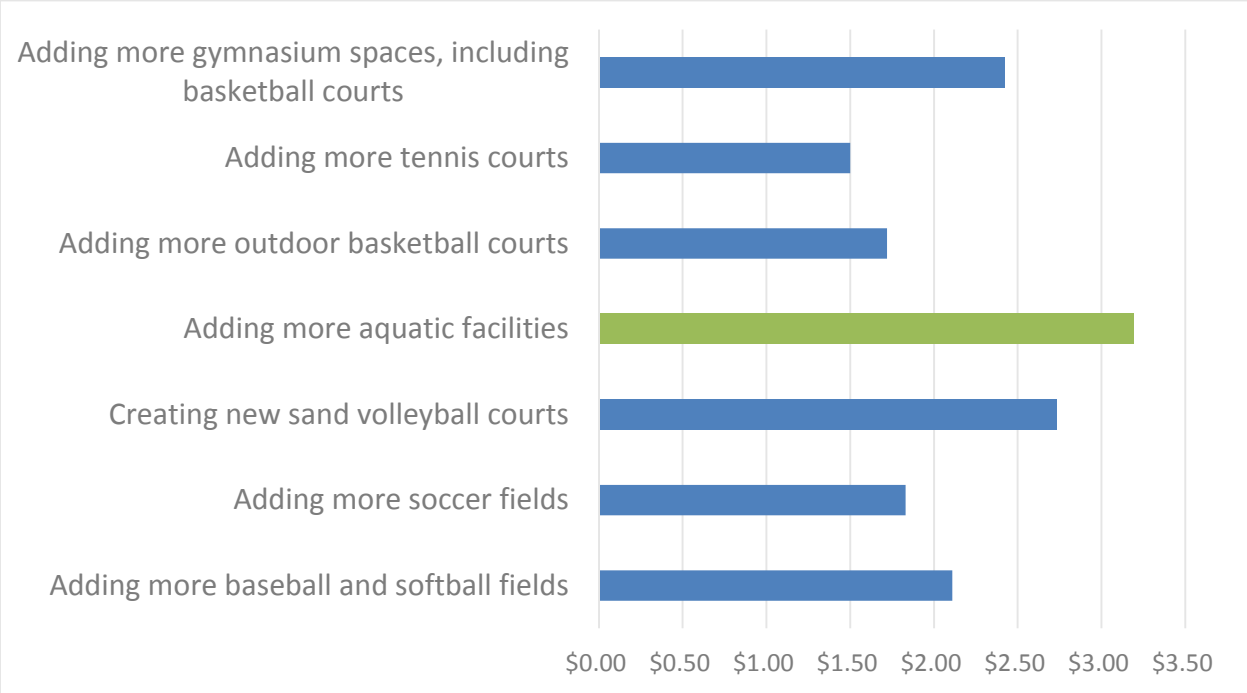
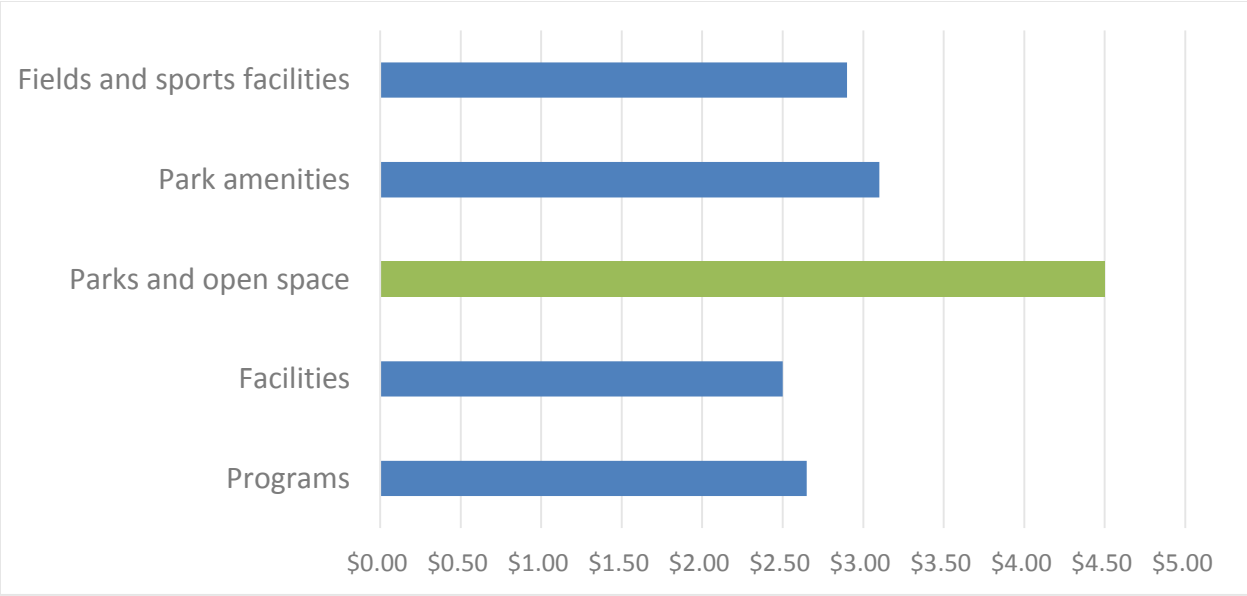


FIGURE 13: HOW MUCH MONEY, IF ANY, WOULD YOU SPEND ON THE FOLLOWING FIELDS AND FACILITIES?



The final question in this section asked survey participants to allocate $12 across all of the categories.

FIGURE 14: NOW, YOU HAVE $12 TO SPEND ACROSS ALL OF THE ABOVE CATEGORIES. HOW MUCH, IF ANY, WOULD YOU SPEND ON THE FOLLOWING?



FINDINGS

- Of the four programming area options, respondents showed the strongest support of funding outdoor/environmental education/nature programming and education.
- The largest number of participants supported fields that are jointly used with schools.
- Respondents prioritized spending on parks and open spaces over the other categories. Within parks and open spaces, respondents allocated the most money to open space, undeveloped parks, and green space. The interest in preserved natural areas aligns with respondents' high level of support for more environmental education.
- Respondents allocated the largest amount of funding for fields and facilities to adding more aquatic facilities. Respondents' interest in aquatic facilities, especially splash pads, was also apparent in the responses to the open-ended survey question inviting survey participants to write-in other ideas for park experiences.
- There was also support for creating new sand volleyball courts and adding more gymnasium spaces.
- Adding bathrooms and shade to Morgan Hill's parks was a high priority for survey respondents. The importance of additional bathrooms and shade was echoed by the Stakeholder Advisory Group (SAG) at the April 21 meeting.

APPLICATION OF FINDINGS

- The Master Planning process will consider whether the City should add more aquatic facilities.
- Approaches for expanding sports field capacity through strategies such as joint use agreements will be included in the Master Plan.
- The Master Plan will recommend locations for additional shade structures and restrooms in the park concept maps and will include these and other amenities in the cost and operations model.

Results: Bikeways & Trails

Throughout the Master Planning process, community members have indicated that improving bikeway and trail connections are a top priority for Morgan Hill's bikeways, trails, parks and recreation system. Bikeways and trails have been a focus of SAG discussions and were a prominent part of the Master Plan online map-based survey distributed in Fall 2015. The questions below include the bikeway and trail priorities that the project team has heard from the community.

FIGURE 15: WHICH OF THE FOLLOWING TYPES OF IMPROVEMENTS TO BIKEWAYS IS MOST IMPORTANT TO YOU?

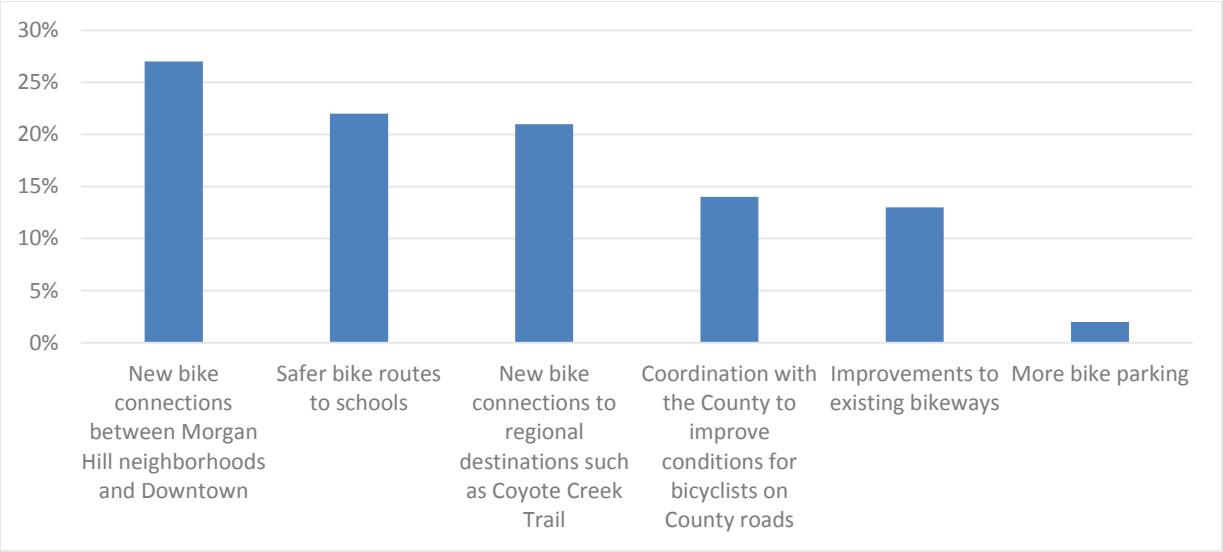
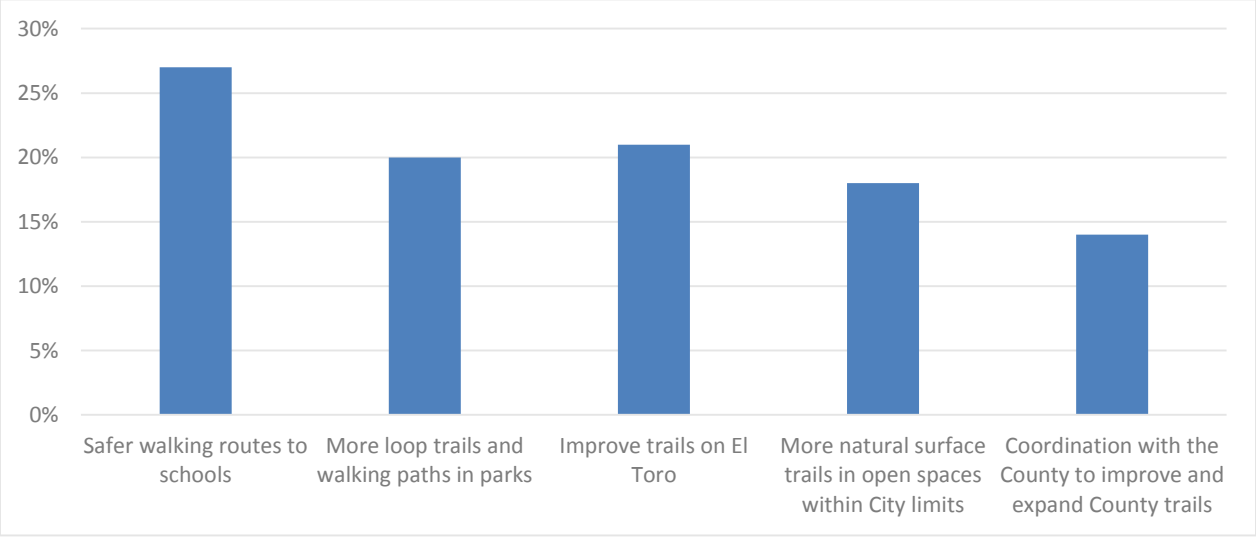


FIGURE 16: WHICH OF THE FOLLOWING TRAIL INVESTMENTS IS MOST IMPORTANT TO YOU?



FINDINGS

- Survey respondents prioritized connections between Morgan Hill neighborhoods and Downtown. This has been a consistent community priority throughout the Master Planning process.
- Safe bicycle and pedestrian routes to schools surfaced as a top priority for survey respondents. This priority was echoed by the Stakeholder Advisory Group at the April 21 meeting.
- Respondents indicated that improving the El Toro trails is the second most important trail investment next to safer walking routes to schools. Respondents also indicated support for loop trails and more natural surface trails in open spaces, although they were not the highest priorities.
- Investments in bike parking was not a high priority for survey respondents, which likely indicates that a lack of bike parking is not a prominent barrier to community members bicycling.

APPLICATION OF FINDINGS

- The Master Plan's criteria for prioritizing bikeways and trails will reflect the community's priorities for safe routes to schools and connections between neighborhoods and Downtown.
- Respondents' support for trails on El Toro reconfirms the City's continuous efforts to develop connected trails on el Toro.

Results: Programming

FIGURE 17: DO YOU TAKE CLASSES AND/OR PARTICIPATE IN PROGRAMS OFFERED

THROUGH THE CITY OF MORGAN HILL?

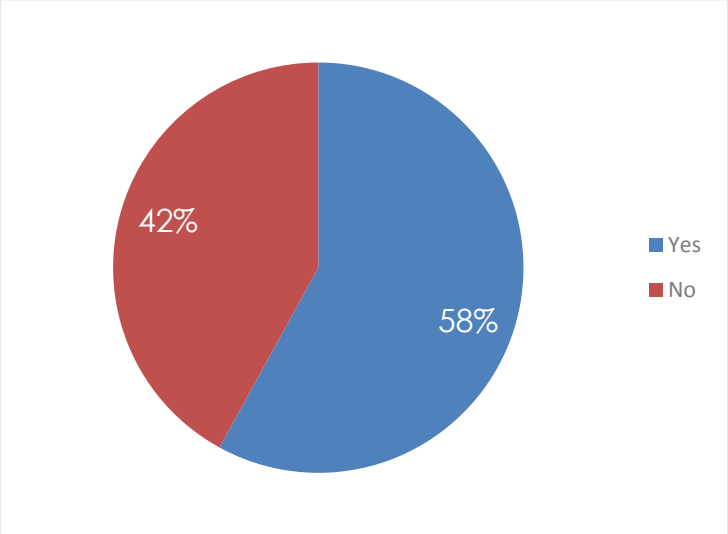


FIGURE 18: WHAT IF ANYTHING LIMITS YOUR PARTICIPATION IN CITY PROGRAMMING?

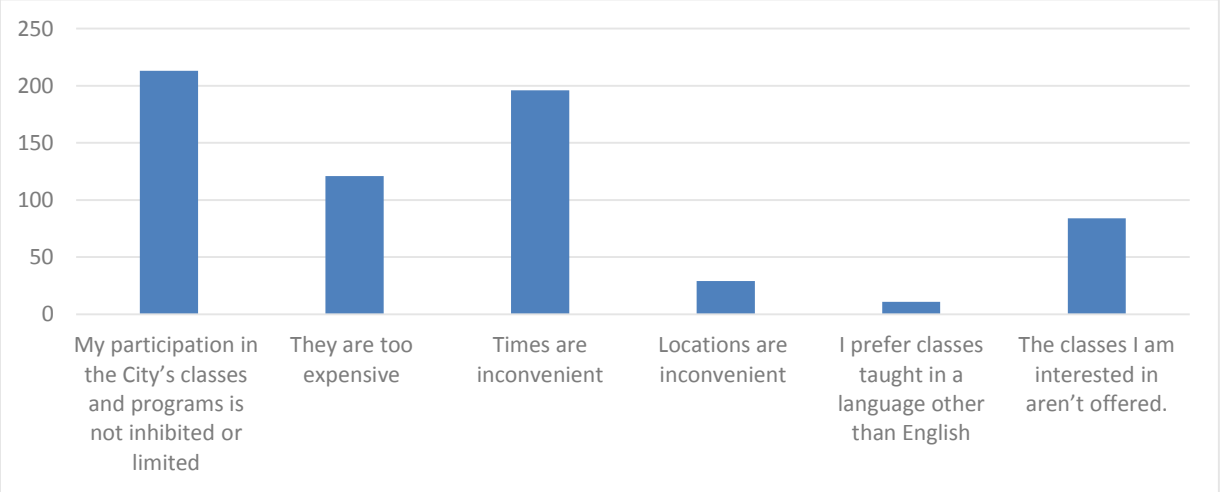


FIGURE 18: PLEASE CHECK ALL THE SETTINGS IN MORGAN HILL THAT YOU THINK WOULD BE A GOOD FIT FOR EACH ACTIVITY.

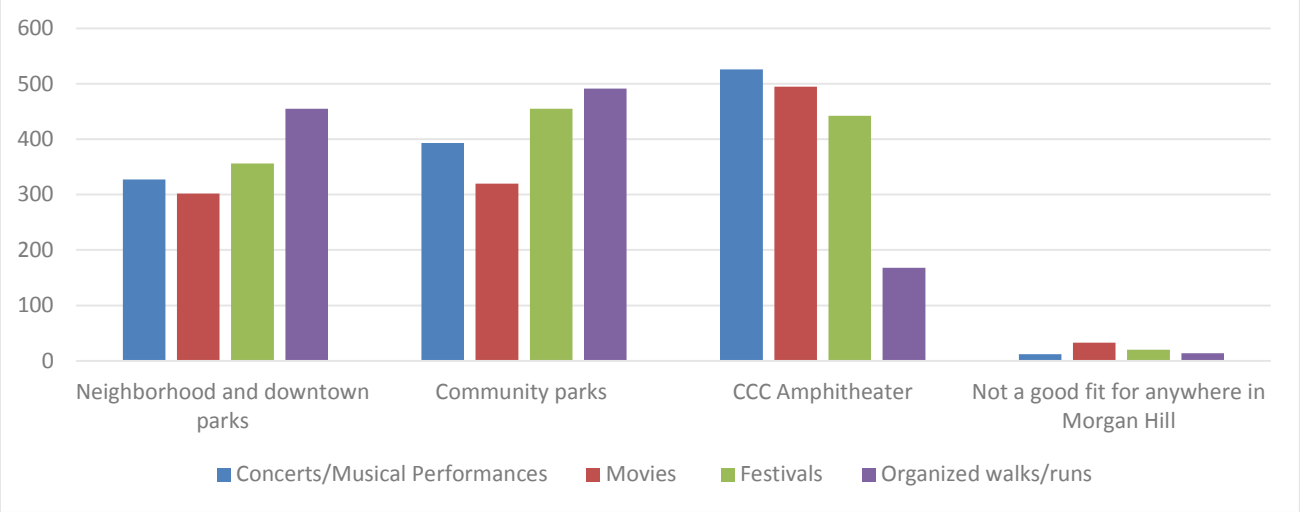
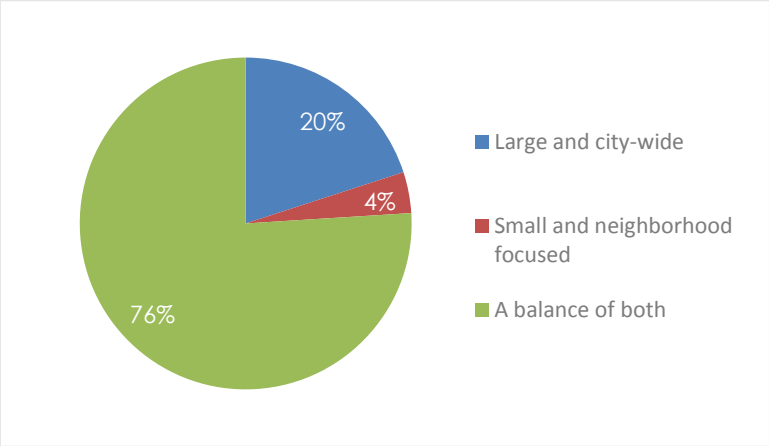


FIGURE 19: EVENTS IN MORGAN HILL SHOULD GENERALLY BE…



FINDINGS

- Over half of survey respondents participate in the City's programming and 33% for survey respondents indicated that their participation was not inhibited or limited.
- Of respondents who feel their participation in City programming is limited (441 respondents), high costs (27%) and inconvenient schedules (44%) are the top two reasons.
- There is wide support for public events in Morgan Hill and a desire for a mix of large city-wide and small neighborhood-focused events.
- Respondents demonstrated a high level of interest in concerts, movies, and festivals held at the CCC outdoor amphitheater.

APPLICATION OF FINDINGS

- Some of the barriers to program participation may be addressed through more extensive education and outreach about scholarship programs and class schedules.
- The Master Plan will make recommendations for event programming that utilizes the amphitheater and distributes events, especially organized walk and runs, throughout the city.

FIGURE 20: DO YOU HAVE ANY OTHER COMMENTS THAT YOU WOULD LIKE TO MAKE ABOUT THE BIKEWAYS, TRAILS, PARKS AND RECREATION PLAN?

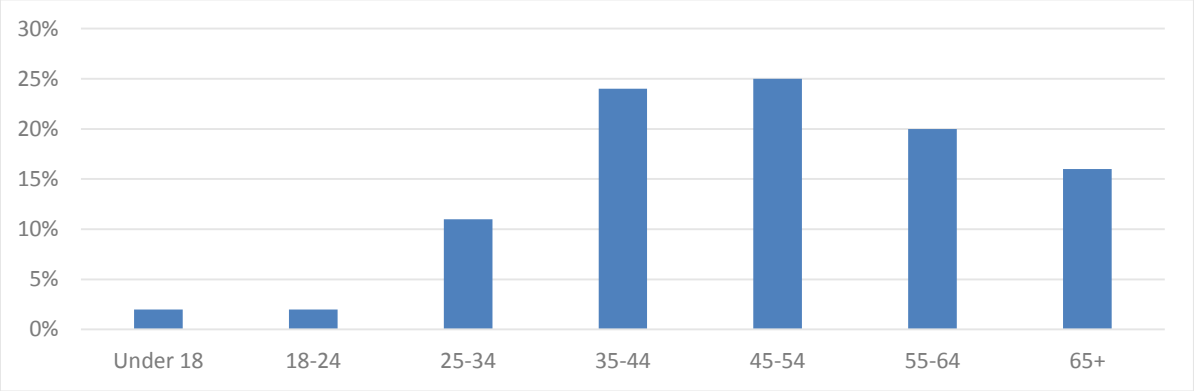
FINDINGS

- The focus on safe bikeway and trail connections, which has been voiced by community members throughout the Master Planning process and this survey, was reinforced in the open ended question that invited comments about the Master Plan.
- There were also many comments related to adding volleyball facilities, which is consistent with the level of funding the respondents allocated to sand volleyball courts in earlier survey questions.

Results: Respondent Demographics

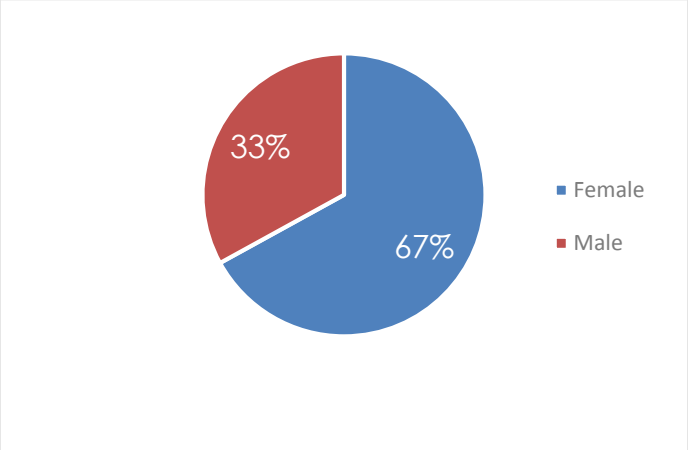
A total of approximately 1,100 responses were recorded. It should be noted, however, that not all of these respondents answered every question. About 600 participants responded to the demographics section of the survey. The responses are summarized in the tables below. The total number of respondents who answered each question is noted below the graph, and the percentage is calculated by the total number of respondents who answered each question.

FIGURE 21. AGE OF RESPONDENTS



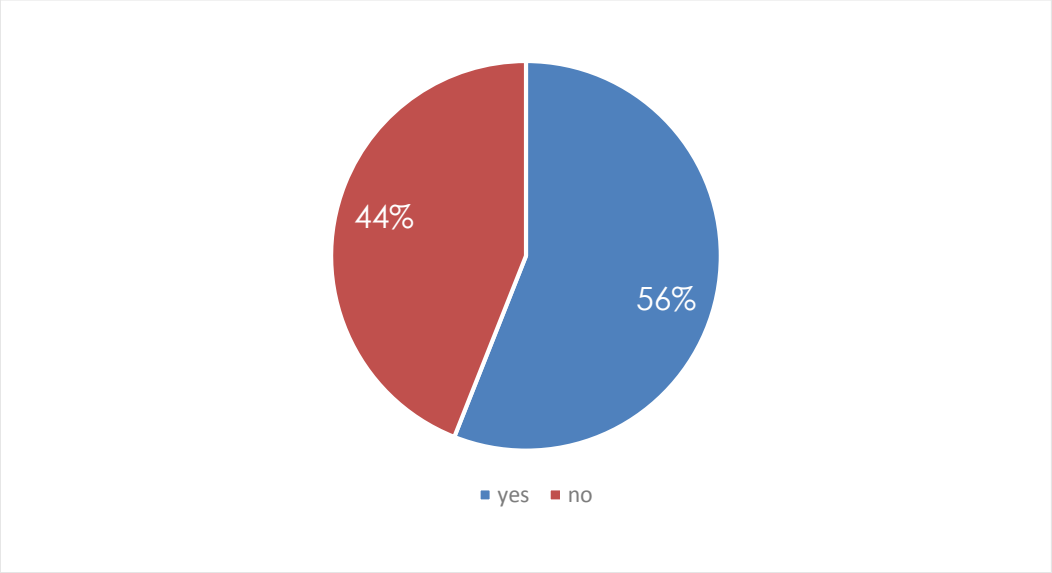
Total Respondents: 616

FIGURE 22. SEX OF RESPONDENTS



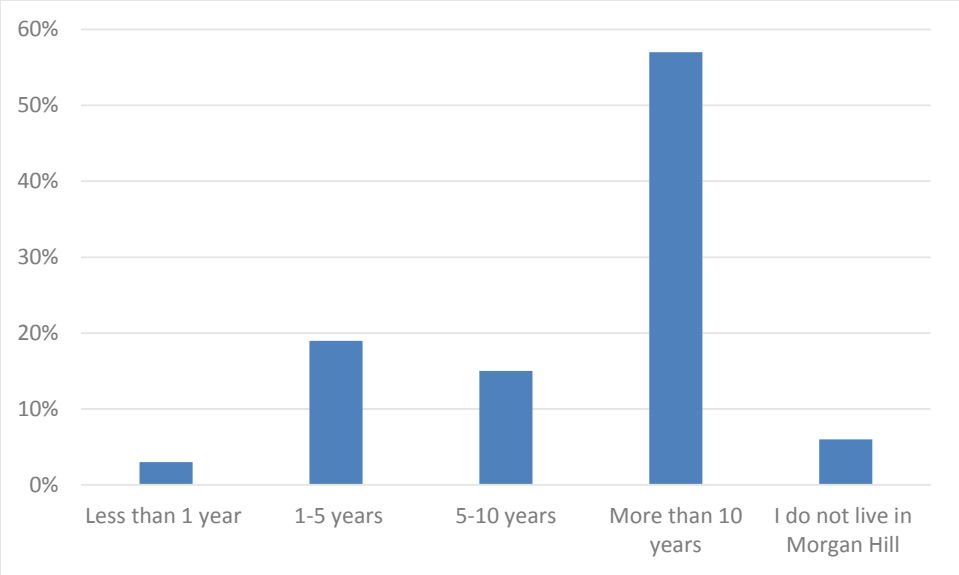
Total Respondents: 604

FIGURE 23. CHILDREN IN HOUSEHOLDS OF RESPONDENTS



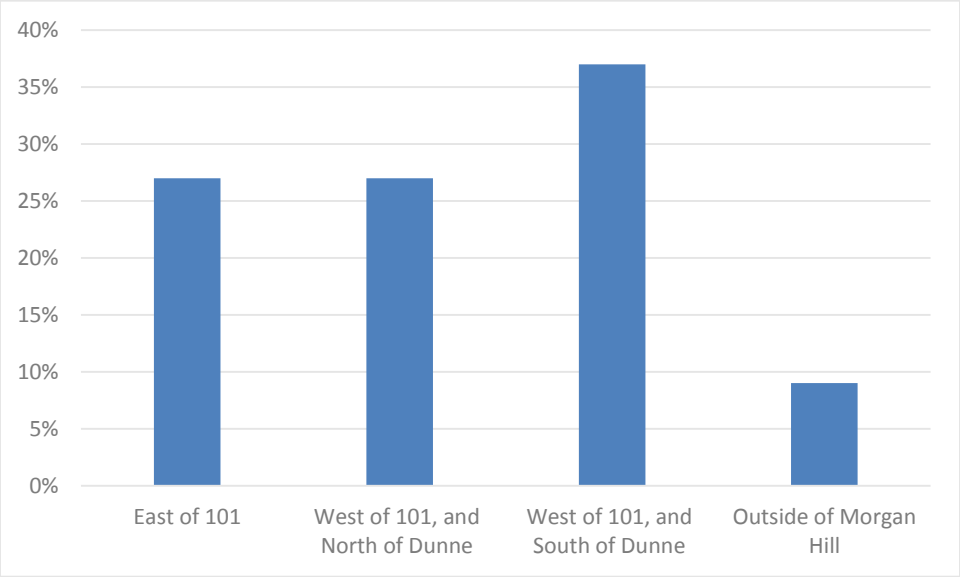
Total Respondents: 574

FIGURE 24. YEARS LIVED IN MORGAN HILL



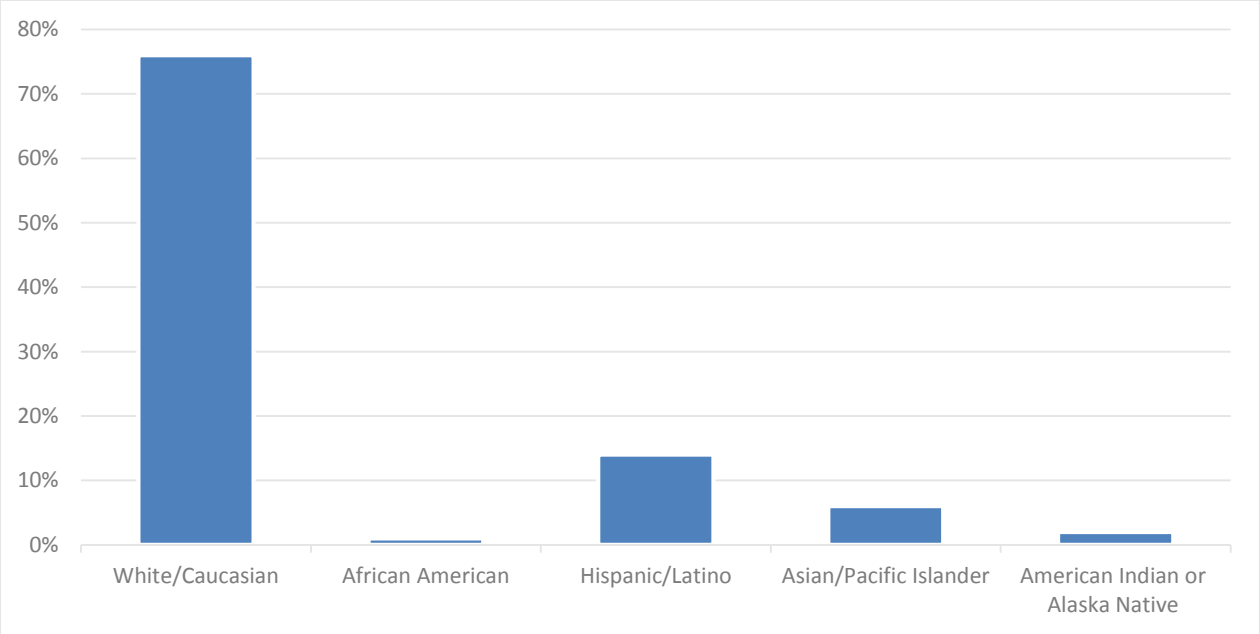
Total Respondents: 610

FIGURE 24. LOCATION OF RESIDENCE IN MORGAN HILL



Total Respondents: 603

FIGURE 10. ETHNICITY



Total Respondents: 623

FINDINGS

- The respondents who answered the demographic section of the questionnaire were more female (67%), more Caucasian/White (76%), and older than the Morgan Hill population overall, which is 50.5% female and 65.2% White.
- The survey was available online and in paper form in English and in Spanish. There were 35 responses in Spanish.
- Among adults, the survey respondents roughly reflected the age distribution of the adult population in Morgan Hill. The largest cohort of adult residents and most questionnaire respondents are between the ages of 35 and 54.
- Forty-four percent of Mapita respondents have no children in their household, which is less than the 57% of Morgan Hill households without children under the age of 18.
- Fifty-seven percent of respondents have lived in Morgan Hill for more than 10 years.
- The project team will focus upcoming community outreach with youth and other demographic groups that have been underrepresented in community input to-date.

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Technical Supplement:
Stakeholder Meeting Summaries

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STAKEHOLDER ADVISORY GROUP MEETING #1 SUMMARY

September 23, 2015 | 6:30 – 8:00 p.m.
Hiram Morgan Hill Room, Community and Cultural Center

Introduction

Twenty-three members of Morgan Hill's Bikeway, Trails, Parks and Recreation Master Plan (Master Plan) Stakeholder Advisory Group (SAG) (or their representatives) attended the first SAG meeting on September 23. Some members who could not attend sent substitute representatives from their organizations or interest groups. Also in attendance were City staff members including David Gittleson, Chris Ghione, Jennie Tucker, Mark Burke, Debbie Vasquez, and Nick Calubaquib, and three members of the consulting team including, Scott Davidson, Ellie Fiore, and Molly Cooney-Mesker. This was the first in a series of four SAG meetings that will happen throughout the planning process.

The meeting began with a welcome and introductions by Chris Ghione, City of Morgan Hill. Following introductions the MIG team provided an overview of the purpose of the Master Plan, the planning process, and a summary of the data collection, community engagement and technical analysis completed to-date. MIG reviewed the roles and responsibilities of SAG members, which include:

- serving as liaisons to the broader community to encourage participation
- representing their interest group as well as the broader community, and
- helping to shape the Plan by identifying issues and opportunities, providing insights on existing conditions, prioritizing proposed strategies and actions, and providing feedback on the draft Plan.

Discussion: Community Enagagement

Following MIG's summary of current and planned community engagement activities, SAG members were asked to share their ideas for strategies to engage a diversity of community members. In particular, they were asked to name the groups they feel are important to engage and the communication tools that will be effective in reaching those groups. Ellie Fiore, MIG, recorded the SAG's suggestions.

A list of ideas for community groups and outreach venues follows:

- Morgan Hill Marathon
- Specialized Cycling Event (Spring)–
- Organized Sports Events
    - Pony Database
    - Pop Warner
    - Basketball
    - Baseball/Softball
- Flag football newsletter
- Concerts
- Wildflower Run (Spring)
- Downtown Association
- Morgan Hill Unified School District
- Skate/Bike Park
- Tour of Historic Properties

Discussion:Assets, Challeneges and Opportunities

Ellie Fiore, MIG, facilitated SAG members in a discussion about the assets, challenges, and opportunities for Morgan Hill's bikeways, trails, recreation and park system. Molly Cooney-Mesker, MIG, recorded key points raised by meeting participants.

Key themes that emerged from the discussion included:

- Connectivity: There is need an opportunity to better connect people to destinations within the city and to regional recreation resources
- Community Assets: The city has a strong network of organizations, staff members, partnerships and facilities
- Infrastructure and Maintenance: Challenges are primarily associated with parking, traffic congestion and the upkeep of facilities over time
- Safe Transportation Options: Streets, trails, paths, and bikeways should allow for safe travel

by people of all ages and abilities and accommodate multiple modes of travel

- Sports and Fields: Residents and visitors enjoy the wide network of sports fields and aquatic complexes and there is opportunity to add more sports and more facilities
- Coordination and Partnerships: The combination of public agencies, community organizations and private sector partners presents both challenges (e.g., multiple landowners) and opportunities (e.g., funding sources)

A list of assets, opportunities and challenges is included below.

ASSETS

- The community
- Partnerships
- City staff
- Individual activities
- Channel for the creek downtown- create trail
- Regional Open Space
- Bicycle routes
- Aquatic Center/ Recreation Center
- Trails and open spaces
- Outdoor sports complexes
- Youth sports opportunities
- Dog Park
- Skate/Bike Park
- Natural environment and location in the Bay Area
- Parks
- Presence of seniors and kids
- Small town feel
- Senior Center
- Specialized community involvement
- Open Space Authority

CHALLENGES

- Traffic
- Parking
- Location: the City gets lost
- SE Quadrant Annexation process
- Coordinated usage (also opportunity)
- Lack of cohesion between neighborhoods
- Communication with community
- Disrepair (Examples: Coyote Creek, Butterfield Trail)
- Expansion of the Junior High and field space, less for baseball
- Cost of field use

OPPORTUNITIES

- New Downtown Parks
- Consider all trail users needs
- Safe streets for all cyclists
    - East-West over highway
    - North-South connections
    - Use train right-of-way
    - Safe Routes to Schools
- Connected and Safe Trails
    - Connect Butterfield to Coyote Creek Trail, High school, Westside Spring, and Bay Area Loop Trail
    - Examples of city's with good trail systems: American River Trail in Sacramento, Minneapolis, MN, and Roseville
    - County wide plan, open space plan, VTA funding
    - Transit centers
- Expand sports facilities
    - Sand volleyball
    - Improve sports complex
    - Maintain aquatic facility
    - Clubhouse
- Improved tennis facilities
- Establish easements for open spaces for trails

- Water District collaboration
- Parking at sports complex
- Developing/designing to include seniors
- Pump tracks
- Educational and preserved farms
- Partnerships
- Wildlife habitat
- Understand needs
- SE Quadrant Annexation
- General Plan Advisory Committee
- Ball parks
- Water refill stations (parks and trails)

Interept Survey

SAG members were invited to participate in a smaller scale version of the intercept surveys that MIG and City staff have been conducting throughout the community at parks and other popular locations. SAG members used dot stickers to indicate responses to four questions. The questions, as well as the top three responses to each question are shown in Table 1.

TABLE 1. SURVEY RESPONSES

Intercept Data	Votes
What are your Top Priority Improvements or Additions to our Neighborhood and Community Parks, and Recreation Centers	

Loop trails	15
Something new and different / Other	14
Sports fields	7
What are your Top Priority Improvements to the Trails and Bikeways	
Multi-use trails along major travel routes	13
Off-street trails and side paths	13
Unpaved trails in open spaces	11
What is most important about our bikeways, trails, parks, and recreation system?	
Providing safe walking and biking routes	15
Bringing neighbors and people together	8
Enhancing health and well-being	8
What is the most important to you when choosing recreation programs, classes and events?	
Exercise, health and fitness	15
Being outdoors, connected to the natural world	15
Fun and entertainment	9

IV. Next Steps

The next SAG meeting will be held on December 3. Until then, City staff will continue to communicate with SAG members about opportunities for the community to engage with the planning process. The project team will provide eMail messages and newsletter articles for SAG members who are encouraged to share this information with their networks.

STAKEHOLDER ADVISORY GROUP MEETING #2 SUMMARY

December 3, 2015 | 6:30 – 8:00 p.m.
El Toro Room, Community and Cultural Center

Introduction

Twenty members of Morgan Hill's Bikeway, Trails, Parks and Recreation Master Plan (Master Plan) Stakeholder Advisory Group (SAG) attended the second SAG meeting on December 3. Also in attendance were City staff members including Chris Ghione, Debbie Vasquez, and Nick Calubaquib, and two members of the consulting team, Ellie Fiore and Molly Cooney-Mesker. This was the second in a series of four SAG meetings that will happen throughout the planning process.

The meeting began with a welcome and introductions, followed by an update of pertinent planning initiatives by Community Services Director Chris Ghione. The MIG team presented a summary of the analysis and community engagement completed to date, including findings from intercept surveys, the online Mapita survey, and GIS analysis. The analyses completed by the planning team have revealed that some areas of the city are better served by City parks and that some parks are used more frequently and more favored than others. Results also showed that County parks are frequently used by the Morgan Hill community and that people would like improved bicycle and pedestrian routes to some of the city's popular destinations.

Discussion: Bikeways, Connections and Neighborhood Parks

Following MIG's presentation, SAG members divided into two small groups and discussed their ideas for improving parks and addressing issues in Morgan Hill's bikeways and trail system. The findings of the Mapita survey and geographic analyses were used to guide the discussion. The groups used large maps to annotate where new connections or improvements are needed in Morgan Hill's bicycle network and trails system, including connections to County trails and parks and other regional destinations. MIG facilitators, Ellie Fiore and Molly Cooney-Mesker, recorded the groups' discussions on flip charts and encouraged SAG members to share their ideas by writing and drawing on the maps. The SAG's comments and map annotations are consolidated and summarized below.

PARKS

MIG staff asked the SAG members to share their thoughts on the findings presented by MIG. The following are themes, comments and ideas from the parks discussion.

PARK USE PATTERNS:

- Parks that are popular and frequently used tend to have good paths and/or are connected to trails
- Larger parks that offer a diversity of activities, such as Diana, Nordstrom and Oak Creek Parks are more popular than other parks nearby
- Some organized play groups meet at Diana Park
- Many parks are not visible from roadways and wayfinding and signage is often unclear or confusing
- Inconvenient parking may also affect use of some parks
- Many participants were not aware of new amenities at Galvan Park
- The railroad tracks, Highway 101 and Monterey Road are barriers to reaching parks, especially for children and residents who don't drive and for those that live in the City's northwest neighborhoods
- Large parks tend to attract organized sports groups

USE OF COUNTY PARKS:

- County parks are used for trails that offer distances for long runs and walks
- Currently, County parks do not offer playgrounds or other recreation opportunities for kids. Children's recreation opportunities should be considered for County Parks, based on the high use of County Parks revealed in the Mapita data and the proximity of County to some of Morgan Hill's neighborhoods

DESIRED PARK AMENITIES:

- Include both water fountains and water bottle filling stations in more parks
- Consider adding more dog parks and community gardens throughout the city
- Shaded areas are needed for playgrounds and seating
- Consider including outdoor exercise equipment
- Install slides that don't heat up in the sun
- Install wayfinding signs to increase awareness of parks with low visibility
- Incorporate playful and imaginative elements, including structures such as:

- a large slide for adults and
- features like those in Dennis the Menace Park in Monterey.

PARK SERVICE AREAS:

- Some areas shown as underserved are largely industrial and commercial
- There is still a need for outdoor spaces for employees in these areas
- HOA parks are likely meeting some needs for local residents

PARK POLICY ISSUES:

- There is a need for more restrooms, especially in larger parks
- Consider the role of HOA parks and City parks for serving residents
- Better integrate schools into the park system

BIKEWAYS AND CONNECTIONS

SYSTEMWIDE IMPROVEMENTS

- Create safer connections and crossings at intersections for bicyclists and pedestrians
- Use signage and wayfinding to attract riders from the Coyote Creek Trail into Morgan Hill and to Downtown
- Install "share the road signage"; improve signage and stripping on cyclists' training roads
- Pursue opportunities to connect to a regional trail network and improve the safety of biking on County roads
- Develop more trails like the one in the Paradise Park neighborhood

SPECIFIC ISSUES AND DESIRED IMPROVEMENTS

- There is a need for better connections to:
  - Downtown
  - The Wine Trail
  - Gilroy
  - Coyote Creek Trail
- Improve streetscapes where main roads enter the City, especially on Dunne and Tennant to create welcoming gateways into the community
- A safe, comfortable east-west connection across Highway 101 should be a high priority:

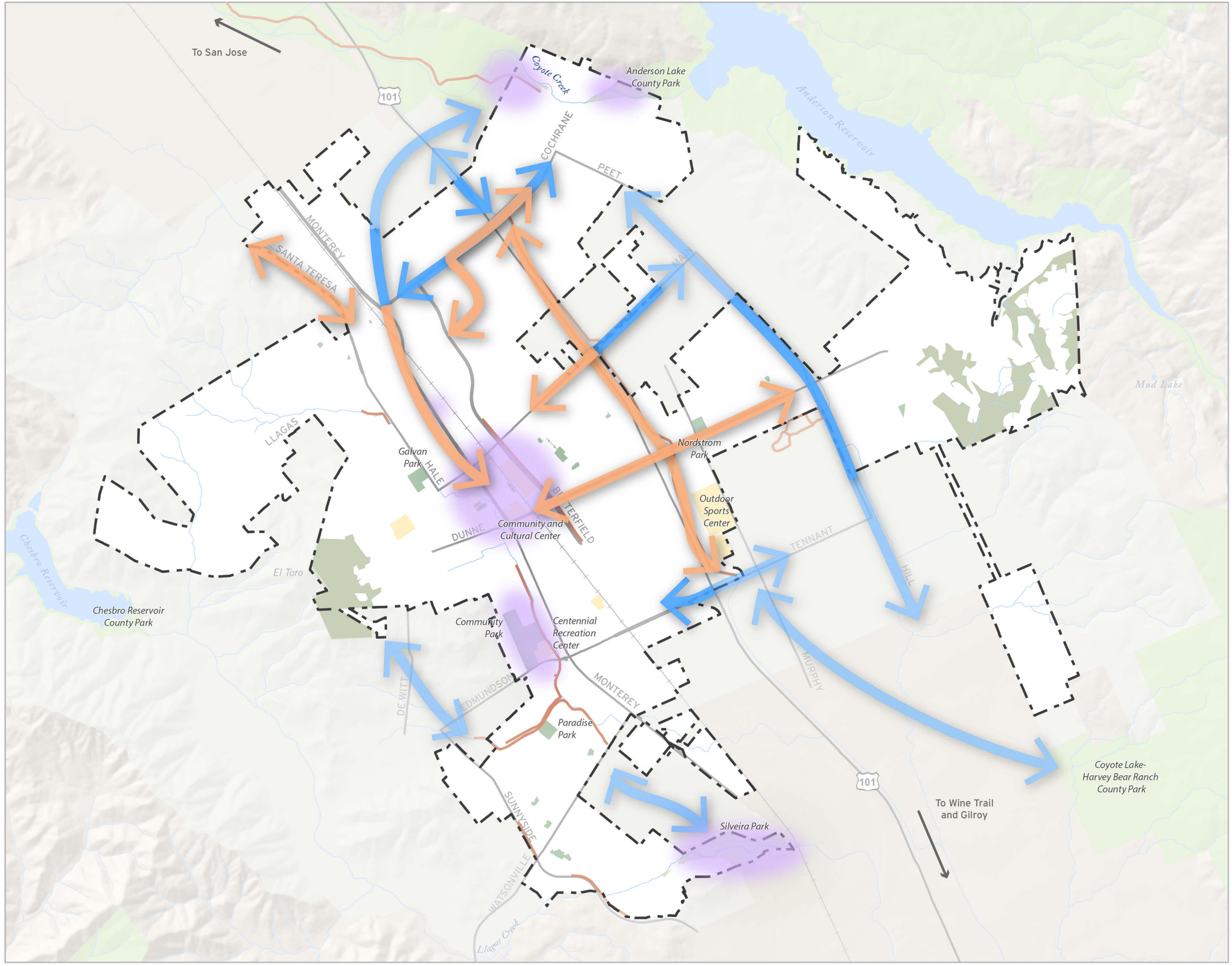
    - Consider Main or Cochrane
    - Explore solutions that remove bikes and pedestrians from vehicle traffic were feasible
- Pedestrian and bicycle improvements on Cochrane between Hwy 101 and Peet
- Connect and complete paths from Silveira Park, to downtown, then north to Coyote Creek
- Improve the existing path along 101 and the Madrone Channel
- Improve the all intersections of Hwy. 101 with the City's local street network
- Watsonville Road presents a barrier for cyclists to get to Oak Creek Park

BIKEWAY AND TRAIL POLICIES

- Education on safely sharing the road is a need for both bicyclists and drivers
- Develop Class I bikeways that can help improve universal access by creating spaces for motorized wheelchairs and stroller, in addition to bicycles
- Install "share the road signage"; improve signage and stripping on cyclists' training roads

IV. Next Steps

The next SAG meeting will be held on February 11. In the meantime, there will be a Community Workshop on January 28. The project team will provide content about the Community Workshop for SAG members to share with their networks



CITY OF MORGAN HILL

Stakeholder Priorities - Improved + New Connections + Bikeways

Legend

- City Boundary
- New Priority Connections
- New Priority Connections Outside City Boundary
- Priority Improvements
- Priority Improvements Outside City Boundary
- Destinations
- Trails
- Major Roads
- Railroads
- Water Feature
- Public Facility
- City Parks
- Public Open Spaces
- Santa Clara County Parks
- Sphere of Influence
- Santa Clara County

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STAKEHOLDER ADVISORY GROUP MEETING #3 SUMMARY

February 11, 2016 | 6:30 – 8:30 p.m.
Hiram Morgan Hill Room, Community and Cultural Center

Introduction

Seventeen members of Morgan Hill's Bikeway, Trails, Parks and Recreation Master Plan (Master Plan) Stakeholder Advisory Group (SAG) attended a meeting of this group on February 11, 2016. Also in attendance were City staff members including Chris Ghione, Debbie Vasquez, and David Gittleson and two members of the MIG consulting team, Scott Davidson and Molly Cooney-Mesker. This was the third in a series of four SAG meetings that will happen throughout the planning process.

Stakeholder Organization Presentations

Two SAG members provided presentations about their areas of interest. Kathy Sullivan from the Morgan Hill Historical Society presented about the Villa Mira Monte property. She provided an overview of the property's assets and discussed the potential for the property to serve some of the city's recreation and facility needs. She also reviewed the unmet needs of the property including, capital investment, maintenance and staffing, and proposed a partnership that would help to meet the needs and expand the uses on the site.

Matt Wendt then presented about the local and statewide demand for sand volleyball courts. He proposed the addition of sand volleyball courts to the fields planned for the SE Quadrant. He outlined the benefits of competition courts, stressing that Morgan Hill would have one of the only sand volleyball tournament facilities in northern California.

Facilities

The project team presented the City's existing facilities and several facility options that could be incorporated in Morgan Hill Parks. They then facilitated a large group discussion and recorded input on a wallgraphic. Following is a list of the SAG's consolidated comments.

FACILITY ADDITIONS

SAG members identified new or expanded facilities that could benefit Morgan Hill, including:

- Sand volleyball courts
- Climbing wall
- Batting cage
- Mini-golf
- Field space for flexible uses like unorganized play, relaxation, picnics
- A gazebo/covered area for small group gatherings, music performances, and dancing
- More indoor space for small organizations to meet
- Addition of a park on Monterey
- Reuse of large, empty stores for indoor sports (paintball)

FACILITY IMPROVEMENTS

The SAG also identified facility improvements that would increase use and improve user experiences, including:

- Improved little league facilities
- More restrooms (better operation and longer hours)
- More weight rooms
- Basketball court expansion (particularly to the east)
- Gymnasium with seating capacity to accommodate larger events, like volleyball games and cheer competitions
- Trail connections to:
    - The retention basin by Cochrane
    - Lake Silveira
- More parking at:
    - Nordstrom Park
    - Community and Cultural Center
    - Outdoor sports complex
- Shuttle services to and from Community Park
- Dog agility/rally equipment
- Bathrooms
- Drinking fountains

- Shade
- Attraction elements in neighborhood parks
- Universal design park aspects throughout the park system

Recreation and Programming

The MIG team presented concepts for recreation activities that could be incorporated in Morgan Hill's parks and facilities to meet the needs of the city's diverse residents. Then, meeting attendees split into two small groups for facilitated discussions related to recreation activities. SAG members' comments were recorded on flip charts and are consolidated and summarized below.

ACTIVE RECREATION

SAG members identified several physical/sports activities. Some of these activities are related to expanding existing offerings beyond the CRC into parks and some are ideas for new activities and programs. Those included:

- Yoga in neighborhood parks
- Soccer, including soccer clinics
- Fencing
- Volleyball
- Badminton
- Hockey (inline skating)
- Dance classes
- More time dedicated to lap swimming
- Water therapy/exercise
- Parkour
- Bocce ball
- Demonstrations from local studios in underutilized parks (martial arts etc.)
- Model airplane flying

EDUCATIONAL ACTIVITIES

SAG members discussed potential activities and programs related to education that could be incorporated into Morgan Hill's park and recreation system. Those included:

- Educational programming and elements
    - New branch library near the park
    - Book mobile
    - Bike to books
    - Reading garden – tie to education programs
    - Technology and STEM events in parks
    - Cooking classes
    - Agricultural and environmental education activities
        - Especially related to orchards
    - Partner with master gardener organizations to provide classes or educational resources at community gardens
    - Historic education

OTHER ACTIVITIES

The discussions surfaced a diverse range of activities and interests. Ideas that did not fit into the categories of active recreation or educational activities included:

- More arts and theater programs
    - Concerts in the Community & Cultural Center
- Gaming leagues
- Host special events including:
    - Special interest conventions
    - Wellness events

PROGRAMS FOR TARGETED USER GROUPS

The desire for recreation activities and park spaces to be intergenerational, accessible and widely used was a common theme in the discussions. Meeting participants discussed programming ideas that could meet the needs and interests of age groups that are underrepresented among participants of traditional recreation programs and classes.

- Children
    - Need more recreation for young children (4-5 years)
- Tweens (8-12 year-olds)
    - Mixers downtown

    - Nighttime activities
    - Space in downtown parks
- Teens
    - Opportunities for unstructured/drop-in activities
    - Teen center
    - Shuttle for teens
- 25-35 year-olds
    - Adult sports leagues (kickball, dodgeball, Ultimate Frisbee
    - Activities that do not focus around children
- 50+ year-olds
    - Shuttle that serves seniors that runs on consistent and reliable routes and schedule (partner with senior housing)

The SAG also discussed other program needs including:

- Volunteer opportunities
- Programs for residents on the east side of Hwy. 101, near Live Oak High School
- Adaptive recreation

IV. Next Steps

The project team is developing an online survey that will be used to solicit more detailed input on the ideas and opportunities identified to date. MIG will work with a subcommittee of the PRC to develop and refine this survey. It is anticipated that this survey will be online in March. The next meetings of the Stakeholder Advisory Group (not yet scheduled) and PRC will focus on policy direction that will guide the Master Plan's policy, design and project recommendations.

STAKEHOLDER ADVISORY GROUP MEETING #4 SUMMARY

April 21, 2016 | 6:30 – 8:30 p.m.
Hiram Morgan Hill Room, Community and Cultural Center

Introduction

Thirteen members of the Stakeholder Advisory Group (SAG) for Morgan Hill's Bikeways, Trails, Parks and Recreation Master Plan (Master Plan) attended the group's meeting on April 21, 2016. Also in attendance were City staff members, including Chris Ghione, Debbie Vasquez, and Jennie Tucker, as well as two members of the consulting team, Ellie Fiore and Molly Cooney-Mesker. This was the fourth in a series of SAG meetings that have taken place throughout the Master planning process.

The meeting began with a welcome and presentation by the consulting team that included an update of the planning process and preliminary results of the online community survey. Most of the meeting was dedicated to small group discussions in which SAG members prioritized project ideas for connections, parks, and recreation facilities. This was the last SAG meeting before the project team begins drafting the Master Plan. The SAG will review the Draft Master Plan in late summer/early fall 2016.

Presentation Summary

Approximately 1,100 community members responded to the online survey. Survey responses echoed many of the preferences and desires expressed by the SAG and community members throughout the planning process, including: more varied play experiences in parks, investments in open space, natural undeveloped park areas and greenbelts, and more shade and bathrooms in parks, among other findings. A complete summary and analysis of survey results will be available in early May.

The presentation also included images of out-of-the box concepts to prompt the SAG to discuss creative and big ideas. The project team encouraged meeting attendees to bring to the table any ideas that had not been included in the planning process to date. Meeting participants were invited to write their "big ideas" on note cards so that they could be incorporated into the small group prioritization activity during the second part of the meeting.

Small Group Activity: Plan Priorities

Following the presentation, the meeting participants split into two small groups and were asked to prioritize strategies and projects for improving conditions across the three focus areas of the Master Plan: 1) bikeways, trails and pedestrian connections, 2) parks, and 3) recreation facilities. The groups were given sets of cards with strategies and projects printed on them and were invited to write other ideas on blank cards. They were also given an activity board with a grid of the Master Plan focus areas and three priority levels: high priority, lower priority, and not a priority. The groups discussed and reached agreement on the priority level for each strategy/project. The groups also prioritized their "big ideas." Below is a list of strategies and projects that *both* small groups agreed are high priority or lower priority. See the attachment for the complete results of the small group exercise.

FOCUS AREA	HIGH PRIORITIES	LOWER PRIORITIES
CONNECTIONS	• Safe Routes to School • Connections to Downtown • East-West Connections	• Silveira to Downtown
PARKS	• Add shade to parks • Add restrooms to parks	• Invest in Paradise Park as a Community Park • Add parklets and improve mini and pocket parks • Add additional parks in park deficient areas
RECREATION FACILITIES	• Additional baseball and softball fields • Enhanced historic facilities at Villa Mira Monte • Expand the CRC • Construct gymnasiums for indoor sports	• New bike skills course/park • Additional outdoor pool /aquatic facilities

MEETING PARTICIPANTS' "BIG IDEAS" THAT WERE NOT PRIORITIZED BY THE SMALL GROUPS

CONNECTIONS

- Reduce traffic lanes through downtown and add bike lane
- Add trail Downtown that connects with Coyote Creek Trail
- Creative and safe bike lane to Coyote Valley Open Space Preserve
- Add a trail that comes Downtown to Coyote Creek Trail
- Safe Routes to School
- Llagas Creek Trail through to downtown; reclaimed water recirculated down Llagas Creek
- Creekside separated Class I paths
- Safe Routes to School
- Work with SCVWD to extend trails when they channelize Little Llagas Creek
- Work with SCVWD and County to convert the access road adjacent to Madrone Channel, south of Tennant and North of Cochrane, to a hiking trail
- Create safer streets in high traffic areas around schools
- Bike route connecting El Toro, Coyote Creek Trail, and Henry Coe State Park
- Bike loop from El Toro to Henry Coe to Harvey Bear
- Parking at end of Via Grande for hikers on El Toro
- Single track switchback trail on El Toro

PARKS

- Expand Villa Mira Monte and create working agriculture
- El Toro access – zipline!
- An inclusive history park that honors the history of our agricultural heritage and founding families. Identify additional land for hands-on demonstration areas for agriculture and life in early years – kids field trips.
- Gazebo/band stand in Downtown

RECREATION FACILITIES

- Bike tracks mix and pump on land dedicated to Hale extension

OTHER

- City Council accountability to implement community priorities
- An official BTAC group to report to City Council and accomplish Master Plan goals
- Off the Grid Night with concert venue
- Partner with the County
    - Share road improvements between City and County
    - Collaborative City-County programs at Coyote Valley

IV. Next Steps

The next SAG meeting will be held in late summer/early fall 2016. In the next month, the Project Team will present the SAG's input to the PRC and City Council who will continue to define priorities. The project team will also engage Morgan Hill youth in the Master Planning process at the summer Youth Workshop. The SAG will review a Draft Master Plan in late summer/early fall 2016.

STAKEHOLDER ADVISORY GROUP MEETING #5 SUMMARY

November 10, 2016 | 6:00 – 8:00 p.m.
Hiram Morgan Hill Room, Community and Cultural Center

Introduction

Thirteen members of the Stakeholder Advisory Group (SAG) for Morgan Hill's Bikeways, Trails, Parks, and Recreation Master Plan (Master Plan) attended the group's meeting on November 10, 2016. Also in attendance were City staff members, including Chris Ghione, David Gittleson, Judy Viegas and Keri Russell, as well as two members of the consulting team, Ellie Fiore and Scott Davidson. This was the fifth in a series of SAG meetings that have taken place throughout the master planning process.

The meeting began with a welcome and presentation by the consulting team that included an update of the planning process and highlights from the Public Review Draft Plan. Most of the meeting was dedicated to an individual exercise and group discussion in which SAG members prioritized project lists. The SAG's input will be reflected in the priority lists to be reviewed with the community at large, the Parks and Recreation Commission, Planning Commission, and City Council.

Meeting Summary

After a presentation and brief discussion of the Draft Master Plan document and key policies, the group completed an individual budgeting / prioritization exercise. Participants were given stickers representing funding sources and asked to allocate dollars to their top priority projects in three categories:

- Bikeways projects (pink stickers)
- Parks, recreation, and trails projects (blue stickers), and
- Additional projects of any type to be funded with grant funds (green stickers).

A summary of exercise results and group discussion follows. Full results of the exercise are shown in the tables at the end of this document.

Top priority projects (with scores of 7 or above) based on the exercise include:

- Recreational open space and natural surface trails on El Toro
- Improving and expanding the AC/OSC complex, including parking improvements and possible expansion for softball/baseball or volleyball
- Restrooms at Paradise Park and Nordstrom Parks
- Shade structures in all parks
- Protected bike lanes and intersection improvements on Monterey Rd
- Protected bike lanes and intersection improvements on E Main Ave
- Buffered bike lane on Burnett Rd to Coyote Creek
- Enhancing Villa Mira Monte as a history park
- Expanding senior services and the senior center
- Repurposing the Friendly Inn as a Community Center
- Expanding the Centennial Recreation Center

Projects that emerged as lower priorities (scores of 2, 1, or 0) include:

- New neighborhood parks
- Targeted park improvements (Nordstrom and Galvan)
- New off-leash dog areas
- Transitioning parks to low-water landscaping
- Tennis and pickleball courts
- Bicycle boulevards on Thomas Grade and from Monterey to Edmundson
- Intersection improvements at Monterey and Tilton / Burnett
- Expanding aquatic and gymnasium capacity
- Multi-use trail: Coyote Creek Malaguerra staging area to Burnett staging area

The group discussion centered on the following points:

- Adequate parking for facilities and larger parks is important to mitigate impacts to surrounding neighborhoods, including traffic back-ups.
- Improving and maintaining larger neighborhood parks would make these into destinations within the city, making it less important to acquire new neighborhood parks.
- High-use neighborhood parks should be targeted for amenities including restrooms, water stations, shade, and parking.
- Adding shade is a high priority for all City parks.

- The proposed bikeway connection to Sobrato High School does not seem realistic or adequate; a direct route would be preferable. Intersection improvements close to Sobrato should be prioritized as well.
- Monterey Blvd north is dangerous and may never be a suitable bikeway.
- Plan language should reflect that safety for children around schools is a top priority.
- Villa Mira Monte can be expanded and improved, including driveway and parking improvements and meeting rooms and facilities.
- Aquatic and gymnasium capacity expansions and additional dog parks are desirable improvements, but not top priorities.

TABLE 1: PARKS PRIORITIES			
PROJECT NUMBER	**PROJECT**	**RESULTS**	**NOTES**
P-A1	Develop Inclusive Playground at Community Park	4 Blue 0 Green **4 Total**	
P-B1	Develop new Downtown Parks	5 Blue 1 Green **6 Total**	
P-C1	New Community Park: land bank for new park	3 Blue 3 Green **6 Total**	
P-D1	New Neighborhood Park: West of Hwy 101, between Barrett and Dunn Rds and between Cochrane and Burnett	0 Blue 0 Green **0 Total**	Add amenities to existing parks and re-define as community destinations, not just for homeowners within ½-mile
P-E1	New Recreational Open Space: East side of El Toro Mountain	6 Blue 2 Green **8 Total**	
P-E2	New Recreational Open Space: Foothills east of Hill Road and north of Dunne Ave	4 Blue 1 Green **5 Total**	Provide access to current owned, e.g., Jackson Oaks
P-F1	Targeted Park Improvements: Nordstrom Park	0 Blue 0 Green **0 Total**	
P-F2	Targeted Park Improvements: Galvan Park	1 Blue 0 Green **1 Total**	
P-G2	Improve Parking at AC/OSC and evaluate feasibility of Volleyball / Soccer complex	7 Blue 3 Green **10 Total**	
P-H1	New Restrooms: Nordstrom Park	5 Blue 2 Green **7 Total**	Why only specific parks?
P-H2	New Restrooms: Paradise Park	6 Blue 2 Green **8 Total**	

P-I1	Community Garden: Relocate	3 Blue 0 Green **3 Total**	Prefer multiple locations throughout the city
P-J1	Off-leash Dog Area: Oak Creek Park	0 Blue 0 Green **0 Total**	
P-J2	Off-leash Dog Area: Stone Creek Park	0 Blue 0 Green **0 Total**	
P-K1	Enhance Play Environments: All City Parks	4 Blue 1 Green **5 Total**	
P-L1	Shade Structures: All City Parks	6 Blue 1 Green **7 Total**	
P-O1	Low-water landscaping transition: Hamilton Square Park	0 Blue 0 Green **0 Total**	
P-O2	Low-water landscaping transition: Oak Creek Park	2 Blue 0 Green **2 Total**	
P-O3	Low-water landscaping transition: Mill Creek Park	0 Blue 0 Green **0 Total**	
P-Q1	Tennis and Pickleball courts: Community Park / corporation yard	2 Blue 0 Green **2 Total**	

TABLE 2: BIKEWAYS PRIORITIES			
PROJECT NUMBER	**PROJECT**	**RESULTS**	**NOTES**
B-A1	Protected Bike Lanes: Monterey Rd	8 Pink 1 Green **9 Total**	
B-A2	Protected Bike Lanes: E Main Ave from Monterey to Hill	10 Pink 3 Green **13 Total**	
B-B1	Buffered Bike Lanes: W Main Ave from Monterey to Dewitt	5 Pink 1 Green **6 Total**	
B-B2	Buffered Bike Lanes: Cochrane and Malaguerra to Coyote Creek Trailhead	3 Pink 1 Green **4 Total**	
B-B3	Buffered Bike Lanes: Santa Teresa Corridor	4 Pink 0 Green **4 Total**	
B-B4	Buffered Bike Lane: Burnett Rd from Monterey to Coyote Creek	9 Pink 1 Green **10 Total**	
NEW	Safety Corridor to Sobrato and Butterfield Extension	1 Pink 0 Green **1 Total**	
B-C1	Bicycle Boulevard: Morning Star / Peet from Eagle View to Cochrane	2 Pink 1 Green **3 Total**	
B-C2	Bicycle Boulevard: Thomas Grade parallel to E Dunne Ave	0 Pink 1 Green **1 Total**	
B-C3	Bicycle Boulevard: from Monterey to Edmundson	0 Pink 0 Green **0 Total**	
B-D1	Intersection Improvements: Monterey Rd Downtown	9 Pink 0 Green **9 Total**	
B-D2	Intersection Improvements: E Main and Butterfield	7 Pink 2 Green **9 Total**	

B-D3	Intersection Improvements: W Main and Hale Ave	7 Pink 0 Green **7 Total**	
B-D4	Intersection Improvements: Cochrane and Hwy 101	5 Pink 1 Green **6 Total**	
B-D5	Intersection Improvements: Monterey and Cochrane	3 Pink 1 Green **4 Total**	
B-D6	Intersection Improvements: Butterfield and Cochrane	4 Pink 1 Green **5 Total**	
B-D7	Intersection Improvements: Monterey and Tilton / Burnett	1 Pink 0 Green **1 Total**	

TABLE 3: RECREATION PRIORITIES			
PROJECT NUMBER	**PROJECT**	**RESULTS**	**NOTES**
R-A1	Centennial Recreation Center Expansion	6 Blue 1 Green **7 Total**	
R-B1	Outdoor Sports Center Improvements	6 Blue 0 Green **6 Total**	
R-C1	Develop Baseball and Softball Complex in SE Quadrant	5 Blue 4 Green **9 Total**	
R-E1	Villa Mira Monte Enhancements	8 Blue 5 Green **13 Total**	
R-F1	Expand Gymnasium Capacity: Construct new gym at school or City site	2 Blue 0 Green **2 Total**	
R-G1	Expand Aquatic Facilities: Re-activate splash pad at CCC	2 Blue 0 Green **2 Total**	
R-G2	Expand Aquatic Facilities: Expand capacity at existing Aquatic Center	2 Blue 0 Green **2 Total**	
R-H1	Expand Senior Service Center: Conduct feasibility analysis	6 Blue 3 Green **9 Total**	
R-I1	New Community Center: Re-purpose the Friendly Inn as a Community Center	6 Blue 2 Green **8 Total**	

TABLE 4: TRAIL PRIORITIES			
PROJECT NUMBER	**PROJECT**	**RESULTS**	**NOTES**
T-A1	Multi-Use Trails: West Little Llagas Creek Trail from Main to Spring	3 Blue 3 Green **6 Total**	
T-A2	Multi-Use Trails: Pave and enhance Madrone Channel Trail	4 Blue 3 Green **7 Total**	
T-A3	Multi-Use Trails: Downtown Hilltop Trail (Del Monte Ave to Hale Ave and water tower)	3 Blue 1 Green **4 Total**	
T-A4	Multi-Use Trails: Madrone Channel Extension to Coyote Creek	4 Blue 2 Green **6 Total**	
T-A5	Multi-Use Trails: Live Oak High School to Madrone Channel Trail	3 Blue 2 Green **5 Total**	
T-A6	Multi-Use Trails: Coyote Creek Trail Malaguerra Staging Are to Burnett Staging Area	1 Blue 1 Green **2 Total**	
T-A7	Multi-Use Trails: Burnett from Madrone Channel Trail to Coyote Creek Trail	5 Blue 0 Green **5 Total**	
T-A8	Multi-Use Trails: Silveira Park Trail	4 Blue 1 Green **5 Total**	
T-B1	Natural Surface Trails: Downtown Hilltop Trail (Del Monte to the water tower from the south)	2 Blue 2 Green **4 Total**	
T-B2	Natural Surface Trails: El Toro Trail	7 Blue 1 Green **8 Total**	

Technical Supplement:
Community Workshop Summary

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COMMUNITY WORKSHOP SUMMARY

January 28, 2016 | 7:00 – 8:30 p.m.
Hiram Morgan Hill Room, Community and Cultural Center

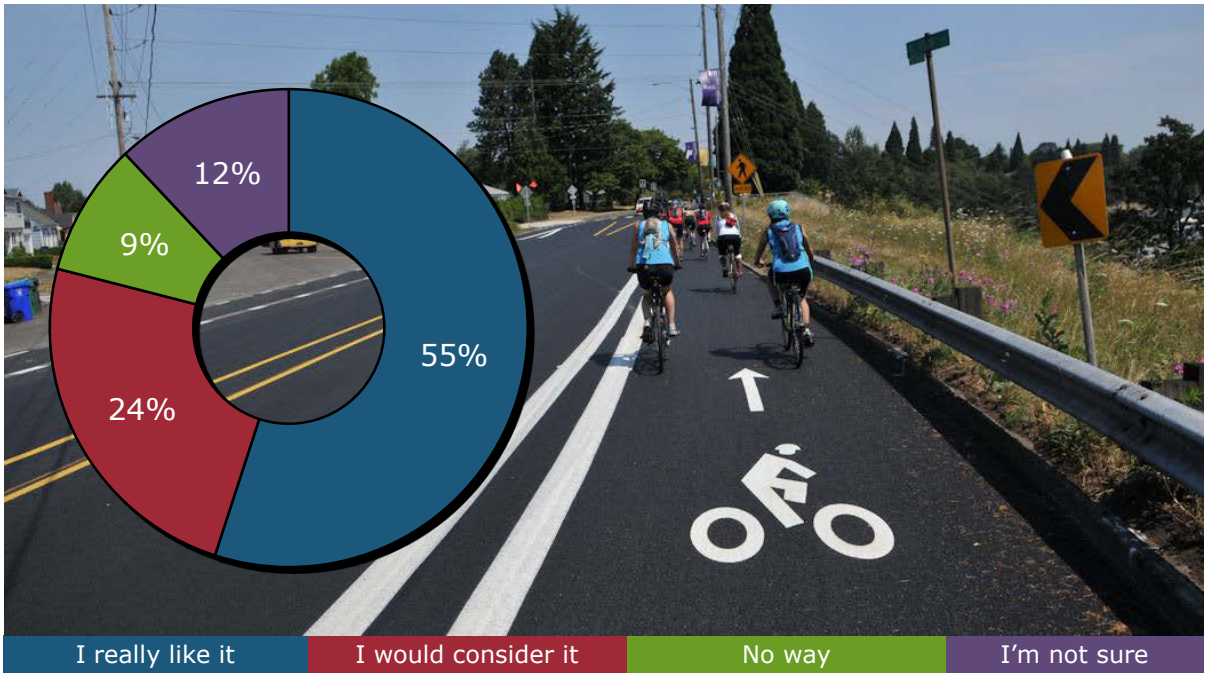
Introduction

Over 30 Morgan Hill community members attended the first community workshop of the Bikeway, Trails, Parks and Recreation Master Plan (Master Plan) process on January 28, 2016. Also in attendance were City staff members including David Gittleson, Chris Ghione, Jennie Tucker, Karl Bjarke and Nick Calubaquib, and two members of the consulting team, Ellie Fiore and Molly Cooney-Mesker.

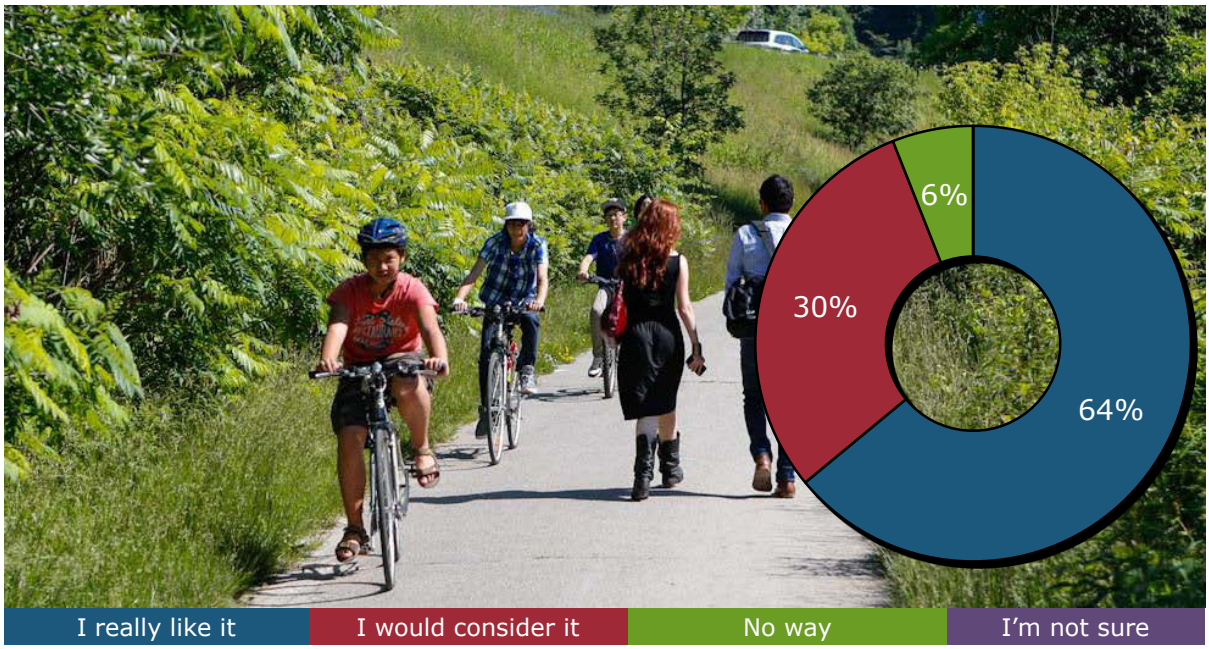
The meeting began with a welcome and introductions by Chris Ghione, City of Morgan Hill. The MIG team then provided an overview of the purpose of the Master Plan, the planning process, and a summary of the data collection, community engagement and technical analysis completed to date.

Large Group Exercise

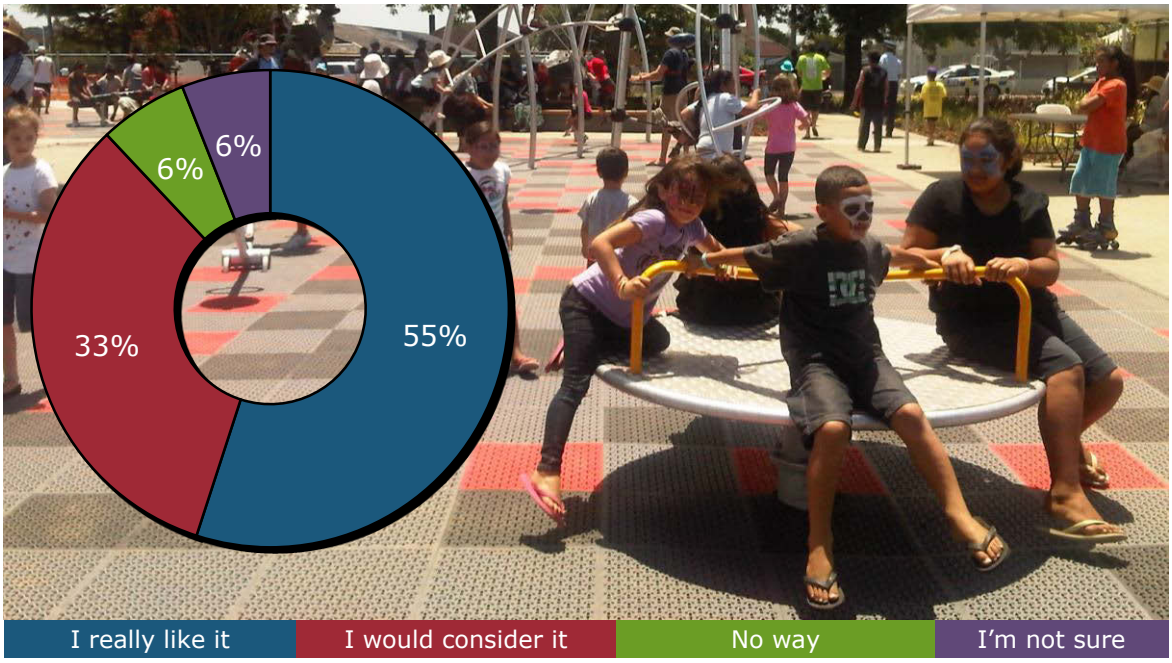
Workshop participants were asked to respond to a series of images illustrating a range of design approaches for bikeways, trails, parks and recreation facilities. The live visual preference survey presented the images in a PowerPoint presentation and asked participants to indicate their preferences using hand-held "clickers." The results of the survey are displayed instantly and anonymously in the PowerPoint presentation. Participants were instructed to vote based on their preference and how well they thought each approach would work in Morgan Hill. Following are the results of the survey, including each image along with a brief description of the image as it was described to workshop participants.



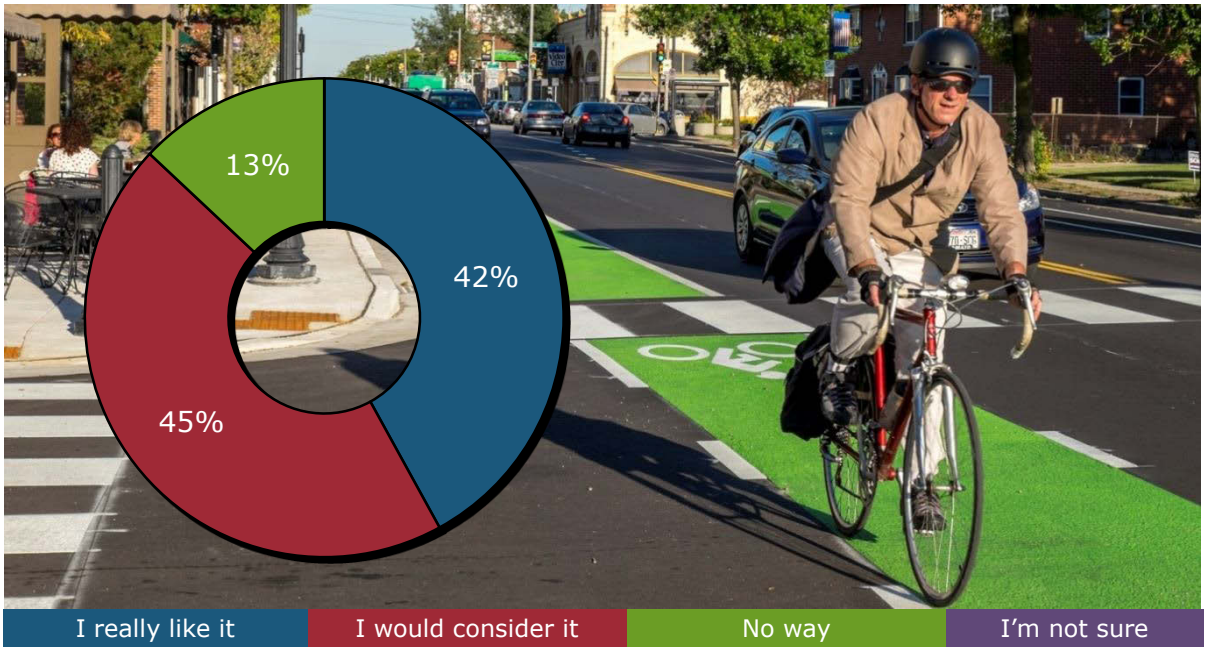
Dedicated bike lane



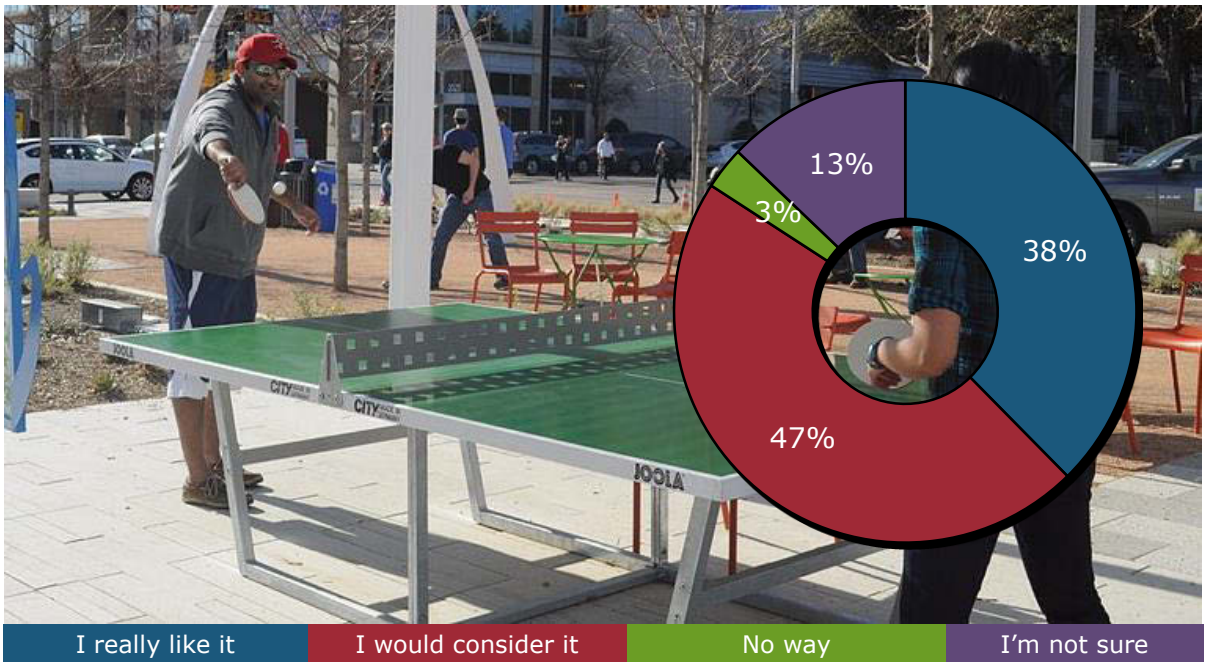
Paved multi-use trail



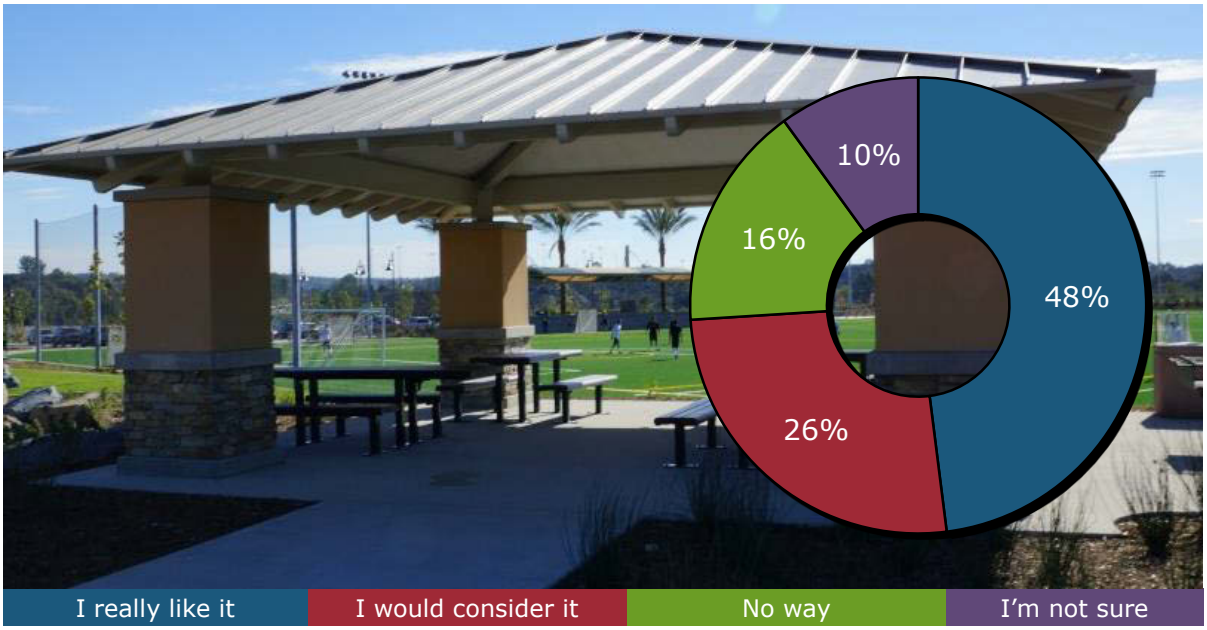
Rubber tile play surface



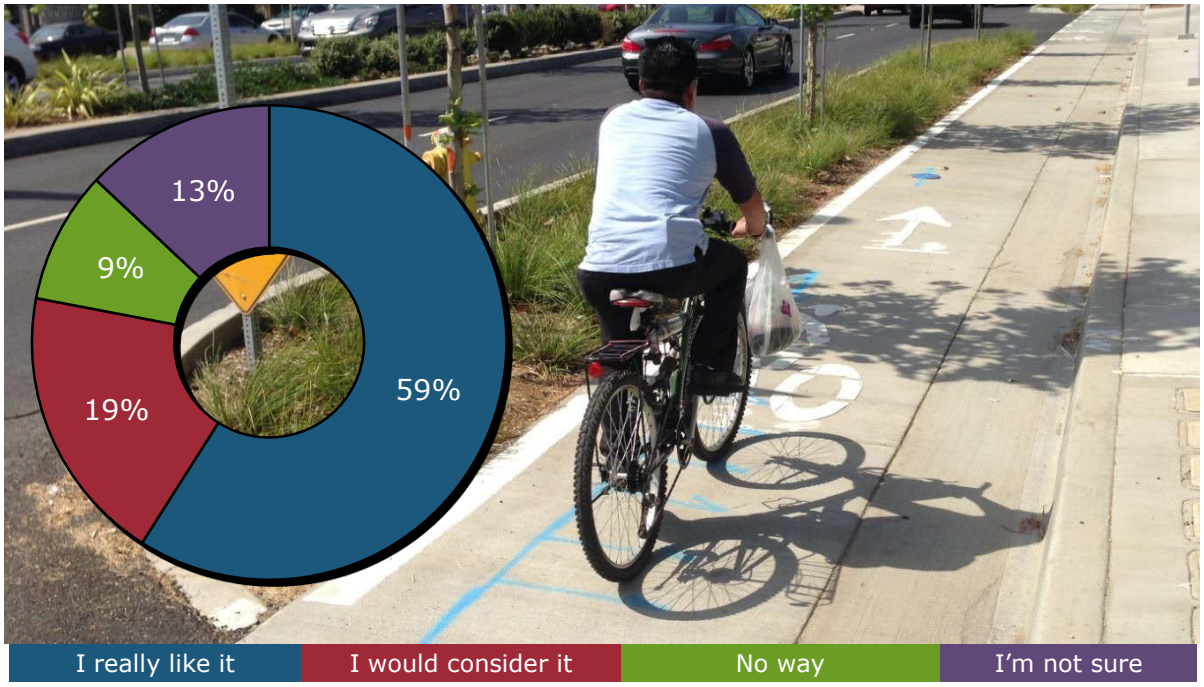
Painted bike lane



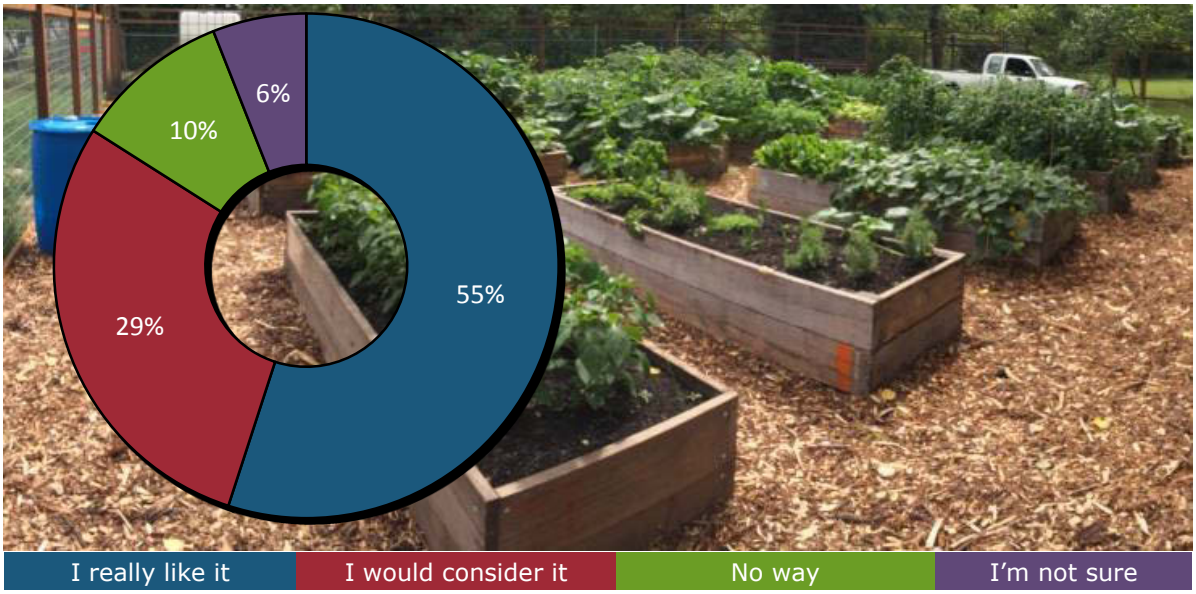
Flexible, non-permanent multi-generational activities



Shade structure with solid roof structure

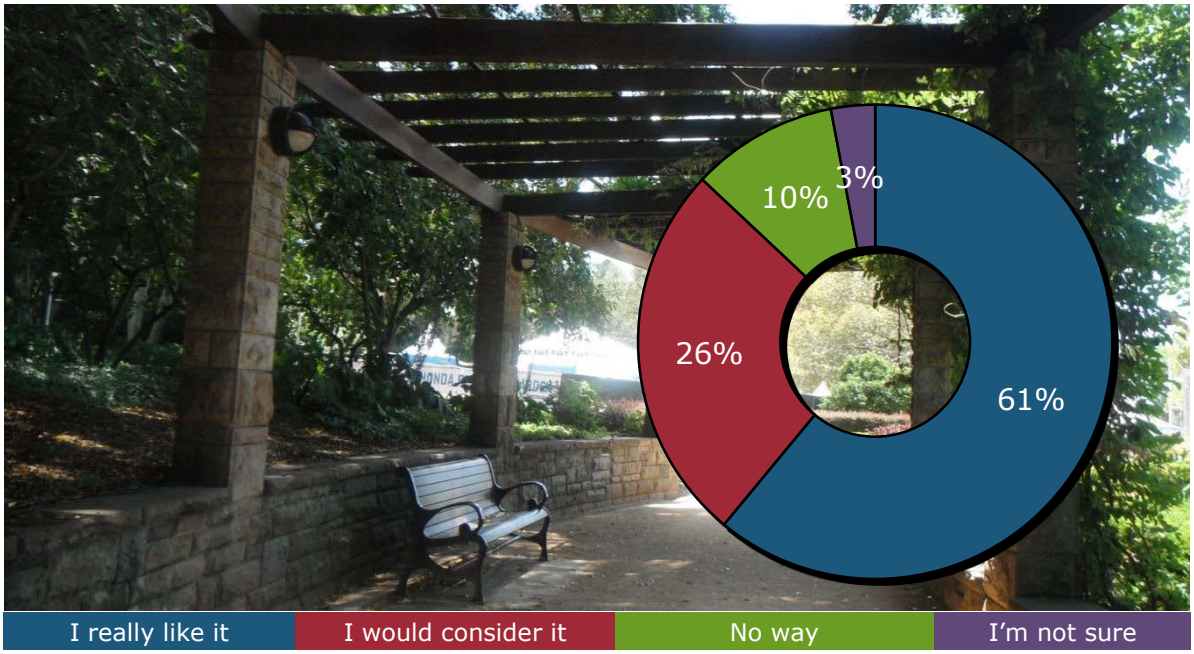


Separated bike lane or cycle track protected by a planted median



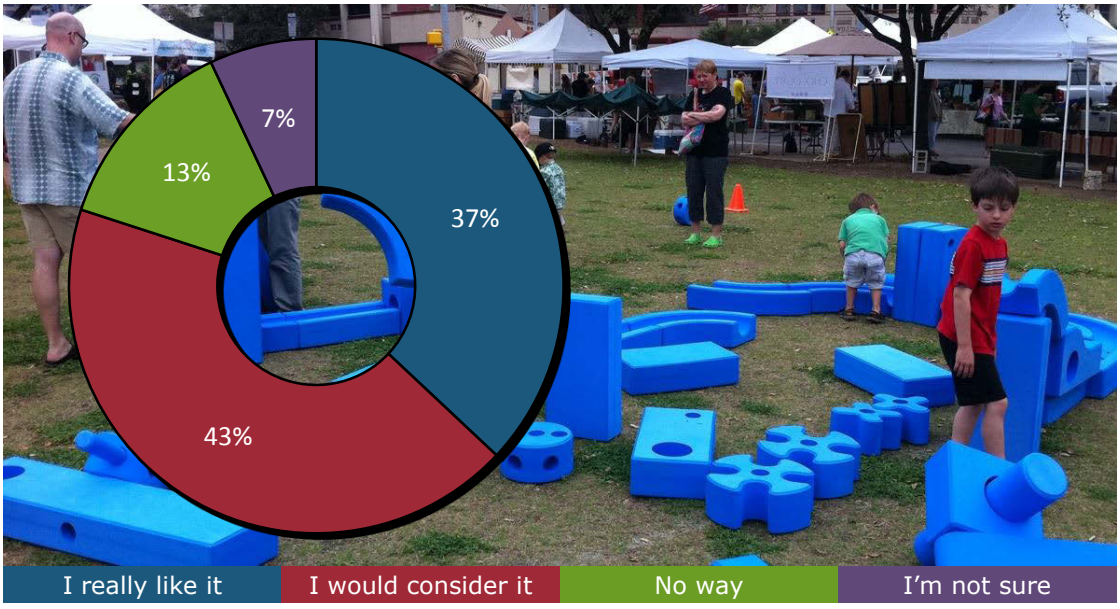
A community garden with structured raised beds and wood chip ground cover

Natural surface trail

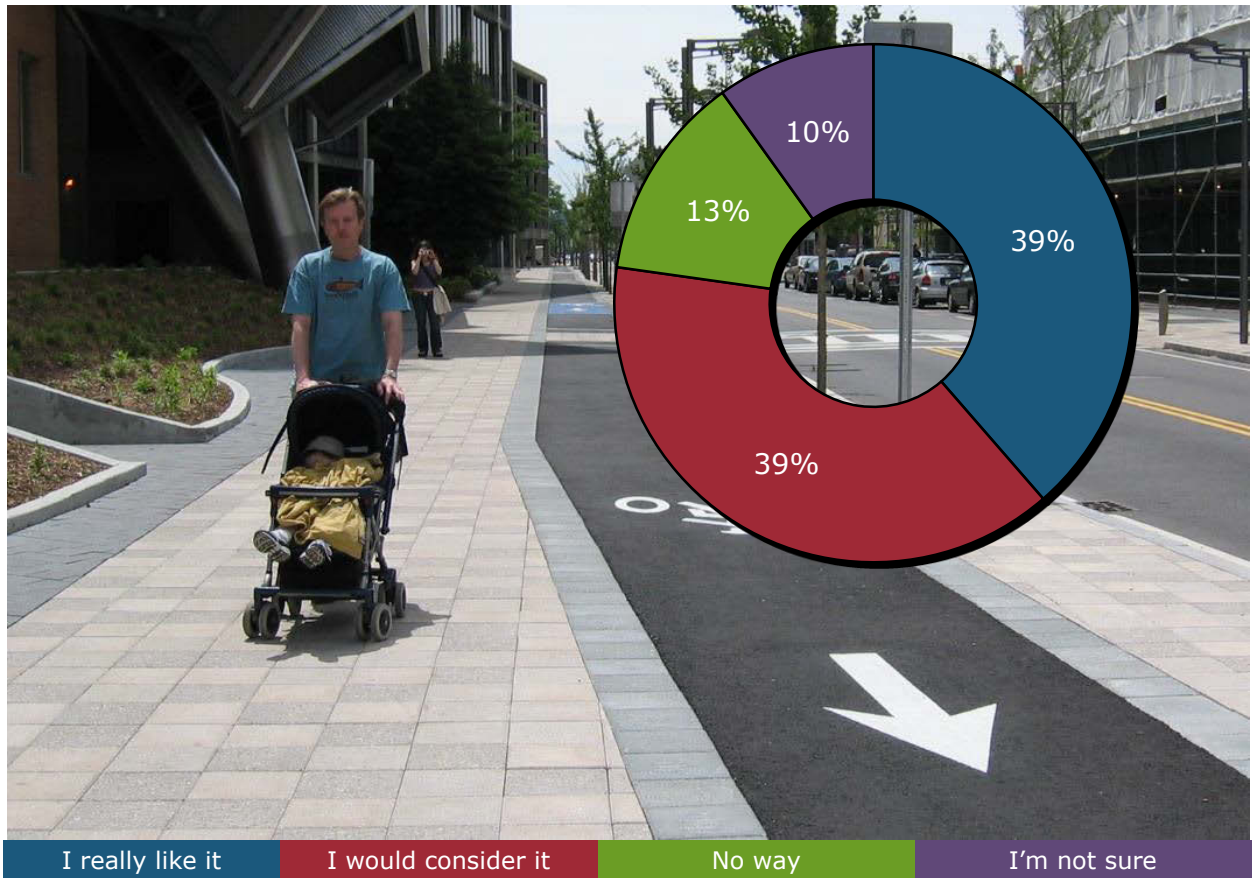


Wood shade structure (trellis) with vegetation

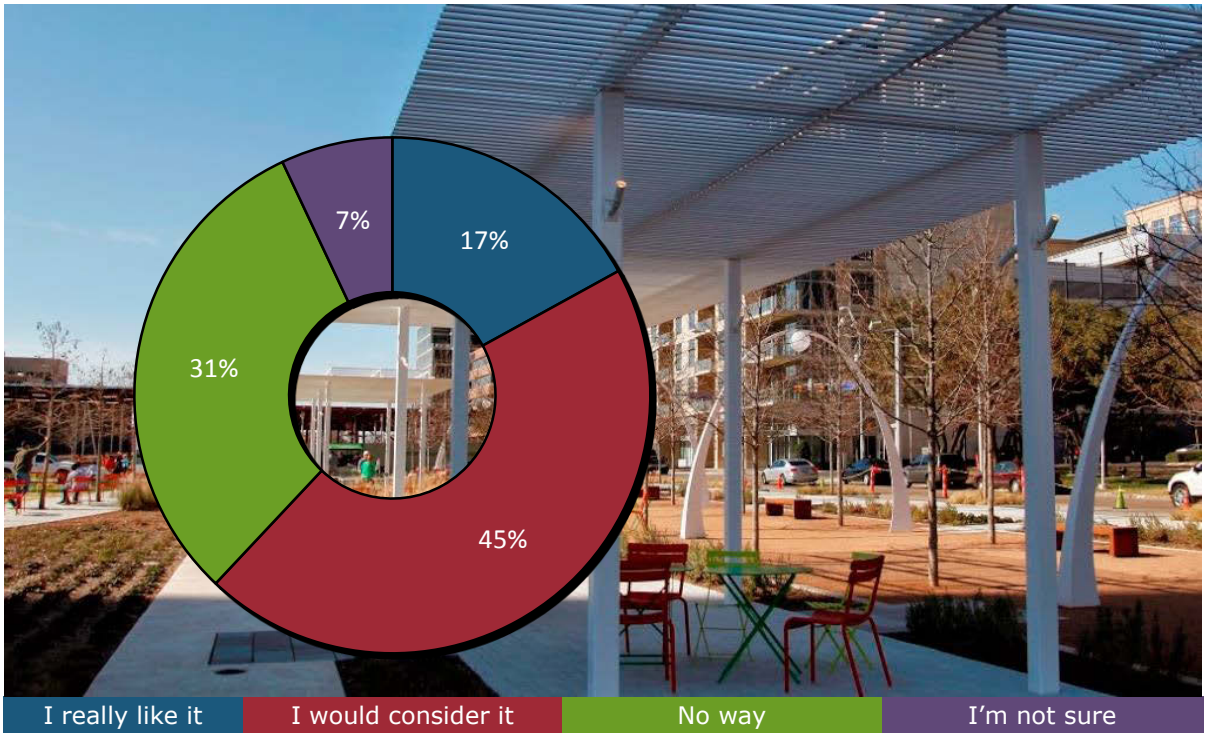
Flexible, non-permanent multi-generational activities



Flexible, non-permanent multi-generational activities

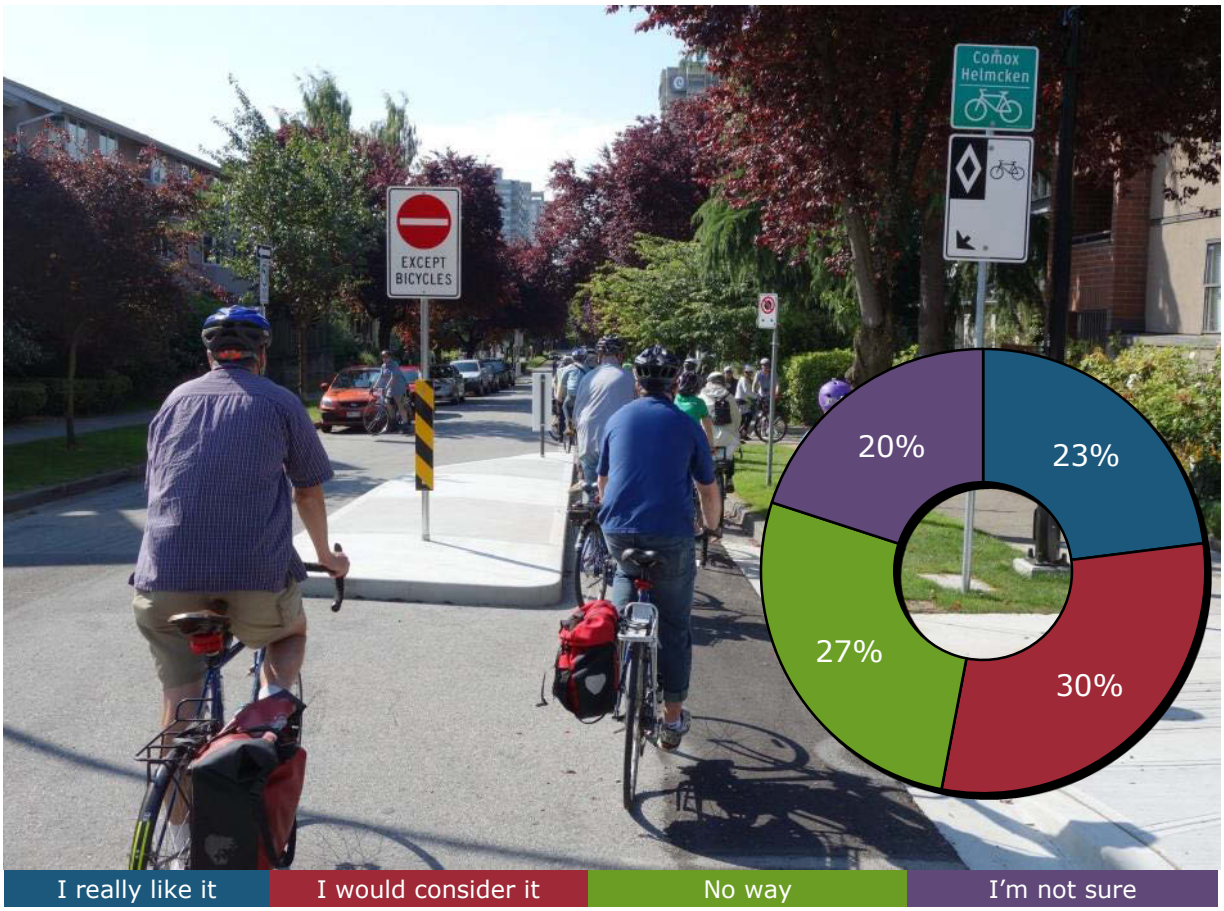


Protected multi-use pedestrian/bicycle facility above street grade with uses separated by surface types

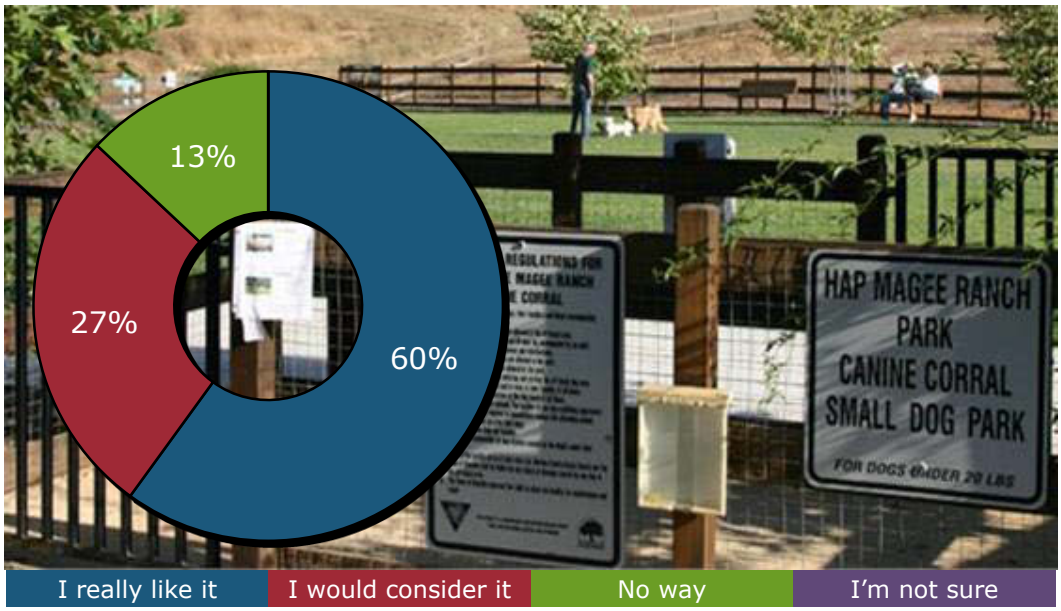


Modern style slatted shade structure

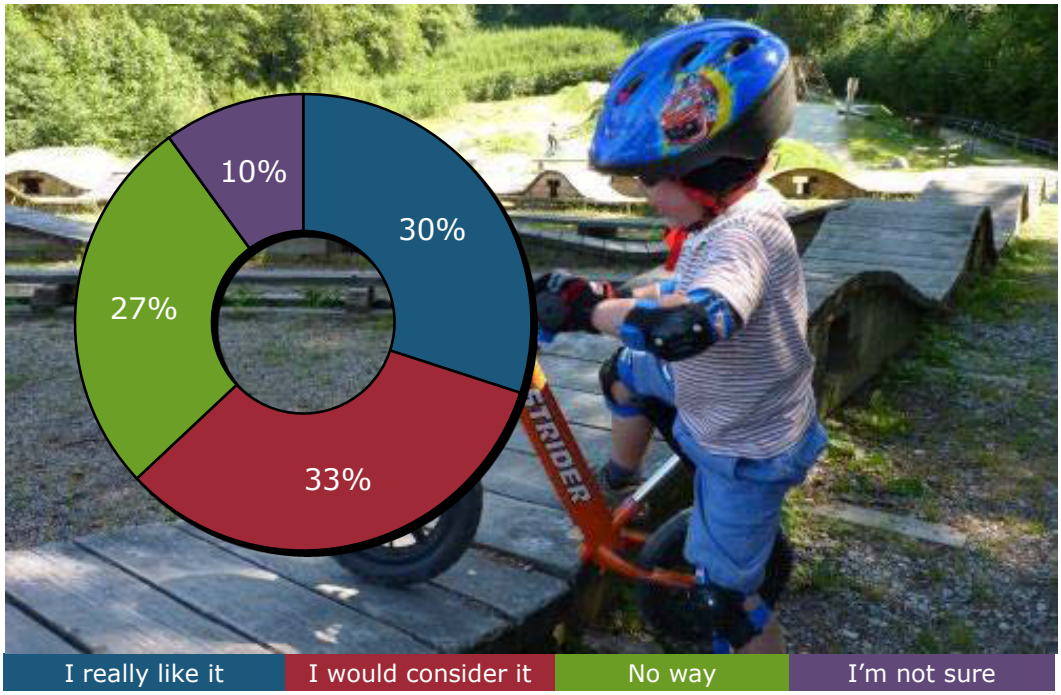
Small bike pump track



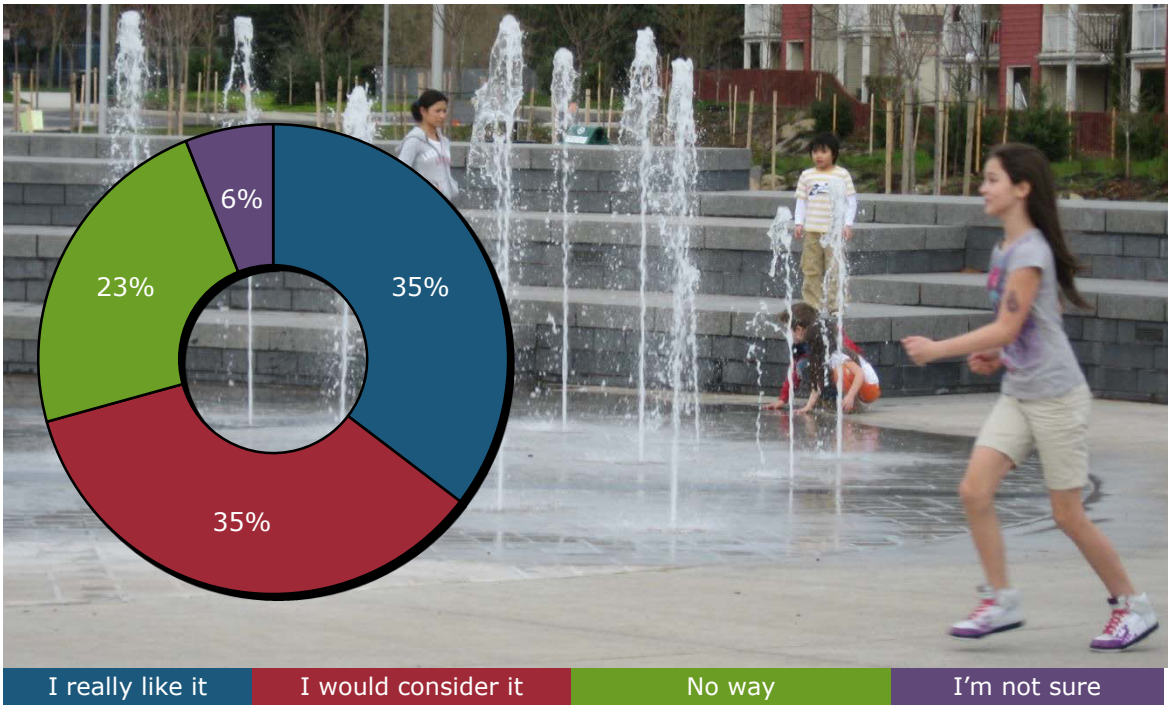
Bicycle boulevards: streets designed to prioritize bicycling and enhance conditions for walking (Seen here is a street closed one-way for automobile traffic)



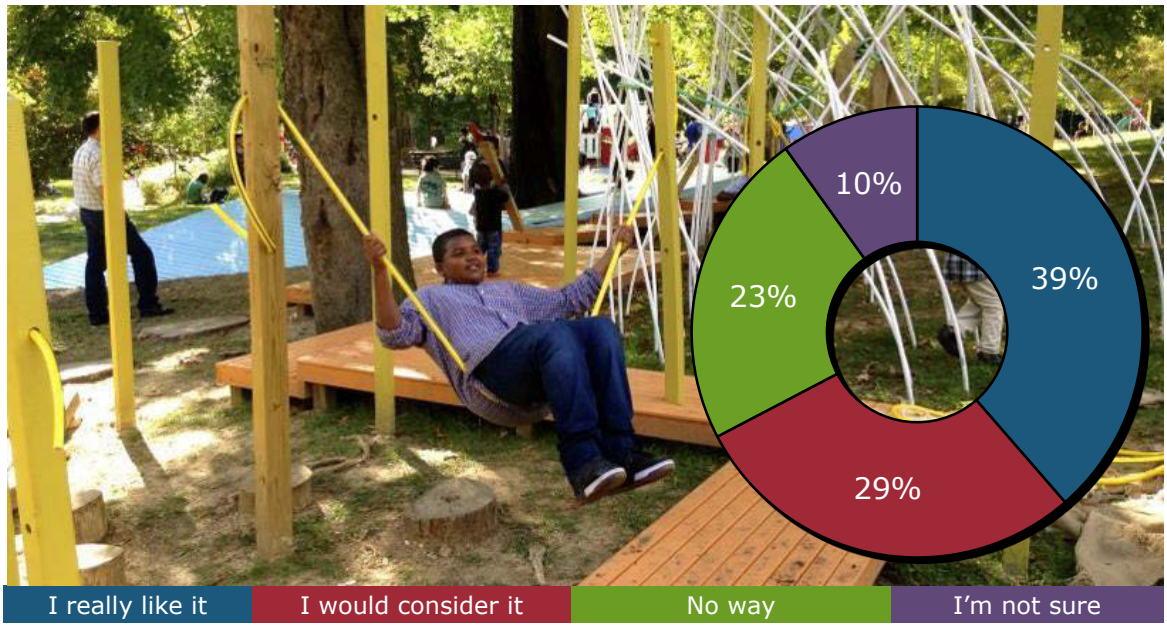
Enclosed, small dog park



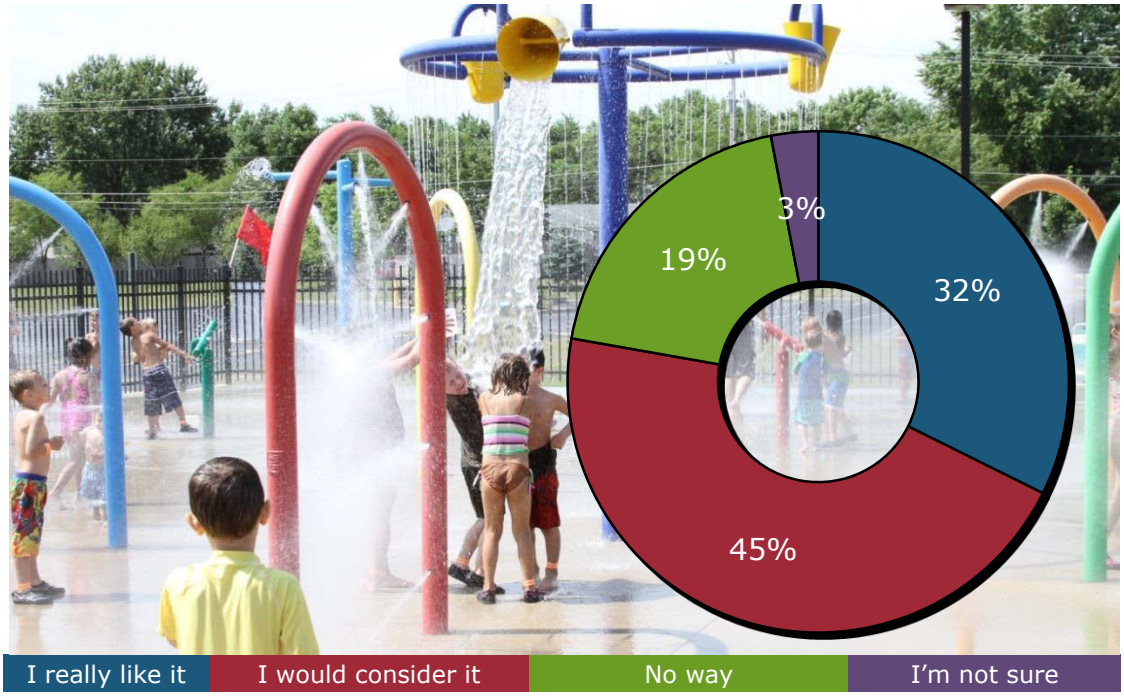
Bike skills park: varied activities appropriate for various ages and skill levels



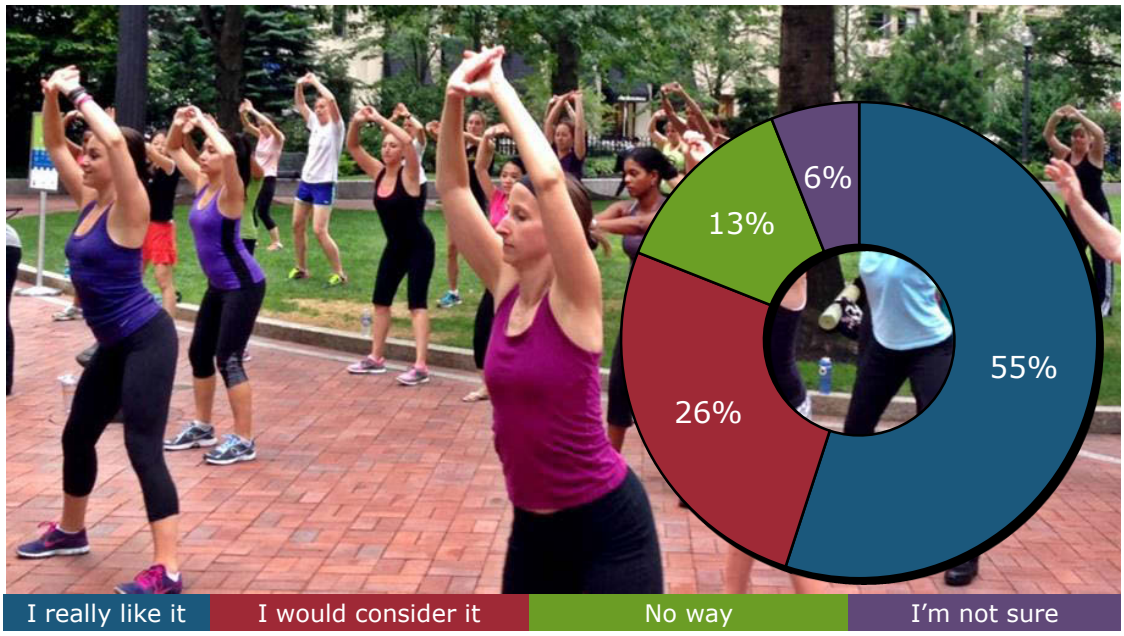
Water play (spray park)- Ground spray that also serves as a public space/plaza



Adventure playground

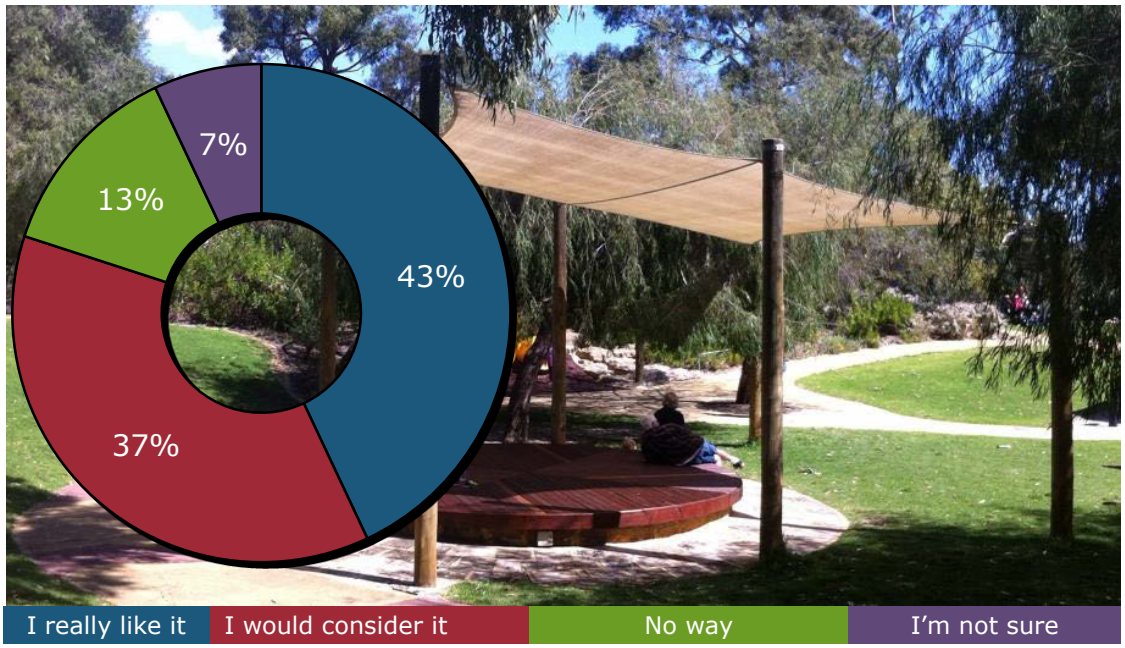


Splash pad enclosed in a playground

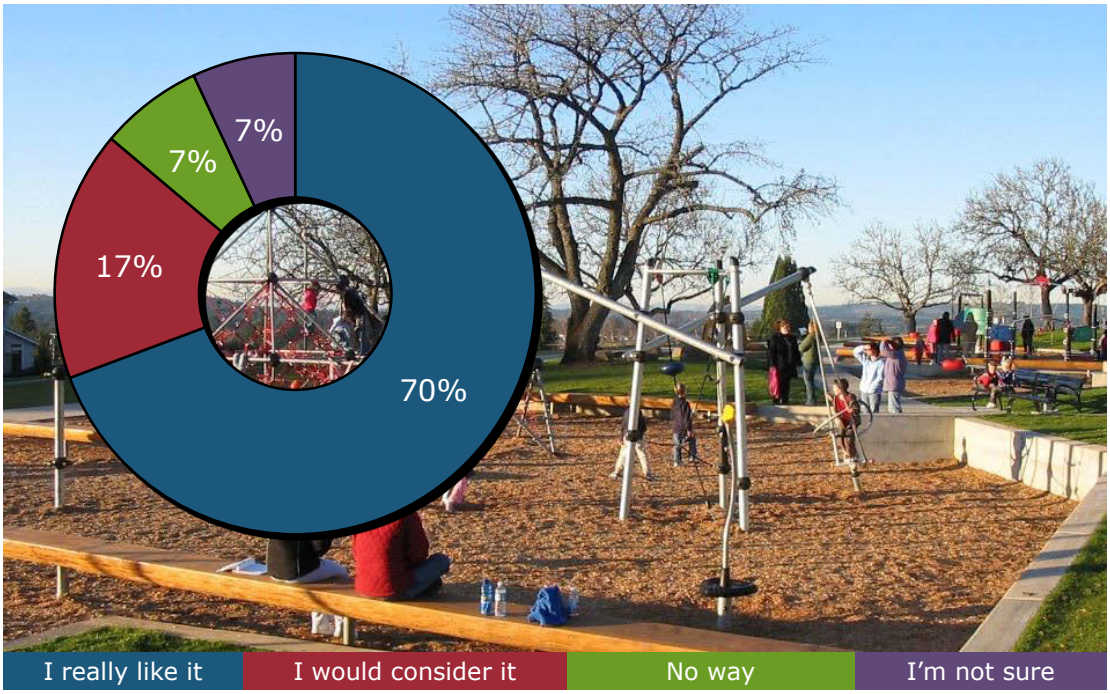


Recreation programming in parks

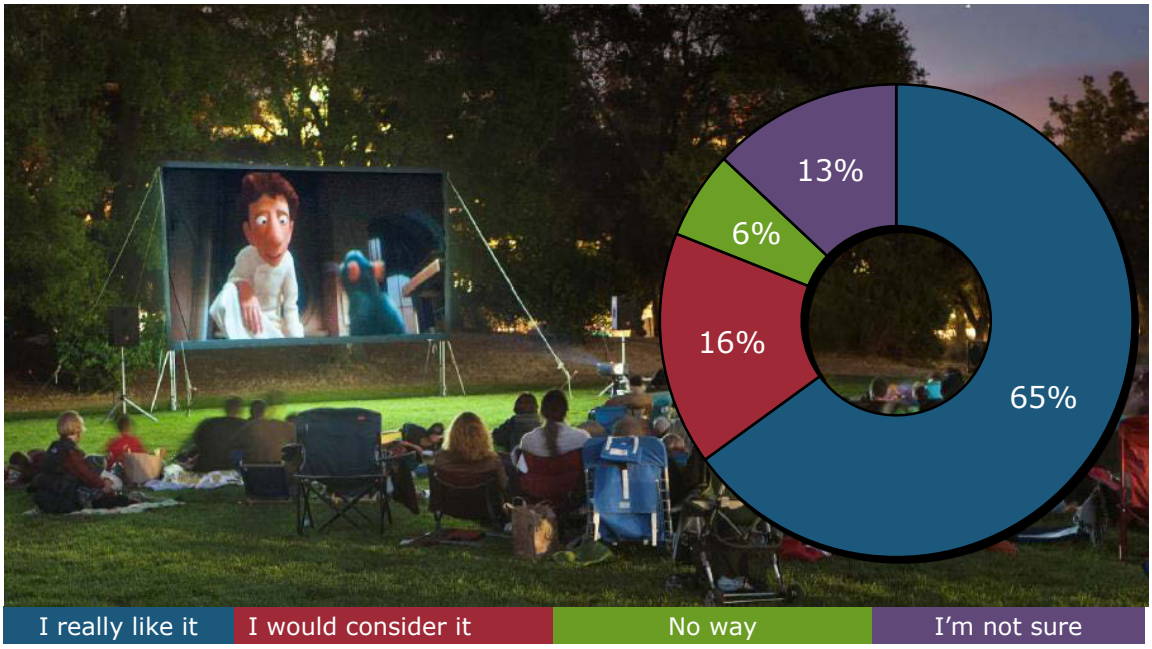
Nature play



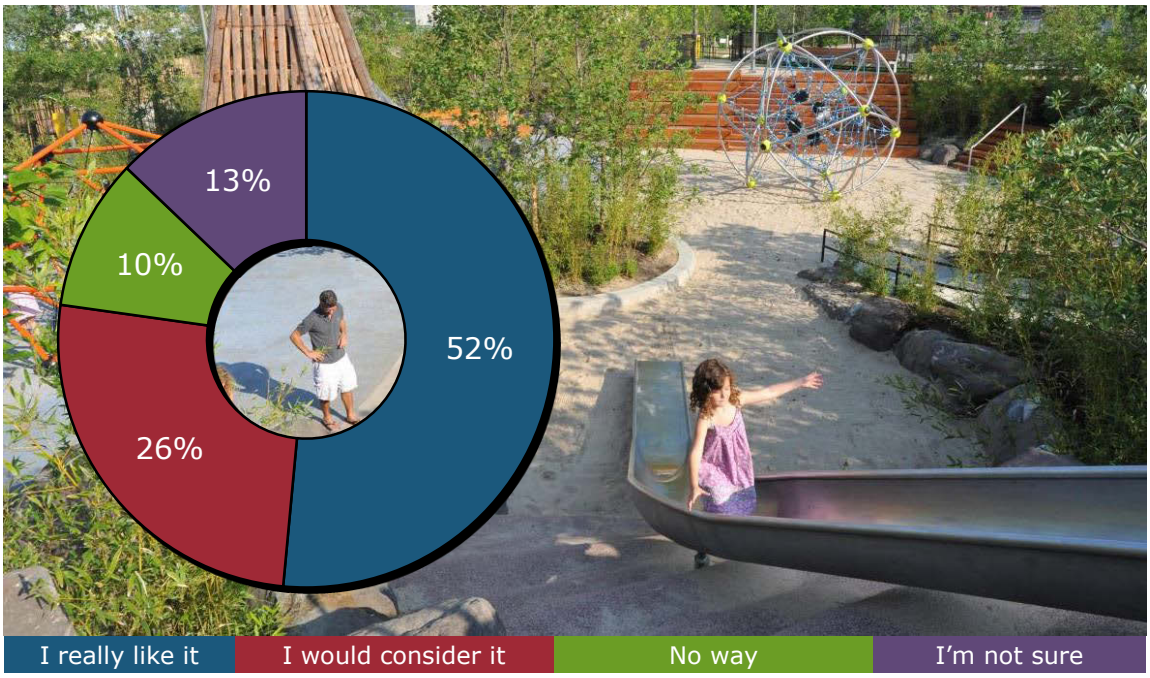
Shade structure with soft and more natural looking materials



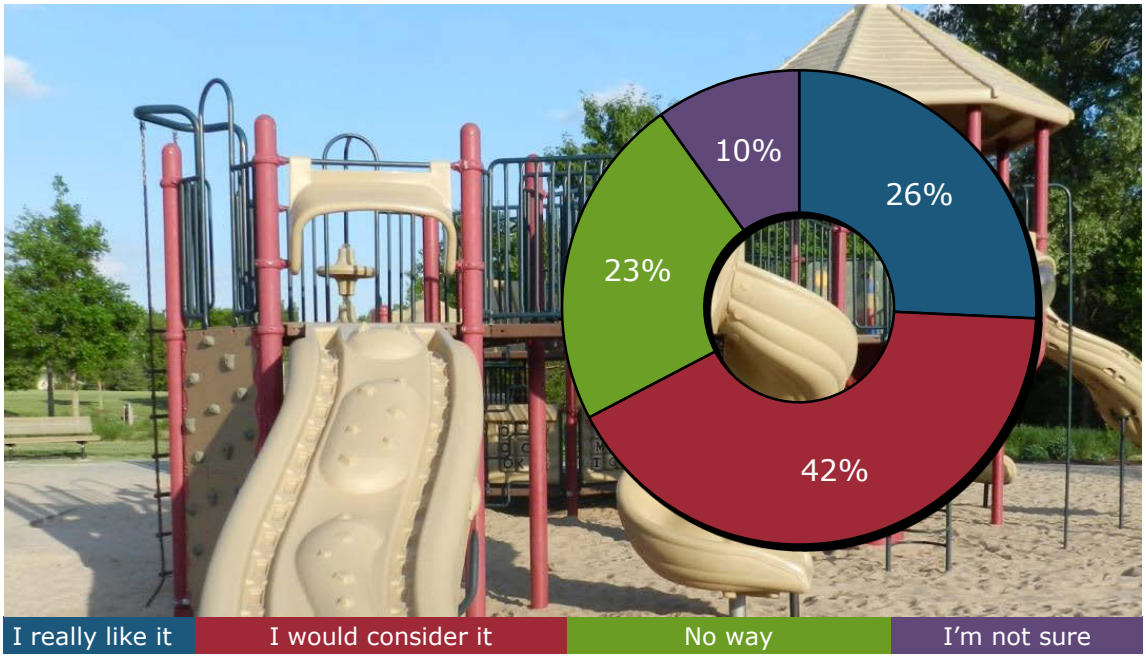
Play environments for a range of ages, adjacent from one another



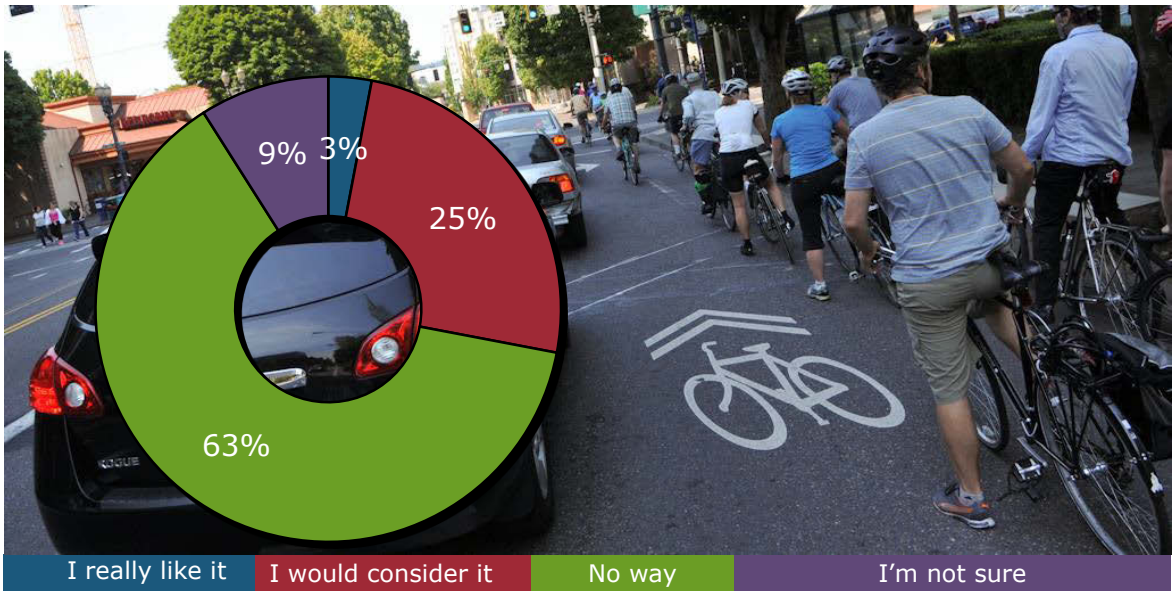
Open space programming for film screenings and other informal events



Small space with vegetation incorporated into the play environment

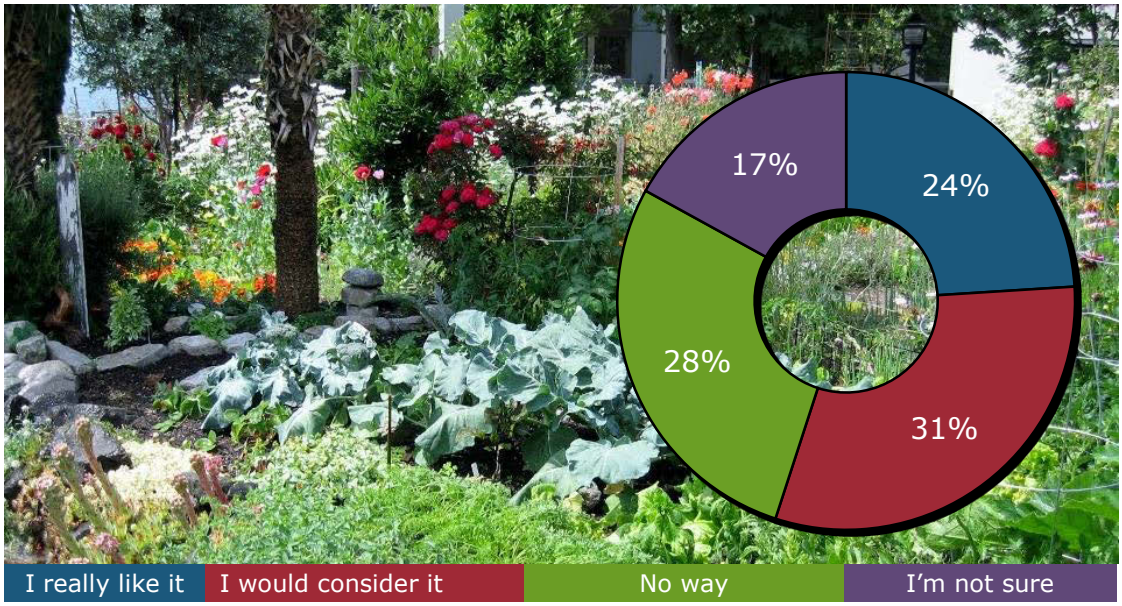


Traditional play structure with non-metal slides

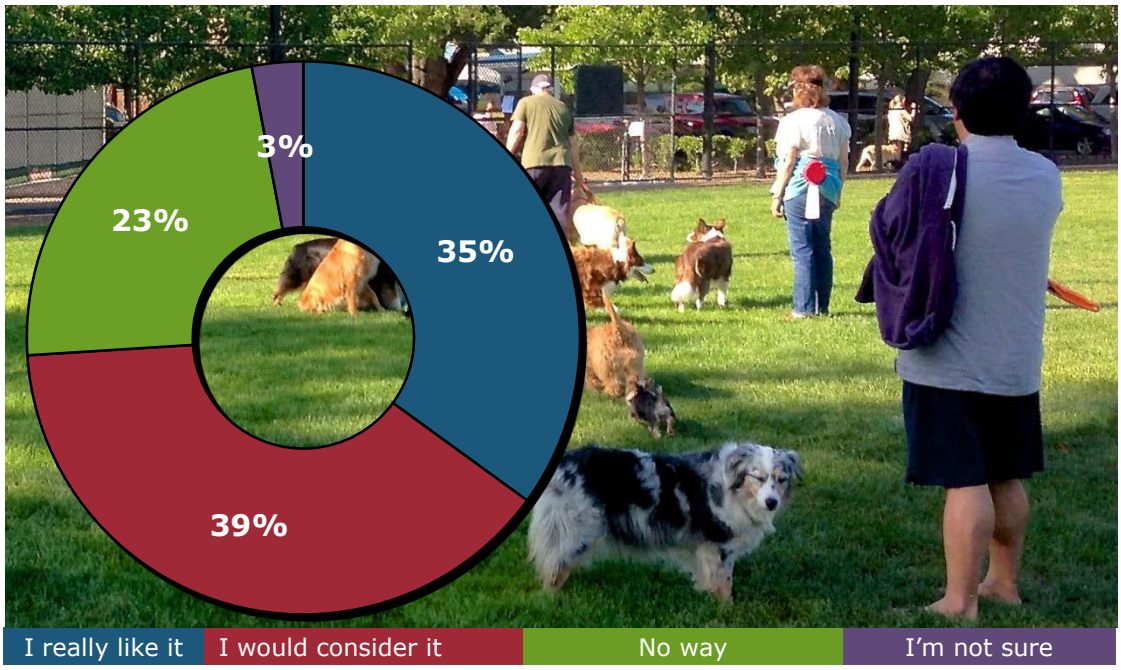


Shared bike facility (sharrows): Lanes not separated for bike traffic but shared with auto traffic

Climbing wall added to retaining wall along walking path



Community garden without structured planters



Fenced dog park with large grass field

Small Group Exercise:Priorities for the Future

Project team members facilitated small group discussions focused on community priorities for the future bikeways, trails, parks and recreation system in Morgan Hill. The discussion was guided by questions about what elements of the system participants would like to see improved or built upon and what new elements they would like to see added. Key themes that emerged from the discussion include the following:

BIKEWAYS AND TRAILS

Elements to be improved and built upon

- **Connectivity:** better connect existing facilities and destinations
    - Connect and improve sidewalk conditions especially to and around Nordstrom Elementary School and Live Oak High School
    - Improved connections are needed:
        - To Downtown
        - To County open spaces
        - Between City parks
        - To Gilroy
        - Between neighborhoods (coordinate bikeways in developments with bikeways along City and County roads)
        - East-to-west across 101

- **Safety:** Streets, trails, paths, and bikeways should allow for safe travel by people of all ages and abilities and accommodate multiple modes of travel.
    - Add and improve lighting on paths and bike routes
    - Delineate between bicycle and pedestrian uses to reduce conflicts on multi-use paths
    - Reduce bicycle speeds on multi-use paths

PARKS

Elements to be improved and built upon

- **Gathering opportunities**: increase the number and location of events at parks, such as movies and concerts

- **Variety of activities:** diversify the types of equipment and experiences offered in parks
    - Activities for older youth and teens
    - Multi-generational play
    - Adventure play

- **Expand amenities**: enhance park experiences by expanding amenities
    - Bathrooms
    - Water fountains
    - Shelters for sun and rain protection
    - Signage
    - More scattered seating and shaded seating

- **Accessibility:** increase the accessibility of parks for all community members
    - Raise awareness about which and when school amenities are accessible to the public
    - Create more universally accessible parks and areas in parks

NEW ELEMENTS TO BE ADDED

- **New Amenities:**
    - Dog parks along trails
    - Public art

- **Diversified programming:** offering different programs and services in parks may help attract new users to parks
    - Areas of parks that are staffed where kids can have free play that is supervised – this could be especially effective in Downtown parks; there's a desire for more Downtown pop-up parks
    - Programming that runs later into the evening for teens
    - Nature and history education
        - Morgan Hill House
        - Geocaching or other approaches to integrating technology in parks to engage youth
    - Recreation programming in parks

Next Steps

Upcoming opportunities for community input include an online survey, which will be on the City's website and promoted through social media, email and the Stakeholder Advisory Group (SAG). The SAG will continue to meet regularly, with its third meeting on February 11.

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Technical Supplement:
Recreation Program Analysis

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PROGRAM ANALYSIS
January 2016

Introduction

The City of Morgan Hill Recreation and Community Services Division provides a wide variety of recreation programs designed for a diverse age range and varied interests. The City's high quality indoor and outdoor recreation facilities allow for year-round programming that varies seasonally, ranging from aquatic classes to preschool programs. Programs include classes, sport leagues, sport competitions, youth camps, drop-in activities and events. This document provides a summary of current program offerings and identifies gaps and opportunities based on an analysis of the City's 2015 program guides and program registration data, the 2015 Centennial Recreation Center Member Use Survey, and the 2015 Centennial Recreation Center Strategic Plan. The recommendations to address gaps and opportunities draw from best practices and trends in parks and recreation. The gaps and opportunities identified in this document will help to inform program recommendations in the Bikeways, Trails, Parks and Recreation Master Plan.

Program Service Areas

A diversity of programs is offered throughout Morgan Hill's facilities including the Centennial Recreation Center (CRC), Aquatics Center, Community and Cultural Center, Community Playhouse, where South Valley Civic Theatre is the resident theater company, Community Park, Galvan Park, and the skate park. Programs are targeted at Morgan Hill residents and are open to non-residents. Non-resident participation in recreation programs support cost recovery and economic development goals. The senior center has a large service area, attracting 50+ residents from throughout South County. The City has unique recreation program capacities with the CRC, which also houses the Senior Center and Teen Center. CRC facility operations and classes, including health and wellness programs, are provided through a partnership between the City of Morgan Hill and the Mt. Madonna YMCA. The CRC serves as the hub for membership based programs. However, a number of aquatic based membership programs are offered at the Aquatics Center and a small number membership health and wellness classes are offered at the Community and Cultural Center. The CRC had 4,737 memberships as of June 2015. Members used the recreation facilities over 300,000 times between July 2014 and June of 2015, with an average of 980 day passes purchased monthly between July 2014 and June 2015.

Populations Served

The City's programs and events serve a wide range of age groups and interests. There is a depth of program offerings for preschool-age children, youth, adults, teens and seniors. The City provides programs geared towards families and groups, including social events and special activities. There are no classes targeted toward people with disabilities. However, there are adaptive open swim times and an adaptive dance event. The City does not currently offer bilingual programs, although it promotes some programs with ads in Spanish.

ADULT PROGRAMS

The City offers adult sports, active recreation and special interest programs. Registration-based sports and active recreation classes include dance, ballet, tennis (private and group lessons), golf, karate, personal training, smart start body composition analysis, and mind and meditation. The City offers adult sports leagues at recreational and competitive levels, including men's basketball, co-ed volleyball and co-ed and men's softball. Registration-based special interest programs include parenting classes and, film class. Group Fitness Classes offered through the CRC membership are drop-in classes and include Les Mills Body Pump, Les Mills RPM, Boot Camp, Functional Fitness, Group Cycling, High Intensity Training (H.I.T), Kick Boxing, Pilates, Yoga TRX, TRX RIP Fusion, Yoga and Zumba. In 2015, among CRC members, the most popular group exercise classes included Yoga, Group Cycle, Zumba and TRX, according to the Member Use Survey Report. Adults regularly visited the CRC and Aquatics Center on a drop in basis to use the fitness center cardio and weight equipment, participate in personal training, swim laps, and participate in drop in sports (badminton, pickleball, volleyball, and basketball). Regular use of the Aquatics Center was at record high, with 24% of survey members who participated in the 2015 membership survey indicating that they had used the Aquatic Center at least once per week.

SENIOR PROGRAMS

The Centennial Recreation Senior Center served adults 50-years-old and older in the Morgan Hill, San Martin, and Gilroy communities. In 2015, the City developed the Senior Programs and Support Strategy to provide program guidance for Senior Center programming and sustainability. The Senior Center's collaborative funding model supports its broad service area. The Senior Center is operated by the City with funding support from the City's General Fund, program fees, support from the Friends of

Morgan Hill Senior Center and contributions from community members. The YMCA operates the nutrition program at the Senior Center through grant funding from the County of Santa Clara and fundraising. Other Senior Center partners include the County of Santa Clara, the Institute on Aging, Sourcewise, the Health Trust, Senior Adult Legal Assistance, and Episcopal Senior Communities.

A range of fitness and recreation programs are offered, including aqua fitness, chair yoga, Pilates, yoga, functional fitness, tai chi, an outdoor walking group, pickleball, aerobics, Wii bowling, TRX, and Zumba. Some of these programs are drop-in and some are offered as registration-based classes. Enrichment programs offered by the Senior Center include creative writing, watercolor, scrapbooking, photography club, computer skills, and knitting and stitchery and are all drop-in programs. Social programs include a range of table games, dancing, and movie screenings. Social services offered by the Senior Center include health screening, hot lunches served Monday through Friday, a produce market, case management, legal assistance and haircuts. The Senior Center's unique location at the Centennial Recreation Center provides for older adults to utilize the health and wellness offerings at the Centennial Recreation Center, and nearly 2,000 members are over the age of 55.

YOUTH PROGRAMS

Programs for children 3-to-18 years-old include fitness, special interest (dance, tap, cooking, drawing, and science), sports and active recreation, and a variety of summer camp programs ranging from sports to science. Kids Club in the CRC provides supervised activities for youth while their parents are using CRC facilities. An average of 2,427 kids per month used the Kids Club between July 2014 and June 2015. The 2015 CRC member survey reported that a majority of members (more than 60%) never use Kids Club. However, there are also regular users of Kids Club, with about 10% of survey respondents indicating that they use it three or more times per week.

In recent years the City has moved towards the use of contract class instructors to provide sports, enrichment, and recreation programs for youth. While the City still offers a summer camp program using its own staff, other fee based youth programs are offered through contracted providers.

The City offers two grant based afterschool programs at two apartment buildings within the City. These programs provide service for 20-30 students and are funded through grants subsided slightly by the City's general fund.

The CRC's programming and services are shaped by the "Developmental Assets" framework focused on helping adults connect with youth in a positive way that helps young people thrive. Established by the Search Institute, the Developmental Assets framework is a widely used approach to childhood and adolescent development.

PRESCHOOL

Preschool programs include Little Learners, an enrichment program for 3-to-4-year- olds offered two days per week; Kinder Learners, a program for 4-to-5-year-olds offers three days per week; and Afternoon Preschool for 3-to-5-year-olds offered three days per week. The City also offers a variety of preschool age sport offerings, including munchkin sports, which are introductions to soccer and basketball and Mini Me Parent/Tot fitness, a drop-in fitness class. In addition to the City's offerings, Kids Love Soccer offers a Mommy/Daddy and Me Soccer class, and Preschool camp sessions are offered throughout the summer.

TEEN PROGRAMS

In addition to the City's youth program offerings, which encompass teens, the City also offers a set of programs that are specifically designed for and targeted at teens. The City's teen program offerings include aquatics, camps, fitness, sports and active recreation and special interest programs. Some of the specific teen programs include karate, volleyball, tennis (drop-in, private lessons, and group lessons), skateboard and BMX (private and group lessons), sports specific personal training, and CPR and Lifeguard training. The Youth Action Council (YAC) is a City program through which teens represent their peers and create programs and special events. The events are designed for teens to connect with one another and other members of the community. The YAC is an opportunity for youth to gain leadership training and for the community to build capacity among its youth.

The Teen Center, operated by the YMCA through the partnership at the CRC, offers a range of activities and programs including homework assistance and craft and social nights. The Teen Center is available free of charge to students in middle school through high school. It is open 6 days per week and approximately 20 teens use the center daily. Very few CRC members are using the Teen Center and those who are, are using it less than once per month.

ADAPTIVE PROGRAMS

The City does not offer recreation or special interest classes targeted at people with disabilities. However, the City offers two special events for residents with disabilities— an adaptive recreation swim offered on a weekly basis during the year and an adaptive dance in the spring and fall.

AQUATIC PROGRAMS

The City offers a range of aquatic programs across age groups and abilities. Youth aquatic programs include a swim team, diving team, water polo team and group and private swim lessons. In 2009, the City developed at strategic plan for aquatics that was intended to guide aquatics programming. The City run Splash Swim Team is an ongoing success with the total number of participants fluctuating between 150 and 200 swimmers at any given time during the year. The City team focuses on fun, fitness and asset development over competition. The Aquatics Center is also home to the Morgan Hill Makos competitive swim club, which has about 100 youth swimmers. Adult aquatic offerings include a Masters Team and pre-masters stroke development program as well as swim lessons. However, adult participation in these aquatics programs is lower than that of youth.

Summer recreation swim at the Morgan Hill Aquatics Center attracts both Morgan Hill residents and from surrounding areas. The facility serves as a small water park with water slides, a water playground and spray pad in addition to the facilities pools. Attendance during the summer of 2015 was 67,919, with thousands visiting the facility on busy days.

EVENTS

Cultural events at City facilities include art exhibitions at the Community and Cultural Center and CRC Senior Center and performances at the Community Playhouse. The CRC hosts Family Fun Nights at the pool once a month. The City hosted Summer Fun in the Park events at Galvan Park during summer 2015. Other events offered by the City span age groups and interests, including the Youth Triathlon-Splash 2 Dash, Doggie Dip- the dog day at the Aquatics Center before the pool's annual cleaning, Polar Bear Plunge- the winter swimming event at the Aquatic Center- and Senior Citizens Ball – an event hosted by the YAC.

Recreation Provider Partnerships

In addition to the partnership with the YMCA to manage and program the CRC, the City has partnerships with other local organizations to run certain programs and camps. These partnerships broaden the City's program offerings. Examples of partnerships include Kidz Love Soccer staff coaching soccer camp and Skyhawks staff coaching basketball camps.

Centennial Recreation Center/Aquatics Center Membership

The membership offered for use of the Centennial Recreation Center and Aquatics Center is the foundation of the programming offerings related to recreation programs. Approximately one in every five Morgan Hill residents is a member at the CRC. A number of monthly or annual payment options are available for users and an additional fee is required for non-residents. A strategic plan has been developed to support ongoing member retention. The City and the YMCA review opportunities to improve programming, enhance membership benefits, and link other programs to the membership. Formerly separate membership options, the membership for the CRC and Aquatics Center were successfully combined, providing the community with one single membership that provides access to both facilities. Financial assistance is available to those who cannot afford normal membership rates.

Program Registration and Fees

The City offers programs through a tiered pricing structure based on residence and CRC membership. Programs cost more (an additional $10-to-$20 per program) for non-residents. Many programs are also discounted for CRC members. The CRC's memberships, which are slightly more expensive for non-residents, include unlimited access to the Fitness Center and classes as well as member pricing on specialty classes. Registration is available online and over the phone. Scholarships for CRC memberships are available based on financial need. Scholarships for non-residents are available through the YMCA on a first-come first-served basis, while funds are available. The 2015 CRC Memberships Strategic Plan evaluated how inclusive the CRC has been by comparing the demographic makeup of the community within a 5-minute drive time to the makeup of the membership. This evaluation identified that the CRC membership is not representative of the surrounding community in terms of household income and there are opportunities to serve more low income households.

Facility Rentals

The City of Morgan Hill has a variety of indoor and outdoor facilities available for rental that provide opportunities to hold group activities in the area. The Program Guide and City of Morgan Hill website highlight rental opportunities available at the Community and Cultural Center and Community Playhouse, Community Park (stage, gazebo area, picnic areas, tennis court), the recreation center, and senior center. Sport fields and picnic shelters are available for rental at Community Park, Galvan Park and Paradise Park. The Aquatic Center, CRC Pool and Party Room, Downtown Amphitheater, Council Chambers and a variety of rooms in the Community & Cultural Center are available for group and party rentals. The Aquatic Center is available to host swim meets.

The City's Outdoor Sports Center provides soccer/sports fields for the community and for regional tournament and event use. The City has a concessionaire agreement with the Morgan Hill Youth Sports Alliance to operate the facility. The facility attracts over 300,000 visitors annually to the venue. The Outdoor Sports Center hosting regional event alongside rental of the Aquatics Center for major swim meets provide unique facilities supporting sports tourism and economic development for Morgan Hill.

Program Registration

Program registration data provides a glimpse into programs for which there is a high demand and programs that are less popular or have more enrollment variability. In some cases, enrollment may be linked to the times the classes are offered or the frequency with which they're offered or the seasonality of the program. In other cases, the registration data points to trends in the types of programming that is popular and potential opportunities to expand certain types of program offerings. Registration rates are from the Winter/Spring (W/S) and Summer/Fall (S/F) 2015 Registration Reports.

- Youth swim lessons are popular throughout the year, although many fewer classes are offered in the Winter/Spring (111 classes) compared to the Summer/Fall (347 classes). About 20% of youth swim classes have enrollment rates below 50% (24% below in the W/S and 23% in the S/F). (Adult swim conditioning and intro to lap swim group classes are less popular, with an average of 8% enrollment in the W/S 2015 and 9% in S/F.

- Overall registration for Summer camps in S/F 2015 was 27% for with sports camps 11% full and educational at 77% full. The interest in educational/special interest classes is also reflected in registration of classes offered throughout the year.
- Enrollment for sports camps vary by sport. Soccer camps have low enrollment. Skyhawks Basketball camp is the most popular sports camp. It was at 58% capacity across the two sessions offered in S/F 2015. The comparatively high registration rate may be attributed, in part, to the fact that there are only two basketball camps offered compared to 15 soccer camps.
- Youth tennis registration rates are lower in the Summer/Fall than Winter/Spring with an average registration rate of 14% in W/S 2015 and 22% in S/F 2015. There were with especially low registration rates for the Outdoor Tiny Tot Tennis classes in S/F and in W/S especially low registration rates for Indoor Tiny Tot Tennis classes.
- There's interest across Youth Educational and Special Interest offerings throughout the year. Cooking and Lego Engineering and Robotics classes were especially popular. There is about 10% higher enrollment rates in youth education classes in the Summer/Fall compared to the Winter/Spring.
- Both youth and adult karate classes have higher enrollment in the winter/spring than the summer/fall. The average enrollment rate for W/S classes is 36% and for S/F classes it's 10%.
- Adult sports are popular. The Men's Basketball League is nearly at capacity and the co-ed volleyball and co-ed softball leagues are also popular. Of the adult sports, tennis has the lowest enrollment at an average class capacity of about 10%.
- Adult/teen dance classes have varied levels of popularity based on the type of dance. Hip-hop dance and ballet have low registration rates and adult tap is the most popular. Dance classes have higher enrollment in the winter/spring with an average enrollment of 22% across all classes in W/S 2015 compared to 12% in S/F 2015.
- Average enrollment for swim classes is similar throughout the year. Some youth swimming classes vary in popularity depending on the time of the class, including:
- Saturday mornings are especially popular time for swim lessons at all levels throughout the year.

- Enrollment is lower for 3:45 weekday classes than later classes.
- Active recreation classes at the senior center are popular. The Arthritis Foundation Exercise Program has consistently been the most popular class offered at the center.
- The Senior Center's table game offerings, including puzzles, pool, ping pong and card games are also popular.

Gaps and Opportunities

The City offers a robust range of recreation programs. However, there are several areas that emerge as gaps or opportunities for potential additional or revised programming.

- **Multicultural programs**: While the City's programs cover a diversity of ages and interests, there are few programs with a focus on multiculturalism that reflect the Morgan Hill community's cultural and ethnic diversity. The CRC Strategic Plan also identified a need for more language diversity among CRC staff.
- **Adaptive programs**: The City has limited offerings for programs targeted at people with disabilities. The 2013 American Community Survey estimates, there are 3,029 (7.8%) people in Morgan Hill with a disability.
- **Adult Recreation**: Current trends in adult sports programs, include the resurgence of old-time favorites like wiffleball, dodgeball and kickball, which are making a comeback with the Gen X and baby boomers[1]. With the popularity of some of Morgan Hill's current adult sports teams, there may be opportunities to offer new sports teams.
- **Adult programs**: The Senior Center offers a range of enrichment and education programs for adults over 50-years-old. However, there are limited enrichment and education programs for younger adults. Additionally, the CRC membership is disproportionately low for 25-34 year-old, as compared to the surrounding community's demographics. The Demographic Analysis revealed that citywide, there are about 23,500 residents in Morgan Hill between the ages of 18

[1] Parks and Recreation Magazine (NRPR). Carrie Madren. "A Sporting Shift," February 2014. http://www.parksandrecreation.org/2014/February/A-Sporting-Shift/

and 64. It is often difficult to serve the 18-to-50-year-old demographic through traditional recreation, enrichment and education programs. Non-traditional programming and events targeted at this age group are becoming increasingly popular across the country. Programming ideas include drop-in fitness classes in parks, movies and mini concerts. Small interventions in park and public spaces, such as bocce courts, hammocks, ping pong tables, interactive public art, food carts, movable dance floors and organized busking musicians can engage young adults and families.

- **Events**: There is a trend towards people wanting social experiences from parks, with programming like yoga, movie nights and lawn games.[2] This trend was reflected in Morgan Hill with the success of the Summer in the Park events at Galvan Park. The CRC Member Survey showed more than 85% of members do not participate in events, which include Get Fit, Youth Tri, and Member BBQ. There may be opportunities to expand and diversify park programming in Morgan Hill.
- **Geographical distribution of programs**: The City's program offerings are primarily held at the CRC and Aquatic Center. Especially for residents with limited mobility – children who can't drive, families with limited car access, or people with disabilities – the distance may be a barrier to accessing programs.
- **Promotion of programs and facilities**: The City's 2015 CRC Membership Strategic Plan highlighted the need for increased promotion. The City may more effectively reach teens and low-income residents, for whom opportunities for have been identified, by increasing its level of promotion and diversifying the promotional platforms that it uses. This could include more outreach through social media and partnerships with community based organizations.

[2] National Recreation and Parks Association. Barbara Heller. "Best Practices for Parks," July 17, 2015. http://www.nrpa.org/blog/three-best-practices-for-parks/

Technical Supplement:
Revenue Analysis

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REVENUE ANALYSIS
January 2016

I. Introduction

The Bikeways, Trails, Parks and Recreation Master Plan (Master Plan) will provide policy direction and financing strategies to be implemented by the Community Services Department and the Public Works Department. The Community Services Department is responsible for operation and maintenance of city facilities, while the Public Works Department is responsible for the management of the City's Capital Improvement Program. There are two divisions of the Community Services Department that operate, maintain or manage facilities that are relevant to the Master Plan (see **Table 1**). In some instances, these facilities are also revenue sources.

TABLE 1. DIVISION FACILITIES AND RESPONSIBILITIES RELATED TO THE MASTER PLAN

Recreation and Community Services Division Operates	Maintenance Division Maintains
– Centennial Recreation Center – Aquatics Center – Outdoor Sports Center – Community and Cultural Center – Amphitheater – Community Playhouse – Friendly Inn Non-Profit Service Center, Skate Board/BMX Park	– 470 Open Space/Park Acres – 149 Street Miles – 125 Sidewalk Miles – 8 Trail Miles – 3700 Street Lights – Urban Forestry, and – Landscaping Assessment District – Downtown Streetscape and Parking Structure

II. Funding Framework

In general, funding for the Community Services Department comes from four primary sources:

1) User Fees;
2) Park Maintenance Fund;
3) General Fund;
4) Street Maintenance Fund; and
5) Special Assessments.

As described below, each division relies on different funding sources to defray the cost of services and capital improvements. Changes in these funding sources could impact future services.

RECREATION AND COMMUNITY SERVICES DIVISION

The Recreation and Community Services Division (RCSD) has been able to recover nearly 100% of its direct cost of services from users. This remarkable achievement has enabled RCSD to fund programs, services, and facility maintenance, including several one-time capital projects. In recent budgeting exercises, the RCSD has placed emphasis on maintaining facilities, supporting partner organizations, enhancing support for senior services, and increasing community outreach and participation in recreation programs.

The RCSD has recently focused on broadening the reach of its programs to underserved residents. Resources dedicated to some of these areas have resulted in slightly lower percentage of direct cost recovery than in past years.

MAINTENANCE DIVISION

Park maintenance is primarily funded through the Park Maintenance Fund, supplemented by transfers from the General Fund, grants, donations, and fees collected from a Landscape and Lighting Assessment District (LLAD). The Park Maintenance Fund receives revenue through voluntary contributions from developers competing in the City's Residential Development Control System. The base budget for Park Maintenance is $920,000. The Park Maintenance Fund receives approximately $200,000 annually from the City's General Fund to support Park Maintenance. This annual transfer ensures that the Park Maintenance Fund will be sustainable over the next 20 plus years.

In the last four years, the LLAD managed by the Maintenance Division has generated $175,000 per year on average. These funds are specifically used to maintain parks and landscaping areas within the assessment district. The LLAD has a number of different sub areas for which funds are managed independently (as required by law). The assessment in each of these areas can only be raised through a vote of those living in the specific sub area. This funding system has provided for adequate maintenance in some areas and inadequate maintenance in others.

Maintenance of parks, streets and city buildings is managed by a core team of twelve full time staff members who heavily rely on contractors and seasonal temporary employees to provide cost-effective and flexible maintenance as needed.

III. Revenue

As shown in **Table 2**, membership and program services provide the largest percentage of revenue for the RCSD. Following the opening of the CRC, membership grew each fiscal year until 2013 when membership started to plateau as the facility reached its occupancy load limit. This funding source is dependent on attracting and retaining members and daily customers. Periodic fee increases are now utilized to increase revenues to cover normal inflationary increases in costs.

If growth has peaked, it will be increasingly important to retain the existing customer base through member engagement initiatives, updated programming and providing well maintained facilities and equipment.

TABLE 2. REVENUE

Revenue	2013/14	2014/15	2015/16
Membership			
AC/CRC Membership	$3,628,547	$3,838,000	$4,060,057
Recreation Programs	$385,163	$388,482	$470,368
AC/CRC Daily & Seasonal Passes	$393,090	$406,500	$490,500
Aquatics Programming	$408,792	$416,000	$427,000
AC/CRC Retail/Concessions	$58,041	$63,000	$64,660
Subtotal	**$4,873,633**	**$5,111,982**	**$5,512,585**
Facilities			
Room Rentals	$253,901	$265,900	$276,000
Gavilan College Lease	$221,692	$242,000	$205,000
OSC Concessionaire Agreement	$65,075	$66,000	$66,000
Playhouse Lease and Rentals	$40,846	$38,000	$41,000
Park/Field/Tennis/Special Events	$37,904	$36,300	$37,420
AC Lane Fees	$65,408	$50,000	$50,000
Council Chamber Rental	$0	$29,250	$50,000
Subtotal	**$684,826**	**$727,450**	**$725,420**
TOTAL	**$5,558,459**	**$5,839,432**	**$6,238,005**

AC: Aquatics Center
CRC: Centennial Recreation Center

IV. Expenses

The two divisions of the Community Services Department described above are responsible for operations and maintenance costs relevant to the Master Plan. **Table 3** provides a summary of these expenses for fiscal years 2013/14 – 2015-16 (as of October 2015).

TABLE 3. OPERATING EXPENSES

Expenses	2013/14	2014/15	2015/16
2140 - Membership and Program Services	$4,512,262	$4,815,751	$5,093,862
2150 - Facility Services Total	$1,022,644	$1,243,760	$1,165,700
2180 - Community Services Total	$119,985	$393,058	$575,074
8030 - Park Maintenance Total	$444,538	$1,030,008	$920,767
5460 - Downtown Maintenance Total	$38,180	$30,500	$104,156
6100 - Street Maintenance Total	$1,829,648	$2,856,278*	$1,906,471
8351 - Lighting and Landscape District Total	$158,908	$178,114	$185,541
8063 - Open Space Total	$142,426	$126,443	$979,706
Total	**$8,268,591**	**$10,673,912**	**$10,931,277**

*One-time increase in expenses related to Citywide LED light installation.

Of the operating expenses, the first three lines in **Table 3** (community, facility and membership and program services) are almost entirely covered by operating revenue. **Table 4** summarizes the city's success in recovering these operating expenses.

TABLE 4. COST RECOVERY

	2013/14 Actual	2014/15 Amended	2015/16 Adopted
RCSD Revenue	$5,688,653	$6,004,298	$6,391,235
RCSD Expenditure	$5,654,891	$6,435,798	$6,834,635
Transfers In	$33,000	$50,000	$60,000
RCSD Net Impact	$66,762	-$384,500	-$383,400
% of Total Discretionary Budget	-0.3%	-1.8%	-1.6%

Capital facility maintenance, particularly park and street maintenance, are difficult to fund with user fees and represent costs that exceed the City's ability to cover with operating revenue. The November 2014 Infrastructure Report for Morgan Hill estimates that there is a $586,000 annual maintenance funding shortfall for park maintenance, $88,000 for the landscape and lighting assessment district (LLAD) maintenance, and $467,200 for building and facility maintenance. There is also a $4,447,000 shortfall for street maintenance, but only a small portion of the shortfall is attributable to parks and recreation (bicycle) facilities. **Table 5** estimates the annual shortfall in repair and replacement of parks related facilities.

TABLE 5. ANNUAL REPAIR AND REPLACEMENT DEFICIENCIES

Expenses:	2013/14
City Parks	$548,342
City Trails	$37,429
Landscape Assessment District Parks	$88,126
Aquatics Center	$147,964
Centennial Recreation Center	$139,823
El Toro Youth Center	$6,620
Outdoor Sports Center	$172,793
Total	**$1,141,097**

It is important to note that LLAD facilities are funded by a select set of residents but are available for use by the entire community. Equity issues and assessment limits make it unlikely that funding deficiencies can be addressed in individual LLADs and will likely become an issue for the City to address.

V. Trends

From fiscal year (FY) FY 2012/2013 through FY 2015/2016, RCSD operations generated total revenue of $23,667,039 for the City. Though fees and expenses fluctuate annually (see **Table 5**), revenue and expenses have been steadily increasing.

TABLE 5. CAPITAL REVENUE AND EXPENDITURE (FY 12/13 – FY 15/16) [1]

	RCSD Rev[2]	RCSD Exp[3]	Transfers In	Total
2012-2013	$ 5,582,853	$ 5,487,314	$ 115,637	$ 211,176
2013-2014	$ 5,688,653	$ 5,654,891	$ 33,000	$ 66,762
2014-2015	$ 6,004,298	$ 6,452,570	$ 50,000	$ - 398,272
2015-2016	$ 6,391,235	$ 6,834,635	$ 60,000	$ - 383,400
TOTAL	**$ 23,667,039**	**$ 24,429,410**	**$ 258,637**	**$ - 503,734**

Source: City of Morgan Hill, FY15/16, Operating and CIP Budget

VI. Forecasting

The City has enjoyed significant success in recovering direct costs of services through user fees. Revenue has been adequate to address operating costs, including general maintenance, but not capital facility maintenance costs or larger capital improvement and replacement costs. Due to the popularity of recreation facilities and programs, revenue generation is expected to remain high for the foreseeable future.

As facilities age, the City may experience additional demand for "one-time" investments, such as mechanical equipment, roofs, and other high-cost items. In the future, community needs may generate demand for new facilities or upgrades to existing facilities that will contribute to the maintenance funding shortfall. While revenue has historically been adequate to address operating expenses, in the future the need to address deferred maintenance and to pay for maintenance of new capital facilities will require funding from new sources.

[1] Table 5 reflects comprehensive revenue and expense as compared to Tables 2 and 3 that summarize primary revenue sources and expenses.

[2] Recreation and Community Services Team Revenue.

[3] Recreation and Community Services Team Expenditure.

While community expectations of park and recreation services continue to increase, economic and political conditions make dependable funding streams increasingly fragmented. No single funding source is likely to provide all of the resources required to fund a complete parks and recreation program. The City should explore additional funding sources to address facility and service demands. **Table 6** indicates which sources are eligible for capital improvement and maintenance costs.

TABLE 6. FUNDING SOURCES AND USES

Sources:	Uses	
	Capital Facilities	Maintenance
General Fund	X	X
Quimby Act Dedication and Fees	X	
Development Impact Fees[4]	X	
Voluntary Developer Contributions[5]	X	X
Sales and Special Taxes	X	X
User Fees[6]	X	X
Finance (Districts or Special Assessments)	X	X
Bonds	X	
Partnerships	X	X
Grants	X	X
Allowed Use	Limited Use	Ineligible Use

Some of these sources require voter-approval (e.g. special taxes, assessment districts and bonds). Special taxes may include a parcel tax, sales tax, and construction and conveyance tax. Similarly, bond funding may be secured through general obligation bonds, revenue bonds, or limited tax bonds issued by the City, or through the creation of special districts to finance improvements that benefit contributing properties. A more detailed description of existing and potential revenue sources can be found in **Appendix A**.

[4] Though similar to Quimby Act Fees, Development Impact Fees under the Mitigation Fee Act are separate and are subject to different regulations.

[5] Collected through the Residential Development Control System Process.

[6] User fees may be used for capital improvements on a limited basis.

At some point, the City will need to address deferred maintenance and will likely need to fund new capital improvements or reinvest in existing facilities. Existing revenue sources are not adequate to address these expenses. Because the most promising funding options (e.g. special taxes, assessment districts or bonds) require voter approval, the City should assess the community's tolerance for these funding options. Similarly, the City should explore community tolerance for increased user fees to adequately fund a "sinking fund" that can pay for maintenance and replacement costs.

Appendix A: Existing and Potential Revenue Sources

GENERAL FUND

The General Fund is comprised primarily of tax dollars, intergovernmental revenues and user fees and charges. Bikes, trails and park and recreation facilities and services are among the many local government services competing for limited General Fund dollars. General Fund allocations can support parks and recreation improvements and services that represent general benefit to all citizens of the jurisdiction. An advantage to General Fund allocations is that they are unrestricted, however the City budget is often strained to support public safety, public works and all other local government services, as well as parks and recreation. As a result, funds are often unavailable to adequately support bike, trail, and park and recreation services.

PARK DEDICATION FEES / IMPACT FEES (QUIMBY ACT)

Quimby Act dedications and development impact fees are primary mechanisms for the development of new parks and recreation facilities. Current impact fees do not reflect the costs to construct the required community and neighborhood parks and do nothing to defray operational costs.

The Quimby Act (Section 66477 of the California Government Code) grants cities and counties the authority to require the dedication of land or payment of fees in lieu thereof (or a combination of both) by a new residential subdivision. The City can require such a dedication at the parkland Level of Service standard that was in effect at the time of adoption of the ordinance, to a maximum of 5.0 acres per 1,000 people. The City of Morgan Hill currently employs a park land standard of 3.0 acres per 1,000 people. Revenues generated through the Quimby Act cannot be used for operation or maintenance of park facilities. The park or facility must not be intended to make up an existing deficit, but must serve the new residents of the subdivision in question.

DEVELOPMENT IMPACT FEES / PARK IMPACT FEE

Development impact fees cannot be used to address existing deficiencies in park acreage, and sports and community facilities and can only be used to address development related demand for facilities. The funding for deficiencies will need to be addressed via General Fund, grants, special financing districts or bonds.

Fees can be collected from developers to pay for the impact that their residential development will have on existing infrastructure or in creating the need for new infrastructure such as roads or parks. Such fees are required as conditions of approval of a proposed development under the city's police powers over land use. Typically these fees are paid prior to City approval of a parcel map or final map or at the time a building permit is issued. Some Bay Area jurisdictions now impose fees on any improvements anticipated to increase the number of residents likely to reside in a dwelling unit, including residential additions, remodels and renovations.

Development impact fees may be reasonably exacted on new non-residential development in a City, as it may increase the daytime population resulting in additional facility users. A nexus study should be conducted to quantify such a relationship in order to justify fees on the non-residential development.

Section 66000 (et seq) of the California Government Code requires the agency exacting the fee to do the following:

- Identify the fee's purpose
- Identify the fee's uses
- Establish a reasonable relationship between the fee's use and the type of development project on which the fee is imposed
- Determine whether there is a reasonable relationship between the need for the public improvement and the development project on which the fee is imposed
- Justify that the fee is "roughly proportional" to the impact a new development has on public facilities and services (i.e. parks and community centers)

SALES AND SPECIAL TAXES

Taxes may, with voter approval, be increased to provide revenue for, among other things, parks and recreation or land conservation purposes. The ability to raise funds through sales or use taxes requires approval by two-thirds of voters. Many communities throughout the state have been successful in getting voter support for measures that add one-fourth or one-half cent to local sales taxes. The following are brief descriptions of the most common funding sources.

1) Parcel Tax: A parcel tax is either based on a flat per-parcel rate, calculated on the use, size and/or number of units on each parcel or an asset valuation. A parcel tax requires approval by two-thirds of city voters.

2) Sales Tax: Cities can generate revenue by increasing the 7.5% state sales tax to increase the general fund or to fund a specific purpose (e.g. parks and recreation). A sales tax increase dedicated to a specific purpose requires approval by two-thirds of city voters.

3) Real Estate Transfer Tax: A real estate transfer tax, is levied when there is a transfer of real property and when residential, commercial and industrial construction occurs. Adoption, and any increase or changes to a real estate transfer tax requires approval by two-thirds of city voters.

FEES AND CHARGES

Cost recovery through user fees is typically only used to offset General Fund maintenance and operations costs. Fees and charges create a direct connection between the funding source and the beneficiary of the service. This is a widely accepted way to provide services, however fees and memberships can keep lower income residents from participating in recreation programs. Equity concerns may be addressed when developing a pricing system to ensure that the City is providing its core services to all citizens.

TABLE A.1. TYPE OF RECREATION AND PARK FEE

Types of Recreation and Park Fees		
Fee Type	**Description**	**Example**
Entrance/ Parking	Charges to enter a developed recreation site at the patron's first contact with the area; the area may contain facilities or activities for which fees are charged	Large parks, gardens, wildlife preserves, historical areas.
Admission	Charges to enter a building, structure or natural chamber where entry and exit are controlled and attendance is regulated.	Museums, historical buildings.
Programs	Charges for participation in an activity.	Lessons, camps, classes, leagues.
Sales	Revenues obtained from stores, gift shops, restaurants and other retail	Food and drink items, catering service, souvenirs, firewood, film, clothing.

Types of Recreation and Park Fees		
Fee Type	**Description**	**Example**
	operations and from the sale of merchandise and other property.	
Permit/ License	Charges for written permission to perform an action or the authority to occupy space or use property.	Show permits, alcohol permits, photography permits.
Rental	Charges for the exclusive use of tangible property of any kind.	Bicycles, tables, golf carts, picnic kits, horses, party rooms.
Facility Use	Charges for the shared use of a facility.	Driving range, campsites, ball fields, swimming pools, ice rinks, green fees.
Special Service	Charges for supplying extra articles, materials, activities, or services as an accommodation to the public.	Seasonal equipment, storage, night lighting, field dragging and lining, class materials, reservation fees, franchise fees for league operations, electric use fees, room set-up/tear down fees.

SPECIAL FINANCING DISTRICTS (SFD)

Special financing districts and bonds require a public vote and typically would be associated with specific projects for which there is strong support in the community. Special Taxes and Special Assessments are two types of special financing districts (SFDs). They are property-based revenue mechanisms used by local governments to finance projects, maintenance or services. They are valued as focused local sources of funding with direct accountability, i.e. those who benefit from the service or infrastructure are those who pay. In general, it is assumed that the beneficiary of any improvements should pay in proportion to their property benefit. In determining the appropriateness of an SFD the following issues should be carefully considered:

- Fairness and equity
- Market sensitivity
- Potential for approval
- Timing and predictability of revenues and expenses (and need for debt)
- Legal perspective

Specialized professionals including Special Tax Consultants, Public Relations Professionals, Financial Advisors, Underwriters, Attorneys or Bond Counsels can be engaged to facilitate the creation and

success of a new SFD. While there are many types of SFDs, two common examples are discussed below.

- **Landscape Maintenance Districts (LMDs):** Special assessments are levied against a parcel of land for the benefit that is generated by the underlying public service or improvement project. Examples are Landscape Maintenance Districts used to pay for annual maintenance costs of a park. The governing body of the entity levying the assessment must make a finding of Special Benefit in order to validate this process. Special Benefit is defined as "a particular and distinct benefit over and above general benefits conferred on real property located in the district or to the public at large." General benefit is available to the public, and therefore cannot be charged to property owners. These districts are typically formed to fund maintenance of neighborhood parks serving the neighborhood being assessed.
- **Mello-Roos Community Facilities Districts:** A Special Tax is a financial charge that is levied annually on a property for a defined period of years. The Special Tax is calculated via some type of formula or, in the case of a Community Facilities District, a Rate and Method of Apportionment. A Community Facilities District (CFD) is a common type of Special Tax District used for funding ongoing maintenance services, capital projects, or both. It is allowed under the Mello-Roos Community Facilities Act of 1982 and is found in California Government Code Section 53311 et seq. Any new Special Taxes must be approved by a two-thirds vote. Accountability measures designed into the Special Tax may increase the likelihood that voters will approve a tax. Such measures might include a citizen's oversight committee or a sunset clause (a date by which the tax expires).

GENERAL OBLIGATION BONDS

General obligation bonds are paid by an earmarked increase in property tax above the one percent allowable by Proposition 13. Referred to as "property tax overrides," they require a two-thirds voter approval and usually appear on the tax bill as "voter indebtedness." The tax is levied for a specified period of time (from 10 to 40 years). The proceeds from General Obligation Bonds can be used to finance the acquisition, construction and improvement of real property, but cannot be used to pay for equipment, supplies, operations or maintenance costs. Use of such bonds has declined, due to the high approval requirement and the interest costs.

PARTNERSHIPS

Partnerships provide a variety of opportunities to share facilities, skills and resources, provide free or low cost labor, and supplement revenues. Potential partners range from sports groups, social service agencies, youth and church groups, to businesses, police departments and school districts.

- **Support Foundations & Friends Groups:** Citizens can come together to create non-profit organizations to support a park or facility. They can raise money, sponsor projects and provide volunteer support. Adopt-A-Park and Adopt-A-Trail are two ways for community members to support facilities that are important to them. Clear agreements should be developed between the municipality and community groups to clarify what the group is responsible for, e.g. watering, weeding, litter pick-up. A sign at the facility indicating who has "adopted" it recognizes their contribution and creates goodwill.
- **School Districts:** Joint-use agreements with schools can significantly expand available recreation facilities, such as ballfields, soccer fields, gymnasiums and program classrooms. They have the potential to create synergies that benefit both parties.
- **Private Sector Partnerships:** When approaching potential private sector partners it is important to present how involvement can be beneficial to them. Corporate donations to public recreation and park agencies are attractive to corporations because of the tax advantages and public relations benefit. There are a wide variety of partnerships, including:
    - volunteer labor
    - sharing of training and expertise
    - loaned equipment (vehicles, A.V. equipment, printing)
    - loaned space
    - donations of used furniture, supplies and equipment
    - shared parking
    - financial donations
    - land donations
    - sponsorships
    - scholarships
    - endowment/revolving fund
    - advertising
    - corporate team challenges

GRANTS

Federal, state, county and public and private foundation grants are available to parks and recreation agencies. Grants often require matching funds. A number of grants, along with money raised through a capital campaign, may be required to fund one project. Grants most often finance planning, acquisition and development of park and recreation areas and facilities.

Competition for grant funding can be very intense. While capital development staff monitors common grant funding sources, application time tables and source financing are always in flux making it difficult to stay current with available grants.

Technical Supplement:
Demographic Analysis

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DEMOGRAPHIC ANALYSIS

I. Introduction

MORGAN HILL'S POPULATION TRENDS will inform the development of policies, programs and goals in the Bikeways, Trails, Park and Recreation Master Plan (the Plan), ensuring that the Plan addresses community needs now and into the future. This document provides information about Morgan Hill's demographic profile and projections and key findings. The document will be referenced in conjunction with community needs, recreation trends and local priorities to inform the Plan.

II. Population

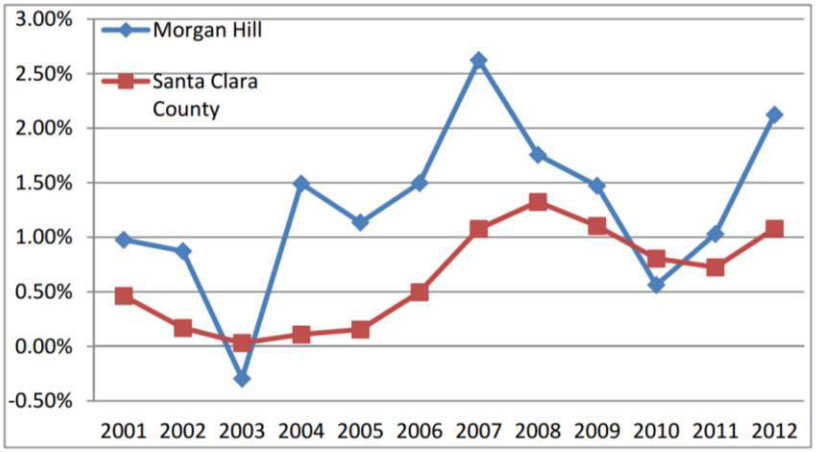
Morgan Hill's residential population has been growing steadily since the 1990s and the city's growth is expected to continue. According to the California Outdoor Recreation Plan, Santa Clara County is the 8th most urbanized county in California. The growth occurring in and around Morgan Hill will impact its parks system as residents and visitors seek open space and outdoor recreation opportunities.

The growth rate in Morgan Hill slowed from 4% between 1990 and 2000 to 1.5% between 2000 and 2013. The city's existing Residential Development Control System (RDCS) regulates the rate of growth of major residential development in the community. As part of the Morgan Hill 2035 Project, the City is developing an updated RDCS that is intended to provide a more efficient, effective, and sustainable residential growth management system. The updated system will continue to provide a population cap and set a pace of residential development with the goal of supporting quality housing design and achieving desired community amenities/benefits. The Morgan Hill 2035 process included the evaluation of alternative growth scenarios based on 2035 population targets ranging from 60,000 to 70,000.[1] In February 2015 the City Council directed staff to proceed with the preparation of the Morgan Hill 2035 Project Environmental Impact Report (EIR) using a Preferred Land Use Plan that, at build-out, would result in a population of approximately 68,000 residents.

[1] The City's target populations for its scenario planning process are based on the city's sphere of influence (SOI) including areas outside of the city boundaries. Morgan Hill and its SOI consists of an existing population of 43, 911

Morgan Hill Unified School District (MHUSD) is projected to grow slightly over the next six years with an estimated enrollment of 8,551 students in the 2020/21 school year, a 1.69% increase (142 students). The student population will increase with planned residential development projects. New housing development will occur most predominately within the boundaries of Nordstrom Elementary School, El Toro Elementary School, Murphy Middle School and Sobrato High School.

FIGURE 1: AVERAGE ANNUAL POPULATION GROWTH, MORGAN HILL 2001 – 2013



Source: State of California, Department of Finance, E-4 Population Estimates for Cities, Counties, and the State, 2001-2010, with 2000 & 2010 Census Counts; Population Estimates for Cities, Counties, and the State January 1, 2012 and 2013. Sacramento, California, November 2012 and May 2013.

TABLE 1: CITY OF MORGAN HILL POPULATION COMPARED TO SURROUNDING COMMUNITIES

	1990	2000	2010	2013	% Change 2000-2013
Cupertino	40,263	50,546	58,302	59,620	48%
Gilroy	31,487	41,464	48,821	51,544	64%
Los Altos	26,303	27,693	28,976	29,792	13%
Los Gatos	27,357	28,592	29,413	30,247	11%
Mountain View	67,460	70,708	74,066	76,260	13%
Morgan Hill	25,255	33,556	37,822	40,955	62%
Palo Alto	55,225	58,598	64,403	66,368	20%
San Jose	782,248	894,943	945,942	984,299	26%
Santa Clara	93,613	102,361	116,468	120,284	28%
Sunnyvale	117,229	131,760	140,081	145,973	25%
TOTAL COUNTY	**1,497,557**	**1,682,585**	**1,781,642**	**1,842,254**	23%

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

TABLE 2: SCHOOL DISTRICT DEMOGRAPHIC STUDY 2014-2015

Morgan Hill Unified School District New Development Construction Housing Units per Year							
School	15/16 Year 1	16/17 Year 2	17/18 Year 3	18/19 Year 4	19/20 Year 5	20/21 Year 6	Totals
Barrett Elem	40	18	17	47	54	45	221
El Toro Elem	49	101	108	115	39	45	457
Jackson Academy	5	12	24	0	0	0	41
Los Paseos Elem	0	0	0	0	0	0	0
Nordstrom Elem	59	88	146	120	49	108	570
Paradise Valley Elem	47	89	20	30	10	15	211
San Martin/Gwinn Elem	0	0	0	0	0	0	0
Walsh Elem	101	60	72	56	38	0	327
Elementary Totals	**301**	**368**	**387**	**368**	**190**	**213**	**1,827**
Britton Middle	71	119	111	79	28	60	468
Murphy Middle	230	249	276	289	162	153	1,359
Middle Totals	**301**	**368**	**387**	**368**	**190**	**213**	**1,827**
Live Oak High	55	46	52	17	17	15	202
Sobrato High	246	322	335	351	173	198	1,625
High Totals	**301**	**368**	**387**	**368**	**190**	**213**	**1,827**

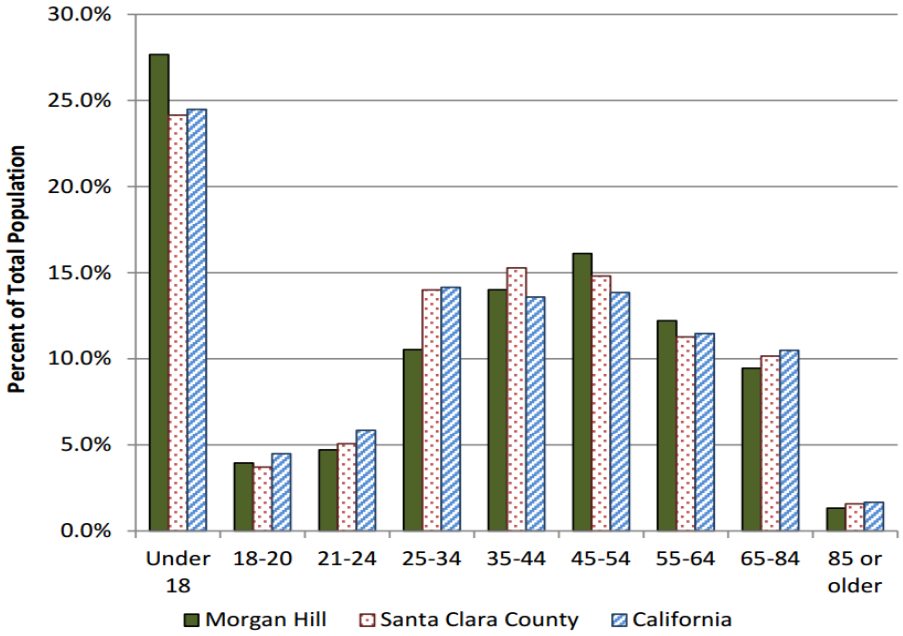
Source: Morgan Hill Unified School District

III. Demographics

Age Groups

Morgan Hill's residential population is aging, a trend seen throughout the country as Baby Boomers reach retirement age and life expectancy increases (see Figure 2). The median age of Morgan Hill's residents over the past 40 years has increased from 27.4 years old in 1970 to 36.8 years old in 2010. However, there are more residents under the age of 18 (about 30% of the population) and fewer residents over the age of 65 in Morgan Hill than in surrounding Santa Clara County and the state of California (see Figure 2). There are fewer young adults (between the ages of 25 and 35) in Morgan Hill compared to the County and State. With growing senior and youth populations, Morgan Hill's bikeways, trails, park and recreation system will need to offer flexible and multi-generational experiences.

FIGURE 2: 2013 POPULATION DISTRIBUTION BY AGE



Note: See Appendix A-1 for details.
Source: Nielsen Marketplace, 2013.

Source: Nielsen Marketplace, 2013

TABLE 3: POPULATION INCREASE BY AGE IN MORGAN HILL, 1970-2010

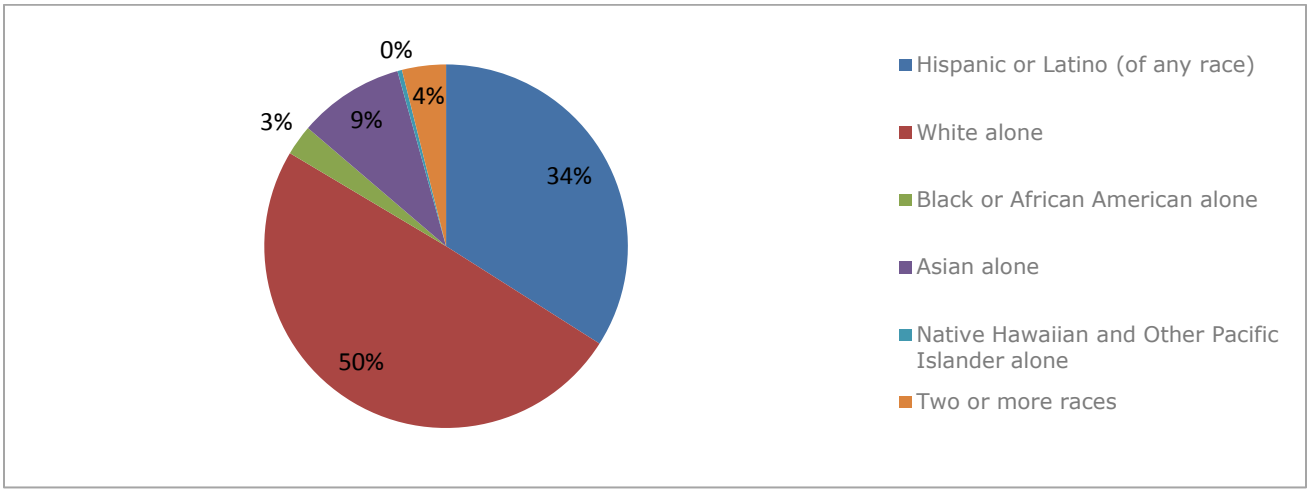
Age	1970	1980	1990	2000	2010	Change (2000-2010)	
Group						Number	Percentage
Pre-School (under 5)	628		1,937	2,729	2,794	65	2.32%
School Age (5 - 19 yrs)	2,143		5,361	7,517	8,044	527	7.01%
18 - 64 yrs.	3,132		14,822	20,802	23,446	2644	12.71%
Senior (65 and over)	582		1,808	2,508	3,598	1090	43.46%
Median Age		**27.4**	**31.8**	**34.0**	**36.8**	**2.8**	**8.23%**
TOTAL PERSONS	**6,485**	**17,060**	**23,928**	**33,556**	**37,822**	**4266**	**12.71%**

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

Race and Ethnicity

A majority of Morgan Hill residents are Hispanic/Latino (33.9%) or White (49.4%). In keeping with statewide trends, the city's Hispanic/Latino and Asian populations are growing while the white population is declining. A significant number of Morgan Hill residents are bilingual with 20% of bilingual residents speaking English fluently in addition to a language other than English (primarily Spanish and Asian Pacific Island languages). About 10% of residents speak a language other than English (primarily Spanish and Asian Pacific Island languages) and are not fluent in English.

FIGURE 3: RACE/ETHNICITY IN MORGAN HILL



Source: 2013 American Community Survey

TABLE 4: RACE/ETHNICITY IN MORGAN HILL, Change from 2000 - 2013*

	2000	2010	2013	% Change
Hispanic or Latino (of any race)	27.5	34	34	5.5
White	72.4	65.2	68.4	-5
Black or African American alone	1.7	2	2.8	0.1
Asian alone	6	10.2	9.5	2.5
Native Hawaiian and Other Pacific Islander alone	0.7	0.3	0.5	-1.2
Some other race or Two or more races	16.1	15.3	12.6	-4.5

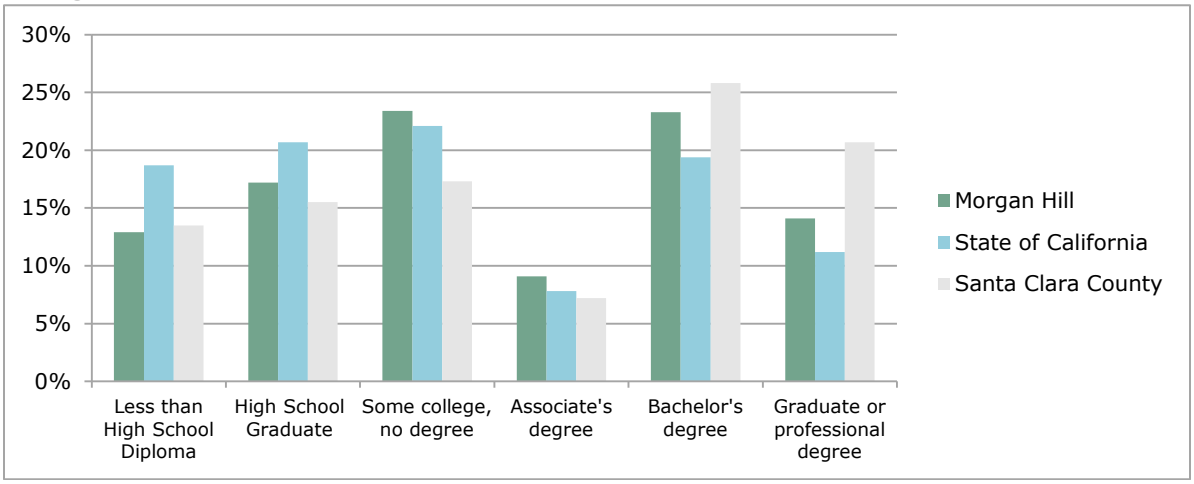
Source: 2000 and 2010 U.S. Census and 2013 American Community Survey (ACS)

* The ACS data are all estimates while the Census is population counts.

Education

On average, Morgan Hill residents are slightly more educated than California residents and slightly less educated than Santa Clara County residents. About 38% of residents have a Bachelor's of Graduate/Professional Degree. The city is home to three high schools, two middle schools and eight elementary schools.

FIGURE 4: EDUCATIONAL ATTAINMENT OF MORGAN HILL RESIDENTS 25 YEARS-OLD AND OLDER



Source: 2013 American Community Survey

Residents with Disabilities

According to the 2013 American Community Survey estimates, there are 3,029 (7.8%) people in Morgan Hill with a disability. In Santa Clara County 7.7% of civilian residents have a disability and Morgan Hill Unified School District Special Education enrollment data shows about 1,000 K-12 students with disabilities, most of which are speech or language impairments, learning disabilities or Autism.[v] 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 Morgan Hill's community.

Household Characteristics

As suggested by the significant population of Morgan Hill residents under the age of 18, the city has a large number of family households (43%). The city's average household size is 3 with 34.3% of households including 4 or more people.

Most households in Morgan Hill own their home (71.8%). The majority of Morgan Hill residents came to the city between 1990 and 2010. As of the 2013 American Community Survey, 52% of the city's residents had moved into their homes between 2000 and 2009, and 20% between 1990 and 1999.

About 3% of Morgan Hill households do not have a car and 21% own one car. With 14.5% one-person households in Morgan Hill, there are at least 6% of households with two or more people that are sharing a car. These populations may have more urgent and specific needs for Morgan Hill's pedestrian and bicycle network. However, the majority of households have access to more than one vehicle.

III. Economic Characteristics

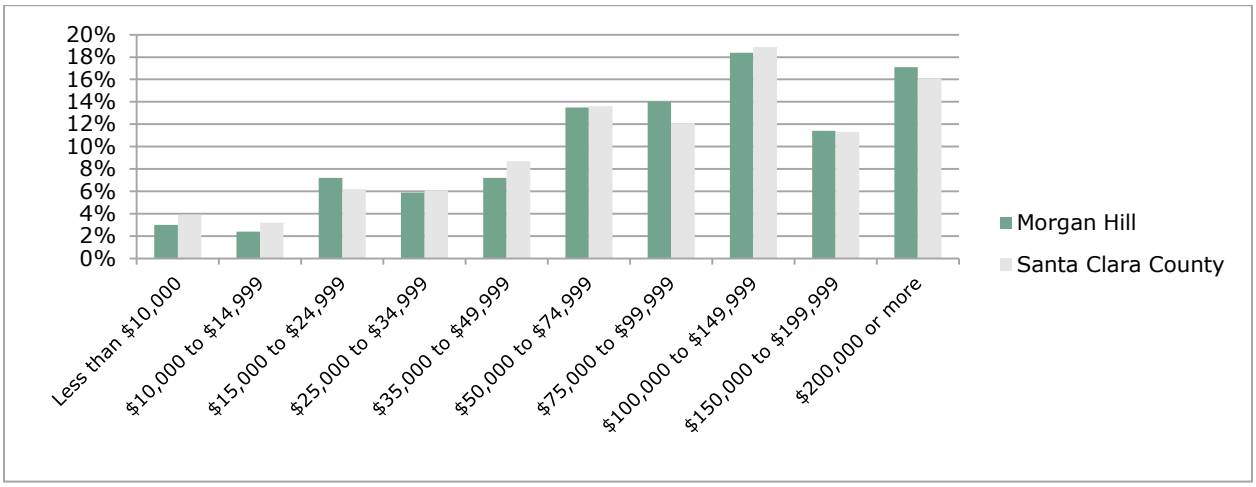
Income

The median income in Morgan Hill ($95,531) is higher than the Santa Clara County median income ($91,702). However, incomes in Morgan Hill declined between 2010 ($102,487) and 2013 ($95,531). Accounding to American Community Survey estimates, about 10% of Morgan Hill residents live below poverty level. The city's unemployment rate is 10.7%, a slightly higher unemployment rate than Santa Clara County overall (9.7%).

Morgan Hill is home to one of Silicon Valley's largest business parks, Morgan Hill Ranch (about 350 acres). Although many of Morgan Hills' residents work outside of the city, there are likely some residents commuting locally to Morgan Hill Ranch and other local business parks as well as non-residents commuting into Morgan Hill. The bikeways, trails, park and recreation needs of the city's

daytime population may be distinct from the needs of residents. There may be opportunities for the bicycle and pedestrain network to better serve this population. There may also be opportunities for partnerships with local businesses to support health and well-being programs for employees.

FIGURE 5: HOUSEHOLD INCOME IN MORGAN HILL AND Santa Clara COUNTY



Source: 2013 American Community Survey

Key Considerations:

Morgan Hill's demographic and household trends provide a framework that will focus the needs analysis for the Bikeways, Trails, Parks and Recreation Plan.

- Continue to ensure the parks and programs serve families with children (who are a core market segment) but consider whether the increasing number of one-person and aging adult households creates a demand for new facilities and programs.
- Consider how the system can better meet the needs of residents with disabilities through the universal design of spaces, signage , materials and programs.
- Examine the areas targeted for residential development in and around Morgan Hill and consider how parks and recreation facilities and programs will serve these areas in the future.
- Understand where potential business development may occur in and around Morgan Hill and how parks and trails facilities can serve employees.
- Consider how both existing and planned bikeways, trails, parks, facilities and programs meet the needs of the current and trending populations.

Sources

i. 2009-2013 American Community Survey 5-Year Estimates

ii. U.S. Census Bureau, 2010 Census

iii. City of Morgan Hill, Morgan Hill 2035 - Growth Alternatives. Growth Alternatives Workbook June 13, 2014 - Public Review Draft

iv. SchoolWorks, GIS. Morgan Hill Unified School District Demographic Study 2014- 2015. March 2015

v. California Department of Education, Special Education Division. Special Education Enrollment by Age and Disability. Reporting Cycle: December 2, 3013, prepared 6/22/2015.

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Technical Supplement:
Planning Enviro Summary

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PLANNING ENVIRONMENT SUMMARY

Introduction

THE MORGAN HILL BIKEWAYS, TRAILS, PARKS AND RECREATION MASTER PLAN (the Master Plan) will weave together three existing separate plans including the Bikeways Master Plan (updated in 2008), the Trails and Natural Resources Study (2007) and the Parks and Recreation Master Plan (2001). The Master Plan will provide a current, comprehensive and community-driven tool for City staff and decision-makers to prioritize improvements and investments for Morgan Hill's bikeways, trails, parks and recreation system. The Master Plan will enhance the City's existing system with infrastructure and programming that meet the current and future needs of the community.

The Master Plan will be guided by City policies, including the General Plan and Municipal Code. In conjunction with its current General Plan Update (Morgan Hill 2035), the City is updating its Zoning Code, Residential Development Control System (RDCS) and Infrastructure (water, sewer, storm drainage, and telecommunications) Master Plans. Concurrent plan development will help to ensure consistency across plans and to surface opportunities and efficiencies.

Organization

This Planning Environment Summary presents the project team's understanding of policies, standards, practices, and plans as they relate to Morgan Hill's bikeways, trails, parks and recreation development and is organized into five major sections:

I. **Guiding Documents** include the General Plan and Municipal Code. The General Plan provides a long-range vision for Morgan Hill and policies to help guide that vision. The Municipal Code is a regulatory tool that helps the City to implement the policies set by the General Plan. The policies in the General Plan will inform the Master Plan and the Master Plan will also provide guidance for the General Plan.

II. **Existing Plans** to be updated through the Master Plan include The Bikeways Master Plan (2008), Trails and Natural Resources Study (2007) and Parks and Recreation Master Plan (2001).

III. **City Policies and Practices** include the Field Use and Park Facility Rental Policy. The Master Plan may include recommendations for new or revised policies and practices, including operations and maintenance standards.

IV. **Related Plans, Policies and Programs** includes a table of City and County plans, policies and programs with a brief overview and description of how it relates to the Master Plan.

V. **The Appendix** includes details about many of the relevant plans and policies including: specific policies in the General Plan, a map of trail and network improvements recommended by the 2008 Bikeways Plan, the 2007 Trails Study, Downtown Specific Plan Strategies, and Santa Clara County: Existing and Proposed Regional Trail Connections map. Specific policies from these various plans will be referenced in the development of the Master Plan.

Relevant Resources and Planning Initatives

A number of policies and studies that may affect the Master Plan are in various stages of development. In addition to the guiding document changes discussed in this summary, the following activities should be evaluated or monitored to inform the Master Plan process and recommendations.

- **Regional Resources**: Santa Clara County has several active regional planning initiatives related to open space preservation and regional trails. The City can build upon these planning efforts by connecting Morgan Hills' local bikeways and trails to regional facilities. The consultant and City staff project team and Stakeholder Advisory Group (SAG) are coordinating with regional and county agencies to align all planning efforts and projects.

- **Demonstration Projects**: In 2015, Morgan Hill piloted complete streets and parklet programs in Downtown. The complete street pilot narrowed Monterey Road through Downtown to one lane of vehicle traffic in each direction and added buffered bicycle lanes. Community members, including Downtown businesses, were divided evenly between supporting and opposing the complete street configuration. In August 2015, City Council voted to return Monterey to four lanes of vehicle traffic with improvements for bicycles and pedestrians. The community's response and the performance of these pilots will help to inform bikeways and park recommendations in the Master Plan.

- **Implementation Tools**: Concurrent planning efforts and impending actions include the General Plan Update, RDCS Update, the reinstatement of the Recreation Development Impact Fee and the re-zoning of a portion of the Southeast Quadrant. These items will be closely tracked throughout the Master Planning process and incorporated into the Master Plan appropriately.

I. Guiding Documents

GENERAL PLAN

Morgan Hill's General Plan establishes policy and guides the City's decision-making based on the community's vision. The existing General Plan is currently being revised as one element of a larger project called Morgan Hill 2035. Morgan Hill 2035 includes updates to the General Plan, the Zoning Code, the Residential Development Control System (RDCS), and Infrastructure (water, sewer, storm drainage, and telecommunications) Master Plans. The General Plan is being updated by City staff working with a consulting team and the General Plan Advisory Committee (GPAC) made up of community members representing a variety of groups and a diversity of viewpoints. The Public Review Draft of the General Plan was distributed in November 2015 with Planning Commission and City Council study sessions planned for 2016.

The Morgan Hill 2035 planning process is expected to be complete in 2016. The Bikeways, Trails, Parks and Recreation Master Plan will apply community priorities established by the Morgan Hill 2035 process. The Master Plan's policies will support the updated General Plan goals, policies and actions to ensure consistent and mutually supportive goals and policies are included in each.

Additionally, community input on the needs and priorities for the bikeways, trails, parks and recreation system may contribute to refining policies in the General Plan.

The General Plan supports a robust parks, trails, recreation and open space system. The updated General Plan is composed of seven elements including City and Neighborhood Form, Housing, Economic Development, Healthy Community, Transportation, Natural Resources and Environment, and Safety Services and Infrastructure. Several of these elements include goals and policies that provide guidance for the Master Plan. Relevant goals and areas of special considerations are listed below for

each of the General Plan Elements and the corresponding policies and actions are included in the appendix.

CITY AND NEIGHBORHOOD FORM ELEMENT

The City and Neighborhood Form Element discusses growth management, land use, and urban design. The purpose of the element is to ensure that Morgan Hill retains its rural atmosphere while accommodating sensible, orderly growth that will promote the local economy and fit within the City's ability to provide adequate public services.

The City and Neighborhood Form Element provides strategies for shaping the character of the built environment of Morgan Hill. The Master Plan will contribute to the unique character of neighborhoods by making recommendations for a diverse range of bikeways and park facilities that can enhance the vibrancy of the City's built and natural landscapes.

- GOAL CNF-1 An improved, effective, efficient, fair, equitable, flexible, and user-friendly planning and decision-making process.
- GOAL CNF-6 High-quality services and facilities that keep pace with community needs and standards.
- GOAL CNF-8 A visually attractive urban environment.
- GOAL CNF-11 High quality, aesthetically pleasing, livable, sustainable, well-planned residential neighborhoods, well-connected to neighborhood services.
- GOAL CNF-14 A vibrant, identifiable Downtown enlivened by public events, place-making activities, residences and businesses, taking advantage of the train station.
- GOAL CNF-19 Distinct, attractive, inviting, and improved gateways to the community.

Relevant **City and Neighborhood Form Element** policies are listed in **Appendix A, section 1.**

ECONOMIC DEVELOPMENT

The Economic Development Element seeks to diversify the local economy, increase job opportunities for local residents, decrease the need to commute, and expand the city's job base. The Master Plan will support the City's policies related to recreation tourism and arts and culture. Relevant Economic Development Goals include:

- GOAL ED-4 A vibrant, enhanced, visible, and well-promoted tourist industry that draws on Morgan Hill's unique character and variety of amenities.

- GOAL ED-9 Public and private infrastructure that helps make Morgan Hill a competitive business location.

Relevant **Economic Development Element** policies are listed in **Appendix A, section 2**.

HEALTHY COMMUNITY ELEMENT

The Heathy Community Element addresses the built environment as well as programs and partnerships that contribute to the overall health and well-being of Morgan Hill's residents. The City considers elements of a healthy lifestyle to include convenient and safe access to health care, active recreation, education, social, services, and fresh food. Similarly, Morgan Hill values the educational, cultural, and social development and participation of all residents, regardless of age or socioeconomic status.

The Master Plan will support the goals in the Healthy Community Element through strategies for facility and programs that provide opportunities for people to engage in a healthy lifestyle. Additionally, the Master Plan will align with this element's emphasis on providing access to healthy opportunities for residents of all ages and socio-economic groups. The Healthy Community element includes specific policy guidance for parks.

- GOAL HC-1 Coordinated urban and school development.
- GOAL HC-2 A built environment and community services that serve the special needs of youth and seniors, allowing residents to age in place.
- GOAL HC-3 Usable, complete, well-maintained, safe, and high-quality activities and amenities, including active and passive parks and recreational facilities, community gardens, and trails that are accessible to all ages, functional abilities, and socio-economic groups. *This Goal includes policies (3.2-3.3) related to the park land standard and park land fees.*
- GOAL HC-4 Support for culture and the arts as key assets for a unique and authentic community.
- GOAL HC-6 Options for residents at all income, education, and mobility levels to access healthy food and food education.

Relevant **Healthy Community Element** policies are listed in **Appendix A, Section 3**

TRANSPORTATION ELEMENT

The Transportation Element identifies the Master Planned network for all modes of transportation, including cars, bikes, pedestrians, and goods movement. This element will guide the Master Plan's

approach to trails, park connectivity and bicycle infrastructure. The Transportation Element seeks to increase connectivity within Morgan Hill and between Morgan Hill and surrounding cities.

Well-planned bikeways, trails and parks are essential in achieving these goals and the Master Plan will use the City's transportation goals to help inform trail recommendations. In addition to trail and park connectivity, the Master Plan process will consider opportunities for streetscape improvements such as lights, trees, signage and bicycle parking that will make Morgan Hill's streetscapes more attractive and safe for bicycles and pedestrians. Relevant Transportation Goals include:

- GOAL TR-1 A balanced, safe, and efficient circulation system for all segments of the community, meeting local needs and accommodating projected regional and sub-regional traffic while protecting neighborhoods.
- GOAL TR-2 A system designed for a healthy, active community based on complete streets, smart growth, and Sustainable Communities strategies; reflecting a balanced, safe, multimodal transportation system for all users, especially in Downtown where pedestrian, bicycle, and transit facilities will be emphasized along with vehicular facilities.
- GOAL TR-8 A useable and comprehensive bikeway system that safely connects neighborhoods with workplaces and community destinations.
- GOAL TR-9 Expanded pedestrian opportunities.
- GOAL TR-11 Coordinated transportation planning efforts with local, regional, State and federal agencies.

Relevant **Transportation** policies are included in **Appendix A, Section 4**.

NATURAL RESOURCES AND ENVIRONMENT

The Natural Resources and Environment Element plans for Morgan Hill's open space, biological resources, agriculture, water and energy conservation, and historic preservation. This Element will guide the Master Plan's recommendations for new parkland, programming, planting palettes and design. Relevant Open Space Goals include:

- GOAL NRE-2 Preservation of hillside areas as open space and scenic features.
- GOAL NRE-3 A stable, long-term City boundary reinforced by a greenbelt.
- GOAL NRE-5 Preservation and reclamation of streams and riparian areas as open space.
- GOAL NRE-6 Protection of native plants, animals, and sensitive habitats.
- GOAL NRE-10 Reduced air pollution emissions.

- GOAL NRE-15 An adaptive and resilient community that responds to climate change.
- GOAL NRE-16 Conservation of energy resources.

Relevant **Natural Resources and Environment** policies are included in **Appendix A, Section 5**.

SAFETY SERVICES AND INFRASTRUCTURE

The Public Health and Safety Element includes strategies to protect the Morgan Hill community from hazardous areas and materials and/or provide adequate mitigation. It also includes policies related to water resources.

The Master Plan will include strategies to support these goals through the application of stormwater management and water conservation principles and strategies for waste management in parks and recreation facilities. Relevant Safety Services and Infrastructure goals include:

- GOAL SSI-14 High quality water resources, managed effectively.
- GOAL SSI-17 Reduced generation of solid waste and increased diversion of waste from landfills.

Relevant Safety Services and Infrastructure policies are included in Appendix A, Section 6.

MORGAN HILL MUNICIPAL CODE

The City's Municipal Code regulates land use, building codes, activities allowed in parks, park hours, landscaping, and parking (cars and bicycles). The Master Plan will make recommendations that are consistent with the Municipal Code. The Master Plan will provide recommendations for updates to Municipal Code if and where appropriate. The following titles are pertinent to the Master Plan:

TITLE 10. VEHICLES AND TRAFFIC

This chapter includes standards for street, intersection and crosswalk designs, with implications for bikeways.

TITLE 12. STREETS, SIDEWALKS AND PUBLIC PLACES

This chapter includes ordinances related to park use, park hours, conduct in parks, special permits for parks, specific regulations related to the use of skate park facilities, and tree and preservation management. This chapter also includes a restricted tree list as well as landscape standards.

RESIDENTIAL DEVELOPMENT CODE

Morgan Hills' Residential Development Control System (RDCS) includes specific standards and criteria for open spaces, parks and paths, landscaping screen and color, natural and environmental features and livable community features in private developments. The City recently updated the RDCS, which is currently in Public Review Draft. A draft final RDCS will be completed in the spring of 2016 in preparation for the updated RDCS ballot measure anticipated to be included on the November 2016 ballot. The standards and criteria describe the rating system of points provided to developers for inclusion of various amenities such as Class I bicycle pathways or equestrian trails, pedestrian connections and swimming pools among many other facilities. For RDCS allotments, points are awarded only to projects that exceed the minimum standards required by the City.

II. Existing Plans to be Updated in the Master Plan

Below are summaries of the three existing plans that the Master Plan will combine into one current, comprehensive and integrated plan. The Master Plans include the Bikeways Master Plan (2008), the Trails and Natural Resources Study (2007) and the Parks and Recreation Master Plan (2001).

BIKEWAYS MASTER PLAN (2008)

The Morgan Hill Bikeways Master Plan Update (Bikeways Plan) adopted in 2008, builds on the City's first Bikeways Master Plan, approved in 2001. The Bikeways Plan provides policy vision, design guidance, and specific recommendations for improving conditions for bicycling in Morgan Hill. The Master Planning process will revise and update relevant strategies from the 2008 Bikeways Plan as well as identify new opportunities for connectivity and usability.

The Master Planning process will evaluate the Bikeways Plan goals. The Master Plan will incorporate relevant goals and modify or add other goals to meet the community's current needs and conditions. The goals include:

- Inventory and evaluate existing cycling conditions.
- Assess potential bicycle connections to residential areas, commercial and employment centers, community facilities, schools, parks, and regional trails.
- Evaluate the potential to expand pathways along creeks and drainage ways.

- Suggest improvements to existing and proposed routes to enhance bicycle safety, such as intersection improvements and railroad crossings.
- Evaluate existing and potential bicycle parking facilities.
- Evaluate existing and potential bicycle safety and promotion programs for both private and public Morgan Hill schools.
- Establish an estimate of capital costs to implement the Bikeways Master Plan over time.

The 2008 Bikeway Plan highlights the existing bikeway network, which includes trails and park paths and details the infrastructure and programs that were implemented since the 2001 Plan. This list of achievements includes a number of Class I and Class II Bicycles lanes, new bike parking, design and plan procedures, and maps.

The Bikeways Plan includes a number of priorities for ongoing development. The Master Plan will build upon these priorities, which include:

- Bicycle parking: To provide a safe place to park at destination.
- Design and Maintenance: The bikeway network should be based on agreed standards to maximize efficiency, consistency and safety.
- Implementation: Mechanisms and funding sources, particularly funding sources in combination, to implement the Master Plan.
- Bicycle Safety and promotion programs: Improving safety, convenience and pleasantness. Education and promotion to improve knowledge, skills and attitudes for appropriate shared streets.

The Bikeways Plan also identifies a number of areas of program development including, safe routes to school, adopt-a-trail, and skills based education. The Master Planning process will evaluate the status of these programs to identify programs that have successfully been implemented. The Master Plan will support the continuation of successful programs and recommend expansion, new programs or refinements where there are programming gaps or opportunities. **See Appendix B for the Bikeways Master Plan Update map**.

TRAILS AND NATURAL RESOURCES STUDY (2007)

The Morgan Hill Trails and Natural Resources Study provides long-term direction for guiding trail development. Trails in Morgan Hill provide local routes to destinations within the City as well as connections with regional open spaces and trails. These regional facilities and landscapes contribute to Morgan Hill's character and livability. Given the city's location, trail and natural corridor connections to regional facilities and spaces are important. These connections are supported by regional planning documents including the Santa Clara County Green Print and Santa Clara County Existing and Proposed Regional Trail Map (see Appendix F of this document). The Trails Study describes potential pedestrian routes including off-street and on-street connections. Off-street trails include creek trails, open space trails and park trails. On-street connecting routes provide connections where off-street trails are not possible.

The Master Planning process will evaluate the implementation of the trails recommended in this study, consider the recommendations in the context of Morgan Hill in 2015, identify remaining gaps and opportunities and build upon this system. The study's objectives include:

- Link major public facilities including local parks, city facilities, schools, and regional trails systems.
- Plan for the inclusion of trails and linkages in future urban development.
- Locate staging areas, destinations and open space areas.
- Recommend trail standards.
- Identify trail priorities.

The Study cites General Plan Goals and Policies that directly support the Trails and Natural Resource recommendations. The Master Plan will reference updated General Plan Goals and Policies, as available. **See Appendix C for the Trails map.**

PARKS AND RECREATION MASTER PLAN (2001)

The 2001 Parks and Recreation Master Plan is a blueprint for parks and recreation in Morgan Hill. It has served as a guide for the Master Planning, design, operation and maintenance of the City's parks and recreation system. The Goals established in this plan include:

- Assess community need for new recreational facilities, building on the Vision Morgan Hill process.
- Inventory the current state of Morgan Hill's recreation facilities and programs.
- Provide an opportunity for public input into the parks and recreation planning process.
- Create a plan that meets existing and anticipated future recreation needs within the City's funding capabilities.
- Define the role of the City's Recreation Department vis-à-vis other recreation providers.
- Identify the operations and maintenance implications of the Master Plan.
- Identify funding sources for capital improvements and long-term operations and maintenance.
- Develop a phasing plan reflecting community needs and funding availability.
- Develop a set of goals, policies and standards to guide future parks and facility development.

The Parks and Recreation plan provides recommendations for: Parkland acquisition and facility development, Capital improvements funding, Facility design, Recreation Programming, Operations and Maintenance and Homeowners Association Parks. The Master Plan in development will evaluate and update, where necessary, the standards established by the 2001 plan. The evolving needs Morgan Hill's growing community and the integrated nature of the Master Plan will surface new community needs and new opportunities for the parks and recreation system.

III. Policies and Practices

Parks and Recreation practices are guided by both formal policies and standards, and informal practices, often on a case-by-case basis. The Master Planning process will include a review of adopted policies and practices and include recommendations for new or revised policies and practices, including operations and maintenance standards. The City's operations and management team will meet during the Master Planning process to review these policies and recommend updates and revisions where appropriate. Following is a list of regulations and informational references that we will take into account in the development of the Master Plan:

- **Field Use Policy**: A priority system has been established due to the high demand for

the limited number of City sport fields. First priority is given to City programs and partner organizations; second priority is given to the school district; third priority is given to resident, non-profit, youth organizations; and fourth priority is given to resident, non-profit teams. The policies also include payment, insurance and other policies relevant to field use.

- **Park Facility Rentals**: hourly park rental options are available for fields, picnic areas, community park concessions and tennis courts and special event permits are available for large groups.
- **City Public Facilities**: the City encourages the use of public facilities, including the Community Cultural Center (CRC), the Morgan Hill Playhouse, and the Council Chambers for community events. The City provides a subsidized rate for groups that directly provide a public service for Morgan Hill residents. City facilities are also available for individuals and businesses to rent at full rates.

RECREATION AND COMMUNITY CENTER FACILITIES DEVELOPMENT IMPACT FEE STUDY

In June 2015, City Council adopted a resolution to initiate a Recreation Center Impact fee. The resolution followed a Recreation and Community Center Facilities Development Impact Fee Study, which provided an analysis of methods for funding the expansion of existing facilities and the construction of new facilities that are required as a direct result of demand brought on by new development. The Study recommended an existing facilities cost allocation approach and provided an inventory of planned facilities. The Master Plan will make recommendations that address how the Recreation Center Impact fee can be used most effectively.

RECREATION PROGRAMMING

The Recreation and Community Services Division provides a diverse range of programs and activities for the community, establishing a culture of fitness and healthy living for families and individuals of all ages. Programs include adult, senior, childhood learning and youth development. The mix of programs in the facilities operated by Recreation and Community Services is ever changing and includes programs offered by other divisions. The Recreation Activity Guide includes the City of Morgan Hills' recreation programs and services.

Additional analysis of recreation programming will be included in a subsequent work product.

IV. Related Plans and Programs

TABLE I. RELATED PLANS

PLAN/PROGRAM	DESCRIPTION
Community Recreation Center Strategic Plan (2015)	The Strategic Plan includes an evaluation of programming and populations served. The Plan includes six initiatives that outline initial actions necessary to move membership programs and services to a consistent baseline level of operations.
Senior Programs and Services Support Strategy for the Morgan Hill Community (2015)	This strategic plan was developed by the Community Services Department for the Morgan Hill Centennial Recreation Senior Center. The Strategic Plan provides goals and strategy areas for implementing core senior services and addresses staffing and funding. The Strategic Plan includes focus areas that overlap with elements of the Bikeways, Trails, Park and Recreation system; most pertinent are the health and wellness, volunteerism, and transportation focus areas. Where appropriate, the Master Plan will dovetail with the strategies established by this Strategic Plan. The Strategic Plan's recommendation to shift the Senior Services Director from employment with the YMCA to employment with the City may also provide new opportunities for coordination.
Aquatics Strategic Plan (2010)	The Aquatics Strategic Plan includes a SWOT analysis of the City's aquatics programs and sets goals and strategic initiatives to meet those goals.
Urban Forest Master Plan	The Urban Forest Plan establishes and maintains a long-term vision for the City's street trees and identifies a formal street tree plan. The Master Plan will reference the Urban Forest Master Plan and may recommend updates where appropriate.
Downtown Specific Plan	The Downtown Design Plan was adopted in 2003 to guide the revitalization of Downtown Morgan Hill. The Downtown Specific Plan was a refinement of the Design Plan and was adopted on November 4, 2009. The Plan is considered a part of the General Plan (Community Development Policy 13b). The Specific Plan was aimed at setting realistic strategies for achieving the community's

PLAN/PROGRAM	DESCRIPTION
	goals and vision established by the 2003 plan. The Downtown Specific Plan includes Urban Design goals and objectives that are related to the Master Plan, including streetscape improvements and the proposed trail along Llagas Creek. Chapter 3 of the Master Plan includes priorities for Multi-Modal Circulation and Streetscape improvements. Several projects in the Downtown Planning area were implemented in 2015 including three new parks and complete streets improvements on Monterey Road. See **Appendix D** for relevant policies.
Southeast Quadrant (SEQ)	In 2014, City Council passed a resolution to designate the Southeast Quadrant (SEQ) for Agriculture and Sports/Recreation/Leisure (SRL) land uses and initiated the Ag Lands Preservation Program, which is a city-wide program. Pre-Zonings have been adopted for five property owner-initiated projects proposed within the SEQ, including a private high school, outdoor sports fields, sports/recreation-themed retail and restaurant, agriculture, and limited residential units. A key goal for this area is to encourage the preservation and enhancement of open space/agriculture while identifying certain properties for compatible development with sports, recreation, and leisure uses. In March 2016, LAFCO denied the City's requested annexation of 229 acres of the 1,195-acre Southeast Quadrant.
Downtown Parks and Open Spaces: A Community Discussion	This document captures the results of workshops that were designed to envision the future of public parks and open spaces in the Downtown District. The document includes strategies and a Llagas Creek Park Design Concept.
El Toro Trail Access Strategy	The El Toro Trail Access Strategy, created in 2014, identifies strategic trail access points to El Toro Mountain, a popular hiking destination for Morgan Hill residents and a local landmark. The access strategy sites the appropriate trail head amenities in a manner that makes the trail available to as many citizens as possible while not overly burdening any particular neighborhood.
Upper Llagas Creek Flood Protection Project	The Upper Llagas Creek Flood Protection Project (PDF), located in San Martin and the cities of Morgan Hill and Gilroy, will provide flood protection to communities along the East Little Llagas Creek, West Little Llagas Creek and

PLAN/PROGRAM	DESCRIPTION
	Llagas Creek in San Martin and Morgan Hill. In addition, the project design is being updated to protect homes, businesses and acres of agricultural land to preserve and enhance the creek's habitat, fish and wildlife. This project provides an opportunity for a new park and trailway, offering improved connectivity in Morgan Hill.
Regional Plans and Policies: Plans by other agencies in the region have implications for the Master Plan.	
Santa Clara County General Plan: South County Joint Area Plan	Part 5 of the Santa Clara County General Plan includes transportation and open space and recreation policies that are pertinent to the Master Plan. See **Appendix E** for relevant policies.
Santa Clara Valley Greenprint	Created in 2014 by the Santa Clara Valley Open Space Authority (OSA), the Greenprint establishes conservation focus areas. The OSA has identified high priority farmland conservation areas in and around Morgan Hill (p. 50 of Greenprint) as well as Rare Natural Communities and Habitats (p. 24 of Greenprint). The Greenprint also includes a map (p. 61) of current and future planned open space trails, with several trails in and around Morgan Hill. The City has started to address this need with the El Toro trail access strategy. The Master Plan will coordinate open space planning with the Greenprint. It will also reference the Greenprint for funding and partnership opportunities such as new payment for ecosystem service programs. See **Appendix F** for relevant maps.
Santa Clara County: Existing and Proposed Regional Trail Connections	Santa Clara County's trail map (updated in 2015) illustrates existing and proposed off-street trails, on-street bike routes with parallel trails, and on-street bike routes including trails in and around Morgan Hill. The Master Planning process will reference this map for proposed bikeways and trails through Morgan Hill to ensure consistency and to identify any gaps in connectivity. See Appendix G for regional trail map.
Santa Clara Countywide Trails Master Plan	Updated in November of 2015, the Countywide Trails Master Plan establishes policies andprograms to support, among other things, connections between city and regional County open space, parks and trail resources.

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