



Notice
City Commission and
Charter Township of Garfield Board of Trustees
Joint Study Session

(Regular Study Session and Special Meeting will follow the Joint Study Session)

7:00 PM

Monday, June 9, 2014

Governmental Center, Commission Chambers, 400 Boardman Avenue
Traverse City, MI 49684

Posted and Published: 06-06-14

The meeting informational packet is available for public inspection at the Traverse Area District Library, Law Enforcement Center, City Manager's Office, and City Clerk's Office. The City of Traverse City does not discriminate on the basis of disability in the admission or access to, or treatment or employment in, its programs or activities. Penny Hill, Assistant City Manager, 400 Boardman Avenue, Traverse City, MI 49684, 922-4440-TDD: 922-4412, has been designated to coordinate compliance with the non-discrimination requirements contained in Section 35.107 of the Department of Justice regulations. Information concerning the provisions of the Americans with Disabilities Act, and the rights provided thereunder, are available from the ADA Coordinator. If you are planning to attend and you have a disability requiring any special assistance at the meeting and/or if you have any concerns, please immediately notify the ADA Coordinator. At the request of City Manager Jered Ottenwess, City Clerk Benjamin Marentette has called this study session.

City Commission:
c/o Benjamin C. Marentette, CMC, City Clerk
(231) 922-4480
Email: tcclerk@traversecitymi.gov
Web: www.traversecitymi.gov
400 Boardman Avenue
Traverse City, MI 49684

The mission of the Traverse City City Commission is to guide the preservation and development of the City's infrastructure, services, and planning based on extensive participation by its citizens coupled with the expertise of the city's staff. The Commission will both lead and serve Traverse City in developing a vision for sustainability and the future that is rooted in the hopes and input of its citizens and organizations, as well as cooperation from surrounding units of government.

Welcome to the Joint Study Session!

Any interested person or group may address the Commission and the Board of Trustees on any agenda item when recognized by the presiding officer or upon request of any commissioner. Also, any interested person or group may address the Commission and Board of Trustees on any matter of City and/or Township concern not on the Agenda during the agenda item designated Public comment. The comment of any member of the public or any special interest group may be limited in time. Such limitation shall not be less than five minutes unless otherwise explained by the presiding officer, subject to appeal by the Commission.

Agenda

Pledge of Allegiance

Roll Call

1. Presentation of the draft Hickory Hills Master Plan and recommendations.
(Jered Ottenwess, Dave Green)
2. Public Comment.
3. Adjournment.

**** The City Commission will meet immediately following in regular study session; the Charter Township of Garfield Board of Trustees is welcome to stay****

City Commission Study Session

Immediately following the Joint Study Session

At the request of City Manager Jered Ottenwess, City Clerk Benjamin Marentette has called this study session.

Agenda

1. Presentation by HomeStretch and Habitat for Humanity regarding the status of the Depot Neighborhood Development. (Jered Ottenwess)
2. Discussion regarding targeted redevelopment areas. (Jered Ottenwess, Jean Derenzy)
3. Adjournment.

City Commission Special Meeting

Immediately following the Regular Study Session

1. Consideration of entering into closed session to discuss an attorney-client privileged communication regarding the class action lawsuit in connection with price fixing of automotive wire harnesses in connection with *City of Richmond, on behalf of itself and all similarly situated entities v. Delphi Automotive LLP, et al.*, Case # 4:14-CV-10795 (MOB) in the US District Court for the Eastern District of Michigan. (Possible closed session) (5 affirmative votes required to enter into closed)
2. Announcements from the City Clerk. (Benjamin Marentette)
3. Public comment.
4. Adjournment.



The City of Traverse City

Communication to the City Commission

FOR THE CITY COMMISSION MEETING OF JUNE 9, 2014

DATE: JUNE 6, 2014

FROM: ^{Jo} JERED OTTENWESS, CITY MANAGER

SUBJECT: JUNE 9 SPECIAL MEETING AND STUDY SESSION

On Monday evening, the City Commission will begin with a joint study session with the Garfield Township Board of Trustees, followed by a regular study session. The regular study session will then be followed by a special meeting, which includes a recommended closed session to discuss ongoing litigation. It is possible that the Commission may take action following the closed session. Public comment for the evening is scheduled for the conclusion of the joint study session and special meeting. This memo covers Monday evening's agenda items.

JOINT STUDY SESSION:

1. *Presentation of the Hickory Hills Master Plan*

Last year the City Commission entered into an arrangement with Garfield Township, Grand Traverse Ski Club, and Preserve Hickory to complete a master plan for Hickory Hills. The consultant working on the master plan, SE Group, will be at the meeting to present the plan and participate in the discussion.

REGULAR STUDY SESSION:

1. *Update by HomeStretch and Habitat for Humanity regarding status of the Depot Neighborhood Development*

Representatives from HomeStretch and Habitat for Humanity will be at the meeting to provide an update to the City Commission. As you may know, Habitat for Humanity has begun construction on the single family homes that are part of

the project. HomeStretch was recently notified by MSHDA that a critical \$300,000 grant portion of their funding was denied. Grand Traverse County is moving forward with an agreement with HomeStretch to apply for the next round of grant funding by July 1, 2014, which may allow the project to proceed.

2. Targeted Redevelopment Areas

This item was tabled at the May 12th study session and rescheduled. The City Commission first discussed this issue at the January 20th study session and City staff has been working with Jean Derenzy, Grand Traverse County Deputy Director Planning & Development, on addressing specific items raised at the study session. Please refer to her attached memorandum.

We have provided more information related to the geographic boundaries of potential TRA's along identified corridors and taxable value within those. Considering criteria that the State is establishing for TRA's, Ms. Derenzy has identified the 8th Street corridor as the corridor most likely to receive approval from the State. Please provide further direction related to additional information/data you would like to have and whether or not there is support for moving forward with an application to the State.

SPECIAL MEETING:

1. Consideration of authorizing settlement regarding class action lawsuit in connection with price fixing of automotive wire harnesses and other components

The City's outside legal counsel will be at the meeting to discuss ongoing litigation with the City Commission. An attorney-client privileged communication will be provided under separate cover. There is the possibility the Commission may take action following the closed session. I recommend entering into closed session to discuss the communication, and the following motion would be appropriate (5 affirmative votes required):

that the City Commission enter into closed session immediately following the public comment portion of the agenda to consider an attorney-client privileged communication in connection with *City of Richmond v Delphi Automotive, LLP*, Case No. 4:14-CV-10795 (MOB) in the US District Court for the Eastern District of Michigan, as allowed by MCL 15.268(h).

e-copy: Chuck Korn, Charter Township of Garfield Supervisor
Kay Schumacher, Charter Township of Garfield Clerk
Dave Green, Director of Public Services
Maureen Madion, Preserve Hickory
Laura Ness, Preserve Hickory
Don Stellin, Grand Traverse Ski Club
Russell Soyring, City Planning Director
Wendy Irvin, Habitat for Humanity Executive Director
Melissa Begley, HomeStretch
Jean Derenzy, Grand Traverse County Deputy Director of Planning
and Development

MEMORANDUM

DATE: May 28 2014

TO: City of Traverse City Commission
Charter Township of Garfield Board of Trustees

FROM: Hickory Hills Advisory Team

SUBJECT: Hickory Hills Master Plan

The City of Traverse City, Charter Township of Garfield, Grand Traverse Ski Club, and Preserve Hickory have collaborated in the funding and development of a long range master plan for Hickory Hills Recreation Area. An advisory team comprised of representatives of each of the four participants met to outline the goals and objectives and work scope for a consultant to assist in preparing the Master Plan.

SE Group, with headquarters in Burlington Vermont and offices in Salt Lake City, Bellevue, Washington, and Frisco, Colorado, was selected through a competitive procurement process to prepare the Master Plan.

SE Group and the Advisory Team have been meeting over the past few months to review materials, structure a public input process, review the input results, and consider development opportunities and options. The result of this work is the Hickory Hills Master Plan that will be presented by Adam Portz, Project Manager for SE Group.

The Master Plan includes two different scenarios to be considered by the community:

- The first option utilizes the existing layout and provides recommendations for improved facilities, based on that existing layout.
- The second option takes a fresh look at the property and provides recommendations as a "clean slate."

The Master Plan also includes a preliminary financial analysis, with cost estimates for the improvements under both options and estimates of potential revenues from various activities.

Adam will walk through the details of the Master Plan and both development options.

The Advisory Team would like to provide the following key points to the City Commission and the Garfield Township Board for consideration:

- **Strong Community Support:** The public input process, both through surveys and the community meeting, demonstrated strong support for Hickory Hills as a community recreation area and support for expanded winter and summer recreation opportunities.
- **More Community Input:** The Master Plan provides a strong foundation of information and opportunities. However, there is much work to be done and

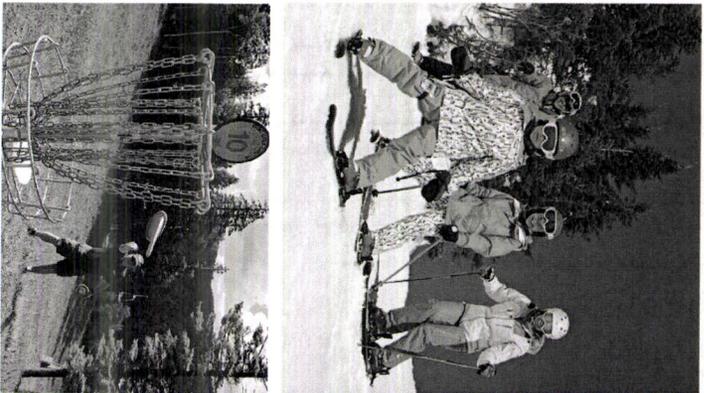
community input to be gathered on proceeding with various elements of the Master Plan.

- **A Choice of Options:** Because the infrastructure improvements and lodge location are mutually exclusive between the two options, a choice must be made in the near future as to which option best meets the community needs.
- **Hickory Lodge:** Both options recommended significant facility improvements. The first option includes removal of the current Hickory Lodge and a new facility at that site. The second option constructs a new facility at a different location and leaves the existing lodge as a warming hut and other uses.
- **Public/Private Partnership for Capital Improvements:** Hickory Hills has been a model of public/partnership for the last sixty years. The Advisory Team believes that significant private and grant support is available and possible, with the commitment and assurance that Hickory Hills will continue into the foreseeable future.

The Advisory Team thanks all the participants and funders, appreciates the opportunity to work together with the community, and presents with enthusiasm and excitement the Hickory Hills Master Plan.



HICKORY HILLS



MULTI-SEASON RECREATION MASTER PLAN

JUNE 2, 2014

ACKNOWLEDGEMENTS

Hickory Hills Multi-Season Recreation Master Plan has been a collaboration of

- The City of Traverse City,
- Garfield Township,
- The Grand Traverse Ski Club, and
- Preserve Hickory.

Together, the municipal entities, non profit organizations, and the greater community have contribute their time, resources, and insight to the project.

A special thank you to the Advisory Team members for the time, energy, and thoughtfulness towards the Hickory Hills Multi-Season Recreation Master Plan. The following persons should be acknowledged for their efforts:

David Green	Laura Ness
Mac McClelland	Lauren Vaughn
Brian Hass	Maureen Madion
Brian VanDenBrand	Michael Estes
Chuck Korn	Mike Groleau
Denise Schmuckal	Roberto Larrea
Don Stellin	Tim Werner
Jered Ottenwess	Valarie Handy
Larry Lacrosse	Barry Smith

CONSULTANT TEAM

- **SE Group** has over 55 years of experience working with ski areas and mountain resorts. SE Group brings broad experience in helping ski areas realize opportunities for sustainable multi-season operations, while maintaining the qualities and character of the area that are important to the community.
- **RRC Associates** is a multi-disciplinary consulting firm providing market research, strategic analysis, and community/land planning services. Principal areas of focus by RRC include the ski and snowboard industry in particular, and the travel, tourism, and recreation industries generally.

CONTEXT

Hickory Hills is located in the northwest corner of Garfield Township but is owned by the City of Traverse City. The park is located approximately 2 miles west of downtown Traverse City and is accessed via Randolph Street.

- Hickory Hills is 1 of 33 parks and recreational properties managed by the City of Traverse City, Parks and Recreation Department.
- Hickory Hills primarily serves residents from the City, Garfield Township, and Grand Traverse County.
- Hickory Meadows, a 110-acre conserved parcel owned by the Joint Recreation Authority, lies east and adjacent to Hickory Hills.
- The parcel falls within the A1 (Agricultural) Zone of the Garfield Township regulations. As the Township considers zoning adjustments, the municipalities should work together to ensure uses and definitions afford opportunities within the community fabric.
- There is one access point into the park from Randolph Street where residents can also access Hickory Meadows.



THE PARK

The existing ski area and park evolved based on property acquisition by the City over a period of 25 years (from 1951–1975). The park is approximately 123 acres and offers a large natural/open space for community use.

- Site topography offers many “rooms” and differing experiences throughout the park. The topography offers development challenges due to the varied terrain and steep slopes.
- The top of Swede trail offers great views of Grand Traverse Bay and downtown Traverse City (refer to Image A).
- The existing parking area and drop off create challenges to both winter and summer users. In winter, the dead end drop off creates circulation challenges for parents and visitors alike. In summer, the closed gate limits access resulting in on street parking along Randolph Street.
- Existing walk/hike/bike trail network offers summer and winter time recreational opportunities but could be improved, expanded, and connected to the larger regional network.
- The award-winning disc golf course enjoys a strong following for three seasons (spring, summer, and fall) and is a primary park use during the non-winter months.



A. View from Top of Swede's towards downtown Traverse City



B. Park entrance and golf facilities



C. Disc Golf Course sign



TABLE OF CONTENTS

1	Introduction	1
2	Analysis	2
	Context and The Park	2
	History and Community Support	3
	Ski Area Facilities	4
	Ski Area Operations	6
	The Market	7
3	Opportunities Assessment	8
	Public Open House	8
	Community Survey #2	9
4	Master Plan Concepts	10
	The Focus	10
	Winter Opportunities	11
	Winter Concept A	12
	Winter Concept B	14
	Summer Concept	16
5	Financial Modeling	19
	Capital Improvements	19
	Visitation	20
	Revenue Potential	21
	Results	22
6	Moving Forward	23

APPENDICES

(bound as separate document)

- A. Community Survey #1
- B. Existing Ski Area Specifications
- C. Youth/Teen Focus Group Comments
- D. Market Assessment
- E. SWOT Analysis
- F. Community Survey #2
- G. Summer Activity Information

This page has been intentionally left blank.

Introduction

BACKGROUND

Hickory Hills Recreation/Ski Area has been owned and operated as a ski area and municipal park by the City of Traverse City since 1952 and has a long established legacy within the Traverse City metropolitan area. The park is widely used by the greater community—offering active and passive recreational activities through all four seasons. Hickory Hills is an important community asset that provides affordable recreation opportunities for area youth and residents alike.

WHY A MASTER PLAN

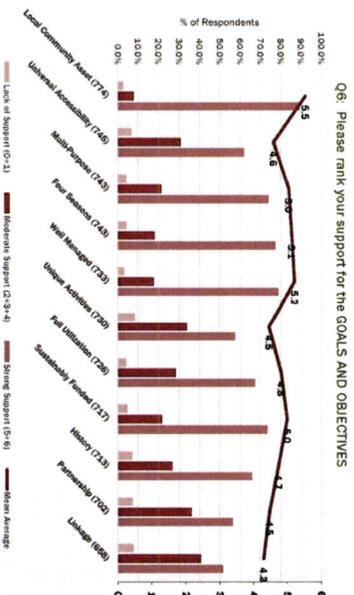
The purpose of the Master Plan is to:

- Assess the ski area operations and recommend capital and operational improvements for the long-term sustainability of the ski area.
- Assess the potential for introducing new summer activities, programs, and/or events that will contribute to the greater recreational community.
- Develop a plan based on community, site, operations, fiscal, and market intelligence.
- Provide direction for considerations of new partnerships for funding, operations, enhanced programming, and capital improvements.

GOALS AND OBJECTIVES

The following goals and objectives were developed by the Advisory Team to help guide the Master Plan development.

- **Local Community Asset:** Hickory will remain a public asset for which the regional community will have a sense of ownership and engagement.
- **Universal Accessibility:** Hickory Hills will be open to all people of any age, ability, and interest.
- **Full Utilization:** The full Hickory property should be utilized for recreational activities.
- **Multi-Purpose:** There are numerous active and passive, all-season recreational activities that would be ideal for Hickory, in addition to the current predominant winter uses of downhill skiing, snowboarding and cross country skiing.
- **Four Seasons:** Hickory will be a year-round recreational facility.
- **Unique Activities:** Hickory will provide unique recreational opportunities that may not be otherwise readily available in the area.
- **Linkage:** To optimize connectivity and create a true regional asset, Hickory Hills will be linked physically to and effectively managed in conjunction with current and potential future adjacent recreational property, facilities, and trails.
- **Well Managed:** Hickory will be well managed utilizing best practices.
- **Sustainably Funded:** A long-term, sustainable funding mechanism will be in place to ensure continued operation of Hickory.
- **Partnership:** Community members and governmental entities will bring unique assets, experiences and capabilities to a partnership for the long-term stability and sustainability of Hickory.
- **History:** The history of Hickory Hills will be recognized and valued, and play an important role in determining the future development and activities, including the continuation of downhill skiing and snowboarding.



OVERALL, THE COMMUNITY STRONGLY SUPPORTS THE GOALS AND OBJECTIVES IDENTIFIED BY THE ADVISORY TEAM.

CONTEXT

Hickory Hills is located in the northwest corner of Garfield Township but is owned by the City of Traverse City. The park is located approximately 2 miles west of downtown Traverse City and is accessed via Randolph Street.

- Hickory Hills is 1 of 33 parks and recreational properties managed by the City of Traverse City, Parks and Recreation Department.
- Hickory Hills primarily serves residents from the City, Garfield Township, and Grand Traverse County.
- Hickory Meadows, a 110-acre conserved parcel owned by the Joint Recreation Authority, lies east and adjacent to Hickory Hills.
- The parcel falls within the A1 (Agricultural) Zone of the Garfield Township regulations. As the Township considers zoning adjustments, the municipalities should work together to ensure uses and definitions afford opportunities within the community fabric.
- There is one access point into the park from Randolph Street where residents can also access Hickory Meadows.



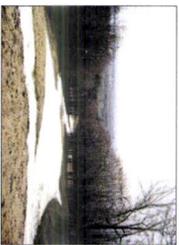
Local Park Map, Prepared by Garfield Township Planning Dept., Jan 2012.

HICKORY HILLS MASTER PLAN

THE PARK

The existing ski area and park evolved based on property acquisition by the City over a period of 25 years (from 1951–1975). The park is approximately 123 acres and offers a large natural/open space for community use.

- Site topography offers many “rooms” and differing experiences throughout the park. The topography offers development challenges due to the varied terrain and steep slopes.
- The top of Swede trail offers great views of Grand Traverse Bay and downtown Traverse City (refer to Image A).
- The existing parking area and drop off create challenges to both winter and summer users. In winter, the dead end drop off creates circulation challenges for parents and visitors alike. In summer, the closed gate limits access resulting in on street parking along Randolph Street.
- Existing walk/hike/bike trail network offers summer and winter time recreational opportunities but could be improved, expanded, and connected to the larger regional network.
- The award-winning disc golf course enjoys a strong following for three seasons (spring, summer, and fall) and is a primary park use during the non-winter months.



A: View from Top of Swede trail towards downtown Traverse



B: Park entrance and gate location



C: Disc Golf Course sign



THE LEGACY

The legacy and history of Hickory Hills is well documented in "Light The Night, A History of Hickory Hills" by Molly Tompkins and Ryan Ness. The publication outlines the evolution of the ski area and qualities that have led to its strong community support.

- **How did Hickory Hills start?** The concept was inspired by Howelsen Hill in Steamboat, Colorado which has operated since 1915. The City of Traverse City opened Ci-Bo Hill, representing a partnership between the City and Board of Education. Ci-Bo was the first ski area in Michigan to offer night skiing. Hickory Hills opened in 1952, replacing Ci-Bo after running for two successful seasons.
- **Ski Schools and Racing.** Starting the first year, (1950), *The Record Eagle* sponsored a ski school program to teach kids how to ski. The legacy of affordable skiing for youth continued for over six decades through the support of many community organizations including: *The Record Eagle*, the Kiwanis club, the Milliken Department Store, and the Grand Traverse Ski Club. Notable ski instructor and racer, Stein Erksen (from Boyne Mountain) helped form the racing legacy and ski school development.
- **A Community Asset.** Hickory Hills quickly grew into a community ski hill and park. It is seen as small, safe, accessible (proximity to city), and affordable.
- **Partnerships and Volunteers.** A history of partnerships, community resources, and endless volunteers started Hickory Hills and have helped keep it running ever since.

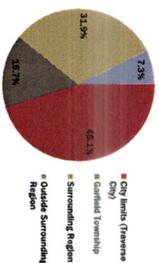


COMMUNITY SUPPORT - THE RESULTS OF SURVEY #1

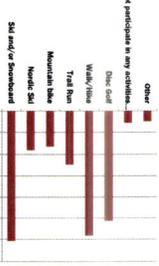
The community was polled early in the process of the Master Plan to understand users of the park, general support for Hickory Hills, and ideas for improvements (complete survey results can be found in Appendix A). The 1,023 responses highlighted that members of the community:

- Are interested in both active and passive recreation-based activities at Hickory Hills;
- Have a strong connection to the legacy of Hickory Hills as a community asset;
- Recognize the natural setting/beauty of Hickory Hills and support enhancement of the facility and recreation offerings;
- Feel very strongly that Hickory Hills maintain its natural character and not become a high-energy, amusement-oriented destination;
- Strongly support continued municipal funding for the park to keep the facility affordable for public use;
- Believe additional funding sources should be pursued to support park operations; and
- Would like a broader diversity in winter and summer offerings (facilities, programs, and events).

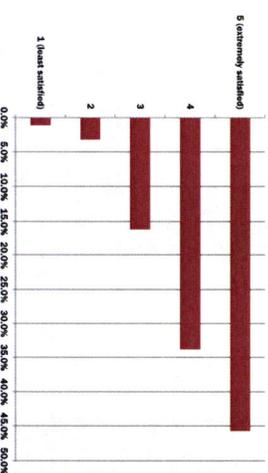
7. Place of residence:



8. What activities do you participate in?



12. Generally, how well is Hickory Hills serving the Greater Traverse City community? (scale of 1 to 5, with 5 representing extremely satisfied)



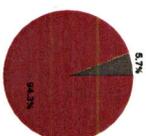
15. Do you support the concept of enhanced winter recreation activities, events, and/or programs being operated at Hickory Hills?



16. Do you support the concept of enhanced summer recreation activities, events, and/or programs being operated at Hickory Hills?



20. There exists a current gap in funding for the cost of winter recreation at Hickory Hills—historically it has been funded by the City of Traverse City as a park operation. Do you agree with the continuation of the City's financial support of Hickory Hills?



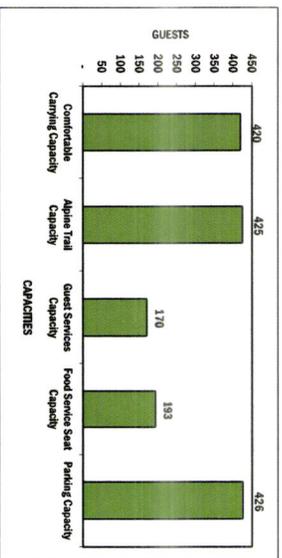
21. Do you believe additional funding sources should be pursued to support park operations? If so, please provide your suggestions.



COMFORTABLE CARRYING CAPACITY

Comfortable Carrying Capacity (CCC) is a planning tool used to determine the optimum level of daily utilization for a ski area—one that facilitates a pleasant recreational experience. This is a planning figure only and does not represent a regulatory cap on visitation. CCC is used to ensure that capacities are balanced across facilities, and are sufficient to meet anticipated demand. CCC is based on a comparison of uphill vertical lift supply to downhill vertical skiing demand.

The CCC for Hickory Hills is calculated at 420 skiers/riders. Based on the related facility capacities, there is a strong imbalance related to Guest Services and Food Service. Parking is adequate given the percentage of drop off occurrences and comments from management. *Refer to Appendix B for Existing Ski Area Specifications.*



Hickory Hills CCC Source: SE Group

LIFTS

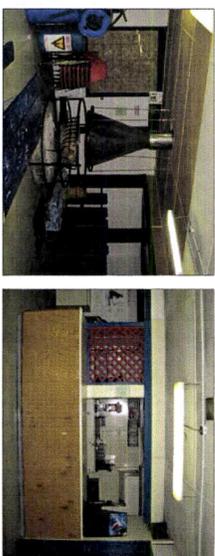
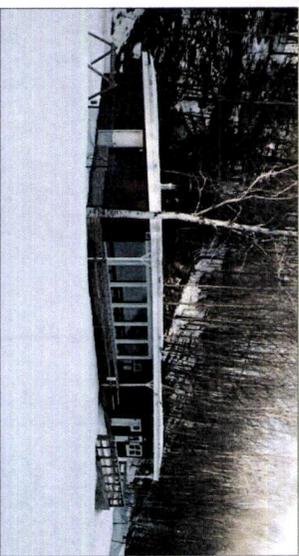
Hickory Hills currently operates five rope tows and would be best served by remaining with the operation of surface lifts only (tows, platters, conveyors, etc). While the idea of an aerial lift may be appealing, the operational and maintenance complexities and costs far outweigh the benefit. As an example, aerial lifts require significant increases in equipment, personnel, and training to address evacuations in the event of a lift failure. Surface lifts are far easier and less expensive to operate.

HICKORY HILLS MASTER PLAN

GUEST SERVICES AND SEATING

The existing lodge offers 2,310 square feet of guest service space. Even without providing rentals, ski school, retail, and employee space, **the amount of existing guest service space is low by ski industry standards.** Recommended guest service space ranges from 5,700 to 7,190 square feet. *Refer to Appendix B for space use recommendations.*

- The existing lodge is a cherished building by the community and has served Hickory well over the years. The building is in need of code upgrades and repairs which would likely result in a significant renovation project. A building assessment would be valuable for the community to evaluate the best approach for upgrades and/or renovation.
- There is a shortage of seating at Hickory Hills. The existing lodge offers 55 seats. Even if one assumes a fairly high turnover of 3.5 turns, that will only provide 193 people a place to eat lunch. The amount of seating also limits summer time use and opportunities for rental of the building for events.
- The food service is operated by a third party concession. Past agreements limit intelligence on success and revenue. Community comments and input from the Advisory Team suggest improvements to the food service offerings are needed (kids order pizzas and have them delivered from a local shop). Food Service is a great opportunity to capture additional winter revenue and four season use.
- The ski area does not offer rentals. This is a limitation in attracting new/beginner skiers and/or working with school districts to offer lesson programs to youth.
- An improved retail counter adjacent to the ticket desk to sell and support Hickory Hills logo wear is a missed opportunity. Brand and identity are essential to Hickory's future (see comments on ski area operations).



SKI & RIDE TERRAIN

Although the amount of terrain is balanced within the CCC metric, it is obvious from community comments and dialogue with the Advisory Team that there is a need for more terrain and most importantly, terrain variety. A factor that contributes to this need is current use by the racing programs, both high school and the ski club.

A YOUTH/TEEN FOCUS GROUP WAS HELD TO GATHER ADDITIONAL INPUT. SEE THE RESULTS IN APPENDIX C.

- Opening more terrain would provide for greater recreational ski use and offerings. Terrain variety could attract a wider demographic (both youth and young adult) and increase utilization at Hickory Hills. Terrain variety includes recreational terrain, glades, moguls, terrain parks, and terrain features.
- An improved and expanded terrain park is needed. This could provide opportunity for more interest in the area from the youth demographic and increase utilization of the ski area.
- The learning terrain is relatively far from the lodge and access to the existing beginner area requires walking through skiers coming off Buck and Birch trail. The learning terrain offers a rope tow, which is a challenging lift for first-timers. These factors limit the ability to attract and serve the first-time visitor.
- Improved progression of terrain would help with teaching. The Bunny slope is good for first-timers—good grades, width, and length. The next step up from Bunny is Jack's trail (off Birch). At 14% average grade, that is a good next step. However, the run is too narrow and has uneven grade. Improvements to Jack's trail (widening and regrading) would help to provide the next step of progression. From there, the next step is Swede, which works well with a 21% average grade.

NORDIC

Hickory Hills offers nordic skiing on approximately 0.75 km of groomed and lighted trails. The trail loop is located in the open meadow west of the lodge. Other nordic trails exist but are not currently maintained or lighted and would require improvement to meet acceptable standards for recreational/race use.

- The ski area does not offer nordic ski rentals. Having an adequate supply would afford interested residents to try the sport and/or allow for programs.
- There is opportunity to expand the nordic trail network on Hickory Hills property and potential to link into Hickory Meadow. Together, these properties afford an excellent nordic venue.
- Currently, nordic use provides minimal revenue to the operations. However, with trail improvements and available rentals, there is opportunity to increase revenue from season/trail passes, food and beverage sales at the Lodge, and Nordic race events.



Analysis

MARKETING + BRAND

Marketing and Brand is an important aspect to any successful business and/or operation. You have to understand your market and get the word out! Make the messaging clear and communicate what Hickory Hills is and what services are offered.

There is much room for improvement with respect to the Hickory Hills marketing and brand.

- While Hickory Hills has strong brand recognition amongst loyal followers, there is NO public brand identity. There is a need for a logo and a tag line.
- Communicate a shared VISION amongst the partners (City of Traverse City, Grand Traverse Ski Club, Preserve Hickory). Define what Hickory is and what services are offered. Send a consistent message.
- Develop a UNIFIED media presence (print, web, social media, tv, and radio). Understand who the target audience is and focus efforts towards them.
- Develop one web site that communicates all information. Inconsistent information about Hickory can currently be found on four different websites. Get on the map with Ski Michigan
- Make messaging fun and attractive to the target audience. For example, the GTRSC uses the term "clinics" for Learn to Ski programs. This sounds like a medical term and is not attractive to parents or kids.



HICKORY HILLS MASTER PLAN

SKI AREA BENCHMARK ANALYSIS

A Ski Area Benchmark Analysis was performed evaluating Hickory against the smallest ski areas in the Midwest region. Hickory Hills is smaller than those operations and should not be expected to perform similarly to other Midwest resorts. Nonetheless, the benchmark analysis does provides a financial performance "report card" and insight towards additional revenue opportunities.

Indicator/Metric	Hickory Hills Mountain 2012/13	2012-2013 Season NSAA Economic Analysis 12/13 Data (Mid-West to 3.8m VTR/H)	Competition
Ski Area Characteristics			
Ski Length (feet)	73	85	65%
Slope Terrain (acres)	12	136	9%
Annual Skier Visits	13,186	67,898	19%
VTR/H (000)	900	2,310	39%
Ski Area Economic Characteristics			
Adult Weekend Ticket Price	\$19.00	\$42.00	45%
Adult Season Pass Price	\$170.00	\$301	56%
Child Season Pass Price	\$100.00	\$252	60%
Summary Financial Data			
Profit (Loss) Before Tax	(\$78,816)	\$398,000	-13%
Operating Profit Margin	-20%	27.0%	-20%
Profit (Loss) / Skier Visit	(\$5.98)	\$18.78	-20%
Revenue Sources & Analysis			
Ticket Sales (Including Season Passes)	\$90,764	\$1,628,000	6%
Lessons	\$2,878	\$171,000	2%
Rentals	\$1,195	\$568,000	0%
Retail	\$3,195	\$388,000	4%
Tuning/Snowday	\$0	\$305,000	0%
Misc. Operating Rev	\$0	\$38,000	0%
Total Revenue	\$97,971	\$3,278,000	3%
Total Rev / Skier Visit	\$7.43	\$48.49	15%
Ticket Rev / Skier Visit	\$6.88	\$23.97	29%
Ticket Yield	90.2%	57.1%	63%
Lesson Rev / Skier Visit	\$0.22	\$2.02	11%
Rental / Skier Visit	\$0.20	\$1.22	0%
Retail / Skier Visit	\$0.24	\$1.29	19%
Tuning/Snowday/Skier Visit	\$0.00	\$4.49	0%
Misc. Operating Rev/Skier Visit	\$0.00	\$0.89	0%
Ticket Rev / Total Rev	92.6%	48.7%	
Lesson Rev / Total Rev	2.9%	4.2%	
Food & Beverage Rev / Total Rev	1.2%	15.9%	
Retail Rev / Total Rev	0.0%	17.0%	
Tuning Rev / Total Rev	0.0%	9.3%	
Misc. Operating Rev / Total Rev	0.0%	1.2%	
Expenses & Analysis			
Cost of Goods Sold	\$1,315	\$231,000	1%
Direct labor	\$53,158	\$798,000	8%
Other Operating Expenses	\$112,322	\$990,000	11%
Total Operating Expenses	\$176,795	\$2,019,000	9%
Total Expenses / Skier Visit	\$13.41	\$29.71	45%
Cost of Goods Sold / Skier Visit	\$0.10	\$3.40	3%
Other Op Expenses / Skier Visit	\$6.52	\$16.78	51%
Direct labor / Skier Visit	\$4.79	\$11.73	41%
Cost of Goods Sold / Total Expenses	0.7%	11.5%	
Direct labor / Total Expenses	35.7%	39.5%	

Source: Hickory Hills Management, NSAA

SNOWMAKING AND GROOMING

Current snowmaking and grooming operations are lean and mean, yet offer an acceptable guest experience. However, expanded snowmaking capabilities would allow the ski area to open faster (and perhaps earlier), cover terrain expansions, and develop more terrain park features/areas.

The existing groomer has reached its life expectancy and will need to be replaced in the near future. A new groomer should offer terrain feature building capabilities.



Total revenue per skier visit is \$7.43 which represents 15% of the comps.

Food/Beverage, Lessons, Lockers, and Rentals are typically a significant revenue source for most ski area facilities. There are opportunities to capture this revenue.

Retail is not generally as lucrative as the sources above, but can provide a notable amount of revenue and often provides a higher level of convenience to the guest.

With an average season length of just 78 days, the obvious opportunity to significantly improve financial performance is to utilize the facility during the summer and, if possible, shoulder seasons.

Operating expenses are well managed at 9 to 12% of the comps. Direct labor is well managed at 8% of the comps.

OBSERVATIONS AND OPPORTUNITIES

A market assessment was undertaken to define local and regional market demographic profiles and visitation patterns, and to identify the existing amenities and attractions in the area. This information reveals a number of observations related to the potential opportunities for additional recreation at Hickory Hills. *The full Market Assessment report can be found in Appendix D.*



Regional Map of Traverse City Region

A SWOT ANALYSIS (STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS) CAN BE FOUND IN APPENDIX E.

Population and Demographics

- Residents of Grand Traverse County represent the primary market for users of Hickory Hills. Projections indicate that the population of Grand Traverse County is anticipated to grow to 99,600 by the year 2020; a 14% increase from 2010-2012 population numbers. Residents of Grand Traverse County have a median household income of \$50,629.

Potential to Capture Visitors

- Summer in Northwest Michigan sees a significant influx of visitors from other parts of the state, as well as from out of state. In 2012, 3.3 million visitor trips were made to Traverse City; 1.3 million visitor parties came to Traverse City area specifically.

Visitor Activities and Reasons for Visit

- Top visitor activities in the Traverse City area are shopping, entertainment, dining, and sightseeing—suggesting a leisure-based visitor. Additionally, the primary reasons for visiting the Traverse City area were wineries, Sleeping Bear Dunes, visiting friends and relatives, outdoor recreation and sports, beach activities, and festivals and events.
- The Traverse City region has numerous scenic drives throughout the area, including wine tours, fall color driving tours, and motorcycle tours.

The Competitive Marketplace

- Significant competition exists for Hickory Hills, both in the winter (nearby Mt. Holiday and Timberlee Hills, as well as Crystal Mountain and Boyne Mountain) and the summer (Sleeping Bear Dunes, water-based activities, the downtown waterfront, and a new zip line at Mt. Holiday).

Complementary Parks and Recreation Use

- Grand Traverse County, Garfield Township, and the City of Traverse City offer a wide range of recreational activities and parkland types. However, it is apparent that current efforts to survey and better understand the needs and wants of the regional community are a critical next step to understand facilities, activities, programs, and events that serve the greater community.
- The City and Township have traditionally provided facilities, but not programming, for recreation. Whether or not this continues to be the case at Hickory Hills, the planning group needs to consider the types of programming that would be the best fit at the park.

This suggests availability of time for leisure and recreation, as well as the means for local households to afford participation in some level of leisure and recreational activities.

Hickory Hills has the opportunity to capture some of these visitors from outside the region.

While Hickory Hills has the opportunity to capture some of these visitors from outside the region, Hickory Hills is not currently part of the primary draw or primary set of activities for visitors.

Future activities and programming at Hickory Hills must consider the competitive landscape, and complement rather than compete with other venues.

Opportunities might be available for Hickory Hills to fill a niche for summer activities and programming that is not currently being filled by other Parks and Recreation facilities.

The GT Regional Parks and Recreation Network suggested a regional solution to Hickory Hills as part of the GT County Recreation Master Plan

Opportunities Assessment

Public Open House

IDENTIFYING OPPORTUNITIES

A master list of opportunities was developed from Community Survey #1 comments and the analysis of the site, ski area, and market.

The opportunities offer suggestions for site and facility improvements, activities, programs, and events for both winter and summer (summer includes spring, summer, and fall) at Hickory Hills.

An important part of the master plan process was consultation with all of Hickory Hills partner groups and the community regarding the long-term recreation and infrastructure plans. The master list of opportunities was presented to the community at a Public Open House and used as the framework for Community Survey #2.

PUBLIC OPEN HOUSE

A Public Open House was held on February 20, 2013 at the Government Center in Traverse City. There were over 125 attendees. The purpose of the meeting was to:

- Present initial findings of the site analysis, ski area facilities and operations review, and market research
- Provide examples of possible multi-season uses and activities for public consideration
- Invite people to comment on their vision and ideas for future uses and activities at Hickory Hills

Presentation boards were arranged around the room for an Open House format. A presentation was then given summarizing the process, purpose, and suggested opportunities. This was followed by a community discussion about Hickory Hills. Participants were invited to complete the online survey and rank their support for the various improvements, activities, programs, and events.

NOTES FROM HICKORY HILLS MASTER PLAN PUBLIC INPUT SESSION

- Remember the place is for the kids
- Enjoy, respect and preserve the historical feeling
- Improve the lifts, including poma lifts
- Expand cross country skiing
- Discussion about additional access, however the cul de sac gives a safe feeling
- Keep affordable
- Create a tubing and/or sledding hill
- Disk golf lanes have created good wide cross country ski trails, need more wide XC trails.
- Look at Hickory in the context of other parks, some proposed facilities may be more appropriate at other locations.
- Don't make decisions that are driven by money.
- Concern about over development
- Need traffic calming measures on Randolph
- Alternative access points to property
- New lodge – look to community business donations of materials and labor.
- How do we pay for the improvements and operations?
- How do we not screw it up?
- Increase promotion for winter recreation, alpine skiing.
- Improve hiking and snowshoeing experience
- Develop glade skiing
- Linkage with T-CAPS for after school programs and physical education
- Lack of rental skis is a problem
- Preserve natural features
- Ask the kids
- Change the age cohort stratification for the survey
- Create mountain bike trails and linkages with nearby recreation properties
- No parks break even or even generate revenue – why does Hickory have to?
- Don't wreck it
- Expansion needs to meet objectives
- Economic impact study
- Expand terrain park features
- Dedicated person to market Hickory and provide leadership.



INTRODUCTION

The Master Plan concepts are derived from an in-depth understanding of the site conditions and facilities, operations (including financials), market conditions, and community input. Combined, this research and analysis has identified what is possible in the future, what the community supports, and what would work harmoniously with one another to stabilize Hickory Hill's longevity and financial landscape. Key points below summarize the findings:

- Ski area operations are efficient but limit opportunities for growth and revenue.
- Existing summer recreation focuses on walking, hiking, and disc golf. Parking along Randolph Street is a problem.
- Local and regional market demographic profiles and visitation patterns suggest Hickory Hills is not part of the primary draw or primary set of activities for visitors.
- Community interest and support exist for a broader diversity of recreational activities and programming that is not currently being filled by other Parks and Recreation facilities such as adventure and skill based activities and education and camp programs.

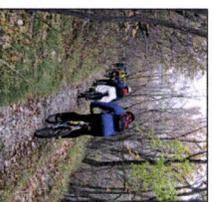
HICKORY HILLS IS FIRST AND FOREMOST A COMMUNITY RESOURCE.

As a community resource, the Hickory Hills Master Plan must be focused on community interests. Members of the community:

- Are interested in both active and passive recreation-based activities at Hickory Hills, particularly winter recreation (skiing, riding, and walking trails), disc golf, and trail-based recreation (walking, hiking);
- Have a strong connection to the legacy of Hickory Hills as a community asset;
- Recognize the natural setting/beauty of Hickory Hills and support enhancement of the facility and recreation offerings;
- Feel very strongly that Hickory Hills maintain its natural beauty and not become a high-energy, amusement-oriented destination;
- Strongly support continued municipal funding for the park to keep the facility affordable for public use;
- Believe additional funding sources should be pursued to support park operations; and
- Would like a broader diversity in winter and summer offerings (facilities, programs, and events).

As such, winter and summer operations will seek to:

- Preserve the natural character of Hickory Hills;
- Maintain and enhance the year-round community use of the facility and recreational offerings;
- Balance any potential tourism use with community vision and the need to provide additional revenue for continued financial viability of the operation; and
- Fit within the larger framework of community recreation facilities, providing unique programs and activities for area residents.



The recommended opportunities for winter respond to the existing operational needs and opportunities. These opportunities include a number of improvements, activities, programs, and events at Hickory Hills. The components build upon the existing facilities, capture the interest and support of the community, and provide opportunity for increased utilization and revenue.

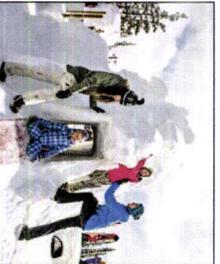


Terrain Park Features



Glade Skiing

Learning Carpets



Nordic Skiing

Snowplay Area



Fat Bike Festivals

Sledding & Tubing

SITE AND FACILITY IMPROVEMENTS

- Improve Drop Off and Parking Area
 - » Drop Off Area (circulation and lighting)
 - » Improve Accessibility
 - » Entry at Randolph Street
 - » Gate Location
- Lodge and Guest Services
 - » Seating (indoor and outdoor with fire pit)
 - » Food/Beverage
 - » Rentals (skis, boards, Nordic, snowshoe, snowbikes)
 - » Ski School
 - » Lockers
 - » Retail
- Terrain Expansion
 - » Accessible Learning Terrain
 - » Terrain Parks/Freestyle
 - » Ski and Ride Terrain (Recreational)
 - » Glades
- New Lift
 - » Learning Carpet
- Nordic Terrain
 - » Expand Trail System
 - » Link to Hickory Meadows
 - » Groom for skate skiing
- Kids Play Space
- Improve Wayfinding
 - » Facility Signage
 - » Trail Signage for snowshoe and Nordic

ACTIVITIES

- Skiing and Riding
- Nordic Skiing
- Sledding or Snow Tubing
- Snow Biking (Fat Tire Bikes)
- Snowshoeing

PROGRAMS

- Learn to Ski/Ride Programs for all age groups
- Explore potential for programs that emphasize learning and development vs. competition
- Expand partnerships with School Districts and Youth Programs

EVENTS

- Alpine Racing
- Winter Rail / Terrain Competition
- Nordic Races
- Snow Biking
- Après ski entertainment

WINTER CONCEPT A

Concept A builds upon the existing ski area facilities and offers expansion opportunities that could be implemented in incremental steps. The facility improvements and recreational activities harness opportunities to attract residents and visitors and respond to the desires of the community. The end result would allow Hickory Hills to gradually work towards financial stability by improving the guest experience and increasing the per-ticket yield. Key elements include:

A. The Drop Off provides a turn-around with parallel parking for 12 to 15 cars and ADA parking. Walkways, seating, lighting, and landscaping improve the existing drop off area. This improvement would require significant site work and would not change the challenge of driving through the parking area to drop off.

B. The Lodge and Guest Services build upon the existing facilities and offer improvements to sequence, space needs, and functionality. The new facilities are modest in size (marking the low end of the space use requirements) and offer the ability for incremental improvements.

Although Concept A proposes to reuse the existing lodge location, it is assumed the existing building would be completely reconstructed as two-story lodge - with the intent to salvage some of the architectural elements, such as the fire place.

C. Terrain Expansion for skiers/riders including terrain park and features, learning terrain, recreational terrain, and glades. The terrain expansion is modest and allows for phased implementation.

D. New surface lifts are required to access the additional terrain. A carpet is recommended for the new learning area and a rope tow for the expanded terrain southwest of Buck. Additional personnel to operate the new lifts would be required, although discussion is ongoing as to techniques for dual monitoring of rope tows via video.

With the modest expansion of surface lifts and trails, the

overall capacity of the ski area would modestly increase allowing for potential visitation increase.

E. Snow Tubing with Warming Hut (seating, small food service, and restrooms). As an alternative to snow tubing, a small community sledding hill is located near the park entry. This area would have a pavilion area and be great for families who want to enjoy Hickory but do not ski/ride.

A sledding hill may be an activity to implement prior to snow tubing to better measure the communities interest in coming to hickory for a winter activity other than skiing/riding without expending the capital necessary for snow tubing.

F. The Nordic Trail network includes approximately 3.4 km of new trails for a total trail network length of 4.0 km. Integrating nordic trails with existing ski terrain during race events would comfortably accommodate a 5 km course.

G. Snowshoe trails could be expanded beyond the existing trail network today offering the entire Hickory Hills property for exploration.

At this point, the trail layout for Snowshoe and Nordic is conceptual. As design refinement continues, trail layouts should consider other networks/uses (walk, run, bike, disc golf) to avoid user conflicts.

H. The park entry presents new signage and a modest parking area for visitors not interested in downhill skiing/riding.

I. The existing parking area remains in its general location with minor improvements including a few island dividers, signage, and designating a clear pedestrian route to the drop off.

Note: Locations and alignments of activities shown on the plan are conceptual with the goal of providing feasibility and establishing parameters for pricing. Further design refinement/development will be required for each individual improvement.

HICKORY HILLS SKI PARK
& RECREATION AREA

CONCEPT A - WINTER PLAN



WINTER CONCEPT B

Concept B takes a fresh look at the park and establishes a new center or “heart” for Hickory Hills. While utilizing the existing facilities, Concept B expands terrain, improves circulation, finds efficiency in the operations, and establishes an improved guest experience. Concept B also has the potential to build a stronger connection with Hickory Meadow due to the location of the facilities.

The facility improvements and recreational offerings take advantage of the site’s unique terrain, harness opportunities to attract residents and visitors, and respond to the desires of the community. The end result would allow Hickory Hills to gradually work towards financial stability by improving the guest experience and increasing the per-ticket yield. Key elements include:

A. The Drop Off and Parking provide an intuitive arrival for the visitor. An entry road leads to a drop off and offers parking at a convenience. Walkways, seating, lighting, and landscaping present an arrival that allows families to find one another and new guests to feel welcome and comfortable.

B. The New Lodge would house all guest services in one building including additional seating for tubing guests. The Lodge would be two-story and have views up the valley towards the learning terrain, terrain parks, and race terrain. The new lodge provides adequate space for all guests (marking the high end of the space use requirements) and includes a large outdoor deck to enjoy the afternoon sun.

A benefit of Concept B is the existing lodge can remain in place; providing historical architectural nostalgia and serve as storage and/or warming hut.

C. Terrain Expansion and Circulation for skiers/riders including terrain park and features, learning terrain, recreational terrain, and glades. Concept B offers the best of Hickory’s terrain and captures the circular circulation that will make Hickory feel big.

D. New surface lifts provide improved circulation and offer a new lift option—a platter tow. The platter tow takes guests out of the base area, offers new round trip ski/ride opportunities, and meets the requests of the community. A handle tow is recommended for the new learning area. No additional personnel are needed as the lift operations remain constant (no net increase in surface lifts).

With the surface lifts and terrain expansion, the overall capacity of the ski area would modestly increase allowing for potential visitation increase.

E. Snow Tubing (warming hut would be shared use with the new lodge, increasing food and beverage sales). As an alternative to snow tubing, a small community sledding hill is located near the park entry. This area would have a pavilion area and be great for families who want to enjoy Hickory but do not ski/ride. A sledding hill may be an activity to implement prior to snow tubing to better measure the communities interest in coming to Hickory for a winter activity other than skiing/riding without expending the capital necessary for snow tubing.

F. The Nordic Trail network includes approximately 3-4 km of new trails for a total trail network length of 4.0 km. Integrating nordic trails with existing ski terrain during race events would comfortably accommodate a 5 km course. G. Snowshoe trails could be expanded beyond the existing trail network today.

At this point, the trail layout for Snowshoe and Nordic is conceptual. As design refinement continues, trail layouts should consider other networks/uses (walk, run, bike, disc golf) to avoid user conflicts.

Note: Locations and alignments of activities shown on the plan are conceptual with the goal of providing feasibility and establishing parameters for pricing. Further design refinement/development will be required for each individual improvement.

Master Plan Concepts

Summer Concepts



Outdoor Pavilion



Fitness Trail



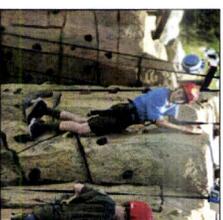
Nature Trail with educational information



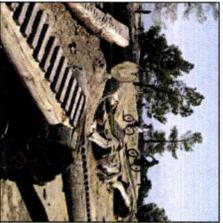
Aerial Challenge Course



Climbing Wall



Biking: Singletrack + XC Trails, Skills Parks, Pump Tracks



The recommended opportunities for Summer include a number of improvements, activities, programs, and events at Hickory Hills. The components build upon the existing facilities, capture the support of the community, and provide opportunity for increased utilization and revenue. Concept A and B - Summer Plan are included to correspond to the respective Winter Plan.

SITE AND FACILITY IMPROVEMENTS

The proposed site and facility improvements compliment the winter improvements and build upon the existing natural area character of Hickory Hills.

- Picnic Facilities (Pavilion, Tables, BBQ)
- Restrooms + Drinking Fountain
- Fitness or Exercise Trail with stations
- Nature Trail with educational information
- Trail Connections to TART & other local trails
- Wayfinding/Trail Signage

ACTIVITIES

The proposed activities builds upon what exists at Hickory today and responds to the interests of the community. These activities will increase the utilization of Hickory Hills during the summer months, by both community members and visitors to the area.

- 27 Hole Disc Golf Course (expanding upon the award winning disc golf course; course adjustments necessary to accommodate trails and shared use of the park)
- Aerial Challenge Course (*important to serve all ability levels and have an area specific to youth. Refer to Appendix G for detailed description.*)
- Climbing Wall (*refer to Appendix G for detailed description*)
- Mountain Biking (*important to serve all ability levels*)
 - » XC and Singletrack Trails
 - » Pump Track and Skills Park (*refer to Appendix G for detailed description*)
- Walking, Hiking, and Trail Running

PROGRAMS

Programming will increase the utilization of the activities and facilities at Hickory Hills, as well as provide an additional revenue stream for the operation. These programs may be utilized by members of the community and visitors to the area.

- Trail Running Series
- Scavenger Hunts/Orienteering for Kids
- Summer Camps for Kids & Outdoor Education Programs

EVENTS

Hickory Hills has the ability to host group events and gatherings that would benefit from the unique activities and opportunities available at the park. Small race events could take advantage of the upgraded and expanded trails system. School field trips, family reunions, weddings, and other group events could take place in the lodge or out on the property. Other local youth groups could be targets for summer group activities that aren't available or less accessible elsewhere. It is important that any event at Hickory respect the neighborhood context and be responsive to concerns related to noise and traffic.

- | | |
|----------------------|-------------------------|
| • XC Running Races | • Disc Golf Tournaments |
| • Adventure Races | • Summer Concert Series |
| • Movies on the Hill | • Weddings |
| • Family Reunions | • Banquets |

Note: Locations and alignments of activities shown on the plan are conceptual with the goal of providing feasibility and establishing parameters for capital expenditures. Further design refinement/development will be required for each individual improvement.

HICKORY HILLS SKI PARK
& RECREATION AREA

CONCEPT A - SUMMER PLAN



SE GROUP

- LEGEND
- EXISTING DISC GOLF
 - PROPOSED/RELOCATED DISC GOLF
 - PRIMARY TRAIL (FITNESS XC MTN BIKE, RUNNING)
 - SECONDARY TRAIL (SINGLE TRACK, HIKING)



HICKORY HILLS SKI PARK
& RECREATION AREA

CONCEPT B - SUMMER PLAN



SE GROUP

- LEGEND
- EXISTING DISC GOLF
 - PROPOSED/RELOCATED DISC GOLF
 - PRIMARY TRAIL (FITNESS, XC Mtn BIKE, RUNNING)
 - SECONDARY TRAIL (SINGLE TRACK, HIKING)



Financial Modeling

Capital Improvements

OVERVIEW

The financial analysis was used throughout the duration of the planning process to gauge various opportunities and provide important financial input to the planning evaluation. Upon completion of the planning process, the financial model was further refined to begin assessing the overall potential performance of the planned projects.

Subsequently, the model was used to evaluate two possible planning concepts. It was determined that both Concept A and Concept B should be taken through the evaluation and presented in the final analysis. A final iteration of the financial analysis was created for both concepts to determine the anticipated financial performance of the master plan and proposed projects.

CAPITAL IMPROVEMENTS

As with all financial analyses and modeling, key inputs to the evaluation are frequently, and necessarily, based upon informed assumptions and the establishment of key parameters. For the preparation of this analysis, SE Group utilized its proprietary industry database to determine each necessary input. Examples of this include: capital costing requirements for planned projects, anticipated operating expenses, evaluation of revenue potential, etc. In the interest of conservatism, all assumptions were carefully evaluated to ensure that the model produced was real, accurate and conservatively biased toward understating anticipated revenue and over estimating operations expenses where possible.

In conjunction with the planning of new infrastructure and amenities, a conceptual estimate of anticipated capital expenditures was prepared for both concepts. This evaluation was derived from well-established costing for recently constructed projects, as well as in conjunction with facility and amenity manufacturers to ensure accuracy. Care was taken to include all anticipated and associated costs such as parking area improvements, wayfinding, and rental equipment.

Hickory Hills Master Plan - Capital Expenditures

Concept A	
New Facilities & Infrastructure Category	Total Cost
Infrastructure	
Upgrade to Existing Lodge	\$1,485,600
Lodge Utilities	\$50,000
Parking Drop-Off Improvements	\$278,239
Maintenance/Storage Building	\$112,000
Snowmaking	\$289,000
Grooming	\$120,000
Ski Terrain Expansion	\$89,715
Ski Terrain Lighting	\$25,299
Lift Expansion	\$120,000
Play Space for Kids	\$7,000
Nordic Trails	\$64,500
Wayfinding	\$10,000
Picnic Area	\$49,610
MTB Trails	\$65,000
Fitness Stations	\$24,000
Nordic/Snowshoe Rentals	\$20,000
Alpine Rental Equipment	\$50,000
Infrastructure Total	\$2,859,963
Activities	
Tubing	\$983,000
Sledding	\$7,000
Climbing Wall	\$80,000
Challenge Course/Ropes Course	\$350,000
Activities Total	\$1,420,000
Total Improvements	\$4,279,963

Hickory Hills Master Plan - Capital Expenditures

Concept B	
New Facilities & Infrastructure Category	Total Cost
Infrastructure	
New Lodge	\$1,867,500
Parking Drop-Off Improvements	\$433,092
Lodge Utilities	\$145,000
Maintenance/Storage Building	\$208,000
Snowmaking	\$327,500
Grooming	\$120,000
Ski Terrain Expansion	\$111,607
Ski Terrain Lighting	\$43,034
Lift Expansion	\$320,000
Play Space for Kids	\$7,000
Nordic Trails	\$64,500
Wayfinding	\$10,000
Picnic Area	\$49,610
MTB Trails	\$65,000
Fitness Stations	\$24,000
Nordic/Snowshoe Rentals	\$20,000
Alpine Rental Equipment	\$50,000
Infrastructure Total	\$3,855,843
Activities	
Tubing/Sledding	\$977,500
Sledding	\$7,000
Climbing Wall	\$80,000
Challenge Course/Ropes Course	\$350,000
Activities Total	\$1,414,500
Total Improvements	\$5,270,343

As detailed in tables above, total anticipated capital expenditures for Concept A and Concept B are approximately \$4.3 million and \$5.3 million, respectively. The key difference between the capital programs is primarily attributable to the construction of a new lodge under Concept B, which includes 1,220 square feet more guest service space than Concept A. Additionally, Concept B provides enhanced skiing and terrain opportunities, which would improve the overall appeal and enjoyment of the facility but demand more capital. Development of the planned tubing facility is essentially the same under both concepts.

While the total anticipated capital expenditures for Concept A and Concept B are approximately \$4.3 million and \$5.3 million, respectively, it should be noted that smaller projects requiring less capital could be phased and implemented to work towards the goals of master plan. The nordic and mountain bike trail systems, general park improvements, snowmaking upgrades, and terrain park expansion are examples of these smaller projects.

POTENTIAL VISITATION

Potential visitation for the Hickory Hills Master Plan is determined by reconciling the capacities of each proposed activities against the potential “pool” of visitors in the marketplace. Capacity of each activity is calculated by factoring the physical hourly capacities and hours of operation by an expected utilization rate, which adjusts the capacity to reflect the reality that the activities will not always be used at full capacity (except, possibly, during peak periods). As depicted in tables presented here, selected utilization rates were input very conservatively and range from only 10% to no more than 20%. Utilization rates and the physical capacity of the activity are disproportionate—with low utilization anticipated on high throughput activities, and vice versa.

The potential “pool” of visitors is determined by data gained through the market assessment (refer to Appendix D), industry knowledge of similar municipal/non-profit ski areas, and existing skier visitation at Hickory Hills. The market assessment identified that over 3 million visitor trips were made to Traverse City in 2012. In conjunction, the population of the Traverse City Micropolitan area is approximately 143,000 and is expected to see continued growth. The annual skier visits to Hickory Hills is approximately 12,500 (or 8.7% of TC Micropolitan area). This combined volume is significant, and a small capture rate of less than 1% (i.e., less than 1% of the entire market will come to Hickory Hills once a winter/summer) will support the visitation projections utilized in the Master Plan.

As part of this portion of the analysis, Hickory Hills annual skier visitation was further evaluated. Presently averaging approximately 12,500 skier visits per year, utilization of the facility is approximately 40% of comfortable carrying capacity (hill capacity x operating days). For both concepts, it is assumed that modest improvements to winter skier visitation may be achieved in conjunction with the planned improvements. Concept A has been modeled at 45% or 15,120 visits while Concept B—with improved skiing terrain—has been depicted at 48% or roughly 16,128 visits. These projected utilizations are within ski industry performance standards.

HICKORY HILLS MASTER PLAN

Hickory Hills Master Plan - Potential Visitation

	Activity				Annual Skier Visits
	Challenge Course	Climbing Wall	Tubing		
Capacity at One Time	45	6	250		420
Ave Length of Visit (hours)	1.5	0.25	2		
Ave Hourly Visitation	30	24	125		
Hours of Operation	8	8	6		
Daily Visitation Potential	240	192	750		33,600
Daily Utilization (%)	10%	12%	20%		45%
Adjusted Daily Potential Utilization	24	23	150		
Planned Operating Days	100	100	80		80
Visitation Potential	2,400	2,304	12,000		15,120

Hickory Hills Master Plan - Potential Visitation

	Activity				Annual Skier Visits
	Challenge Course	Climbing Wall	Tubing		
Capacity at One Time	45	6	250		420
Ave Length of Visit (hours)	1.5	0.25	2		
Ave Hourly Visitation	30	24	125		
Hours of Operation	8	8	6		
Daily Visitation Potential	240	192	750		33,600
Daily Utilization (%)	10%	12%	20%		48%
Adjusted Daily Potential Utilization	24	23	150		
Planned Operating Days	100	100	80		80
Visitation Potential	2,400	2,304	12,000		16,128

Financial Modeling

Revenue Potential

REVENUE POTENTIAL

Estimates of projected revenue are the product of anticipated visitation and the expected price of each activity. Amenity pricing was carefully developed accounting for local and regional pricing for similar opportunities as well as based on current pricing at ski areas nationwide. Revenue has been conservatively calculated by assuming activity price points on the low end of available data ranges. The revenue and expense tables presented here detail the anticipated pricing by amenity/activity, as well as the operations and maintenance expenses (detailed in the following section). The product of these inputs yields the expected revenue. Increased annual revenue from the planned activities and improvements would be approximately \$715,000 for Concept A and roughly \$821,500 for Concept B. The key difference in the revenue capabilities of the two concepts lies in Concept B's ability to provide a full food and beverage option to visitors to the tubing operation, while Concept A would have a warming facility with simple pre-packaged food items available.

OPERATIONS AND MAINTENANCE EXPENSES

To fully assess the performance of the planned augmented operations, an estimate of associated operations and maintenance expenses was prepared. This portion of the analysis includes and accounts for all of the anticipated expenses associated with each of the individual planned activities/amenities. This portion of the analysis was achieved by using typical operations and maintenance expenses which SE Group has developed through the course of the evaluation of similar projects both regionally and nationally. Expenses were calculated and expressed as a percentage of revenue with a range from 20 to 60% depending upon the amenity/activity considered. As an example, food and beverage operations require high levels of labor, as well as include a cost of goods sold component; therefore having a relatively high operating expense (included here at 55 to 60% of revenue). Whereas the simplicity of an amenity such as the planned challenge course has a much lower cost of operation (roughly 20% of revenue). As depicted in the revenue and expense tables above, operations and maintenance expenses (which include labor) are anticipated to be approximately \$325,000 and \$380,000 for Concept A and Concept B, respectively.

Hickory Hills Master Plan - Revenue Potential						
Concept A						
Activity/Revenue Outlet	Annual Visits	Revenue Per Visit	Anticipated Revenue	Typical O&M Expenses % of Rev	Typical O&M Expenses	Anticipated Net Revenue
Tubing	12,000	\$18.00	\$216,000	45%	\$97,200	\$118,800
Climbing Wall	2,304	\$12.00	\$27,648	45%	\$12,442	\$15,206
Challenge Course/Ropes Course	2,400	\$45.00	\$108,000	20%	\$21,600	\$86,400
Winter F&B - Skiers	15,120	\$4.00	\$60,480	55%	\$33,264	\$27,216
Winter F&B - Tubing Guests	12,000	\$1.50	\$18,000	55%	\$9,900	\$8,100
Winter Rental	15,120	\$3.50	\$52,920	45%	\$23,814	\$29,106
Winter Retail	15,120	\$1.00	\$15,120	60%	\$9,072	\$6,048
Summer F&B Opportunity	3,136	\$4.00	\$12,544	55%	\$6,899	\$5,645
Summer Wedding Opportunity	1,400	\$120.00	\$168,000	60%	\$100,800	\$67,200
Special Events F&B	1,575	\$12.00	\$18,900	55%	\$10,395	\$8,505
Incremental Increase in Nordic Track Fees	30	\$8.00	\$240			\$240
Incremental Increase in Winter Lift Revenue	2,520	\$8.88	\$17,338			\$17,338
Subtotal			\$325,386			\$389,804
Debt Service					\$284,659	
					\$104,945	
Current Winter Operations Annual Subsidy From CTC					\$100,000	
Net Change in Operating Income			\$715,190		\$104,245	\$100,000
						\$4,945

Hickory Hills Master Plan - Revenue Potential						
Concept B						
Activity/Revenue Outlet	Annual Visits	Revenue Per Visit	Anticipated Revenue	Typical O&M Expenses % of Rev	Typical O&M Expenses	Anticipated Net Revenue
Tubing	12,000	\$18.00	\$216,000	45%	\$97,200	\$118,800
Climbing Wall	2,304	\$12.00	\$27,648	45%	\$12,442	\$15,206
Challenge Course/Ropes Course	2,400	\$45.00	\$108,000	20%	\$21,600	\$86,400
Winter F&B - Skiers	16,128	\$4.00	\$64,512	55%	\$35,482	\$29,030
Winter F&B - Tubing Guests	12,000	\$4.00	\$48,000	55%	\$26,400	\$21,600
Winter Rental	16,128	\$4.50	\$72,576	45%	\$32,658	\$39,917
Winter Retail	16,128	\$1.00	\$16,128	60%	\$9,677	\$6,451
Summer F&B Opportunity	3,136	\$4.00	\$12,544	55%	\$6,899	\$5,645
Summer Wedding Opportunity	1,750	\$120.00	\$210,000	60%	\$126,000	\$84,000
Special Events F&B	1,800	\$12.00	\$21,600	55%	\$11,880	\$9,720
Incremental Increase in Nordic Track Fees	30	\$8.00	\$240			\$240
Incremental Increase in Winter Lift Revenue	3,528	\$8.88	\$24,273			\$24,273
Subtotal			\$380,236			\$441,282
Debt Service					\$312,853	
					\$83,092	
Current Winter Operations Annual Subsidy From CTC					\$100,000	
Net Change in Operating Income			\$821,523		\$83,092	\$100,000
						\$38,429

Note 1: The model does not provide for concessioning or the fees (ie: profit sharing) which would be associated with concessioned operations. It is assumed that the owner of the facility would operate the amenities.

Note 2: The Winter F&B revenue per visit does not include alcohol. Alcohol is included in all Summer F&B opportunities.

NET REVENUE

As additionally depicted in the revenue and expense tables, total net revenue (before debt service) is projected to be approximately \$390,000 for Concept A and roughly \$441,000 for Concept B. These values represent a substantial improvement (and opportunity) in the performance of the facility as a whole. The improved operating income would allow for the service of the majority of the incurred debt, as well as the compensation of the average annual subsidy (+/- \$100,000) being provided to the operation each year by the City of Traverse City.

SOURCE OF CAPITAL AND DEBT SERVICE

In exploring various origins for the capital necessary to fund the planned improvements, several options were evaluated. For an operating municipality, bonding is a logical opportunity. However, were the full capital requirement (\$4.3 to \$5.3 million) to be bonded, even at attractive terms, the debt service would outpace the improved net operating income. Based on the results of the initial pro forma (which, as described, is an approximation of the anticipated financial performance of the project), the planned improvements would provide a substantially improved net operating income in the future, understanding the initial capital investment must be accommodated to realize these results.

Through discussions with the Hickory Hills Advisory Team, the question was presented: "if not all of the obligation, then what level of debt could the improvements and associated operating income support (including the accommodation of the current annual \$100,000 subsidy from the city) and still provide a break-even for the overall operation moving forward"? By way of the financial model, this question was evaluated and tested.

- Concept A is capable of supporting approximately 74% of the necessary capital (\$3.1 million) while Concept B can support 66% of the capital requirement (\$3.4 million) while still providing an additional \$100,000 annually to cover the present subsidy by the City.
- The inverse of this analysis suggests that if the City and/or community, by various means, were to invest an initial \$1.1 million for Concept A, or \$1.8 million for Concept B, Hickory Hills as an overall enterprise could become self-sustaining and would further benefit from the planned improvements under the either of the concepts.

RESULTS AND CONCLUSIONS

The primary results of the financial analysis are captured in the preceding section and summarized here:

- *Taking the initial steps to improve and enhance the facility will result in both an enriched user experience and move the enterprise to a self-sustaining financial position.*
- *Both planning concepts have potential to provide substantially improved net operating income allowing the annual subsidy from the City to become unnecessary.*
- *The planned improvements and capital necessary to implement them cannot be fully supported from the operations—even if improved. Initial external capital will be required to initiate either of the programs. This external capital requirement is approximately 26% (\$1.1 million) for Concept A and 44% (\$1.8 million) for Concept B.*
- *During the period that the remaining capital would be served by bonding (assumed to be 15 years) the overall enterprise would operate at essentially a breakeven. Subsequent to the retirement of the bonded debt (year 16) the operation should become cash positive and provide the order of \$350,000 to \$400,000 in annual net operating income.*

The following recommendations build upon the process and the content of the Master Plan.

Get everyone on the same team

- Unify around a common vision and collaborate as partners towards the common goal.
- Forming a joint operating board between partners may offer opportunities for simple success.
- Harness community energy and volunteer efforts to move Hickory forward.

Build momentum

- Before major capital is invested, the Hickory team should take some small steps and build momentum and measure results. These small steps include:
 - » Branding,
 - » Marketing/communication with the community,
 - » Fundraising, and
 - » Looking for additional partners.

Continue Due Dilligence

- The Master Plan is complete but there is more due diligence work to be done. Specific studies will help access future opportunities:
 - » Boundary Survey (particularly around the entry area)
 - » Building Assessment Report for Lodge (structural, infrastructure, and code)
 - » Environmental Resource documentations (wetlands, drainages)
- Continue to watch the regional market for summer activities and be in the mindset of compliment versus compete.

Assess the Operations

- The City will need to decide if they want to operate Hickory Hills as a business or if they want to operate as a park.
- The operations can remain "affordable" to the public under a business model.

Take Incremental Opportunities

- The Hickory Hills Master Plan provides an overall vision for the future of this important recreational area. Implementation of the Master Plan will be most effective if smaller projects requiring less capital are phased to work towards the overarching goal of master plan. The Nordic Skiing and Mountain Bike trail system, general park improvements, Snowmaking upgrades, and terrain park expansion are examples of these smaller projects.



HICKORY HILLS

MULTI-SEASON RECREATION MASTER PLAN

APPENDICES

JUNE 2, 2014

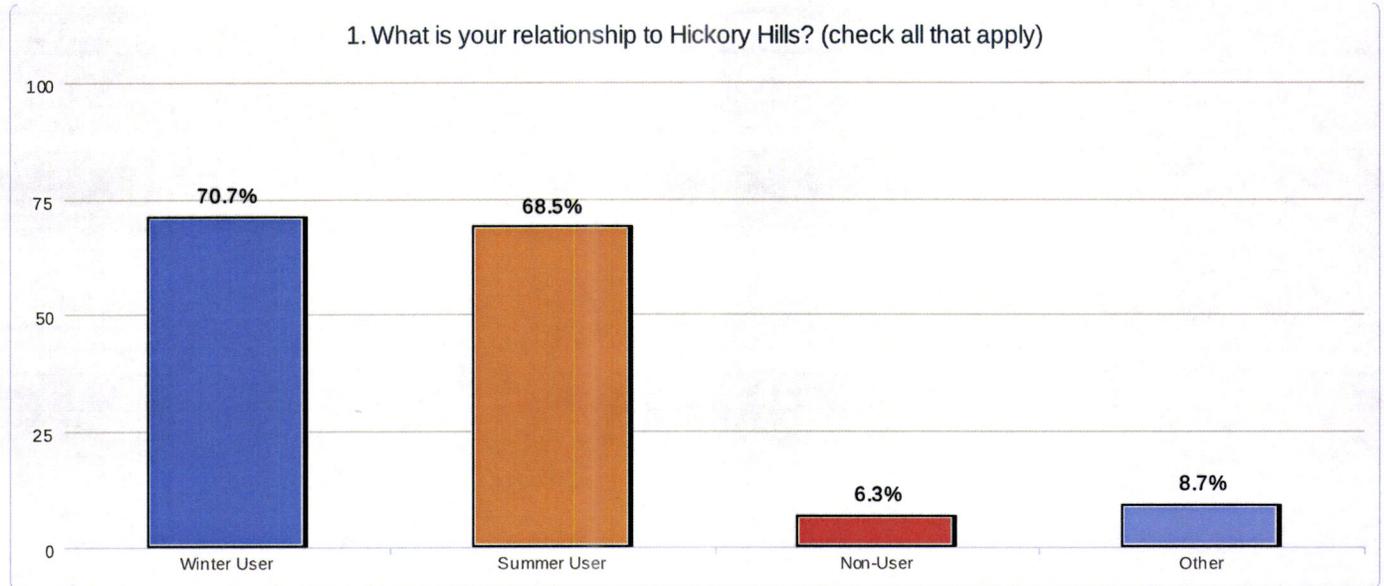
APPENDICES

- A. Community Survey #1
- B. Existing Ski Area Specifications
- C. Youth/Teen Focus Group Comments
- D. Market Assessment
- E. SWOT Analysis
- F. Community Survey #2
- G. Summer Activity Information

**APPENDIX A:
Community Survey #1**

Summary Report - Auto Run

Survey: Hickory Hills Master Plan: Community Engagement Survey #1

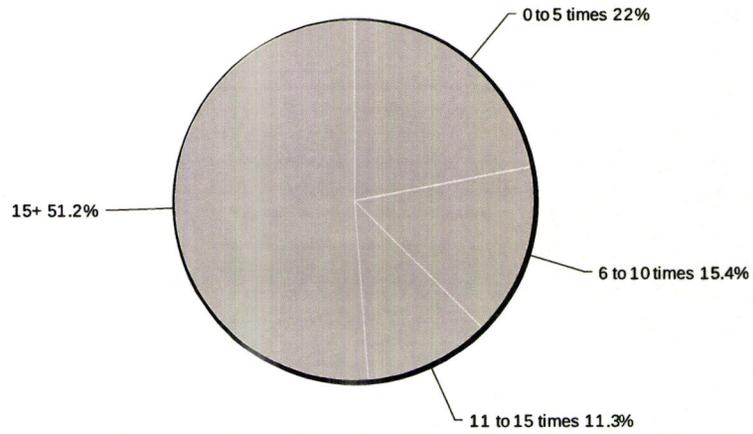


1. What is your relationship to Hickory Hills? (check all that apply)

Value	Count	Percent %
Winter User	723	70.7%
Summer User	701	68.5%
Non-User	64	6.3%
Other	89	8.7%

Statistics	
Total Responses	1,023
Sum	3.0
Avg.	3.0
Max	3.0

2. How many times a year do you visit Hickory Hills?

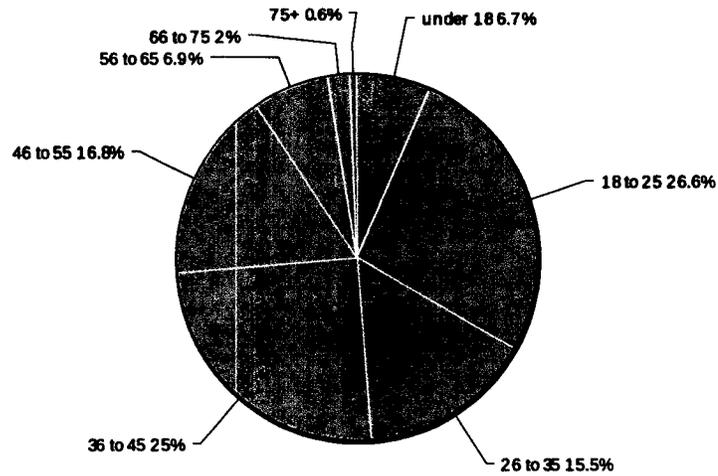


2. How many times a year do you visit Hickory Hills?

Value	Count	Percent %
0 to 5 times	224	22.0%
6 to 10 times	157	15.4%
11 to 15 times	115	11.3%
15+	521	51.2%

Statistics	
Total Responses	1,017
Sum	10,022.0
Avg.	12.6
StdDev	3.6
Max	15.0

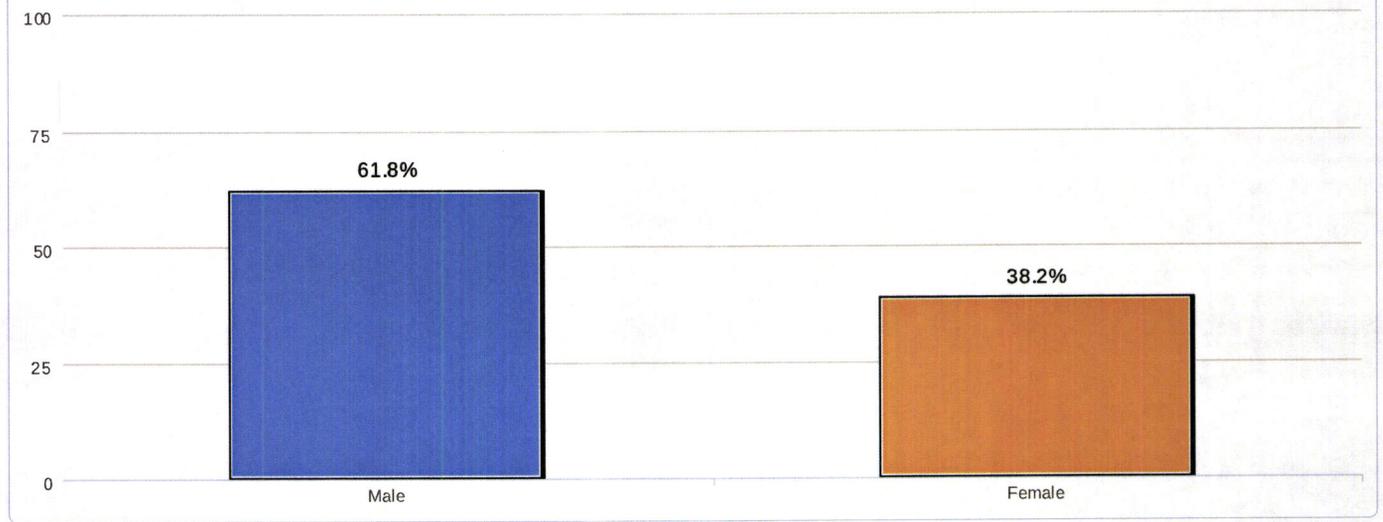
3. What is your age?



3. What is your age?

Value	Count	Percent %	Statistics	
under 18	68	6.7%	Total Responses	1,017
18 to 25	270	26.6%	Sum	31,668.0
26 to 35	158	15.5%	Avg.	33.4
36 to 45	254	25.0%	StdDev	13.3
46 to 55	171	16.8%	Max	75.0
56 to 65	70	6.9%		
66 to 75	20	2.0%		
75+	6	0.6%		

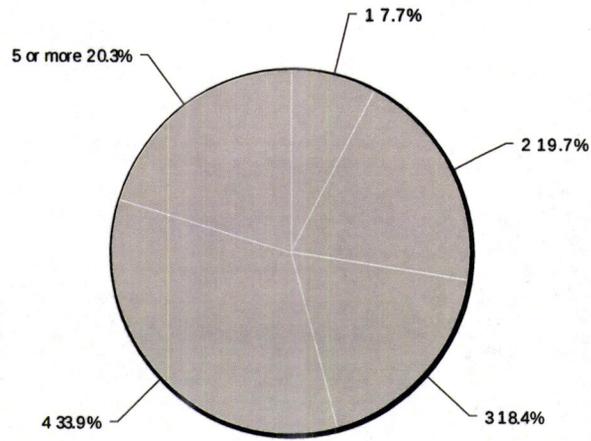
4. Please identify your gender.



4. Please identify your gender.

Value	Count	Percent %	Statistics	
Male	623	61.8%	Total Responses	1,008
Female	385	38.2%		

5. Number of people in your household:

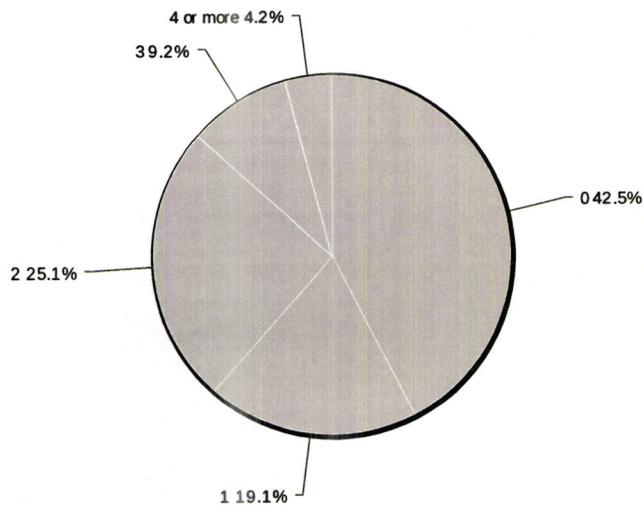


5. Number of people in your household:

Value	Count	Percent %
1	78	7.7%
2	200	19.7%
3	186	18.4%
4	343	33.9%
5 or more	206	20.3%

Statistics	
Total Responses	1,013
Sum	3,438.0
Avg.	3.4
StdDev	1.2
Max	5.0

6. Number of children (under 18) in your household:

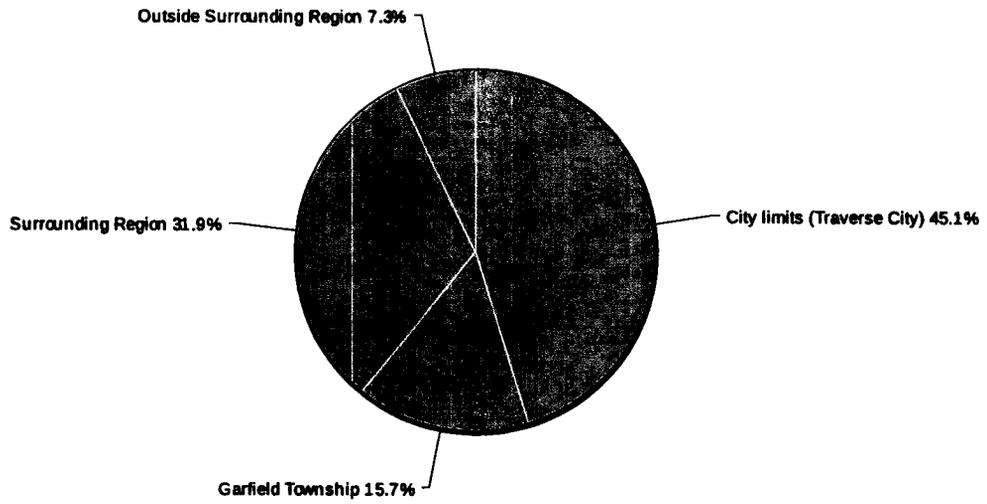


6. Number of children (under 18) in your household:

Value	Count	Percent %
0	428	42.5%
1	192	19.1%
2	253	25.1%
3	93	9.2%
4 or more	42	4.2%

Statistics	
Total Responses	1,008
Sum	1,145.0
Avg.	1.1
StdDev	1.2
Max	4.0

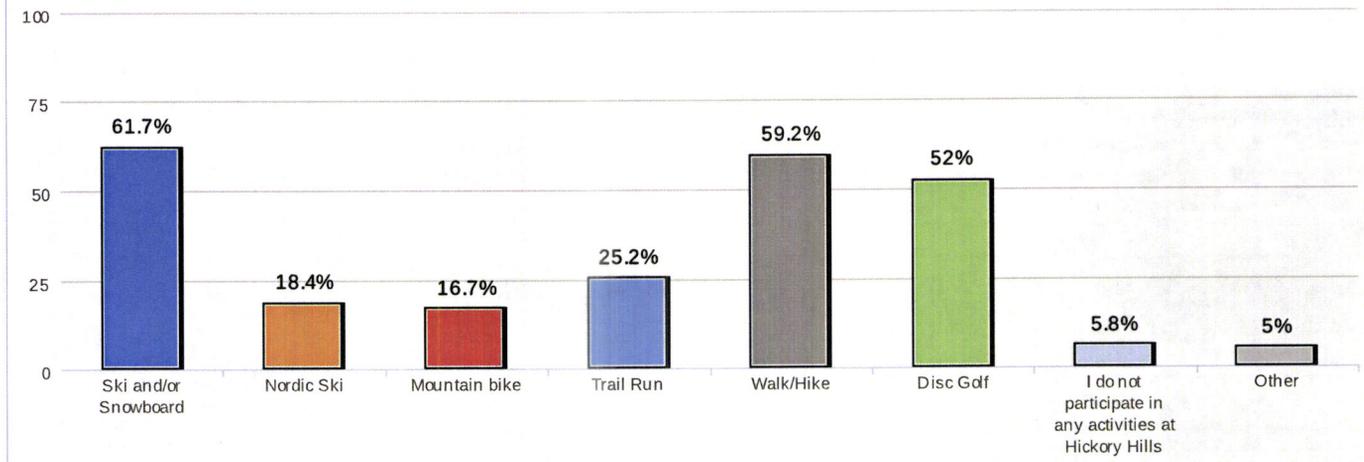
7. Please identify your place of residence.



7. Please identify your place of residence.

Value	Count	Percent %	Statistics	
City limits (Traverse City)	460	45.1%	Total Responses	1,019
Garfield Township	160	15.7%		
Surrounding Region	325	31.9%		
Outside Surrounding Region	74	7.3%		

8. What activities do you currently participate in at Hickory Hills? (check all that apply)

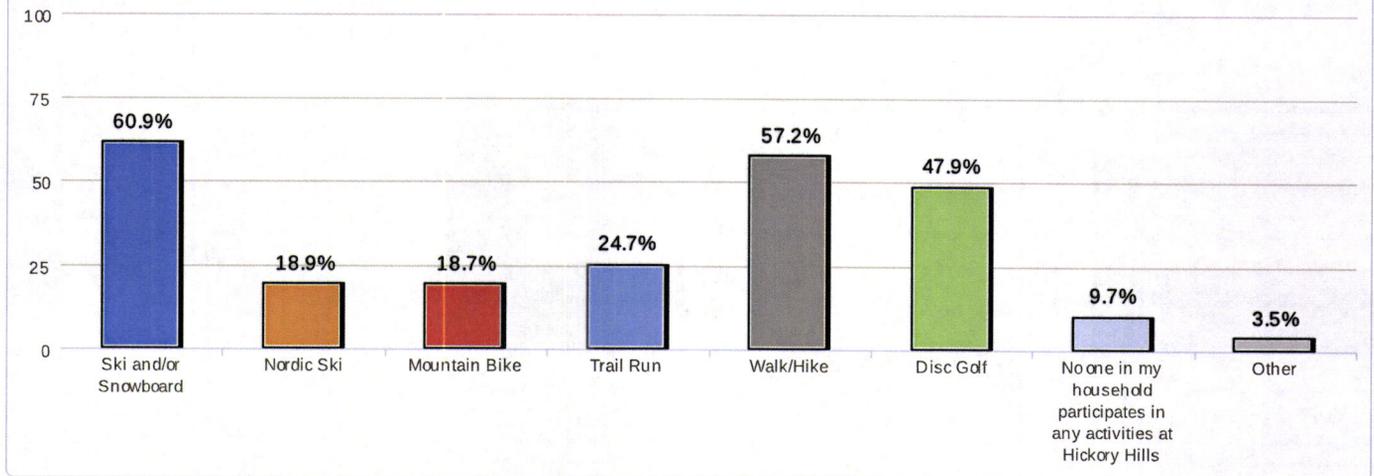


8. What activities do you currently participate in at Hickory Hills? (check all that apply)

Value	Count	Percent %
Ski and/or Snowboard	607	61.7%
Nordic Ski	181	18.4%
Mountain bike	164	16.7%
Trail Run	248	25.2%
Walk/Hike	582	59.2%
Disc Golf	512	52.0%
I do not participate in any activities at Hickory Hills	57	5.8%
Other	49	5.0%

Statistics	
Total Responses	984

9. What activities do members of your household currently participate in at Hickory Hills? (check all that apply)

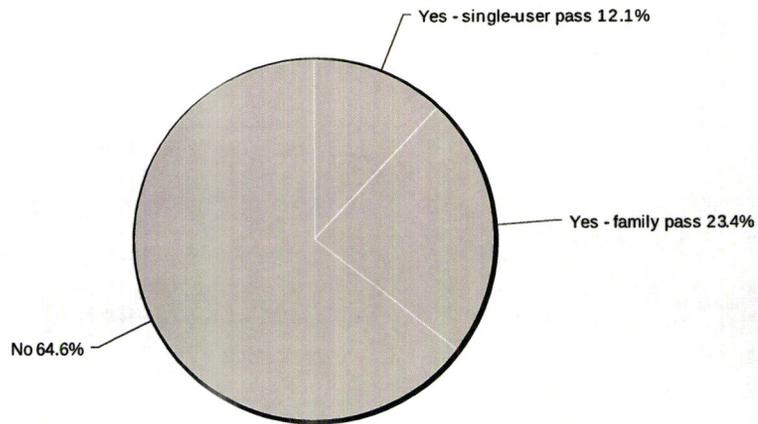


9. What activities do members of your household currently participate in at Hickory Hills? (check all that apply)

Value	Count	Percent %
Ski and/or Snowboard	592	60.9%
Nordic Ski	184	18.9%
Mountain Bike	182	18.7%
Trail Run	240	24.7%
Walk/Hike	556	57.2%
Disc Golf	466	47.9%
No one in my household participates in any activities at Hickory Hills	94	9.7%
Other	34	3.5%

Statistics	
Total Responses	972

10. Do you currently purchase a season winter pass at Hickory Hills?

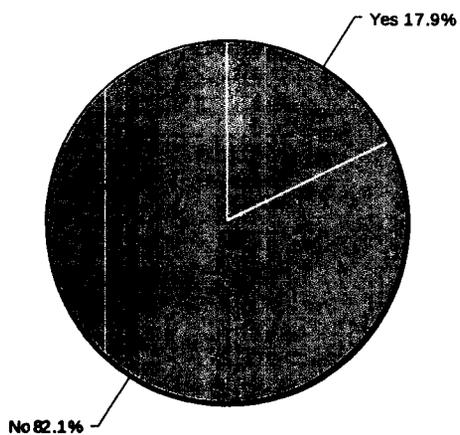


10. Do you currently purchase a season winter pass at Hickory Hills?

Value	Count	Percent %
Yes - single-user pass	118	12.1%
Yes - family pass	228	23.4%
No	630	64.6%

Statistics	
Total Responses	976

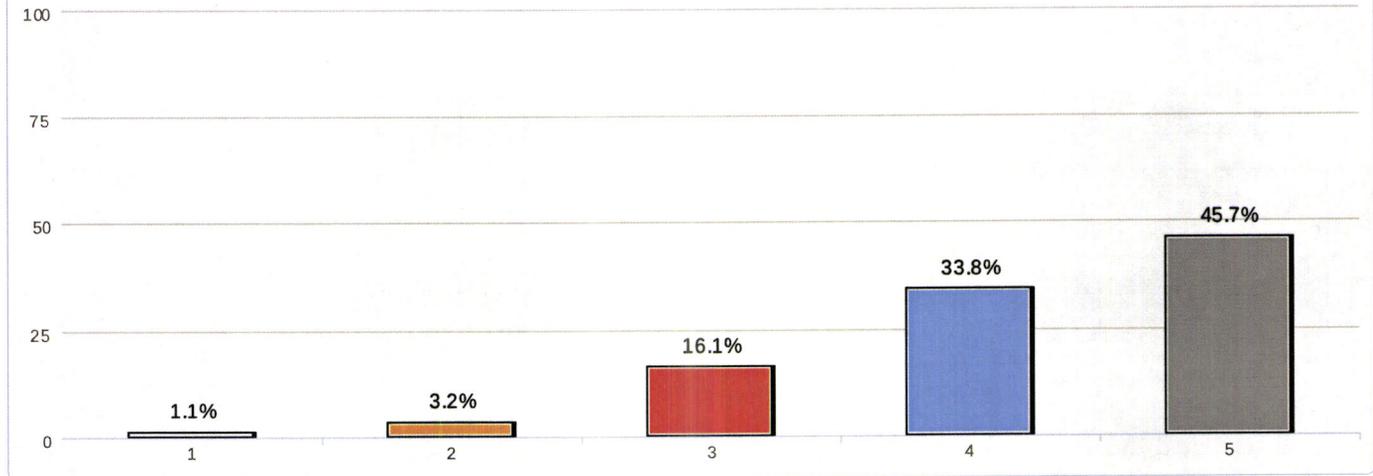
11. Are you a member of the Grand Traverse City Ski Club?



11. Are you a member of the Grand Traverse City Ski Club?

Value	Count	Percent %	Statistics
Yes	174	17.9%	Total Responses 973
No	799	82.1%	

12. Generally, how well is Hickory Hills serving the Greater Traverse City community? (scale of 1 to 5, with 5 representing extremely satisfied)



12. Generally, how well is Hickory Hills serving the Greater Traverse City community? (scale of 1 to 5, with 5 representing extremely satisfied)

Value	Count	Percent %
1	11	1.1%
2	31	3.2%
3	155	16.1%
4	325	33.8%
5	439	45.7%

Statistics	
Total Responses	961
Sum	4,033.0
Avg.	4.2
StdDev	0.9
Max	5.0

13. What do you enjoy most about Hickory Hills in terms of its current facilities, terrain, activities, programs, etc.?

Count	Response
1	-proximity to town -learn to ski program
1	.
1	A convent place for my six grand children can practice boarding & skiing.
1	Accessibility
1	Accessibility and location are a major plus. The ski program it hosts is great!
1	Accessibility, location, size
1	Affordable family skiing, GTSC offerings, excellent trails for hiking and exploring
1	After school skiing for students, disc golf course, the lodge in winter
1	All
1	All activities mentioned above, great treasure in town.
1	All if it is enjoyable
1	All tow ropes which make for more runs
1	Always great snow and hill maintenance.
1	Amazing disc golf course.
1	An extraordinary asset in our back yard that most communities do not have.
1	Backcountry skiing (hiking for turns)
1	Beautiful area
1	Beautiful area all year
1	Beautiful area. Great disc golf course.
1	Beautiful disc golf course. Favorite course in northern michigan
1	Beautiful place to hike & disc golf.
1	Beautiful terrain. Love the options for hiking. Close to town. Great accessibility.
1	Being able to spend hours on end over the summer with my friends frofing and hammocking.
1	Best disc course around, affordable skiing.
1	Best disc golf course in the state.
1	Best snow making in the local area and the area is very close and convenient to home.
1	Close location. Great for kids
1	Close to home, friendly staff, small
1	Close to town, beautiful trails
1	Close to town. Safe for children
1	Close to where I live. Skiing. Terrain
1	Close, safe, maintained, run a great Ski program
1	Close, safe,skiable all ages
1	Closest skiing proximity. Groomed trails
1	Community
1	Convenience , ski program, community atmosphere.
1	DISC GOLF COURSE
1	DISC GOLF!!!!
1	Decent variety of hills for skiing. Great for family outdoors activities
1	Difficult baskets
2	Disc Golf
2	Disc Golf Course
1	Disc Golf and Hiking
1	Disc Golf and kid's winter ski program

- 1 Disc Golf and the trails
- 1 Disc Golf course
- 1 Disc Golf tournaments and rec play
- 1 Disc Golf, snowboarding, trails
- 8 Disc golf
- 1 Disc golf
- 1 Disc golf - great holes, well-kept course.
- 1 Disc golf and beautiful scenery
- 1 Disc golf course
- 1 Disc golf course and the natural atmosphere.
- 1 Disc golf course is one of the best in the state.
- 1 Disc golf course.
- 1 Disc golf every single day.
- 1 Disc golf is awesome!
- 1 Disc golf is best in area skiing environment is good
- 1 Disc golf is top notch!
- 1 Disc golf with the bros. chillen
- 1 Disc golfing
- 1 Disco golf and skiing
- 1 Disk golf
- 1 Disk golf and good hiking trails
- 1 Disk golf course
- 1 Down hill and x-country trails
- 1 Downhill skiing for the kids.
- 1 Downhill skiing, Ski Club/lessons, disc golf, dog walking
- 1 Ease of access
- 1 Easy access, close to town, friendly people
- 1 Enjoy the location
- 1 Enjoy the ski program for kids. Enjoy hiking the hills.
- 1 Every thing. Better than any resort in northern Michigan.
- 1 Everyone is super genuine and friendly
- 3 Everything
- 1 Everything is awesome! Very beautiful place and well kept!
- 1 Everything! It's great.
- 1 Family Friendly
- 1 Family environment
- 1 Family oriented, lots of supervision
- 1 Family recreation
- 1 Favorite Disc Golf Course in Michigan
- 1 Free in summer cheap in winter
- 1 Freedom, its my childhood.
- 1 Friends skiing together Tow ropes keep us fit and warm
- 1 Frolf skiing
- 1 Frolfing and running and Nordic skiing!
- 1 Frolfing running and Nordic skiing
- 1 Frolfing, they have a very challenging but beautiful course
- 1 GTSC
- 1 GTSC is phenomenal. disc golf is great in the summer

- 1 Going to have fun with friends
- 1 Good I like how nice it stays all year round
- 1 Good terrain very close buy
- 1 Grandchildren enjoy using the slopes nearly every day all winter. They are city residents.
- 1 Great affordable price with a staff that likes to create a great place enjoy the winter
- 1 Great close local skiing Hiking Nordic skiing Biking Hiking running
- 1 Great community and always have a great time skiing or disc golfing
- 1 Great disc golf course
- 1 Great disc golf course, nice family skiing area.
- 1 Great disc golf, beautiful scenery.
- 1 Great environment and terrain.
- 1 Great in town outdoor fun
- 1 Great location, nice hills, fun atmosphere.
- 1 Great place for young kids to ski and snowboard.
- 1 Great place to hike in town
- 1 Great spot for youth winter sports.
- 1 Great terrain for kids to learn to ski.
- 1 Great trails and great frof course
- 1 Great variety of activities and terrain whether it be skiing, hiking, biking or dog walking.
- 1 Hickory hills provides an area of recreation, beauty and exercise in a growing community.
- 1 Hike
- 3 Hiking
- 1 Hiking trails and ski facility - small safe
- 1 Hills and lifts are great. Lodging needs a little help
- 1 Hills and lodge
- 1 How close it is and fun it is for my friends and I also how laid back it is
- 1 How close it is to the city.
- 1 I LOVE the fact that we have this gem right in TC. GTSC is amazing, the hills are great
- 1 I appreciate the family friendly atmosphere.
- 1 I believe the Disc Golf portion and passive recreational space are it's only assets.
- 1 I currently really enjoy the disc golf course
- 1 I enjoy the convenient location. It offers year round recreational opportunities for my family.
- 1 I enjoy the disc golf course and the hills are great for downhill mountain biking!
- 1 I enjoy the disc golf course. But wish it would be updated.
- 1 I enjoy the down hill skiing and the convenience of being local.
- 1 I enjoy the nature
- 1 I enjoy the night skiing and availability of training for youth skiers through the GTSC.
- 1 I enjoy the open space and trails for hiking. Very nice views.
- 1 I enjoy the skiing and biking.
- 1 I enjoy the snowboarding aspect hickory offers
- 1 I enjoy the tables and rails that are set up for the park.
- 1 I enjoy the terrain and views.
- 1 I enjoy training programs through GTSC.
- 1 I learned how to ski there, as did my children.
- 1 I like that it has a sense of community
- 1 I like the terrain for summe hiking/training and when appropriately groomed - nordic skiing.
- 1 I like the terrain, including the hills, ponds, trails etc...
- 1 I love hickory just the way it is

- 1 I love it's accessibility and convenience
- 1 I love it's freedom and beautiful scenery
- 1 I love its frisbee golf course, people are respectful of it
- 1 I love that my two boys have a place to come and be "free" and embrace winter.
- 1 I love the ability to do outdoor activities in the middle of town.
- 1 I love the beautiful landscape and the frof course is very well maintained.
- 1 I love the disc golf course. All the trees & trails are perfect!
- 1 I love the disc golf course. Its a great place to meet up with my friends and have a good time.
- 1 I love the disc golf. Good time with friends.
- 1 I love the fact that you can get many runs in. Being a racer it is a great place to train.
- 1 I love the hiking trails
- 1 I love the trails and disc golf course.
- 1 I love the trees and hills
- 1 I love to go skiing!
- 1 I really enjoy the disc golf course and the natural beauty of Hickory Hills
- 1 I think it's a cool little spot for us to play outdoors. I love the rope tows.
- 1 I use Hickory for disc gold and I enjoy the varies D terrain and holes.
- 1 I use it almost everyday...summer and winter. I ski, nordic ski, hike and dog walk.
- 1 I've been froffing and snowboarding there for as long as I can remember.
- 1 It currently has the 2nd best disc golf course in the state
- 1 It is a beautiful facility; perfect way to get out of the hustle & bustle and back to nature
- 1 It is a beautiful oasis within the city that adds another dimension to our area.
- 1 It is a family friendly area close to home for skiing, biking and snowshoeing
- 1 It is a great disc golf course
- 1 It is a great place for kids to socialize and be active.
- 1 It is a natural gem easily accessible.
- 1 It is a very family friendly place to enjoy the outside
- 1 It is all about the disc golf!
- 1 It is on the other side of town.
- 1 It is small, family-friendly and not commercial.
- 1 It is the best family outdoor area around here. everyone there is like family.
- 1 It is the best possible learning environment for young skiers
- 1 It's a beautiful disc golf course and a challenge
- 1 It's a fun safe environment for my kids to learn how to ski.
- 1 It's a good place to snowboard and play disc golf.
- 1 It's a great place to to do some local outdoor activities year round.
- 1 It's a great place to visit and play disc golf when vacationing in Traverse city
- 1 It's a home town safe place for kids and families to enjoy nature and skiing.
- 1 It's an incredible place to hike and explore near downtown.
- 1 It's beautiful, and close to town. World class.disc golf
- 1 It's close to where I live and love the disc golf course
- 1 It's pristine quality
- 1 It's simplicity
- 1 It's so beautiful in all seasons
- 1 It's so fun and it's like a huge family we all get along
- 1 Its beauty
- 1 Its broad accessibility for local youth for a wide variety of uses
- 1 Its got a nice landscape. I enjoy just being there period. Since I was a child.

- 1 Its natural but the trails kept well
- 1 Its rustic simplicity and low cost activities (skiing in winter and frofing in the summer).
- 1 Just being in the woods
- 1 Kid programs are great. Facilities are simple but get the job done.
- 1 Kids programs, racing, ski club
- 1 Kids ski programs, racing team, tow ropes, lodge is basic but warm.
- 1 Learn to ski
- 1 Lighted Nordic ski loop Running trails
- 1 Lighted skate ski track
- 1 Like it the way it is
- 1 Local, affordable, non-pretentious, family friendly fun
- 1 Local, small town atmosphere. Extensive trails. variety of the disc golf course.
- 1 Locality
- 1 Location
- 1 Location Affordable skiing
- 1 Location and I think the woods look really cool
- 1 Location and convenience
- 1 Location and staff is extremely friendly
- 1 Location and the activities.
- 1 Location is close to home
- 1 Location is great!
- 1 Location, Location, Location. Safe and Fun atmosphere for my family.
- 1 Location, ease of use and staff
- 1 Location, tow ropes, keeps kids busy in the winter, beautiful:)
- 1 Location, winter break ski lessons, disc golf
- 1 Location. Things to do.
- 1 Lots of dogs- great place for dogs and dog owners to walk, ski, and snoof around
- 1 Love it as a little ski hill and a great disc golf course
- 1 Love the kids ski programs! The facility needs to be upgraded a bit.
- 1 Love the variety of terrain.
- 1 Love the winter sports there. We enjoy hiking a lot in the off season as we'll
- 1 Love walking all the trails.
- 1 Low cost, easy access, close to town.
- 1 Low key
- 1 My family and I love to go hiking in the woods and let the dogs run around
- 2 N/A
- 1 NA
- 1 Nature
- 1 Nature, terrain
- 1 Nordic Ski trails and disc golf.
- 1 Nordic ski team support, the disc golf course, and the lodge.
- 1 Not overly developed. Like it's natural state.
- 1 Oleson field and hickory meadows trails
- 1 One of The best doc golf course in northern michigan
- 1 One of the best Disc Golf courses in the state.
- 1 One of the best disc golf courses in the entire state!
- 1 One of the most beautiful disc golf courses in michigan
- 1 Our grandchildren enjoy H H very much

- 1 People
- 1 Perfect family oriented ski facility. No frills, all thrills.
- 1 Price, location, simple, beautiful land.
- 1 Programs for young skiers...
- 1 Programs, ski races, family friendly
- 1 Proximity to home
- 1 Proximity
- 1 Proximity & family friendly
- 1 Proximity to TC. Safe place for children to ski. Natural setting to exercise in all four seasons.
- 1 Proximity to city and great rates
- 1 Proximity to downtown
- 1 Proximity to home and work
- 1 Proximity to home. Rope tows are good for kids strength.
- 1 Proximity to our house allow for us to take advantage of the various ski programs
- 1 Proximity to the City and my home
- 1 Proximity to town, unique terrain, snowboarding, disc golf
- 1 Quiet
- 1 Quiet, close and easier accessible.
- 1 ROPE TOWS, LIGHTS, SNOW MAKING EQUIPMENT
- 1 Really fun discin' course.
- 1 Really? What kind of survey is this?
- 1 Running
- 1 Rustic atmosphere, classic lodge, beautiful setting...all close to town.
- 1 Rustic, outdoors, local, friendly
- 1 Safe and fun environment for kids.
- 1 Safe for kids
- 1 Safe place for families to frequent
- 1 Safe place to hike & snowshoe. Beautiful property & views.
- 1 Safe skiing environment and great program for children and neices and nephews
- 1 Safety, location and cleanliness of facility
- 1 Serves youth in the community across season.
- 1 Simple, rustic, safe, and convenient access.
- 1 Simpleness
- 1 Ski Hills
- 1 Ski area is great for kids. Great "community" atmosphere.
- 1 Ski club races!
- 1 Ski fun day in March. Kids learning to ski, dog walking, views,
- 1 Ski lessons for kids, races, great family ski hills
- 1 Ski program is outstanding.
- 1 Ski programs for children.
- 1 Ski programs offered.
- 1 Ski programs. Groomed trails. Easy parking.
- 1 Ski race platform
- 1 Ski staff is amazing. Love the trails in the summer.
- 1 Ski, Hike, Disc Golf, Extreme beauty
- 1 Ski, disc golf
- 4 Skiing
- 1 Skiing

- 1 Skiing and hiking
- 1 Skiing and hiking
- 1 Skiing and that it's very kid-friendly.
- 1 Skiing and the ski club. It's a great outlet for young racers.
- 1 Skiing close to home
- 1 Skiing for my children close to home.
- 1 Skiing for the youth close to Grand Traverse Area.
- 1 Skiing!
- 1 Skiing, GTSC
- 1 Skiing, hiking
- 1 Skiing, ski club, lodge/fireplace, fun day
- 1 Skiing, skiing skiing and disc golf. Historic lodge.
- 1 Skiing, snowshoe trails
- 1 Snow boarding is good, nice lodge, good hours
- 1 Snowboarding
- 1 Snowboarding and disc golf
- 1 Snowboarding and the friendly people
- 1 Snowboarding, frofing
- 1 Some challenging holes, nice surrounding.
- 1 Swede
- 1 TERRAIN, SKI PROGRAMS, HIKING
- 2 Terrain
- 1 Terrain
- 1 Terrain and beauty. Good disc golf that is close
- 1 That it is in the city limits! I don't have to drive far in bad weather in the winter.
- 1 That majority of the terrain is is suited for many riders..
- 1 The atmosphere and the people
- 1 The close family feel there.
- 1 The community
- 1 The disc golf and trails.
- 1 The disc golf course and walking trail of Oleson's field
- 1 The disc golf course is great.
- 1 The disc golf course is one of the more enjoyable courses in the state!
- 1 The disc golf course is well kept and a great community
- 1 The disc golfing is great, i love the challenges each hole brings
- 1 The disk golf course is great
- 1 The diverse frisbee golf course
- 1 The ease of use
- 1 The environment and beauty
- 1 The family environment
- 1 The freedom available and beautiful scenery.
- 1 The freedom.
- 1 The frof course is wonderful as is hickory meadows and the trail system around there.
- 1 The hiking paths, the nature
- 1 The learn-to-ski programs put on on the GTSC for young kids.
- 1 The local feel and homeyness. Everyone is welcome to go and use the land.
- 1 The lodge could be expanded, but basically it is adequate for present use.
- 1 The lodge is cute. Keep it cute!

- 1 The lodge should be re done and we should get some actual terrain park features
- 1 The low cost of skiing, esp for young families. The location is AWESOME!
- 1 The open spac
- 1 The outdoors
- 1 The people are laid back
- 1 The people, the "family Friendly atmosphere, fire
- 1 The preservation of the land
- 1 The privacy when hiking around the trails
- 1 The programs offered through GTSC, and the skiing in general. Hiking also.
- 1 The proximity and the laid back casual atmosphere.
- 1 The rails and jumps
- 1 The sense of community it provides for kids and adults
- 1 The ski program
- 1 The ski programs for the kids
- 1 The skiing facilities.
- 1 The staff is very fun and nice. I think everything perfect.
- 1 The terrain and lodge
- 1 The terrain and snow conditions
- 1 The terrain is absolutely beautiful. I like that facilities are minimal in number.
- 1 The terrain is fantastic. Views are outstanding.
- 1 The terrain, location
- 1 The tradition of the area. My uncle is in the center of that jumping photo that is well used.
- 1 The trails and open meadow!
- 1 The trails for hiking and skiing and the opportunity to meet people and dogs in the park.
- 1 The trails, skiing, disk golf course.
- 1 The view and the woods
- 1 The views and beauty
- 1 The walking/nordic ski trails in all seasons
- 1 The wilderness and freedom
- 1 The wooded area and time in the outdoors.
- 1 The woods
- 1 The woods for walking
- 1 The world renown disc golf course
- 1 Their whole staff is amazing, it's a great atmosphere
- 1 This is my favoite Disc Golf course and I have played all over the US
- 1 Toe ropes, quick laps for snowboarding
- 1 Trail maintenance
- 1 Trails
- 1 Walking the dog at the field with other dogs around
- 1 Walking the trails/hills in the summer.
- 1 Watching granddaughters ski, walking dogs
- 1 We enjoy the bunny hill in the winter and nature walks in the summer.
- 1 We enjoy the grand traverse ski club, hickory hills skiing, hiking and MTb.
- 1 We enjoy the hiking and skiing.
- 1 We have yet to find anything we do not like about Hickory Hills.
- 1 We love that it isn't over developed like a lot of the resorts in town.
- 1 We love the convenience, terrain park (which needs improvement), lodge, staff
- 1 We love to take our dog over there to hike and snow shoe

- 1 We really enjoy playing disc golf at Hickory Hills. It is challenging and very well laid out.
- 1 We run the ski hills in summer and the grandkids like the disc golf
- 1 Well maintained
- 1 Well maintained.
- 1 Wide open spaces, trails for running dogs and snowboarding.
- 1 Winter community ski fun
- 1 Winter terrain park- rails, jumps
- 1 Wonderful except there needs to be more defined bike trails
- 1 activities and being in Garfield township
- 1 affordable local skiing groomed hills working tow ropes city offered fun days GTSC programs
- 1 amazing Disc Golf
- 1 beautiful and amazing disc golf course
- 1 beautiful grounds & trees - thanks for a fun disc golf course, too!!
- 1 best disc golf around.
- 1 best disc golf course in n.mi
- 1 bring back memories that I went to ski in hickory hills in 1970
- 1 cheap skiing
- 1 close to the city, ski program is great
- 1 close to town, tow ropes are excellent for children, hiking is beautiful, its a gem
- 4 disc golf
- 1 disc golf and hiking
- 1 disc golf course
- 1 disc golf course and of course the slopes
- 1 disc golf course!
- 1 disc golf course, beauty of the surroundings and layout
- 1 disc golf one of the best courses in the world
- 1 disc golf!
- 1 disc golf-Bay views-mature forest
- 1 ease of use, convenience, safety
- 1 elevation
- 1 everything about it. improvements over the years and it's historical feel.
- 1 everything!!!!!! disc golf and skiing mostly!
- 1 everything.
- 1 family inviting atmosphere, views, facilities work well for ski patrol courses in the off season
- 1 great Disc Golf course, good ski/snowboard hills
- 1 great for skiing and kids
- 1 it has a fantastic staff and a great terrain park
- 1 it's location and learn to ski program
- 1 it's proximity to town and the local schools
- 1 its a good hometown icon
- 1 its a great family recreation area
- 1 its closeness to town, it's wilderness, it's community feel, its skiing-- everything.
- 1 location
- 1 location and price
- 1 location, great opportunity for kids to ski
- 1 love the trails
- 1 natural area hiking disc golf skiing
- 1 natural terrain, disc golf

- 1 nicely groomed trails, convenient location, friendly staff
- 1 night skiing and nordic trails
- 1 perfect for local families to enjoy all year long.
- 1 proximity to TC
- 1 proximity to our home and how lucky we are to have such an amazing asset in our community
- 1 proximity to town, disc golf holes
- 1 proximity, legacy and that so many excellent skiers have come out of Hickory.
- 1 proximity, terrain, access, history
- 1 proximity to traverse city and ease of use!
- 1 quiet rustic woodland trails
- 1 really beautiful views and trails
- 1 safety and staff
- 1 safety for kids
- 1 seeing races
- 3 ski
- 1 ski club
- 1 ski hill
- 1 ski hill and trails
- 1 ski program for youth
- 1 ski programs for the kids
- 1 ski programs run by the GT Ski Club
- 1 ski, biking, hiking
- 1 skiing both downhill and nordik, hiking/biking trails
- 1 skiing in town
- 1 skiing, hiking
- 1 small, family atmosphere, convenience, access
- 1 something for everyone
- 1 terrain
- 1 terrain - trails
- 1 terrain, trails, disc golf, restaurant
- 1 terrific disc gold course, lots of winding trails, mostly the upkeep is good
- 1 the Disc Golf Course
- 1 the disc golf course at Hickory Hills is my favorite course in michigan
- 1 the openness and beautiful landscape to hike in
- 1 the price and the lodge
- 1 the sheer amount of runs kids can get in a brief amount of time!
- 1 the terrain is fun and at time challenging play disc golf there often
- 1 toe ropes. simple.. racing
- 1 youth skiing is so important; great place for a trail run
- 1 I enjoy the tow ropes, the small terrain park for freestyle snowboarding and skiing, the Frisbee golf course, and the trails.
- 1 Its proximity to our home makes it an ideal facility to enjoy skiing and offers good trails for mountain biking, hiking, and running. The disk golf course is great, too, with the best view of all the courses around!
- 1 I grew up snowboarding at Hickory, and have continued to enjoy its glory in the summers whilst disc golfing, hiking with my dog, and the occasional mountain biking.
- 1 I love the disc golf course in the summer and the skiing/snowboarding option when home from school in the winter.
- 1 Wonderful, local, family oriented recreation facility, inexpensive access to winter sports for the community, great range of programs offered by the GTSC
- 1 Grew up snowboarding there 5 days a week. Am now 22 and still find myself on the hills disc golfing. The staff, low prices an perfect location are my favorite attributes.

- 1 Accessibility, kindness of staff and Ski Club instructors, winter and summer offerings (ski and disc golf for my family), beauty of natural area (had family portraits taken there last Spring)
- 1 I enjoy the small town feel with the amazing service and talent available for any sport. Hickory has been a location that my family has grown up using for 3 generations.
- 1 I love the old-school nature of the place. Rope tow, back-to-basics skiing, rudimentary warm-and-comfy community lodge- these are all welcome tastes of honest winter fun in a time when "authentic" experiences are becoming harder and harder to find.
- 1 Friendly safe place to enjoy the outdoors and recreation without having to travel a great distance
- 1 Beautiful to hike, great venue for children to learn to ski at a reasonable price, nice trails for xc ski, kids love the disc golf course
- 1 Hickory continues to be an affordable and nearby place to ski with a family. I was brought up skiing at Hickory, as was my Dad. My parents actually met at Hickory when they were in college. My Dad was my Mom's ski instructor. One of the best parts of Hickory is seeing all of the same families coming back for skiing year after year. I know it is a safe place to let my kids ski with a buddy. I don't feel that I need to be with them at all times because there are always other parents and kids around that they know.
- 1 Affordable, close-to-town, small-scale skiing. I learned to ski here and want the same opportunity for my kids.
- 1 It is a great place for children and families to participate in skiing and outdoor recreation. It is also the only city park that operates in the winter.
- 1 I grew up downhill skiing at Hickory Hills. We got a family season pass and I used it several times every week. I don't downhill ski anymore, but my nephews will starting this year. Now I cross country ski and run in the trails in Hickory Meadows. I love Hickory Hills!
- 1 I like the fact that it is used year-round, but for me personally I use it most for disc golf and hiking.
- 1 I and my family enjoy playing disc golf, nordic skiing with our dog, walking in summer with the dog and affordable snowboarding.
- 1 The disc golf course is a true Michigan treasure. People truly come from many places just to play this jewel of a course.
- 1 The local spot that enables you to get outside no matter the season. It is natural and well maintained and it is a part of the community.
- 1 I can't lie. Haven't been to HH in a decade since I moved away from the area, but have great memories
- 1 All year round use, we utilize the Hickory Hills though out the year and that is a valuable resource
- 1 I mostly enjoy the easy location yet beautiful environment. It is a quick, easy and affordable last minute snowboarding adventure or snowshoeing adventure in the winter, and a great disc golfing day in the summer
- 1 The Mother's Day 5k was a blast, I love in general how hickory's terrain is so diverse - from the hills to the meadows!
- 1 It is a wonderful place for young children in particular to ski and to learn a lot about responsibility and self-reliance, and get fresh air and exercise in the process. The hills all feed into a central area by the warming hut and so parents can let their kids ski on their own.
- 1 The disc golf course is one of the most beautiful in northern michigan. The variety of terrain and elevation make this an excellent park to both play the sport and walk the trails.
- 1 Love to ski there, but especially love taking my kiddos there. The kids have access to a great ski hill right in their back yard. We enjoy the simplicity of it and remember our own experiences there from when we were young skiers at Hick. Enjoy the rope tows, too!
- 1 Well I love to ski. And I love to be a round my friends and when I'm there we hang out and always have a good time. The jumps are great and it is so much fun
- 1 I enjoy the views and adventures hickory hills have. It is a great local spot for people to go enjoy their free time and I don't think Traverse City would be the same if it wasn't around.
- 1 being near the city, with a full woodsie (sp) feel. Great family feel during ski season, a safe place for our kids.
- 1 variety of terrain, conditions always good, old school warming house, love night skiing. Both my kids skied 6 plus years with the GTSC, and one with the Jr High and High School programs that used Hickory.
- 1 The disc golf course is fantastic! A way for all ages to get out and get some fun, healthy, out door exercise!
- 1 While I am currently not using Hickory Hills, my children grew up learning to ski there. It was hugely important to our family for years.
- 1 Easy access. Low cost. Emphasis on youth and education regarding healthy winter activities. Rope tows are a plus- minimal waiting, continuous movement.
- 1 Having a place that is close to my home that is outdoors to either play sports or just enjoy nature at a free or low cost

(winter snowboarding)

- 1 It is a throwback. I love that it is a place where kids can come and learn to ski and be outdoors with friends
- 1 Quiet, fun atmosphere. Great, simple lodge. Beautiful spot to run, hike. GTSkiClub runs a fantastic ski program.
- 1 I love the design of hickory hills disc golf course. The elevation changes are spectacular and its definitely a workout walking in sand.
- 1 That is is SO accessible in terms if closeness to town. It's great place for kids to learn to ski. And continue skiing (they go after school several nights a week for just a couple if hours = perfect!). We Aldo love hiking, trail running, and mushroom hunting :)
- 1 It is a place that I grew up skiing and enjoyed something right in town to build positive socail relationships and a sense of belonging.
- 1 It's close, the family sense, the Grand Traverse Ski Club has a wonderful program. The view.....
- 1 It's untouched. One of the few places close to downtown where you can still feel your in nature. My dogs love running the trials there
- 1 I like the wildness and remote feel right in town - in the summer. I love the crowds and lights in the dark winter nights!
- 1 It is a jewel. It's history, availability and location. It has enough for everyone. It is an incredible spot for kids to hone their skills from beginner to advanced.
- 1 That its free is my biggest enjoyment. The terrain and disk golf is wonderful. The pond areas and benches are very nice. I like the trails out in the fields. I feel as though less is more, we go there for nature. Not to be surrounded by buildings. Preserving the nature is of high concern to me and my family and friends
- 1 The best thing about Hickory Hills is the location. The nordic trails are great -- and lovely for hiking in the summer. The ski runs are small but adequate. A nicer lodge area for little ones to get in from the cold and maybe even a place for Dad to have a beer would be nice...
- 1 It is a community facility that is close, builds relationships with others in our community, is not cost prohibitive for families on a budget and it is BEAUTIFUL. It's value is priceless!
- 1 It's close, kids are skiing constantly due to tow ropes, ski program is great, charm of "hut" is unique.
- 1 Having the local ski hill that is easy to access during the week with the kids is fantastic. It is easy to drop in, ski for an hour or all day. The lodge is great and the tow ropes work well most of the time. The kids love the concessions too. I love to run the hills in the summer too.
- 1 The family atmosphere and ski club are something a lot of my friends really enjoy. I like the access to such great terrain for mtn biking, hiking and skiing.
- 1 Love the hills, love the open field, love the woods. We ski, hike, run... My kids participate in the GTSC and love it.
- 1 I enjoy the disc golf coarse, the beautiful scenery, hiking paths and it's a great piece I nature tucked away in heart of a beautiful town! I enjoy seeing many different people , tourists, locals, and friends have an amazing experience while coming to hickory hills. It has much to offer and is relatively clean!
- 1 GTSC is in my opinion one of the best ski programs in the state. We love how close to home it is located and the price.
- 1 It is used in the development of alpine and nordic junior racers and by the community at large as a recreational facility as it was originally designed to be.
- 1 Snowboarding. I learned how to ride here 14 years ago and now snowboarding is everything to me. It has taken me half way around the nation and is the best thing to ever happen to me.
- 1 i enjoy how close the area is to my house it allows me to do everything i love there year round, the hill is nice, my friends and family have so much fun there it really is a great place and a highlight of our community
- 1 Have been using this facility since I was a child. Beautiful undeveloped area of our county, lots of history of community involvement. Not commercial.
- 1 Great skiing and race training for our local racers. Hickory has produced many state champion skiers. Love the convenience. Keep on growing!
- 1 hickory hills is the best training facility for alpine skiers in the area. As far as how. If only it weren't being run by an incompetnt city commision made up of people who have never skied let alone opened therir eyes to what this beautiful piece of property has to offer not just the younger generation , but all generations, young and old.
- 1 The disc golf is amazing. It is known acrosd the state as one of the top coursesto play. With its hills and serenity, it is a must stop at least a few times a year.
- 1 It is a ski hill in town. I can in the summer run from my house to this nature oasis. In the winter a short drive and ski or snowshoe. Come back and enjoy Sledders or Frenchies. Beautiful views of our city from the top.
- 1 Its my second home! i learned how to ski there when i was three years old! i go there every single day during the winter

and mostly every other day during the summer to frof and i love it!

- 1 Being able to walk my dogs and play disk golf with friends for exercise and the enjoyment of being outside with nature
- 1 Lovely terrain with a stunning overlook of the bay and city. We have enjoyed downhill skiing here, mountain biking, hiking and running, disc golfing.
- 1 For disc golf, it's the best! The course is very challenging both physically and as a sporting venue.
- 1 My family uses the park year round. It is close to our home. I like the snowmaking, lights, rope tows, lodge, terrain park, snowcat and the grooming. The disc course is great and the nordic trail system is awesome. Walking the dog.
- 1 It has one of the best and oldest discgolf courses in the state. It would be a shame to see it go away.
- 1 good wholesome activities for families and children. i spent everyday there snowboarding after school, it was a huge part of growing up.
- 1 Disc golf! It's an amazing course and an asset to the greater TC region. The tournaments bring in people from around the state and probably beyond.
- 1 I used to love the slopes as well as the trails that are at Hickory. I liked that it was an affordable place for residents of the area to ski - if not for Hickory Hills, I doubt very much that any of my family could have down-hill skied; instead my 2 brothers as well as several neighborhood friends skied there for many years. I also liked how it seemed to be "out in the middle of nowhere, yet it was so close to get to.
- 1 Skiing is important in this area, both cross country and downhill and should be fostered. As a former resident of Slabtown, I still enjoy an occasional stroll around Swede, Buck et al and the nostalgia
- 1 I love everything about it from being more low key to the freedom to due what you like in the summer time.
- 1 Memories of being there as a child, being able to go ski ,close to home for a short time without committing to a whole day
- 1 I love that it's accessible to Traverse City in mere minutes. Also that it's available for many different kinds of activities.
- 1 I think it is great that it continues to be a resource for parents and their children. I know before the kids went off to college, they always used Hickory Hills.
- 1 It's easily accessible. It's our neighborhood and one of the reasons we chose to live in Slabtown years ago.
- 1 My family and I really enjoy the beautiful trails and the ability to use the disc golf coarse as a family. The one issue we have as a family is that there are some individuals that abuse the trails and free space out there and litter and walk about all intoxicated and using profane language. I really love the views and wildlife. It's by far the best disc golf coarse in the Midwest.
- 1 the disc golf course is a great opportunity to be in the woods within walking distance of downtown. the course is well marked, challenging, and used by many in the community- i see a lot of older new players taking advantage of it not just kids and young adults.
- 1 kids love to downhill-love the learn to ski. love the after school programs. Love the trails, it's easy and convenient and reasonable for a family of 4.
- 1 I like the peaceful area hidden in Traverse City. The views are worth the hikes. Disc golf is great for those of us who can't afford the links. I also like the park-like, unpretentious atmosphere.
- 1 I like the fact there is still downhill skiing, which my 9-year-old really enjoys. I am too weak for the tow ropes, unfortunately, so I usually cross country ski while he downhill skis.
- 1 Hick is in a wonderful location. The building facilities are in desperate need of improvement. The ski hills are wonderful, the hiking trails are beautiful and the disc golf is challenging. More activities could be offered to the general public. Advertising of the area would help tremendously. Many people who live within the City Limits are not even aware that Hickory Hills exists.
- 1 I enjoy the nature and the pond, as well as the great disc golf course. It's been awhile since I've had the opportunity to snowboard there but would like to return soon!
- 1 It is an awesome spot close to town to get out in nature. I grew up in slabtown and love hickory it is my spot winter and summer. Now i own my own home in slabtown and hickory is my relaxation.
- 1 Close to town, excellent place for kids to learn to ski, good value. Use to belong to the ski club when the kids were younger and they do a great job.
- 1 The family friendly skiing activity with a variety of skiing terrain that is close to TC and very affordable. The lodge is also super cozy.
- 1 Hickory Hills is one of Michigan's better disc golf courses. It has great elevation changes and diverse hole placements.
- 1 Skiing-where I learned but caters too much to children Disc Golf-wonderful course but "rough" crowd
- 1 We enjoy the downhill skiing in the winter as well as using the groomed XC ski loop for skate skiing.

- 1 Hiking is awesome up there. Very convenient.... close to town. I think it's great for families to be able to bring their kids there and feel that it's safe environment . I skied there as a child and our kids have skied and race there also. To this day our kids are still involved with the club and are very proud to be apart of Hickory. :)
- 1 It's natural beauty. A new base facility would be really nice but other than that I feel that it is great the way it is.
- 1 I'm not involved in the GTSC ski programs but I'm thrilled they are available to the youth in our community. Personally, I enjoy the close proximity to my home for xc skiing, running and hiking.
- 1 the beautiful trails & disc golf course that is right in the middle of downtown! it's such a special place.
- 1 It's a small family mountain that is nearly crowded, and where almost every person i know learned to ski and grew up at
- 1 It's close to Willow Hill where my kids go, no alcohol served means I feel Ok letting my middle schooler and her friends hang out so I'd say it's a safe place for my kids to spend time. I don't even mind the tow ropes!
- 1 it is a place where younger skiers can learn or better their skills. It is a place where parents can feel safe in dropping off their children to ski.
- 1 My kids loved skiing there when younger, for fun & for lessons. Currently they play disc golf- great course- and run. It would be nice to see the nordic option grow.
- 1 It's a place that is close to home that we can go, walking, hiking, disc golfing, whatever to spend time, in nature, as a family.
- 1 This property is a prime location for Disc Golf as evident from its top 5 course rating in the state of Michigan on multiple internet sites.
- 1 The hilly terrain & close proximity to downtown are useful for fitting in a hike or trail run. The joint West & Central high school Nordic team utilizes the Nordic trails for training & racing on snow as well as uses the ski hills for dryland training - prior to snow coverage. The central location of HH makes it convenient for students on both sides of town.
- 1 I love everything, i learned how to ski at hickory and have been coming back ever since, meet awesome people and learn alot truley a hidden gem of traverse city. I wish that the city will help to continue hickory's legacy for many generations to come. Its a safe place to go and enjoy the outdoors that is in such a good location for all users only 5mins from downtown. Please continue!
- 1 Incredible terrain, trails, views, history, fireplace in lodge. Location is wonderful to City and township residents. Buzz of activity, especially in winter, is exciting.
- 1 close to town, safe, focus on kids and families, affordable, important means of recreation and fun for kids4-18 (safe and positive environment),
- 1 I like that it is accessible to the city. I like that it is reasonable in cost for young families.
- 1 During the summer disc golf is a great way to get outside and have fun with friends. In the winter riding around with a good crew and and hanging in the lodge around the fire is just so great
- 1 Nothing should be changed or worked towards other than the progression of freestyle snowboarding and skiing. More terrain should be built and kept up with.
- 1 the in town location makes it easy to stay active during the winter without great expensive or travel time.
- 1 affordability of programs; ease of use/accessibility for in-town residents; learning to ski programs are phenomenal for kids;
- 1 Slice of heaven. Have used the area my entire life. It is a safe place for people of all ages to enjoy the outdoors.
- 1 You name it I love it. The lessons for the kids, the great friendly teachers, the short 5 minute hop to the hills,the exciting Sunday races, the medals for the children and especially BUCKFEST! And all the food by the generous staff especially Jeana. We all love her and every employee. They are so much like family. It can't get any better!
- 1 The disk golf course and snowboarding there. Because hickory is all tow ropes you can get alot more riding time than you would if there was chairlifts.
- 1 Frolf course is extreme. As for terrain, just what is needed. Perfect hike and bike trails... Great for family outing. My son is 5 & absolutely loves to be out there some days we are there from sun up til sun down!
- 1 It has a deep and vibrant history for countless families whether it be skiing, ski racing, or just having a hot chocolate on a snowy evening.
- 1 Year round access. I use it almost everyday 12 months out of the year, many times more than once a day.
- 1 My kids both skied there and were part of the Grand Traverse Ski Club. At that time I appreciated the close proximity and availability of introducing them to the sport. If it wasn't for Hickory Hills, my son might never have pursued the sport and skied on the high school team. That's the good news and I support the idea of keeping Hickory Hills alive and vibrant. The negative part of my impression was the lodge facility was always very sub par.
- 1 I love being able to see the same people there every time i go, whether i be disk golfing or skiing.

- 1 The great hiking/biking trails throughout the area. I understand lot's of people enjoy the area for various activities, but I like it as natural as possible.
- 1 Reasonably priced skiing for youth, safe environment, go-to winter activity, beautiful setting and views, wonderful terrain, strong and rich history, rope tows! ski club programming, volunteerism
- 1 I love the disc golf course. One of the best I've played. I have played around 90 times this year if not more. Walking the trails is a good work out. Just hilly enough to get the blood flowing.
- 1 I love that it is basically downtown, but you can walk in the woods and feel like it's the wilderness. When I was a teenager, the frof course and ski hills were always a fun, safe place to goof off. It allowed me to feel unsupervised while I knew family and friends were just down the road. Also the views are breath-taking in all seasons.
- 1 Space to run our dogs, hiking trails, it's potential to host a summer convert series. Duh.....use the facility more in the summer to generate revenue to keep it going in the winter. I hate the litter bugs.
- 1 skiing at hickory is really fun. it has a great enviorment, and the staff/ workers are really nice
- 1 I enjoy the backcountry terrain accessed by hiking up the hills. I also enjoy the trail network for mountain biking that goes through the meadows and to m72
- 1 Just the environment, going and hanging out with my friends snowboarding or disk golfing just takes me out of society it's a good brake away while still in town
- 1 Fun, safe environment for kids. Able to leave kids for a few hours to ski and hang out with friends.
- 1 Location and it is so cool to be able to tell people that TC has a ski resort in the city that is city owned. Those from out of town are really impressed by this. We love the ski hills and hiking trails, both in the hills and meadows.
- 1 I love that it reflects our community's greater commitment to providing rich recreational experiences to area kids irrespective of income.
- 1 I enjoy snowboarding and frisbee golf. I love how close and affordable it is, and the staff is very nice.
- 1 The disc golf course is excellent, one of the best in the state! The ski area is super convenient, if someone only has a few hours and wants to get some runs in, it is nearby and reasonably priced. Beautiful area and views.
- 1 I learned to ski at Hickory Hills and spent many winter days during my youth skiing there. Hickory provides a more affordable, family friendly entry into what is at other venues a very expensive sport. Having a safe and fun venue for winter activity for our youth is priceless.
- 1 GTSC is a unique program that would not be possible without the precious facility that is Hickory Hills. Hick reflects the spirit if TC & healthy living year around!
- 1 I look forward to playing the disc golf course every chance I get to travel to TC. It's one of my all time favorite courses. I really enjoy the views of the Grand Traverse Bay from hole (i think)17
- 1 The community based ski hill, safe, family oriented. We love skiing at Hickory and both our kids participate in GTSC. In the summer we walk there some.
- 1 It's a great hill to learn to ski on for an affordable price. The disk golf course is both challenging and beautiful.
- 1 Disc golf is my main activity, and the course is maintained as well as possible considering the amount of traffic.
- 1 It is great to have a ski area in town. It is especially good for newer skiiers. we enjoy the trails in other seasons.
- 1 The relationship between everyone that goes to Hickory Hills. Everyone has a positive attitude that makes it a fun environment.
- 1 Love taking walks with my wife and dog. The paths are perfect for my dog and my wife and I can leisurely stroll around. I have been going to Hickory for over 40 years and I would love to keep bringing my family here and future generations.
- 1 The time we spend as a family play the Disc golf course and spending time in the outdoors. And the view of the bay is amazing!
- 1 The natural beauty integrates individual needs year round. I can enjoy hiking with my dog, discing, and just relaxing along the hills.
- 1 I enjoy Hickory Hills' community. It's a great ski resort in the winter, and disc golf course in the winter
- 1 Fantastic use of land during winter months. Absolutely needs to be better leveraged during spring, summer, and fall months.
- 1 The Amazing people and the fun the activities in the summer and winter at hickory bring tothe community
- 1 I grew up skiing there. The smallness and quaintness of it is perfect as well as the wonderful trails in and around that area are gorgeous.
- 1 I love that it is still natural land in the middle of TC. Public bathrooms would be nice though ;)
- 1 Low cost, Close to home, Local so not overcrowded, Great practice area for ski racing, Challenging disc golf course,

- 1 In recent years, I've been very impressed with Hickory's ability to maintain itself for a variety of year-round uses. That is to say, I enjoy that Traverse City has constant access to land that is diverse and beautiful that is literally five minutes from downtown. Personally, I enjoy Hickory's primary attractions: its downhill skiing and its frisbee golf.
- 1 I love the hiking, downhill skiing and running and all the community interaction from all the people who work and volunteer.
- 1 I really enjoy the disc golf course. It's a shame that some people have chosen to break some of the benches and signs but it's a beautiful and convenient place to go still.
- 1 The programs, when I was growing up I skied at Hickory Hills 6 days a week. It kept me out of trouble and I gained lifelong friends from it. Without Hickory I do not know what I would have done in the winter growing up.
- 1 The community aspect is the most enjoyable part. Everyone is there because it's local, convenient, and familiar.
- 1 Convenient location for skiing and outdoor activities. Great hills for learning to ski. Cozy lodge and snacks while you wait or warm up. Love the ski club and the community it draws
- 1 Location, location, location! The GT Ski Club learn to ski programs are just great! So easy and convenient to ski right in town!
- 1 Tow rope ski hills - great exercise for children!! Great hiking trails! Great community area
- 1 Family atmosphere, my daughter being able to be in ski club so close to our downtown house, getting out and loving winter
- 1 The natural area, the freedom to walk a dog off leash, the disc golf and beautiful views, plus the skiing, which I have done since I was 2 years old.
- 1 We love having open spaces to walk and play right in the city. The ski lodge is an absolute gem and makes Traverse City very special.
- 1 The quaintness of the area. It is a feeling of the children being in a safe and fulfilled environment. Very family oriented. I have done everything here from berry picking to skiing and so have my children and grandchildren. I took my brownie troops there to view the trees, nature walks, I and family have taught the children how to ski both nordic and downhill. I always feel they are safe and having fun. It is peaceful and old world. GREAT PLACE!!!
- 1 The location and rawness of the park. It seems easy to get "lost" in the hills and out of the city.
- 1 Location - close to town. Historical Value of property. Club programming that is vital to the development & support of communities young population. Affordable.
- 1 Great facilities. Love that you can feel like your 30 miles from the city in the outdoors. Hickory has been a life line for me. So many memories.
- 1 The disc Golf course is fantastic! I am from Traverse City and drive there just to enjoy the land and the course!!
- 1 The close proximity to the city, the open meadow to enjoy year round and the great training ski hills in the winter.
- 1 Location location location. Great terrain, simple mechanics, awesome use of our natural resources.
- 1 I love the beautiful valleys that surround it and the small hometown feel it brings. It is so much less touristy than other places.
- 1 I love X-country skiing or teaching our child how to downhill ski in the winter. I like hiking all year round, frisbee golf. We also sled the backside in the winter during the holidays. Running the trails. Would also like to do snowshoeing..
- 1 I like that it doesn't try to be flashy. It's very basic in terms of buildings, but they are able to do a lot with what they have, especially through the ski club.
- 1 That it offers an in-town venue for skiing on weekends and offers ski lessons during the week. Ideally, Hickory would extend its season when the conditions permit.
- 1 Close proximity to town. Great Community atmosphere. My family has been enjoying Hickory Hills for over 50 years. The facility is older but is great for teaching children about hard work, community, setting goals and achieving the goals that have been set. The ski program is top notch, the trails and disc golf course are a great way to keep the kids off the couch and away from the typical laziness of life that many other children follow each day of their life.
- 1 What I enjoy the most about Hickory Hills' facilities is that it gives you a sense of homely feeling unlike other ski resorts.
- 1 During the summer I go there almost every day to disc golf. Without Hickory I would have to drive a lot farther to a course that I barely know. The course is wonderful and the people that take care of it do a great job!
- 1 How close it is to my home. How warm the cabin is after skiing. How there is a sense of community at Hickory Hills.
- 1 The ease of use in terms of location. It is a safe and fun place for my family to spend the majority of their winter time. It is healthy and tons of fun for the entire family. Given the choice, my kids would always rather ski at Hickory than Boyne, Crystal or Nubbs.
- 1 I like to walk the trails with my wife and dog. I like the ski hills because my it is a good place for the kids in the area to

ski.

- 1 Everything. All year round, Hickory is not just a great place to hang out, but a great place to be. It makes me feel at home. May it be a small hike, a few trips down buck, or even playing the 1st loop, Hickory is my life.
- 1 My 2 boys, niece and nephew have been skiing or snowboarding at hickory since they were about 7 years old. Grandparents buy season passes as Christmas present every year. Boys love terrain park- skier and snowboarder
- 1 Its accessibility, location, and atmosphere. I spent the first 15 years of my life at hickory, training and racing, which makes it feels very much like home. The terrain and tow ropes build a good basis for Midwest racers before they move out to bigger competition. The environment is safe and based on community. Hickory allows people from Traverse City who maybe wouldn't be able to go skiing at other locations to be able to try it out, have a good time with their family, and at a reasonable price.
- 1 The scenery is great. It's right in town. It's well maintained. It's peaceful and gives residents a great place to get out and exercise.
- 1 The disc golf course is rated as one of best in the nation. Need I say more and its our back yard.
- 1 Love Hickory! I grew up a few blocks away and we use to ski, snowboard, mountain bike, run and hike at Hickory. I no longer live in the area but when we come back we always make time for a run, hike or ski at Hickory.
- 1 I skied at Hickory as a member of the Grand Traverse Ski Club from 1995-2004 and now disk golf here frequently. It is IMPERITIVE to leave the hill in it's current state and allow disk golfers to keep enjoying it.

14. What features of Hickory Hills would you like to see maintained for the future?

Count	Response
1	.
1	1. Community skiing 2. Hiking
1	1. Disc golf course 2. Ski hill 3. A place to enjoy nature withing the city
1	?
1	A better lodge.
1	A new base facility with bathrooms and vending machines
1	A water fountain somewhere on the hill
2	ALL
1	ALL OF IT!!!
1	Absolutely the skiing. I applaud the efforts to find other uses off season
1	Access for all for hiking and running with or without dogs. Downhill skiing and nordic trails.
1	Affordable family skiing
1	Affordable lift prices. Night skiing.
1	Affordable skiing close to town
11	All
1	All activities currently being offered
1	All and more ski, Mnt bike, disc golf, hike
1	All current features and new ones as they become viable and sustainable.
1	All if the current features.
1	All is good maybe the lodge
1	All maintenance.
3	All of it
1	All of it plus development with events and programing like Holiday hills.
1	All of it!
1	All of it, and maybe repair the ropes and lodge
3	All of it.
1	All of it.
1	All of it. Keep the rope tows.
1	All of it. Ski school, trails, disc golf course
1	All of it. It's just right
1	All of its current activities for children and their parents.
1	All of the above
1	All of the above, plus facility for social parties, use for concerts, fundraisers, runs, etc
1	All of the land, the disc golf course, and all of the trees and plantlife
1	All of the open space. The ski hills.
1	All of the ski hills. And the disc golf course.
1	All of the winter sports facilities.
3	All of them
1	All of them
1	All of them make for a great place
1	All of them!
2	All of them.
1	All that can be offered as an outdoor recreation area.
1	All that is currently provided
1	All the above

- 1 All the current features
- 1 All winter activities
- 1 All!
- 1 All, add outdoor fire pit?
- 1 All, just updated
- 1 All.
- 1 All. Maintain & focus on safety
- 1 Almost all
- 1 Alpine and Nordic skiing. Better Nordic grooming and more extensive trail network.
- 1 An alternative to tow ropes?
- 1 Another 24 hole disc golf course at hickory hills
- 1 BETTER terrain parks
- 1 Backcountry skiing
- 1 Bathrooms for the summer, make some marked downhill mountain bike trails!
- 1 Bathrooms.
- 1 Benches
- 1 Benches along the trail need to be fixed.
- 1 Better groomed trails?
- 1 Better maintenance on disc golf course and trails.
- 1 Better obstacles for snowboarders and skiers
- 1 Better terrain park features
- 1 Better terrain park more money donated for rails
- 1 Bike & walking trails, zip-lines, events.
- 1 Both skiing and disc golf.
- 1 Chair lifts
- 1 Change nothing, if you can. Hickory is its own special place.
- 1 Community projects and events
- 1 Concessions in the summer time, and a better terrain park in the winter
- 1 Cross Country Skiing Trails
- 1 DISC GOLFI!
- 1 Definatly the ski hills
- 1 Definitely the disc golf course and the ski operation!
- 1 Definitely the disc golf course.
- 1 Definitely the ski hill and disc golf
- 1 Disc GOLF
- 2 Disc Golf
- 1 Disc Golf Course
- 1 Disc Golf and the trails
- 1 Disc Golf course
- 1 Disc Golf course upkeep
- 1 Disc Golf, Ski hills, trails
- 1 Disc Golf, Trails
- 1 Disc Golf.
- 1 Disc Golf/hiking
- 1 Disc course and winter ski/snowboarding.
- 8 Disc golf
- 1 Disc golf Freedom
- 1 Disc golf and hill maintenance during winter months.

- 1 Disc golf and skiing
- 3 Disc golf course
- 1 Disc golf course
- 1 Disc golf course and ski hills/lodge
- 1 Disc golf course and walking area
- 1 Disc golf course cleanliness
- 1 Disc golf course needs attention, benches broken and some signs in need of repair.
- 1 Disc golf course, hiking trails, and terrain park for snowboarding
- 1 Disc golf course, trails, ski runs and tow ropes
- 1 Disc golf course. No changes to existing course
- 1 Disc golf course. Possibly more holes would even consider putting in a donation box
- 1 Disc golf tees & cages. The trees & plants & rivers kept clean.
- 1 Disc golf year round.
- 1 Disc golf! Add more holes!
- 1 Disc golf, chair lift
- 1 Disc golf, ski/snowboard, trails, etc.
- 1 Disc golf, trails
- 1 Disc golf, trails, garbage cans/ waste removal.
- 1 Disc golf, trials, ski hill
- 1 Disc golf.
- 1 Disc golf. Best course around!!
- 1 Disc golf. Expand it there's plenty of room!
- 1 Discgof course and hiking trails
- 1 Discgolf. I would love to see the course expanded into maybe two 18 hole courses
- 1 Disk golf for sure
- 1 Down hill and xc
- 1 Downhill Skiing.
- 1 Downhill skiing and cross country trails. Open for hiking all year.
- 1 Downhill skiing. Disc golf Downhill skiing.and Downhill skiing
- 1 Easy skiing for children.
- 1 Every single bit of it.
- 5 Everything
- 1 Everything seems to be just fine to me.
- 1 Everything that currently operates; rope tows, terrain park, lodge, trails, disc golf course
- 1 Everything, I love the area.
- 1 Everything, mainly ski hills and disc golf course
- 1 Everything. The terrain park most of all.
- 1 Everything. it should never change. unless its for the better
- 1 Everything. I learned to ski there, so did my kids
- 1 Expansion of Nordic ski trails
- 1 Facilities, Nordic skiing
- 1 Family atmosphere.
- 1 Fix the benches and a bathroom would be nice
- 1 Free recreational use - year round.
- 1 Frolf course
- 1 Frolfing course and the trails
- 1 GT Ski Club, rope tows, fireplace.
- 1 GTT Ski Club

- 1 Good as it is
- 1 Green space, disc golf, ski hills and snow making, cross country trails, hiking trails
- 1 Groomed Nordic skiing
- 1 Groomer and toe ropes
- 1 HH needs expanded cross country ski trails. Expanded rails at the terrain park.
- 2 Hiking trails
- 1 Hills
- 1 Hills and lodge
- 1 Hills for skiing
- 1 I am primarily concerned with skiing.
- 1 I believe, the trails, the disc golf and skiing are essential for this community.
- 1 I can't think of anything
- 1 I don't think they should get rid of anything, if it ain't broke don't fix it.
- 1 I hope it is always open to the public. This area needs these recreational opportunities.
- 1 I like the trails. A few more would be great.
- 1 I really truly like it the way it is the disk gulf would be my primary upkeep wish
- 1 I think it is great the way it is!
- 1 I think it stays well maintained.
- 1 I think it's fine the way it is
- 1 I think the current upkeep is beyond adequate.
- 1 I would like the disc golf course to be cleaned up a little more and make it more advanced.
- 1 I would like to see advances to disc golf facilities.
- 1 I would like to see all if it maintained, all if the snowboarding runs, and the disc golf holes.
- 1 I would like to see better rails set up for the park so it would have more variety.
- 1 I would like to see expansion of the xc ski trails and mountain bike trails.
- 1 I would like to see some New benches at some of the disc Golf tees, as well as some new signs.
- 1 I would like to see the site privatized.
- 1 I would like to see the ski lodge maintained
- 1 I wouldn't change a thing. So all of it
- 1 I'd love to see the lodge fixed up & open a concession stand. More trash pick up too.
- 1 Id like to see a better effort with summer maintenance
- 1 If I snow boarded or ski, I'd like maybe more events..?
- 1 It would be great if all were maintained.
- 1 Its beauty
- 1 Just as good as it is now
- 1 Just maintain the natural resources of the area, hiking paths, whatnot
- 1 Keep it the rustic outdoors feel.
- 1 Keep the disk golf course and skiing
- 1 Keep up on the rope tows and all around winter maintence
- 1 Keep up the good work!
- 1 Landscape
- 1 Leash free dog walking.
- 1 Lodge & ski hills
- 1 Lodge improved and adaptively reused
- 1 Lodge needs repair and course work for disk golf looked after
- 1 Lodge! Terrain park!
- 1 MTn bike trails
- 1 Maintain a clear track for racers on the back side

- 1 Maintain as is. It is awesome and doesn't need changes!!
- 1 Maintain current
- 1 Maintain trails.
- 1 Maybe a better denn? Its really not bad how it is today today though.
- 1 Maybe a better outhouse situation. I'm out there for hours and need to use the bathroom.
- 1 Maybe a chairlift better snowmaking
- 1 Meadows, Ski Area, Disc Golf.
- 1 Meadows, lighted loop
- 1 More Trails, hunting rights
- 1 More hiking and mountain biking trails.
- 1 More hiking trails. & more trash cans placed threw hickory meadows.
- 1 More holes maybe???
- 1 More investment to update facilities.
- 1 More parking and better parking
- 1 More student options
- 1 More terrain park features
- 1 More xc ski and bike trails
- 1 Mountain bike trails
- 1 Mountain biking.
- 2 N/a
- 1 Natural areas, e.g. woods
- 1 Natural beauty
- 1 Nature areas
- 1 New features for the terrain park
- 1 New lodge and new surface ski lifts
- 1 New ski lodge and new surface lift system
- 1 No playgrounds
- 1 Nordic Ski trails & summer running/hiking trails
- 1 Nordic ski trail, running, traI
- 1 Nordic ski trails
- 1 Nordic trails remain and down hill skiing.
- 1 Not so high of rails.
- 1 Not sure
- 1 Not the stupid kids wrecking benches
- 1 Open area dog friendly
- 1 Open areas. Ski hills.
- 1 PARKING!!!
- 1 PLEASE KEEP THE DISC GOLF COURSE
- 1 Parking
- 1 Parking. I think parking lot needs to be taken care of.
- 1 Parking. Too much on randolf st. Parkinng lot with a parking pass would help.
- 1 Peacefulness. Openness to the public. Unpaved trails.
- 1 Please stay open longer
- 1 Put in Chair lifts Utilize Open field for festivals.
- 1 Quality of the disc golf course.
- 1 ROPE TOWS, LIGHTS, SNOW MAKING EQUIPMENT
- 1 Rails an jumps
- 1 Really? Could you make this survey less leading?

- 1 Renovate the bathrooms
- 1 Rope tows. Warming lodge.
- 1 Rope tows and snow making and lodge.
- 1 Running/Hiking Trails
- 1 SKIING
- 1 SKIING, NORDIC, TRAILS
- 1 Separate bins for recyclables
- 1 Similar to my response in 13. Would be great to update/expand lodge.
- 1 Simple paint job and restroom update.
- 1 Ski
- 1 Ski Hill Trails
- 1 Ski Hill, trails, disc golf, Nordic ski grooming
- 1 Ski Hills
- 1 Ski area and tows. Lodging and trail system.
- 1 Ski area with surface lifts. Nordic trail system. Lodge
- 1 Ski club for kids and trails for families.
- 2 Ski hill
- 1 Ski hill and hiking and nordic ski trails. Snowmaking. Lodge with concessions.
- 1 Ski hill and lodge.
- 1 Ski hill!
- 4 Ski hills
- 1 Ski hills Hiking trails Disc golf X country ski trails
- 1 Ski hills & hiking trails
- 1 Ski hills and disc golf.
- 1 Ski hills and lodge
- 1 Ski hills and lodge.
- 1 Ski hills and trails, hiking trails
- 1 Ski hills,
- 1 Ski hills, even some expansion of the hills would be great.
- 1 Ski hills, hiking trails, disc golf
- 1 Ski hills, lodge, tow ropes, hiking trails, cross country ski trail
- 1 Ski hills, snow making
- 1 Ski hills, trails.
- 1 Ski lessons, races, groomed hills
- 1 Ski lifts, lodge, hiking, trails and disc golf.
- 1 Ski programs, hiking trails, disc golf
- 1 Ski resort and disc golf
- 1 Ski runs Disc golf Trails Would like to see better groomed x-country trails
- 1 Ski schools, ski hills
- 1 Ski slopes and frof course
- 1 Ski slopes and tow ropes walking and running trails
- 1 Ski terrain, hiking trails, lodge maintenance/improvements.
- 1 Ski/snowboard
- 7 Skiing
- 2 Skiing
- 1 Skiing & Snowboarding, cross country ski/snowshoe trails, and indoor warming area.
- 1 Skiing (nordic and alpine), Disc golf, trail run/hike
- 1 Skiing (xcountry and downhill) hiking, mountain biking frisbee

- 1 Skiing - both alpine & Nordic
- 1 Skiing and biking
- 1 Skiing and other outdoor recreational activities.
- 1 Skiing and the cross country track.
- 1 Skiing and winter activities
- 1 Skiing biking hiking
- 1 Skiing facilities. Proximity to home
- 1 Skiing for small children
- 1 Skiing in the winter. Disc Golf and Hiking trails in the summer.
- 1 Skiing number 1, trails
- 1 Skiing operations, disk golf course, hiking trails.
- 1 Skiing the affordable skiing is amazing
- 1 Skiing! Ski club, racing.
- 1 Skiing!!!!
- 1 Skiing, GTSC, 1950's lodge, trail system, city funding.
- 1 Skiing, Grand traverse Ski Club ski lessons and races.
- 1 Skiing, disc golf, hiking
- 1 Skiing, disc golf, open for hiking.
- 1 Skiing, disc golf, trails marked please.
- 1 Skiing, hiking
- 1 Skiing, hiking, mt biking,
- 1 Skiing, rope tows nordic trail
- 2 Skiing, trails
- 1 Skiing. I would also like to see better four season utilization of Hickory Hills.
- 1 Skiing. Trails in off season
- 1 Slopes and trails
- 1 Slopes/lodge , the rest can take care of themselves ...
- 1 Small town atmosphere. Variety of terrain.
- 1 Snowboard obstacles, comittment to youth skiing, frisbee golf
- 1 Some course managment and expansion
- 1 TERRAIN PARK! We need more Xcountry trails.
- 1 TERRAIN PARK! (for freestyle snowboarding and skiing) trails and frisbee golf course
- 1 Tee boxes and baskets
- 1 Tee pads !
- 1 Tee-pads, baskets, etc.
- 1 Tees
- 1 Terrain
- 1 Terrain
- 1 Terrain park
- 1 Terrain park in the winter
- 1 The Disc Golf Course
- 1 The alpine and Nordic facilities
- 1 The beautiful scenery
- 1 The club/warming house, the ski hills and disk golf course.
- 1 The course is in the top 5 best in a state full of good disc golf courses.
- 1 The current disc golf course
- 1 The disc golf
- 1 The disc golf and ski hill should be maintained for ever.

- 1 The disc golf and trails.
- 2 The disc golf course
- 1 The disc golf course and the ski trails
- 1 The disc golf course and the winter skiing.
- 1 The disc golf course!
- 1 The disc golf course! please keep maintaining this first class course so it will only get better!
- 1 The disc golf fairways and baskets
- 1 The disk course and all the slopes
- 1 The disk golf course, some of the benches are broke, and sometimes there is broken glass all over
- 1 The disk golf courses and the ski hill
- 1 The downhill boarding and skiing and don't underestimate the Nordic! The lodge is critical.
- 1 The downhill skiing, the fun, the hills, ski lessons, etc.
- 1 The entire facility, trails, etc.
- 1 The entire thing
- 1 The high speed rope tows. The warming hut, with basic food :D. The simple yet clean bathrooms.
- 1 The improvement of the terrain park features! Newer better rails and boxes etc.
- 1 The jumps and rails
- 1 The lack of commercialism and freedom to enjoy the area without restrictions
- 1 The learn-to-ski programs put on on the GTSC for young kids.
- 1 The lodge and the grounds for future skiers and riders
- 1 The lodge for sure and a terrain park
- 1 The lodge needs major updating.
- 1 The lodge really needs to be redone. Not that there is any money for that.
- 1 The lodge, the rope tows, the ski program & the trails.
- 1 The lodge, tow ropes
- 1 The old-fashioned, non-commercial ski hills. Keep the rope-tows and old-fashioned lodge.
- 1 The park as a whole. I want it looking beautiful for my children, and their children to come
- 1 The preservartion of thr existing didc golf course.
- 1 The property itself.
- 1 The rails and jumps. We need new ones. I've about 2 new ones there this year
- 1 The rustic charm, the learn to ski program, the safe area to drop your child off
- 1 The same trails groomed during ski season and the disc gold course up kept.
- 1 The ski area and the disc golf course
- 1 The ski area and the toe ropes, also the warming hut.
- 1 The ski facilities and the disc golf course.
- 1 The ski hill.
- 1 The ski hills
- 1 The ski hills and lodge
- 1 The ski hills and lodge as well as the disc golf course.
- 1 The ski hills and the disc golf course
- 1 The ski hills and the disc golf course.
- 1 The ski hills and trails
- 1 The ski hills are the most valuable....I would like to see the lodge maintained better.
- 1 The ski hills, grooming, the building.
- 1 The ski hills/lodge as well as the trails for the disc golf course.
- 1 The ski program
- 1 The ski programs for the kids.
- 1 The ski resort and disc golf coarse

- 1 The ski slopes
- 1 The ski slopes and lodge. Doesn't have to be fancy. Tow ropes are fine.
- 1 The ski/snowboard program. It needs more groom trail for xc skiing.
- 1 The skiing, trails and disc golf
- 1 The summer facilities
- 1 The terrain park should be equipped with new stuff and we will get many more riders there!
- 1 The terrain park and disc golf course
- 1 The terrain park for skiing and more disc golf
- 1 The trails , disc golf , pond
- 1 The trails and the disc golf course.
- 1 The trails and the open meadow!!
- 1 The trails and the ski areas
- 1 The upkeep on this course is great. Who knows, summer portapotties?
- 1 Their terrain park.
- 1 To keep the focus on skiing
- 1 Tow ropes
- 1 Tow ropes and skiing Hiking w friends while my kids ski
- 1 Tow ropes and trails.
- 1 Tow ropes, and all ski runs. Disc gold course as well
- 1 Tow ropes, ski hills, hiking trails
- 1 Trail systems. Perhaps some maps placed w/ distance markers.
- 1 Trails
- 1 Trails and parking areas
- 1 Trails and ski hill. I hope to teach my son how to ski there once he can walk!
- 1 Trails and skiing and Nordic liop
- 1 Trails could use woodchips, new benches, water drinking fountains
- 1 Trails in the hills and out in the meadows.
- 1 Trails, ski hill disc golf course
- 1 Trash cans on all the holes for disc golf
- 1 Turn into golf course? That would super idea in Hickory Hills!
- 1 Upgraded lifts for Old....er folks. T Bars?
- 1 Upkeep on tow ropes and grooming.
- 1 Walk trails
- 1 We really need to do something about that crappy lodge.
- 1 Winter
- 1 Winter sports, GTSC programs, disc golf, trail usage
- 1 Winter terrain park and disc golf course.
- 1 Year round activities
- 1 Year round options
- 1 You should host music events and camping if possible
- 1 Youth ski programs
- 1 above
- 1 affordable skiing and explorable open space
- 1 all
- 1 all current and add more
- 1 all of it! more skate ski track would be sweet!
- 1 all of the above
- 1 all of them

- 1 all of them
- 1 all that is there now...
- 1 all the hills and tows
- 1 all!!
- 1 better features during the winter
- 1 better jumps / rails
- 3 disc golf
- 1 disc golf
- 1 disc golf and the winter activities
- 1 disc golf course, restrooms would be great
- 1 disc golf!
- 1 disc golf, as is and expanded
- 1 disc golf, skiing
- 1 disc golf, trails and hills for family affordable and family friendly skiing
- 1 disc golf-mature forest
- 1 downhill and nordic skiing
- 1 downhill skiing
- 1 durable benches, and tee markers
- 1 garbage cans
- 1 great open spaces, woods, tiny pond, parking, free access to hiking/ xc skiing
- 1 i can't really think of much to be maintained -- i love it how it is!
- 1 i like when they work hard on making jumps good
- 1 i think its maintained well now
- 1 inexpensive winter sports for the community.
- 1 lodge ski hills disc golf course hiking trails
- 1 lodge update
- 1 maybe the park in the winter
- 1 mountain bike trails
- 1 mountain biking trails, improved food, summer activities
- 1 nordic skiing, snow making, food counter during the season(s)
- 1 nordic, trails
- 1 pick up drop off area enlarged?!?
- 1 racing, toe ropes, simple.
- 1 rest room facilities year round
- 1 restroom
- 2 ski
- 1 ski and snowboard program should stay and the disk golf course.
- 2 ski area
- 1 ski hill
- 1 ski hill and all rec programs at hickory
- 1 ski hill and trails
- 1 ski hill with instructors
- 1 ski hills
- 1 ski hills and the nordic trails revived.
- 1 ski hills, eating service, ski patrol
- 1 ski lodge and hills, trails, disc golf
- 1 ski program
- 1 ski racing, affordability, and family atmosphere.

- 2 skiing
- 2 skiing
- 1 skiing and being there for future generations
- 1 skiing in town
- 1 skiing, hiking
- 1 skiing, hiking
- 1 skiing, hiking trails,
- 1 skiing, hiking/biking trail
- 1 skiing, lodge, trails, public park
- 1 skiing/snowboarding, lodge,
- 1 skiing, hiking trails, disc golf, buffalo field.
- 1 snow making, terrain building
- 2 snowmaking
- 1 some disc golf upkeep
- 1 terrain park
- 1 terrain, place for community to go to
- 1 the disc golf course
- 1 the disc golf course and the things that go with it like signs, benches, etc.
- 1 the disc golf course should be maintained in my opinion, and the ski hills/lodge also.
- 1 the facilities could be improved
- 1 the lodge, tow ropes, disc golf
- 1 the ski hills and trails
- 1 the tow ropes
- 1 the trails, benches, and forests
- 1 there needs to be a restroom for the summer and the trails should all be maintained
- 1 trails
- 1 trails
- 1 trails and skiing
- 1 trails, lifts and lodge
- 1 trash cans
- 1 unlock gate for summer use
- 1 use this as a four-season park
- 1 winter use
- 1 would like to see it remain in city-ownership; keep learn-to-ski programs
- 1 year round bathrooms and better policing of the property to help prevent vandalism
- 1 It would be great if the ski lodge were renovated and expanded. It is always packed on race day.
- 1 I would like to see the course a little better maintained. If that means pay to play, I would be fine with that. Maybe an alternate set of tee pads to make it a more well rounded course.
- 1 The low key quality, I don't want it to see it become highly regulated or paved over, It is cool that everything is as it always was....
- 1 More time spent on developing the terrain park and maintaining it for safety and fun. I'd even volunteer to be a part of that and know others who would as well.
- 1 More summer maintenance for the course (pay to play) to discourage the young kids from destroying the amenities donated for the course.
- 1 The less you do, The happier we will be. Disk golf is extremely important for this area and is what brings most people on a regular basis
- 1 All, except the douchiness of pretty much the ski team dads who live their dreams through their kids. I mean seriously, we pay to ride also?
- 1 The ski hills and free frisbee golf. These are so important tons of residents. It would be great to see more terrain park

features since tow ropes are the best way to learn new park tricks.

- 1 I would like to see continued maintenance and upkeep of its frisbee golf course(s), especially with regards to tee box cleanliness. Also, as everyone should be, I'm a massive proponent of Hickory Hills as a venue for public, downhill skiing, so the whatever funding is needed to keep the lodge "The Lodge," and the hills groomed, that's what I want.
- 1 Skiing. We are so lucky to have a ski hill within our city limits. Name another city that does that? It's a great asset to our community.
- 1 updated disc golf facilities and update the lodge to accommodate retail sales of food, drinks and disc golf related items for summer.
- 1 I would like to see the prices remain affordable - I understand they may need to be raised some so that it can operate at a "break even" or a small profit, but I would rather see most of the extra revenue made up from new "offerings", leaving the skiing rates within a range that most of the local families can still afford it. I hope the long hills behind the lodge can be kept as well as the trails through the woods.
- 1 The skiing itself, including the rope tows, I would not change. I'll defer to the Club about any snowmaking and grooming needs. I'd love to see the warming hut upgraded or replaced, it is showing its age, maybe I'd make it a little bigger but even if I built it new I'd want to see the character of it unchanged. Snack and meal options could be healthier. For summer use I'd like to see a more comprehensive marked mountain bike trail developed, currently that exists down at the meadows and that could/should be expanded into the ski area so it sees more year-round use too.
- 1 We need to maintain our lodge, hills and tows. We need to be able to make snow or the hill cannot operate in this climate. We need to keep the facilities simple and functional
- 1 Hickory needs to stay fairly primitive. We need to have spaces like this to explore and get away from things inside the city. The hospital grounds feel heavily used and busy now. Hickory has a more open and peaceful feel. Very precious.
- 1 I hope it is all maintained. I learned to ski at hickory and I really hope that is maintained so my daughter can do the same at an affordable place.
- 1 -open/wild space maintained as much as possible -dedicated mtn biking (summer) -dedicated telemark trail (winter)
- 1 A better club house would be good. A restaurant with a liquor license would be a great way to increase revenue and popularity. Many families elect to frequent Mt. Holiday because of the added amenities.
- 1 A well planned mountain biking trail would be a great summertime addition. The Grand Traverse Regional Land Conservancy has created a trail network at Glacial Hills near Bellaire that would be a great model for the kind of trails that would be an amazing addition to Hickory Hills.
- 1 Hickory Hills should definitely be maintained as a ski area. Other, none winter and winter uses should be expanded and better advertised.
- 1 off terrain hiking and deeply wooded areas, disc golfing, a place to get away from the tourists attractions and business of TC during tourist season
- 1 Being a disc golf user i would like to see the course be maintained. Also the maintenance of trash cans and benches.
- 1 I would love to see a better terrai park, it would bring much more business. Also if some free ride mountain bike trails were allowed to be built during the summer that would be wonderful
- 1 I would like the plan to look at year round usage. Make it a facility that people want to come and enjoy
- 1 The frof course is something I go to several times a week during the summer and I would be extremely sad to see it go.
- 1 I would love to see an updated lodge. I love the firepit, but find the smoke somewhat irritating sometimes.
- 1 i whould love to see the ski and snowboarding slopes i whould love to see the disk golfing courses up as well as the mountain biking trails. i would not mind seeing chair lifts added though that would be nice but i dont see anything wrong with hickory hills really it is a great place for family and friends
- 1 The skiing. I love the disk golf would like more resources used to maintain cleaning and trash picked up.
- 1 I would like to see cross country sking developed, including a larger nodic trail for both day and night. Perhaps that could be done along with mountain bike. Small rope two for pass holders to get to swede from lower end of parking lot. Ticket sales at the gate by the meadow with turn around drop off area near lodge. Lodge size increase and or remodel. Dry wood for fire place so it does not smoke so badly. Ski racks that do not obstruct the view of the hill, so people can not lean skis up on fence that obstructs window
- 1 Love it all - great trail system, nice/affordable ski area, disc golf course. If it can be maintained that would be great for our quality of life as longtime city residents/taxpayers.
- 1 Keeping the ski hill open for sure. Hiking just expands it into the off-season, so we like that too.
- 1 Im happy with how it is. The lodge could be improved. It is a bit small on the weekends. Needs to be open longer during ski season. Hours are okay. Just add a few more weeks
- 1 lodge to better meet the needs of guests, increased programing that uses the area especially in the off season

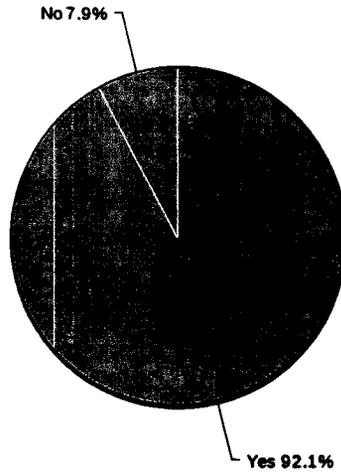
1	It would be nice to have brooms on teepads that get really sandy. This would improve safety on the course by preventing slips.
1	Continue to improve terrain park- like that some are working on this . More food selections in warning lodge.
1	Downhill skiing, Learn to ski lessons. Lodge. Open lodge for summer parties , biking ect. Enhance the trails for summer and fall hiking and develop mountain biking program.
1	The terrian park needs some work because a good majority of the riders either race or ride park and the racers have nice things so so should the park people.
1	The ski hills are wonderful and could be developed somewhat. The disc golf could be increased. The development of the field in the winter for a Nordic skate track would be a huge improvement. It could be easily lit with Christmas lights and be accessible day and evening.
1	I don't like rope tows, and while I snowboard, as an adult I can't really ride there. But I would love to see you spend more on improving the disc golf facilities, grounds, do some raised tee's & greens - up the ante a bit - you've got a gem there that could really be part of bringing in some national disc golf events, marketing the area to another whole demographic that travels and spends money when they do!
1	I would love to see an additional course and/or a second set of tee locations for the current course. Also it could use some new benches here and there.
1	The most important I feel is to maintain the ski runs and ropes. Although they should get more involved in the hosting of different runs and trail riding competitions in order to curb the deficite the site is incurring each year. This is a place that holds a special place in many peoples hearts and it would be a shame to let something like that go, it's too important.
1	Keep it small. Keep it active. But don't let it get too crowded with something for everybody. Open spaces for walking, some sitting benches for old duffers are fine. It's a special "park" to die for
1	I would like to see the current features in the future, trail maintenance, garbage facilities, signs for summer use, parking area
1	I'd like to see better lodge/hangout facilities. Seems some additional revenue could be drawn from enhanced hospitality.
1	I believe the Disc Golf course could use some maintenance to preserve the integrity of the lauded course design.
1	All of them. I use all of them except disc golf and I even get talked into doing that about twice a year.
1	Relaxed atmosphere. Emphasis on "good behavior" by users. Low key lodge with fireplace. Association with race teams, alpine and nordic, to promote education.
1	Maintained? I'd like to see all the current features improved. This should be an attraction. The lodge needs a rethink and a redo.
1	Skiing, ski racing programs, food concessions, and any other shoulder season programs that will be of benefit to community families.
1	I would like to see skiing facilities upgraded, maybe a chair lift and new lodge. Possibly better direction for parking and start of the disc golf area to encourage parking in the parking lot rather than on Randolph street.
1	The skiing, the GTSC, and any programs that parents can drop off their kids and let them learn to ski in a fun, affordable and cheap environment.
1	Improved lodge including a little more space. Also, love to have it open at 3:00. Wish we could have better parking... Walking that far in ski boots is hard.
1	hills grooming, lifts, occasional dog sledding in winter. The lodge when its cold. Hikes in summer.
1	I think we need to reeducate our kids that when nature doesn't cooperate with snow, the usage a facility like Hickory can still offer a whole host of "get out of the house" fun winter activities--the trails are a real gem!
1	improve restrooms, upgrade lodge or make additional pavilion which could be used for concerts, weddings, etc.Add ice skating, sledding, more summer activities, concerts, running events, etc
1	The ski/snowboard slopes as well as the disc golf course. I think some more walking trails would be nice
1	TRAILS. Please maintain the nordic trails. They are lovely in the winter and the summer. The hills could use some work. I understand that the disc golf is popular, but some trails in the woods/hills would also be nice.
1	I would like to see the downhill ski and nordic ski opportunities maintained plus the trails for hiking. I would like to see the lodge maintained as a break/snack area.
1	Keep it open for the youth. The Grand Traverse Ski Club encourages long term interest in the sport and is the feeder for the school ski teams.
1	None. I believe that Hickory Hills should be closed. It is unfair that City residents pay for an asset in Garfield Township. Land should be sold and funds should go to improving parks within the City Limits.
1	All of them. It's a great place to ski/snowboard. The trails are wonderful for hiking. The disc golf course is always busy.

Hickory Hills should remain a priority for Traverse City.

- 1 A new lodge would be nice. There is not enough space! Locker rental for club members. Lugging equipment from the parking lot 4 days a week gets pretty exhausting after a while. They could locate the facility closer to the lot and keep the existing for classroom training and ski patrol?
- 1 It would be nice to have benches and trash cans at every disc golf hole. I know there are supposed to be. We need to work on a way to discourage people from wrecking the benches and encourage them to use the trash bins.
- 1 I would like to see the season extended, weather permitting. If the question relates to which activities should be kept that are already offered, then the most important are skiing/snowboarding opportunities and lessons.
- 1 xski trails. It would be great if they could be wide enough to skate ski on. Hills are too narrow to be able to climb on skis.
- 1 Update and improve ski lifts, disc golf, Hickory could be an excellent venue for Traverse City's burgeoning Festival scene, especially outdoor live music and brewfests etc
- 1 When I bring visitors to Traverse City for the first time, I love to impress them with our frof course. I also like the inexpensive ski hills.
- 1 the ski area! i never want the ski area to close! i would cry for months! it would be the saddest day of my life!
- 1 Possible DH MTB course in the gulch beside holes 3-5? Cleaned out halfpipe at least? Also, more professional quality boxes/ freestyle equipment would bring more riders in!
- 1 Would like to see the disc golf fairways mowed and the wash outs filled after a heavy rain. They do a great job currently. Keep up the good work.
- 1 I would love more of a security/enforcement presence out there. Also I would prefer to pay a very small annual fee to play the disc golf course to help cover any cost to help maintain and add on to the already beautiful place!
- 1 The lodge needs a complete remodel. I think there should also be some services offered during the summer time.
- 1 The ski hills obviously need to be maintained moving forward. Parking and drive leading up to hill need to be improved upon and then better maintained.
- 1 All of it. I would like to see them use it more in the summer somehow. Maybe a zip line? Mountain bike races?
- 1 Better snow grooming, earlier season opening, improved and larger lodge with some sort of small restaurant, tubing and a zipline would be a huge attribute. It is such an untapped resource and with the growth of Traverse City, it is about 20 years behind in terms of its development. The City is missing the mark big time.
- 1 All of it and more...It MUST be maintained and even enhanced for other uses on the "off season". It is a sanctuary in which to walk, run, hike, ski, snowshoe, and even just read a book while your kids ski!
- 1 The parking is something, really think a speaker in the lodge would be nice to hear run times for those that can't go up the hill.
- 1 Snow making and grooming are the most important aspects. I would like to see a coaches/racer building added.
- 1 The snow facilities need to continue to be run, especially because the winter season is the time of year when many other Grand Traverse community parks and facilities don't have any utility.
- 1 I would like to see some improvements to the course. Some courses offer two baskets and two tee offs on every hole(mt. Holiday). Better landscaping and a practice area would also be a big plus.
- 1 Keep the disc golf course! If there is any way to have a modified course remain up in the winter, I think it would be used. (see question 15)
- 1 I would like to see the hills open for winter skiing and snowboarding as well as lanes for the GTSC and high school teams.
- 1 The whole thing especially the ski area. Growing up here skiing my parents could drop me off to go ski because it is such a community. They are now my family up there and couldn't ask for a better person to run the area than Barry.
- 1 Hickory is pretty clean place, people respect the land. I know there have been cases of land abuse but those case's are very small and shouldn't have to effect the other users. The old bombardier xp plus groomer is getting to old and could see to be replaced and that can help with the winter activities. People love Hickory Hills! There is a lot of potential for hickory and people just need to see that.
- 1 I would like to see the ski club continue to operate there, and give kids the opportunity to learn to ski in a beginner to expert friendly environment.
- 1 I would like to see the park better maintained in the winter (jumps and rails). Little Ski Club kids always plow over it and ruin them hours after they are made. We don't ruin their courses, at least have them respect ours
- 1 Rope tow lifts, back-to-basics skiing, rudimentary warm-and-comfy community lodge. Simple trails and mountain biking amenities.
- 1 Continuation of all of the features it currently offers, including skiing (downhill + cross country), snow shoeing + disc golf.

- 1 Cleared paths (really impressed with the lack of pollution) as well as slopes for winter activities
- 1 like it the way it is. keep it simple and for the community, not tourists. no need for big developements
- 1 All, plus more facilities for non-ski uses. A new lodge to use for rental events like weddings and meetings would be great.
- 1 ski and snowboard operations, area open to public, subsidized skiing for youth, programming, night skiing,
- 1 Towropes, T.V. Showing Olympic greats to inspire the youngsters to carry on to even better at any age! Life rocks at Hickory and we must keep it going.
- 1 I would like to see all of Hickory maintained. It improves the quality of life in the whole region. I would love to see the surrounding townships support Hickory as well. I grew up in the city, but now live in Long Lake Township. I would vote to use tax money from Long Lake Township to support Hickory.
- 1 Community oriented atmosphere and kid friendly skiing. I.E., don't marketing to tourists to the detriment of the current atmosphere..
- 1 The paths are my favorite. My daughters snowboard there all the time and my son disc golfs more than any of us are there. He practically lives there with his buddies in the summer.
- 1 Nothing really. If they could make it better then go ahead. I love tow ropes so much more then chairs, because all times your riding and i love to ride.
- 1 Updated tow ropes, expansion, more community events. My friends have suggested on numurous occasions of how great of an area to conduct a music festival or other festival of similar caliber.

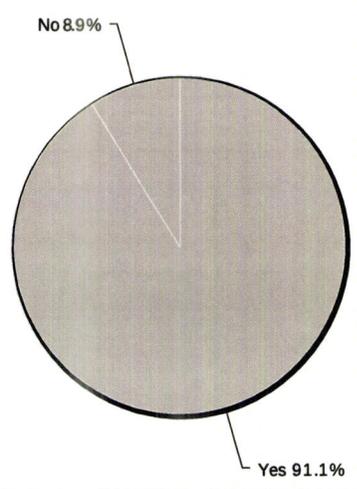
15. Do you support the concept of enhanced winter recreation activities, events, and/or programs being operated at Hickory Hills?



15. Do you support the concept of enhanced winter recreation activities, events, and/or programs being operated at Hickory Hills?

Value	Count	Percent %	Statistics	
Yes	739	92.1%	Total Responses	802
No	63	7.9%		

16. Do you support the concept of enhanced summer recreation activities, events, and/or programs being operated at Hickory Hills?



16. Do you support the concept of enhanced summer recreation activities, events, and/or programs being operated at Hickory Hills?

Value	Count	Percent %
Yes	729	91.1%
No	71	8.9%

Statistics	
Total Responses	800

17. IF you answered YES to either question #15 or #16 above, what opportunities do you see for Hickory Hills to enhance its current facilities and programs?

Count	Response
1	-Mountain bike events
1	-dedicated downhill mtn biking (summer) -dedicated telemark trail (winter)
1	?
1	??
1	A bmx bike course to help keep kids off the street and give them something to work for.
1	A good place to go with family fun place abd cheap
1	A sledding Hill for the non skiers to be able to go while the rest of the family skis
1	A toboggan run / sledding hill would be fun.
1	Add on to the current disc golf course and get it involved in national competitions.
1	Adult ski night, similar to pools..after a certain time adult ski time with drinks
1	Allow a terrain park slope for appropriately aged riders/skiers.
1	Alot
1	Another 18 holes
1	Another 24 hole disc golf course
1	Any outdoor recreation
1	Anything
1	Anything for ages 8-18
1	Anything thats fun
1	As above, expansion of nordic ski trails
1	At least maintaining the ski hills and disc golf course as they are now would be great
1	Atier disc golf tournaments to attract major professionals to tour michigan more frequently
1	Better biking. Maybe a cyclocross course. Nowhere in town has one to practice on.
1	Better groomed disc golf, possibly more courses. Events.
1	Better lodge
1	Better lodge, rent out for weddings and events. Also hold some musical events.
1	Better mountain bike trails, kids day camps, bigger events for biking and skiing
1	Better parking. Exercise trail
1	Better ski and snowboard facilities.
1	Better terrain park
1	Better terrain park and tubing hill
1	Bigger and better lodge, tubing, ziplines, dog park in the meadows area.
1	Bike trails
1	Biking camps... Outdoor training for kids
1	Boot camp fitness training, mud runs might work in the non winter months.
1	Camps
1	Candy machines, better lobby, and game machines
1	Casual concerts
1	Chair lifts Groomed x-country trails
1	City Park
1	Community activities
1	Concert/festival venue
1	Concerts
1	Concerts in summer, movie nights, trail run
1	Concerts, events, competitions....

- 1 Concerts, yoga, brew festivals, zip line or ropes course,
- 1 Concerts,weddings ,biking, hiking dog park,anything to use the facility to the max
- 1 Continue to maintain both winter and summer activities.
- 1 Continued youth activity programs. Zip line, tubing, mountain bike/ fat tire bike racing.
- 1 Different summer competitions
- 1 Dining and or snack bar.
- 1 Disc Golf Tournaments. Permanent Bathrooms on Trails/Course, More Trash Cans
- 1 Disc Golf course seems to be on point. Maybe more/better terrain park features.
- 1 Disc golf course maintenance.
- 1 Disc golf events. Mountain bike trials and events.
- 1 Disc golf tournaments
- 1 Disk golf tournaments New lodge
- 1 Do something with the lodge.
- 1 Dog park or Olson Field to have a playground for the family
- 1 Dog park, family fun events
- 1 Don't know we have never been there before
- 1 Don't know what you mean by enhanced activities.
- 1 Don't know.
- 1 Enhance Ski/Snowboard lessons Add rentals
- 1 Enhance two shacks, ropes, and the lodge and maybe get some new terrain park features.
- 1 Events
- 1 Events could be held there...concerts...weddings, families could rent facility for events
- 1 Events, rentals, concerts
- 1 Expand Lodge, Maintain some lodge availability in summer. Ski rentals?
- 1 Expand ski facilities, tubing, terrain park
- 1 Expanded Nordic skiing loops. 5 or 10k loop for Nordic skiing and summer trail running races
- 1 Expanded biking trails-running paths? Maybe organized activities or outings for families?
- 1 Expanded trail system
- 1 Family activities, ski clinics, summer kids camps.
- 1 Family centered sports and challenges. Maybe even competitions
- 1 Family friendly events such as music and community workshops
- 1 Festivals Concerts Movies on the hill
- 1 Festivals away from downtown, weddings, birthdays, etc.
- 1 Free ride events, winter festival, summer events such as disc golf tourney, club hosted hikes..
- 1 Frolfing completions and running races
- 1 Fun runs and hikes for kids and families. Fun ski events for kids and families.
- 1 Fund raising events in all catagories.
- 1 Get the city out of the operation.
- 1 Great location. Possibilities are endless. Just needs the funding and support.
- 1 Greatly improve the lodge !
- 1 Groomed nordic/skate ski trail like vasa, mountain bike trail
- 1 Groomer and switching to chair lifts
- 1 Have a summer festival there or have outdoor concerts there
- 1 Have frofing conceptions
- 1 Having sport activities
- 1 Hickory brings in a lsrge crowd so maybe just get new stuff
- 1 Hickory could host frisbee golf tournaments. Hickory NEEDS to stay the EXACT SAME AS IT IS
- 1 Hickory hills should make itself more of a destination for tourists and bored people alike.

- 1 Hiking and Mountain Biking
- 1 Hiking, frisbee golf, group outings
- 1 Holding Skiing/Snowboarding events i.e. slope style contests/rail jams.
- 1 Host mountain bike races. Tbar for the lifts.
- 1 I believe hickory can offer more in the aspect of snowboarding/freestyle skiing competition.
- 1 I don't have any particular ideas, but would support more use
- 1 I mostly only disc golf so everything is ok with me
- 1 I see opportunities for permanent glow-Rolfing
- 1 I support any enhancement as long as the facility can support it (parking, lodge, etc).
- 1 I think an organized summer daycamp program could serve the community quite well.
- 1 I think it could be a small venue for gatherings and rebuilt lodge could be the foci of that.
- 1 I think it's fine how it is
- 1 I would be open to anything that does not interfere with the disc golf course
- 1 I would like to see a winter disc golf course. A full 18 holes.
- 1 I would like to see more programs directed toward the school systems in the grand traverse area
- 1 I would like to see the ski hills openers sooner and stay open longer in the season.
- 1 I would love to see a summer camp for kids developed.
- 1 I'm not sure - but would definitely look for and consider attending!
- 1 I'm not sure.
- 1 Ice skating rink, & mountain bike trails
- 1 Improve tee pads!
- 1 Improve the operations for a safe and fun environment.
- 1 Improvements in facilities.
- 1 Increased programs for youth. Collaboration with groups like our YMCA.
- 1 Increased ski terrain. Tubing hill.
- 1 Invest money to update/renovate the lift technology/snowmaking equipment and lodge area.
- 1 It could host a mountain bike race or 5k trail race.
- 1 It's teaching younger kids to learn how to ski and get into the sport
- 1 I'd love both summer and winter disc golf competitions
- 1 J Bars
- 1 Just a great general upkeep and for it not to be ruined.
- 1 Just maintaining the current programs would be great.
- 1 Keep the disc golf. Maintain hole cages and benches.
- 1 Keep updating the winter hills. Leave summer the way it is.
- 1 Kids ski programs, mt bike trails
- 1 Larger parking area.
- 1 Lighted Ice skating rink. Mountain Bike trails Tubing
- 1 MTn bike trails
- 1 Maintain and manage the equipment
- 1 Maintain/improve rope tows; increase mountain biking trails; update facilities.
- 1 Major fitness events possibly involving military training.
- 1 Marked trails
- 1 Maybe add holes to the disc golf course and groom additional trails for skate skiing.
- 1 Maybe fun days with games winter and summer. Family ski races for fun.
- 1 Maybe open the store up in the summer and expanding or making more jumps in the winter
- 1 More Disc Golf
- 1 More Discgolf courses
- 1 More advertisement to build awareness of what it offers

- 1 More community supported programs, like the county.
- 1 More contest, more activities both seasons.
- 1 More cycling events, more running events, a place for groups to gather.
- 1 More disc golf events and a down hill bike race.
- 1 More disc golf tournaments
- 1 More disc golf tournaments and events
- 1 More disc golf tournaments maybe start a city league.
- 1 More dog sledding, hikes, lighted ski runs, bird watching.
- 1 More downhill and more cross country skiing
- 1 More events in the winter and summer time
- 1 More family based outdoor activities
- 1 More family events
- 1 More festivals held there.
- 1 More friendly people supporting :)
- 1 More funding and publicity as a ski hill
- 1 More groomed ski trails
- 1 More holes added to the disc golf course
- 1 More landscape development
- 1 More lessons outside of the Grand Traverse Ski Club, snowboarding, tele skiing, etc.
- 1 More miles of mountain biking trails.
- 1 More of what is currently offered.
- 1 More organized events
- 1 More organized events at this location. Winter festival, etc
- 1 More runs being added and increased time being opened during the winter
- 1 More ski events
- 1 More ski programs
- 1 More trails and more programs
- 1 More woods type riding. . They would be fun. Not blocking the woods off. .
- 1 Mountain bike park
- 1 Mountain biking, hiking and running trails.
- 1 Mtb trails accessible by foot or some sort of tow
- 1 Music and other festivals
- 1 Music events and camping
- 1 Music festival venue, race venue
- 1 My kids think Hickory needs a chair lift.
- 1 National frisbee golf events, snowboard contests
- 1 New disc golf course
- 1 New lodge, new surface based lifts, concert venue
- 1 Newer chalet
- 1 Nicer lodge
- 1 Nordic Races, Disc Golf Tournaments,
- 1 Nordic skiing events. Biking. Other things
- 1 Not sure
- 1 Not sure but summer use seems like a good idea.
- 1 Not sure, but open to new ideas
- 1 Open to ideas
- 1 Outdoor concerts.
- 1 Outdoor movies, concerts, receptions

- 1 Outdoor summer music
- 1 Partner with local business and schools
- 1 Pay to play disc golf to help maintain the course better
- 1 Perhaps a music festival
- 1 Places for picnic spots in the summer. Maybe a run or two through trees for ungroomed trails.
- 1 Plan to travel back hm to film the resort and make an edit that will be watched world wide
- 1 Port o potties, fresh water.
- 1 Possibly creating fields for soccer, lacrosse, rugby, baseball, softball
- 1 Possibly more competitions even though it is a relatively small area lots of people like it
- 1 Professional disc golf tournaments
- 1 Programs integrated with public schools.
- 1 Public restrooms
- 1 Pull in more community to participate in sports
- 1 Put in Chair lifts Utilize Open field for festivals.
- 1 Rail jam contests would bring in alot of snowboarders. Hickory has alot of potential
- 1 Rail jams. Competitions
- 1 Running races, summer activities/camps for kids
- 1 SKI LIFT MORE GROOMED NORDIC TRAILS DOG BAGS TO KEEP TRAILS CLEAN
- 1 Season passes for disc golf. Revenue for the city.
- 1 See answer to #10.
- 1 See question 14
- 1 Skating rink in winter. Hiking/walking club/group in summer.
- 1 Ski and disc programs
- 1 Ski lift
- 1 Snack shack for the summer months!
- 1 Snow making equipment in the winter, and the construction of a all seasons facility.
- 1 Snow shoeing, outdoor family activities, cross country skiing.
- 1 Snow tubing, ski rental program.
- 1 Snowshoeing, equipment rentals, skating
- 1 Something other then tow ropes and another disc golf course
- 1 Sponsored ski and snow board races and freestyle events. Mountain bike races.
- 1 Stay open for skiing longer. Ski lift or better way to get up then tow ropes
- 1 Summer camps! Kids need a place to go and they need the exersize!
- 1 Summer concert series??
- 1 Summer day camps. Learn to Nordic ski.
- 1 Summer festival or concerts,
- 1 Summer grill with close parking
- 1 Summer is over looked for such an amazing resourse
- 1 Summer music festival in Oleson's field
- 1 Swimming? Tennis?
- 1 TERRAIN PARK
- 1 Take advantage of outdoor activities for children.
- 1 Terrain park
- 1 Terrain park, another frisbee golf course
- 1 The disc gold course and the slopes
- 1 The lodge building is in desperate need of updating or replacing/relocating.
- 1 The parking lot and drop off mud pits could be improved.
- 1 The trick park could be improved. Then so many people would go

- 1 There could be additional summer activities to generate funds to support this venue.
- 1 They are doing a great job. Encouraging people to enjoy the great outdoors!
- 1 They can have races and other things like that
- 1 This would be a great place for outdoor concerts.
- 1 To have a disc golf competition or a snowboard/ski competition.
- 1 Tournaments
- 1 Trail upgrade and restroom facilities.
- 1 Trails - Environmental groups -
- 1 Tubing Update clubhouse and rent out for events
- 1 Unknown
- 1 Unsure
- 1 Upkeep on the disc golf course, maybe additional benches.
- 1 Utilize more of the property
- 1 Wedding events Rentable party space Mtb/BMX?
- 1 Weddings, used as outdoor music venue, zip line?
- 1 Winter -- Bigger lodge & better dining facilities for skiers Summer -- concerts
- 1 Winter ice skating rink at base of parking lot Outdoor bonfires
- 1 Winter rail/jump competitions, discin' competitions.
- 1 Year round disc golf course and city sponsored events
- 1 Year round use
- 1 Zip line
- 1 Zip line Bike race Running races Enlarge lodge
- 1 Zip lines
- 1 a better groomed Nordic ski trail would be nice
- 1 additional downhill runs could be possible
- 1 any and all
- 1 better skiing hours - extended less expensive passes
- 1 bigger lodge for skiing, facilities to support summer concert series
- 1 build on current system
- 1 camping music festival, akin to bliss fest
- 1 chair lifts
- 1 concerts and art shows in the summer terrain park for kids on the backside in winter
- 1 cross country ski trails
- 1 define enhanced
- 1 different levels of disc golf tournaments and increased awareness of tournaments
- 1 disc golf
- 1 encouraging active living, conservation, artist opportunities,
- 1 expand disc golf and charge for players to use facilities.
- 1 fields for athletic use - soccer, football
- 1 food and beer/wine license. Cross country ski races,
- 1 formal summer programs offered
- 1 get more families, back when i was growing up there were so many kids and now its dwindled
- 1 have two PROFESSIONAL LEVEL disc golf courses
- 1 hiking, snowshoeing
- 1 historical walks, nature walk/identify wildlife, lessons on disc golf, bird watching
- 1 i think added chairlifts would be nice maybe some more ski hills, some more biking trails
- 1 improve the skiing, work with local disc golf organizations for events
- 1 improvement of facilities downhill mt bike better food choices t-bars tubing ropes course

- 1 keep the ski programs and golf disc events
- 1 learning programs
- 1 little additions.
- 1 look at # 14
- 1 more community events
- 1 more disc golf holes
- 1 more freestyle competitions disc golf competitions
- 1 more planned activities. and better advertising.
- 1 nothing. I like it the way it is
- 1 park
- 1 partner with school for extracurricular programs to practice on for sports
- 1 privatize the operations
- 1 pro disc golf tournaments
- 1 put handles on the tow ropes for ease of use
- 1 remodel the warming house to accommodate for more people
- 1 rent out the lodge for wedding, etc... during summer
- 1 restrooms
- 1 restrooms would be a big plus
- 1 skiing biking
- 1 snow making, terrain building, freestyle parks, summer sundeck - weddings, parties, concerts
- 1 social events, fund raisers, festivals
- 1 spread the word about disc golf.
- 1 subtle disc golf course improvements
- 1 summer camps for kids
- 1 summer camps, organized disc golf, biking, hiking
- 1 summer concerts, dick golf tournaments. improved winter terrain park
- 1 summer is huge ... mt biking.. music on birch (concerts), hiking, renewable energy,
- 1 the sky's the limit
- 1 to change into golf course would boost the economy!
- 1 tubing in the winter would be sick! ldk maybe weakly frof tournaments?
- 1 unsure; but support the idea of
- 1 update ski lodge...love to see a restaurant/lodge be in that location
- 1 upgrade lodge, upgrade and expand ski hill
- 1 upgraded facilities to attract more users
- 1 winter carnival, summer festival
- 1 winter tubing
- 1 xc ski trails, mountain bike trails, summer music concerts or small music festivals.
- 1 yes
- 1 zip lines, ropes course, organized or promoted biking and hiking
- 1 Should have moved the zoo there and still could do events. I can see a stage with some music star and people lounging on the slopes of Buck
- 1 The skiing infrastructure is so primitive (tow ropes) it makes it difficult for most adults to participate.
- 1 winter skiing and x-country events Winter Festivals better maintained disc golf course, tournaments Activities at the Lodge (winter & summer)
- 1 Outdoor concerts. Bigger Named artists. Keep the crowd smaller and charge a fair price to see a great show. Organize volunteers for this. I'm in.
- 1 The concept of more programs that will draw people outdoors, get them moving, and get folks interacting sounds like a positive to me.
- 1 Utilize the clubhouse year-round. Summer day-camp opportunities for kids. Winter bonfires? Snow shoe rental?

- 1 I see opportunity for the mountain bike/ bmx community to enhance its bikeing trails. For example, mountain bike/bmx technical coarse or a pump/flow track.
- 1 Need to look at value added. Make snow early, sell more passes or at higher price. offer a consistent product. The hill could be coated with snow by early December just as easy as late December. If the product is more consistent, sales will increase.
- 1 I would like to see an improvement on the lodge. Nothing drastic or expensive, but the lodge really could use a remodeling.
- 1 New lodge with dinning possibly bar if allowed. Tubing, expanded ski runs, expanded cross country trails, summer mt bike trails expanded maybe hold an event like? Possible music festival or regional frisbie golf tournament? 5K running race, snowshoeing, ropes course, winter zip line,
- 1 More community activities at the premises. It's a beautiful place.. near the heart of traverse city.
- 1 Hickory is one of the more beautiful public places in the area, and there is an opportunity to draw more people to it as a quick local destination if there was a more substantial place to eat. This could also be popularized if the new food trucks around town were permitted to park at it's base, especially during the winter.
- 1 The ski lodge could use a re-doing if funds were able to be raised, and i'd like to see some signs/baskets along the disc golf course replaced.
- 1 More summer camps at the park and group activities for kids. Open the ski hill during the day when school is not in session.
- 1 Instead of just the little ski race school, hickory could be a great ski/snowboarder learning center for terrain parks.
- 1 It's the best park in the area and it is underutilized. I pay very high taxes to support multiple parks, mostly for tourists, but Hickory is my park and I would leave the city limits if it were scaled back.
- 1 The space appears underutilized in the summer and if profitable programs can be added to offset the annual cost of operation I would be in favor.
- 1 Doing events, public and private throughout the year. Concerts, fundraisers, tournaments or other such events could help bring in additional revenues and increase the customer base.
- 1 Terrain park expansion, improved lodge, complete trail linkage to TART, improve ski hill, trail to Commons, general summer access, nature center, picnic area, improve cross country trails for skiing and summer activity
- 1 Winter tube run. Add a couple of ski hills. Add a family fun winter olympics. Summer fun and fitness camps. Zip line would be awesome. Have a weekly, evening running race.
- 1 i'm for supporting enhanced recreation in winter and summer, as long as it doesn't take away from what the park is now — incredible walking/hiking/running trails & an incredible disc golf course.
- 1 Continue to partner with private organizations to help defer the operating costs. This goes for skiing and disc golf.
- 1 So you need ideas, eh? First, get more advertising for the events that currently happen. Most of the people attending are usually from the GTSC. Try more trick skiing competitions Disc golf competition Anything fun
- 1 Ski/snowboard competitions (slush cup), 5ks, nature conservation programs, children's field trips, etc
- 1 Hickory could desperately use a new lodge. Perhaps with a new parking area. The idea of placing a lodge at the bottom of Swede is interesting and worth exploring. Hickory could stay open longer in the ski season. Usually the snow lasts and the hill could stay open for a couple more weeks into March.
- 1 Any outdoor events for the community is a step in the right direction. Create opportunity for members of our community to be outside & active.
- 1 It is a great venue for a winter celebration which includes the use of Hickory meadows. I have some ideas to contribute. tcwhitewater@yahoo.com
- 1 HH lodge could be rented for events. Cross Country skiing The HH ski season is too short, most of the time there is plenty of snow when they close for the season. Could volunteers be used to keep it open longer?
- 1 I dont partake in winter activities. Back to the parking with a pass. I believe it would help the summer scene. It would bring revenue for the park. And. Help get rid of some of the hooligans that end up getting associated with the avid golfer.
- 1 Open lodge for special parties. Enhance biking trails, mark hiking trails. Snowshoeing could be expanded. Groom cross country trails on hickory meadows.
- 1 I envision increased use of the winter facility and therefore increased revenue if there were upgrades made to the lodge and the lifts. For example: increasing the comfort of the lodge and the healthiness of the food offered; and if the rope tows were upgraded with handgrips it would make them so much easier to use. The difficulty of the rope tow was a major hindrance to using the area for one of my children. For summer, there are limitless possibilities for kids summer camps and programs. Right now the area sits basically unused in summer. Why?
- 1 Have an event happen every weekend that everyone can participate in. Not just the ski race people.

1	Something could be done with the club house. Maybe sell merchandise, food, bath rooms. Also maybe a donation box for the disc golf course could help raise money for improvements.
1	Mountain bike trails that are connected to the commons via a link behind Olesons. More gladdens skiing and or backcountry skiing with some thinned trees between the existing slopes. Lift accessed mountain biking perhaps in the summer with a downhill course.
1	YES! Trail maintenance, downhill skiing operation, cross-country trails, designated mt biking would be great too...maintaining frisbee golf..would love to hear ideas..it should always remain a recreational park for Traverse City. It is truly a gem!
1	A few organized activities to draw youth/families into the area so that they use it more often and therefore are more inclined to support it.
1	Hickory Hills could offer Disc Golf training for young kids. It could also host some sort of 5K or annual run. There could be winter sledding on certain nights. There could be yoga in the meadow. There is so much potential.
1	It's a nice area, nod although I wouldn't use it, lots of people would enjoy activities there. I don't have any specific ideas.
1	I'm not entirely sure. I'm on the fence about these questions because enhanced recreation activities bring more attention to the area. This is great if it keeps Hickory alive, but at the same time I don't want to see the area become overrun with people.
1	add a zip line course, disc golf tournaments, musical concerts and summer camp programs could be part of Hickory. Enhancement to the lodge to include a better food menu and possibly adult beverages could help increase the revenue to the lodge.
1	There could be more lesson opportunities available during the summer and winter for various sports and activities.
1	More people learning about the hills and how they can use the property all year long. Winter disk golf would be fun
1	Expanded use of public events from open space to Hickory opens up festivals, more viability of hickory to greater public knowledge & use. Good use of already accessible public property & venue
1	Possibly destination weddings , an improved lodge facility, an improved parking lot. Summer concerts, mud runs, zip lines , connected mountain biking trails
1	open up the ski runs for a bit more terrain and possibly re-routing the tow rope in the back for better continuity. Not sure about summer programs.
1	Extended ski season (open earlier, stay open later, conditions allowing). A single track loop could be built for mountain biking to minimize the interference with disk golfers and walkers on the existing pathways in the Meadows area. More events could be held like disk golf tournament, trail running races, etc.
1	Make it an event center where people could enjoy family reunions with activities (ropes course, zip lines), there use to be a city run camp there. But it didn't have any ammentities to support a camp. Lets think about this in a picture, we should want to have something that we can host trail run competition with a relay componant that would have a course where team members could do different legs. Trail riding competitions. Make it a camp with accomodations for teams to be able to come to to do team building activites with over night accomodations. There are plenty of ways to use this property that the city could make money, and even be in the black. It has long since and will continue to be a benefit of our economy, the families within our community and we would also be preserving an important piece of our culture here in Traverse City.
1	More group events and activities (e.g. TC Young Professionals). Athletic training for local schools. Nature center type programming in the summer months.
1	as previously mentioned, disc golf - huge and fast growing sport that can be played for a lifetime - more benches, covered areas at the tee's, a better year around course
1	Hickory Hills can add expanded mountain bike and hiking trails, zip lining, host concerts. There are a number of recreation opportunities that could happen there.
1	GTSC: More ski lesson offerings/options that are not multi day - e.g. once a week or after school. Supervised group "fun skiing" for kids. The current programs are really only geared towards racing youth and not those that would like to just go learn or ski for fun once a week. Open race day so that anyone, GTSC member or not, can try racing and see what they think. Adult racing leagues. Adult lessons. Better Learn to Ski program. Current program does not assist beginners get up the tow ropes and makes for a horrible first ski experience. Many people are unhappy about their kids' experience last year and are telling people to take their kids to Crystal instead. SKI AREA: Replace 1-2 lifts with a magic carpet, poma, or rope tow with handles. Offer a walk-up sledding hill at the facility. Offer ski locker/gear storage for the season for a fee (money maker!). A renovated lodge/decent bathrooms and healthier food (pre-made sandwiches, veggie snacks etc.) Market the area to fat bikers in winter. THE TRAILS: Improved trail signage/markings on the trails and paper or downloadable trail maps. Single track mountain bike trails (fat bike in winter), particularly some trails for beginning riders. Would be a great asset for families. Offer mtn. biking lessons. Have a set cyclocross course. Open the lodge

once a month or on Saturdays in the summer and market it to bikers, hikers, disc golfers and sell food. DOGS: A designated area for off leash dogs to run and poop and signage to encourage owners to clean up after them and care for the space. Waste bags & barrels and maybe water access for them too. FINAL THOUGHT: Leave the gate open year round or move it to before the lodge drop off area so there is better access to the trails and more parking.

- 1 Nordic ski trails would benefit from improved grooming and additional trail development. A HH middle school nordic ski program might be convenient for west side parents. Summer programming might include school age week long fee-based camps with an outdoors or sports focus. Outdoor fitness classes for a variety of abilities & age groups might increase usage thereby increasing safety.
- 1 If you could put in a chair lift for the winter that would be awesome! Summer I think you could build some downhill mountain bike trails! Bring more people in!
- 1 Hickory could be the Vasa Pathway for the west side of town. The lodge could be improved for groups to rent in all seasons.
- 1 Events that generate additional revenue in both summer and winter. Summer programs such as summer-camps, hunter safety courses or orienteering classes. Maybe summer races (5K, obstacle course, etc.) organized by outside groups. Tubing, even if just on specific days/hours. Snowshoeing events led by an instructor. Partnering with other local groups such as Vasa Ski Club, TART or SEEDS for programming and/or events. Perhaps SEEDS could offer summer or after school programs. Long term, a bigger lodge (more modern, including small commercial kitchen) and/or outdoor deck may allow for more uses including rental for events. Increased cross country skiing trails with grooming may attract more Nordic users. Could Preserve Hickory or GT Ski Club be responsible for operations (rather than the city) and also collect the user fees? Perhaps they could operate it more efficiently. If TCLP serviced Hickory Hills, would the electric costs be lower? Add BMX trails and/or skate park?
- 1 Bicycle activities in late spring, summer and fall. Dog shows w/terrain events. Rescue training. Ski jumping.
- 1 More winter events, More disc golf tournaments. raise money for the upkeep of the property, new benches at each tee, better throwing pads, and some do not vandalize signs, for all the little punks that keep breaking the benches and stuff there. Its ridiculous!
- 1 I answered one yes and one no for these questions because I wanted to comment: I don't know what is meant by "enhanced" here, and I would need to know more to express an opinion either way. Some observations, though: the appeal, for my family, of Hickory (apart from its incredible convenience to TC) is the way it feels like a trip back in time-authentic old-school outdoor fun. I would not like to see changes made that would require huge returns on investment, and I would not like to see evolution towards a resort/theme-park experience (these things are in many ways connected), because these movements would, I feel, be antithetical to the fundamental throwback appeal of Hickory. I like the idea of ropes course-type activities, though, because they are relatively low overhead (funny choice of words, I know) and they reinforce the hands-on, naturalistic experience that I feel is so key (and unique) to Hickory.
- 1 see #14 for my response to #16. I have never been to Hickory Hills in the winter, but I support improvements to all recreational activities.
- 1 The ski lodge could be fixed up so it could be used for weddings year-round. You could run a summer camp for kids and a fitness camp for adults. It would be fun to have nature or survival classes there. Or even dog obedience classes.
- 1 The people who ride/ ski Hickory Hills most often are with out a doubt freestyle skiers and snowboarders who utilize the terrain park everyday after school. I think there should be some more investment in the terrain park- maybe purchase of 3 new rails. For the summer Hickory Hills should create some mountain biking trails and dirt jumps. They would be rider maintained. I've seen this system in action in Bend, OR. It was very successful and appreciated.
- 1 If possible, expand the skiable terrain. It would take a lot, but there is a lot of potential in the surrounding area.
- 1 I just feel as long as it remains a place families can go to spend time together without having to spend money it will be good. I understand that improvements cost money and that revenue will have to come from somewhere, however, I would rather pay my taxes toward parks and rec rather than having to pay a toll or season pass. (Above statement excludes ski pass tickets, I just mean having to pay to use the grounds for hiking or diskng)
- 1 Training in discgolf or nature walks. Maybe have the lodge open for a few hours in this summer days. Camera regulated and sell as little as bottled water and lite snacks.
- 1 I don't know enough to answer this question, but I support expanding and "enhancing" what there is now. The term "enhanced" is not clear and you only gave yes or no options.
- 1 Skiing/snow making. Maintained hiking/running trails. Groomed Nordic skiing trails. Snowshoe trails
- 1 Mountain bike single tracks Mountain bike agility course Sculpture Park - Walking trails Enhanced lodge / pavilion concessions yr round Beer Garden Outdoor music / events
- 1 Festival venue, weddings, upgraded alpine and nordic facilities - partnership with Rec. Authority to incorporate use of Hickory Meadows.

- 1 Updated Lodge for events.. Zipline. Tubing. These all could generate revenue. In the past Hickory served as a place for working families to drop children for summer camps. Created Jobs for Young Adults and Revenue.
- 1 Season specific events such as a winter carnival, summer concert series or festival, disc golf tourney.
- 1 Zip line, mountain bike trails/races, concerts, etc. Utilize this fantastic piece of land better to take pressure off the open space downtown.
- 1 More terrain opened for skiers and a redesign to better incorporate the parking lot. Would love to see summer concerts and events. Improved food concessions and lodge facilities--place for parents and grandparents to gather.
- 1 Skiing-could add more challenging/fun terrain, look around! (glades, new hills near top of suicide and jack's) Mountain Biking-could add single track away from frisbee golf. Tough to walk/bike anywhere near course for both bikers and people playing disc golf.
- 1 music! this place is a gem. If you're smart you will make this as good as all the stuff that goes on in the summer. update it, make it hip. it will make money!
- 1 High school trail running; perhaps a trail running group for adults meeting at Hickory. Group nordic skiing . . .
- 1 Potentially for a summer program you could have a trail run 5k, hosted by the TC track club to get more people there. For the winter it would be nice to see additional groomed trails for Nordic.
- 1 Disc Golf activities. I am an expert in this area. Please contact for more dialogue. Marc Hamlin, President of Northern Waters Disc Golf Series marc@northernwatersseries.com
- 1 The use of the venue is great. The variety of programs cater to most people. I think that maybe more lighting for parking would be good.
- 1 A way to increase revenue and interest in Hickory Hills would be allowing an entrepreneur to create a restaurant/pub and store carrying merchandise for winter gear, biking gear, disc golf gear, etc. Hickory Hills could also create a tubing area, dog park enclosure, and marked biking trails for summer use.
- 1 I would love to see some more competitions for park users in the winter, and some disc golf tournaments.
- 1 Hickory hills and the city of traverscity need to open the gates to adaptive programs based on a greater regional outlook example : northern Michigan These programs could be run by Wounded Warriors or something of that nature. I believe Jason Allen could be helpful with this as well as city commission member Ross Richardson. By expanding Hickories horizons more grant monies may become available to improve facilities.
- 1 Nordic ski trails haven't been maintained and aren't routinely groomed. This could be an amazingly good facility for this. It was a good nordic facility years ago (70's)
- 1 I would love to see an additional course and/or a second set of tee locations for the current course. Also it could use some new benches here and there.
- 1 perhaps expand nordic ski trails throughout property; offer certain trails for use by fat-bike riders in winter
- 1 Mountain bike trails, sledding, ice skating, ski rentals, better food service, concerts, conference center
- 1 So many people disc golf at hickory hills as it is, and it would be great to see it build into something amazing.
- 1 Hickory could offer ski lessons in both areas: Nordic and Alpine. Summer activities could include Mountain bike leagues, Hiking clubs, a summer concert series. What an amphitheater! There are many opportunities that will not cost the city any money. Just individuals to organize events. They are here in TC all you need to do is ask.
- 1 Sledding and free hot chocolate on a certain day every month in the winter. In the summer there should be concerts or a small music festival in the giant field right next to hickory.
- 1 Hiking trails with scenic views summer and winter. If I remember... the view is atop Sweed?... Maybe an event area?
- 1 develop the hiking and mtn biking trails, Construct a Skate ski trail, like the VASA, but shorter, consider lighting it. We already have a groomer to maintain it. It would be a hit. Many people don't have time to go to the vasa after work. Skating and tubing too, if we have the funds to create a "Winter Sports Complex"
- 1 For winter activities, hickory needs to work on the terrain park. The terrain park draws in a big crowd of young people and adults in there 20's, The ski club takes over every single run not giving much room for recreational skiers to just come and make some turns. I support the learning of skiing and snowboarding but we need to be able to share the hill more so more people will come and see how much fun it is to ride at hickory. The terrain park is lacking in just about all aspects, we need actual built features instead of all the worn down and broken features that are there, in doing so that will bring in flocks of people to ride because the good ticket prize and the awesome location to town. We need to stop butting heads about money and just decide that this is a great thing for the city it shows how well rounded the city is in its parks and recreation department. For summer activities the disc golfing is a great thing for hickory, we could also think about putting mountain bike trails in and other bike trails that isn't right on the disc golf course so no one will get hit with a flying disc. the mountain bike trails will also bring in a whole different type of crowd that can see people coming back for years to come.

- 1 with an updated lodge, many other activities could take place on the property. Widening the ski slopes and removing trees would offer a larger terrain park and safer ski slopes
- 1 It seemed to me that the Disc gold course could be promoted better as a family facility. Is there an issue between the course developer and the Hickory management?
- 1 More summer programs. Adult, children & Dogs!!! Winter has plenty of programs, clubs & just enthusiastic people loving winter.
- 1 I don't know if there is currently any vending (I've only been to the downhill ski/disk golf area once), but a small prepared food place, e.g. food trucks like at Little Fleet, would be pretty cool! Also outdoor concerts and/or theater in the big open fields might be cool. Actually I'm pretty happy with the current low-key approach, but anything that doesn't involve much if any more physical infrastructure or trash or incurring an entrance fee would be fine by me.
- 1 A better terrain park for kids to learn freestyle maneuvers. More instruction and lessons in all aspects of skiing/boarding not just racing. Summer camps and organized activities.
- 1 I don't know but partners in the community could help identify opportunities that are sustainable, both economically and for the land. I recommend a collaborative process to determine best outcomes and I would support any that made Hickory Hills sustainable.
- 1 More revenue facilities, like lodge to rent for events, ski equipment rentals. Take advantage of disc golf to raise money for Hickory and some special events at Hickory.
- 1 I think a more top tier courses could be put in. they could add bike and walking trails, and maybe even a dog park
- 1 More fun days- fundraisers with events, food, music. Over the years I have seen some in Ski club have nasty attitude toward those that want to enjoy tabletops, etc. unless ski club wants to buy hickory hills and privatize it- they need to stop the attitude. I fully support more utilization of hickory and I will help and support- volunteer, fundraise, etc
- 1 Anything that is cash flow positive. If the facilities were better, private events could be held there such as corporate events, weddings, and public events such as "concerts on the hill". The current financial model does not seem to work very well because the city continually evaluates whether to keep funding it. But it IS a city resource just like parks that should at least be partially funded by tax dollars. It is an important part of our community.
- 1 The more Hickory offers, the more it will attract families, members, and individuals to the hills.
- 1 Frankly I would like to see summer parking permits. I would be more than willing to pay for an annual pass if it could provide for more upkeep. Having to pay to play may also make people think twice before vandalising the benches and garbage cans.
- 1 I see a chance at sanctioned events at Hickory Hills in order to help raise funds for the Hickory's operational costs, much like Holiday Hills does, with the support of volunteers. Sanctioned events could be summer footraces, frisbee golf contest, winter terrain park contests, festivals, etc.
- 1 Expand terrain park to area between Birch and Jack's Trail in the winter. Although controversial, I feel that a sporting clay shooting range would be an excellent use of the area in the Summer time and would generate revenue and also attract potential private donors.
- 1 Adding more disc golf holes would increase its popularity and spread players out more on busy days so it won't be backed up
- 1 It would be great to see a single track mountain bike loop added and the ski lodge renovated and expanded. It is always so jammed on race day!
- 1 Rent the space out for group activities. Have fund raising events or charitable events out there. Mountain bike races.
- 1 More disc golf events, downhill mountain bike races, perhaps bmx track/ jumps, similar to the civic center skatepark, and other facilities alike. I also think the hill's main building is long overdue for some enhancement/ remodelling. I think that area has a lot of great potential for development and growth of the Traverse City area. Golf courses, tubing, go more resorty. Golf course!
- 1 Whatever it takes to keep Hickory Hills operating as a free park in the summer. :) Though I would also be willing to pay for a seasonal pass to use Hickory Hills in its current natural state. Regarding winter, take a look at the city of Midland's "City Forest," with toboggan runs and ice skating.
- 1 Be more engaging with social media putting on events or rail jams or things bringing family's together
- 1 Biking is a great market to tap into- perhaps king of the hill and climbing competitions, or enduro races! I would definitely help with such events!
- 1 running trails like civic center, biking like TART, work out area outdoors, playground for kids...
- 1 events. concerts. whatever to generate money to keep the ski club going so our kids can still ski there every winter
- 1 There are countless ways to work with hickory to help draw in the excessive summer tourism. The winter programs are an easy daycare for parents to drop their kids off at to get them out of the house. But there are many better places

nearby that work better are more suited to the winter park. Disc tournaments, pay to play disc golf (\$1 per person), revamped nature hikes and trails, animal/bird watching, dog park, etc.. can all be used to integrate the community, create jobs, and boost the tourism outside of the beaches and into Hickory hills as well.

- 1 We need to get the kids back into it. When I was growing up everyone of my friends would ride Hickory after school. There was always something to do at Hickory. There needs to be something to excite the kids, and the whole community. Freestyle snowboarding and skiing is very popular. Living out west now and seeing what the resorts do out here to maintain popularity. Just got to keep things current, up to date and fun!
- 1 More community in the disc golfing, fundraisers and stuff. Winter we need more boarder cross and other such compa
- 1 As mentioned above the addition of a well planned and executed mountain biking trail and possibly a bike skills area would be a great asset to Traverse City for both residents and visitors.
- 1 Expand lodge (or start over) so that it could support more/expanded activities. Pursue activities to increase revenue (e.g. concerts in summer, festivals, food service).
- 1 Sledding/ tubing, ice skating rink at meadow, better lodge/bathrooms, outdoor fire-pit; pavilion for gatherings, weddings, reunions; area for stage for concerts with hill side seating; lots of possabilties!!
- 1 Anything that brings the community together in any season is a welcomed opportunity for our family.
- 1 I'm in support of this, in theory, but I'm not entirely sure what the implication of "enhanced recreation activities" is. Sunday races, the terrain park, cross country trails, the bunny hill -- maybe I'm living through nostalgia, but right now it seems fine.
- 1 With better facilities, there could be wedding there, more events, and with better marketing, could get more use.
- 1 I don't know...I just know it's a gem that is underutilized. It would be nice to have an expanded nordic option on this side of town. Expanded nordic trails would be great.
- 1 Couple more charities a year. Like for breast cancer and wounded warrior project. Things that would bring the community together to have fun. Or even a chiari charity event
- 1 I see opportunities in making money off Hickory hills for the community. It is a great place to be in the winter no matter what the age. I spent a lot of my childhood at Hickory hills, made a lot of memories I will never forget.
- 1 Summer day camp. Zip line. Festivals with music or food. Push entry level skiing in partner ship with surrounding larger areas.
- 1 See comments to 14. Also, I'd suggest some type of "Winter Festival" event to be held at Hickory. Nonskiers tend not to be aware of its attractions and something like that would give them an opportunity to take advantage of the facility in winter and hopefully appreciate it more.
- 1 Expanded trails for mountain biking and trail running. Establishing "backcountry" ski runs that are accessed by human power (snowshoes, alpine touring, or telemark gear).
- 1 Improve for xc skiing trails improvement for mt biking single track trail. Snowshoeing through the woods around perimeter of skiing. Let snowshoers and skiers know snack bar is open and improve the drinks and have better snacks.
- 1 For the winter season hick just needs so more rails and terrain features. In the summer maybe change up the froff course.
- 1 Community winter sports and activities like the fun day and slush cup, races and tournaments. Summer actives like disc golf is booming all over the world. Hickory is listed as a course ranked amongst the best.
- 1 more terrain park competitions! we had one last year and it was great! we could make some good cash if we held one every month! just charge 5 or 10 bucks to enter! get some sponsors to give out some prizes and shwag and it would be awesome! i bet some a lot more people would come if we did that! it would be nice if we got some new rails too! and dont groom the hill when we get some deep snow so we can ski some pow for once in michigan!
- 1 A seperate hill for sledding would be great, perhaps an ice rink, a tobaggen &/or luge run. Summer would be great to have a Mountain Bike course, a place to fly kites, a frisbe course, an outdoor (or indoor) pool would be wonderful, but possibly impractical due to costs. It would also be nice for both seasons to have a restaurant on site, either in the lodge or elsewhere where you could buy at least sandwiches, soup, good pizza, etc.
- 1 Night time cross country ski trail system. Lodge improvements and other suggestions mentioned above.Perhaps a lodge down by the meadow and add nordic center remove old lodge.
- 1 Possible water fountain after hole 8 attached to the building there. The course is long and can be tiring. Having a place to refill water bottles or to get a drink of water would greatly improve the time spent there by the community in the summer months.
- 1 Disc golf is huge. People love to participate. Walking with or playing in a tournament, people like being active with other people. Traverse City is becoming more and more known. Why wouldn't we want to draw more crowds in with the beauty we have at our fingertips?

- 1 Any kind of nature or outdoor events, such as nature or trail hikes, ranger led hikes for wildflowers or birding or animal tracking. Any kind of wedding or parties, any kind of lessons, any kind of outdoor event that anybody would like to have there. Music, concerts, etc..Maybe take some pressure off the open space that is over-festival-ed right now.
- 1 I would love to see more community festivals/events in at Hickory. Encouraging community members to bike/walk to the event and maintain the open space of the meadows.
- 1 New lodge and new surface lift system are desperately needed. for summer an amphitheater for live music venues
- 1 Facility rental for family events. NOT to become an 'open space' for festivals... but rather an option for individuals to host gatherings. Also, is a skating rink an option? Hosting community gatherings? I've worked at small ski facilities where 'chuck wagon bbq' events and 'winter bonfires' were popular no frills revenue streams....
- 1 The lodge should be utilized in the spring summer and fall. Benches and bag racks at tee pads. Permanent fixes to weather/usage damage.
- 1 Host some festivals, farmers markets, weddings, events, etc. Not sure if traffic would be an issue or parking would permit, but maybe something within reason.
- 1 I am a disc golfer, but I value the opportunity to enjoy the ski hill. If I were a skier, I'd like to think that I would also value the disc golf. To me, Hickory has value as both a skiing and disc golf destination.
- 1 up grade tows and lodge add an amphitheater and offer summer concerts to help pay for the parks system
- 1 I think the lodge needs some TLC. It's pretty dumpy. The learn to ski programs offered at Hickory are top notch.
- 1 during the winter months we can still disc golf , but only use the first 5 fairways. it would be nice to see an additional loop of 4 so that a full set of 9 can be played with-out interfering with the ski area. And that could also be used in the warm weather months as alternate fairways
- 1 Adding chair lifts to the resort would make it easier for entire families to be able to participate in the winter activities there. Also more social functions like concerts and such would be a great fit out there. Kind of like Boyne Mtn does in the summer.
- 1 I see Hickory Hills having the opportunities to get more people up there enjoying one of our finer city parks. This however, comes with problems of overuse and crowded trails. Pay to Play for discgolf=less vandalism
- 1 I think it would be a great place for educational activities that relate to the environment and a place where summer classes could be held.
- 1 Maybe for the winter season set up an ice rink for the community to play some pick up hockey games and free skate. For summer time have a better notification on when there will be disc golf tournaments so others can actually play on instead of waiting behind the groups.
- 1 I like the concept of runs, fun runs, tough mudder kinds of opportunities that Hickory hills could run as a fundraising event unique to its environment. I think the location and seasonal flexibility could open creative doors for winter activities as well. Community events centered around outdoor activity....
- 1 One cool thing you could do is have a day that everyone comes to hickory one day and we can all set up hammocks all around the grounds.
- 1 I don't know what is meant by "enhanced", in the questions above. However, it would seem productive to the community as a whole to use the venue for gatherings in the summertime, when it is largely unused. I don't know what form this would take, and note that a mountain bike race was held there last year, and seems like a great use of the facility.
- 1 The summer could have programs- a camp for kids. More guided naturalist tours. It's such a great park. Put a zip line in like mt holiday. How about a mt bike slalom course for the kids and teens.
- 1 Expansion of slopes and winter facilities, updated lodge facilities, summer programs such as children's day camps, event center for concerts, small festivals/private parties, outdoor education for kids
- 1 The existing lodge at Hickory needs to be addressed and improved to allow other uses of the building when not being used as a ski lodge. Other programs offered at Hickory need to be better advertised so that everyone in the community is aware of them. Hickory should become a destination location within the Traverse City area for outdoor recreation.
- 1 Perhaps the grounds and facilities could be rented out for both private and community-wide events.
- 1 possible expansion of the current disc golf course . possibly add an additional disc golf course. Both helping to hold more and bigger events.
- 1 I understand the ski team puts a lot of money into hickory but i would like to see a better terrain park and maybe even a lodge on the backside if the ski team wants to be separated from us park kids.
- 1 see above...plenty of great ideas. Many of them can be revenue sources as well. Invite school groups during the day for sledding, winter snowshoe hikes, etc
- 1 Hickory Hills is a great place for adults and kids alike. If there are other ways to utilize this space to bring the community together, I'm all for it.

- 1 Winter programs are okay because hickory hills is more of a seasonal area. During the winter there are no tourists in town so there is less of a need for a tourist escape
- 1 Build a lodge and recreation center. Have outdoor festivals, concerts and alike. New activities will draw people but proper facilities are needed to serve the needs of the visitors.
- 1 I would like to see hickory hills install chair lifts instead of tow ropes. This could bring in more skiers and snowboarders. And they could use them in the summer for fast access to different holes for disc golf or even fast access to different hills or mountain biking.
- 1 XC ski, groomed skate ski trails. Marked trails for mountain biking. Increased availability of activities could increase revenue and fund area park system.
- 1 Better park competitions, bigger fun day at the end of the season, and possibly disc golf competitions.
- 1 The winter: terrain park better suited for teenagers and young adults The summer: trails dedicated to single track down hill mtn biking
- 1 Most popular users of Hickory Hills are dog walkers and disc golfers, how do we make it better for them?
- 1 Don't know. Ask my daughter and her family. They know best what's best for Hickory hills in today's world.
- 1 A small "pro shop" with snacks and discgolf supplies(towels,discs,mini-markers, etc.). Host a large PDGA Santioned tournament. Overnight events such as glo-golf, bonfires, night hikes. Nature walks with local enviromentalists.
- 1 I teach and I think you could hook up with a childcare program in the center, sponsored by a school or ymca to save insurance costs. Ymca will be closing it's other branch which holds a daycare in the summer by the river, I assume, when they open their new facility. Maybe a dog boarding center would work too. Maybe a kids nature museum with activities too. The zoo used to have a learning center. Small animals could be an attraction. It was well attended. Community garden plots? The commons Seems to be doing well.
- 1 There is great potential for bike riding. Give these kids s space to ride and build jumps. A small space would do and would please do many people and bring the community together
- 1 More ski runs, improved terrain park, zip line, downhill biking course on Swede for summer, bike trails, trail connection to regional trails (TART, Commons, Village), reception/social opportunities with updated facilities, Needs to be open (parking lot) to the residents in the summer. More connection to the meadows. Connection to M72. Opportunities are endless. Nature walks. School visits. Leaf collecting.
- 1 Not sure. I don't know entirely what this question means. What constitutes an "enhanced recreational activity?"
- 1 I would like to see improvements at all of the frolf holes. I think that they are used a lot and need a remake.
- 1 Nothing. Maybe advertise more or offer more in the winter (terrain parks, glade skiing) but all in all the frolf course is always packed.
- 1 Snowboard and ski competitions would be nice. Also disc golf competitions to be continued because my son loves to do those.
- 1 snowboarding has gone a long way nice hickory's been around and it time to catch up. it is a perfect place for snowboard progression. with proper obstacles and features it will help kids get better and be more safe. i also believe that this would bring more people in from surrounding areas. hickory has great potential for this if you look at cannonsburg MI, ragging buffalo IL, or hyland hills MN they are similar midwest style hills doing it right.
- 1 Mountain biking for all age and ability levels. T or J bars would be helpful for kids that struggle w/ the ropes. Snowshoeing events like they have at Timber Ridge would be great.
- 1 during winter, events are limited due to the very limited parking ,which is full most Sundays. That would also apply to summer events. Adding parking would make it less desirable... a catch 22.
- 1 New Lodge, parking area and summer time activities. Also more marketing to the local community and signs downwtown that would draw traffic to the hill.
- 1 We need to keep it unique and a low overhead (in terms of the building, facility, etc) and keep the rope tows as the form of moving skiers (more runs for your time). I love to see the ski season in full swing because it is at capacity. I think we could enhance the use with summer and winter competitions (running, snow shoeing, more cross country sprints etc). Also use it as a nature attraction for schools during the day.
- 1 Mountain biking/races, running races, concerts(!), rentals for parties, weddings, etc. Our farmers market needs a larger venue--why not Hick?
- 1 Rentals of space for private events, i.e. weddings, reunions, etc. Sculptural art added to trails similar to the art park at Crystal to help make a hike at Hickory more appealing to tourists. Host community recreational classes, i.e. birding, kite building, tree climbing, etc in the summer.
- 1 More benches and I don't know if there is a spot to refill water bottles, but that would be nice as well.
- 1 a picnic area/ pavilion with tables water fountains throughout the property public restroom facilities

- 1 some kind of disc golf course up all year round (I understand the need to keep it off the ski hills, but maybe an alternate course?)
- 1 Concerts, Mountain bike challenge course, Disk golf tournaments and or league, family hike, family fun run, Sunset on the hill
- 1 The entrance needs to be redone to make the hill more accessible for families and for additional activities. Then a wide range of winter/summer activities can be implemented.
- 1 Run the hill like it is a for profit ski hill. Align the fee structure to for profit hills in the area. I'm not saying charge the same, you can't. But kids under 8 should be free. Youth rates should apply. Open when the weather allows - not when the city rec department's schedule says to open. It is losing money because it is run like a city department, not a ski hill.
- 1 Winter season later or longer hours. Summer is best because there is no charge to use the facility
- 1 There is not enough space to express my thoughts on uses for this property. I have had a grand plan for this property for years. but never new who to talk to.
- 1 More competitions for skiing and snowboarding and possibly even for disc golf, Could help raise money from doing these.
- 1 doesn't really matter as long as the public is able to use these grounds for recreational activities.
- 1 Not exactly sure how to enhance the winter programs. I feel they are excellent and definitely push to maintain those programs. As far as summer goes, not really sure what opportunities there are, as I don't really use Hickory much in the spring, summer or fall.
- 1 I think more winter competitions could be held at hickory to bring in more income. I also think that they could work in the hills for mountain bike races.
- 1 Develop groomed cross country ski trails and have rental equipment on site. Hickory Hills could become a westside version of the Vasa ski trails.
- 1 Not really sure, but if Hickory needs to offer a greater variety of facilities and programs to be maintained, then I'm open to hearing about what those could be.
- 1 Parking improvements and logistics getting in and out for convenience and more importantly safety; lodge updating
- 1 I would like to see more disc golf and more trail up keep, but I don't want it to become a loud place with a bunch of motorbikes or something....
- 1 'It would be great if there were any wildlife classes or workshops available so I can learn more about the area!
- 1 There needs to be more PR for the whole venue(many folk don't even know it exists!) and there could be family fun days (other than just races) in winter and summer and concerts! Bands in the deck and seating on the hillside.... Perhaps a farmmarket or art shows.... Rent the lodge like they did years ago for parties..... Just make it a happy place!
- 1 Hickory could be a premier Nordic Center. Offering NCAA races to a mellow trail system for beginners. Tubing, Zip Lines etc added for extra revenue.
- 1 Improvement of the Lodge! Ski and Snowboard lessons and rentals. Maybe a ZIP line course to generate summer along with winter income.
- 1 There should be enhance advertisement that these facilities are available. I think only locals, and long term folks at that, are aware that this place is around.
- 1 Lifts would help for the ski program and allow an adaptive sport program to be started and an outdoor pavilion with water and bathrooms would allow more groups to partake of the area in the summer.
- 1 Parking lot is small and wet and muddy, kids really like the disc golf, like it that you can have dogs there.
- 1 A high quality terrain park would be a huge draw. Acquire additional adjacent properties to expand hiking trails and backcountry skiing opportunities. It sounds like the disc golf course could use some realignment and improved signage.
- 1 Winter: Rent ski locker. Summer: Frisbee golf needs more supervision. Kids are drinking/smoking/driving too fast/radios are too loud.
- 1 summer day camp, zip lines, climbing wall or wood structure. Tree climbing classes with ropes, ropes course, summer evening family movies, outdoor movies with people sitting on the hill looking down towards the screen, BBQ, boy and girl scout activities, capture the flag events, wedding picture spot overlooking West Bay,
- 1 Expand the terrain park in the winter. More people will come with better rails and jumps. Also host a mountain bike race in the summer. The lodge will be a great recourse for this.
- 1 Hourly rates due to limited runs. (I used to live in CO) It would be cool if I could plan a 2 hour ski workout in the middle of the day!
- 1 Snowshoe rental, more cross country skiing in hickory meadows, mountain bike races in the summer, cross country track meets for any age school, a Hickory Hills Challenge (like the M-22 challenge which is also a fundraising

opportunity).

- 1 Adding a new club house with locker rental. Possibly ski and snowboard rental with private lessons. That would help the families who are unsure if the activities are right for them without too much overhead.
- 1 Tubing, ziplines, tbar on swede. Summer time snack shop bathrooms, would keep people there longer. Parking lot lighting drop off area improvements. Safer sidewalk from parking lot to lodge.
- 1 Expanded food service and a liquor license in the lodge. Any lift besides a rope tow - Please!! Summer events - entertainment/concerts, family camping/cabins, lodge open with food service in the summer, private event rentals.
- 1 Update the lodge, food service and restrooms-think Holiday Hills. MAYbe not as large as Holiday, but along the same lines.
- 1 A magic carpet for the bunny hill would be great! Better staffing of the ski hills. My kids have been run down by teenagers and the staff did not care. More summer activities, like concerts or small festivals. Maybe the lodge could be pow to sell snacks in the summer?
- 1 I would say tournament for frofing and maybe classes or days to get young kids out and teach them how to play hopefully free to so we can have everyone who wants to come learn be able to. In the winter i will be working hickory most likely and i would like to get more freestyle competitions and more money pumped into the features. I believe that day to day business would be better if we got more rails and just pumped a little more money into the terrain park. Also i know a lot of energy drinks and companies involved in action sports will help out and donate rails and other features. Or atleast they have on many mountains and hills. They support progression and this hill has potential the rope tows you can get five times the amount of runs in and i have known a bunch of talented rider to call hickory their "stomping grounds". Think if we actually had more to the park not just what it has been in the past it would be a huge think for traverse city.
- 1 Perhaps work with the Conservancy or NMC to do guided nature walks, for children or adults. Maybe an at-risk youth clean up crew to keep the frof course clear of debris (natural or man-made). Add a tubing hill in the winter.
- 1 Maybe make something for skiing outside of the ski club - attract the public that normally doesn't use the hill. Try being open on a snow day with discounted rates?
- 1 increased summer activities for all ages, from flora and fauna to walking and hiking to disc golfing. the park gets significantly more use in the summer than ever in the winter. need year round bathrooms for both sexes.
- 1 I see it being updated and more runs opened I would be a huge improvement and more people would come
- 1 I think putting some money into the disc golf course could really set it apart from many of the courses in the area. If we were to leave the baskets up all winter and maybe even groom the course to make it a winter destination.
- 1 To have more events and even possibly concessions for the summer. Upgrade the terrain park for the winter
- 1 Restrooms, more upkeep of the disc golf tee boxes, and maybe a recycling bin or two for bottles and cans!
- 1 I did not answer yes or no as I don't understand what the enhanced activities might be. Would they be for all ages of folks, or just the young?
- 1 Would not want to layer in too much in winter. The place runs as pretty good skier capacity for the hours it is open. Hard to add "events" at this point without hurting the existing programs. Summer it appears to be wide open for disc golf, but not much else going on. Could be used for something.
- 1 Summer environmental programs for kids, lessons for kids, a place to ski and snowboard that is affordable to young families.

18. IF you answered NO to either question #15 or #16 above, can you please tell us why you do not support enhanced operations at Hickory Hills?

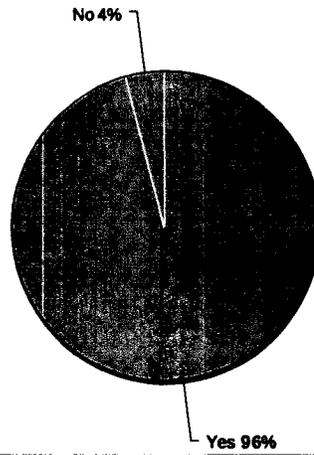
Count	Response
1	.
1	Boo
1	Continuing to provide the inefficient delivery of services via uncommitted city employees.
1	Cost. Inefficiency, waste
1	DO NOTHING THAT THREATENS DISC GOLF COURSE
1	Disc golf in summer is perfect the way it is.
1	Do not want the disc golf course changed.
1	Everything for summer is already there. Anything else would make feel different.
1	Hickory in the summer is already crowded enough. it doesn't need anymore publicity.
1	I am greedy and like to hike and disk golf with less people around.
1	I do not participate in winter activities at hickory hills.
1	I don't go to hick in the summer. But I'm sure it's fun
1	I enjoy it how it is right now.
1	I wouldn't want to see the skiing etc. go away in the winter.
1	I'd like to know more about what these would entail before I blindly support something.
1	I'm just not interested in skiing. But we do go tubing there sometimes!
1	It is fine just the way it is. Do NOT make events there. It is secluded and nice.
1	It's fine how it is
1	It's not big enough
1	Limited winter hours, expence of winter activity for a city park and accessibility.
1	More cost to taxpayers. Leave it open space
1	N/A
1	NA
1	Na
1	Never in TC on the summer
1	Not sure what youre talking about
1	Our family enjoys the nonskiing features of Hickory Hills.
1	Part of what makes hickory great is the lack of organization.
1	People enjoy the openness of the area in the summer.
1	Seems to be a hangout for kids....drinking, etc.
1	Seen above.
1	Should be private
1	Ski operations too expensive
1	Ski season w high school , middle school and younger... Busy
1	Tax increase?
1	Too many events spoil the area.
1	U hibernate in the winter
1	What you have in the winter is perfect. If its not broke dont fix it.
1	Whoever writes in this box seriously shall feel my wrath
1	With less activities it gives off the sense as a place to come to, to relax.
1	Would support winter activities ,I'm just not into skiing or tubing :-{
1	closed for winter
1	i like how quiet it is there, so i selfishly dont want anymore activities happening :)
1	leave it as natural and simple as it is; that is it's charm

- 1 summer activities depend very little on further development.
- 1 Hickory hills is perfect the way it is. It's a waste of money to change it. Don't change a good thing. We don't want its beauty and nature to be destroyed. We come here for the peace and serenity
- 1 Traverse City has limited winter sports areas, everyone thinks of Michigan as a ski state, we need more places like this to promote that
- 1 It's a nice private spot in the summer to run through and I wouldn't want those trails to be taken away
- 1 I feel the disc golf course is awesome, I've had a lot of good times here and I don't want it to change. If it made the course better, sure, but other than that don't change a thing,
- 1 Not everything needs to be developed. People love Hickory because of the way it is now. Please try to leave this area as untouched and unmarked as possible.
- 1 I have no opinion on winter activities at Hickory Hills. Unless that is to make disc golf possible in the winter.
- 1 I personally am not that familiar with HH, but do feel that too much attention & money is going to this facility, to the detriment of better uses.
- 1 If you mean enhanced by making people pay to go disc golfing and stuff that would not be cool. Unless you put lights up and sweet stuff for night frolic
- 1 I answered one yes and one no for these questions because I wanted to comment: I don't know what is meant by "enhanced" here, and I would need to know more to express an opinion either way. Some observations, though: the appeal, for my family, of Hickory (apart from its incredible convenience to TC) is the way it feels like a trip back in time—authentic old-school outdoor fun. I would not like to see changes made that would require huge returns on investment, and I would not like to see evolution towards a resort/theme-park experience (these things are in many ways connected), because these movements would, I feel, be antithetical to the fundamental throwback appeal of Hickory. I like the idea of ropes course-type activities, though, because they are relatively low overhead (funny choice of words, I know) and they reinforce the hands-on, naturalistic experience that I feel is so key (and unique) to Hickory.
- 1 Unless substantial investment is made for chair lifts at Hickory Hills, there will be no substantial gain in winter activities. Money is better spent on summer activities where you are expanding the amount of users and have much lower cost of improvements.
- 1 I'm not a huge fan of disc golf at Hickory Hills, it does not bring a crowd to the area that I think it should.
- 1 I don't want to see overdevelopment during the summer, only disc golf and hiking should be allowed
- 1 Enhanced usage during the winter does not affect me. Enhanced usage the rest of the year says additional activities which all interfere with disc golf. I would like disc golf at Hickory to be given the same respect as traditional ball golf at ball golf courses.
- 1 It is a drain on funds for a very specific part of the community. Money better spent on sidewalks around the city.
- 1 I didn't vote no, but would not support any program that would hinder the GTSC programming. It is the best thing that has ever happened to Hickory Hills.
- 1 I would not like it if Hickory Hills turned into another Traverse tourist attraction. Some things are not worth making money on. There needs to be some local identity maintained in the area without feeling like every last natural resource is marketed to the non-native public.
- 1 I am afraid it would ruin it. It is a gem as is to be maintained as is so as not to lose what we already have
- 1 H.H. is dominated by discers. Very few bikers use the trails, dog walkers use the field. Don't squeeze out the discers to accommodate a very small minority.
- 1 The only thing that makes me nervous about increased winter activities is over-crowding of the hill
- 1 It depends upon what is meant by "enhanced". The skiing programs are well run and many times the facility appears to be at capacity. A large part of the attraction is that it is small and caters to a younger audience. I am not in favor of enhancements that would add to the cost to families of skiers.
- 1 It depends on how much busier and more developed Hickory would become. The question is really about "money" being the controlling factor. If this is the case, then do the bare minimum to "enhance" what is already a good thing.
- 1 I don't want it to become a snowmobiling course or race site, I like the neighborhood feel, and the kind of hidden quality. It shouldn't be a tourist destination....it is something for those of us that live in town to use and keep for future townies... It is one of the only places to go in the city limits that is really natural and wild.
- 1 My family used to ski there but I became very disappointed in how it was run and the rudeness of its patrons.
- 1 Enough affluent yuppies already clog this area, the whole reason I don't go there to take part in braggadocio is the crowd. I play disc golf elsewhere and ski elsewhere. The scenery and atmosphere is not worth the time or money.
- 1 I think the area does well to run itself during the summer months, even without many regulations or "enhanced recreation". Hickory is so peaceful in the summer, I'd hate to see it re-imagined as some sort of summer camp, but if

that would be a boon for the ski area as a whole, I guess I couldn't disagree.

- 1 Hickory Hills functions really well as it is and I can't think of anything that I would want to see added there besides maybe a potable water source.
- 1 Years ago a summer youth program operated out of Hickory. It provided jobs for High School and College kids while giving families an option for supervised summer care.
- 1 Money spent for such a short ski season. Severe erosion problems on ski runs from removal of forest canopy.
- 1 Not sure you need to offer events and or programs in the summer. It is simply a nice place to bike and hike. I am not opposed to events there I just don't think it is a necessary thing.
- 1 other than Nordic skiing and such I don't think winter rowdy festivals like brew or food festivals should be held there, it really would overdevelop the area that should simply be about the nature aspect, and go against the ideals of hickory
- 1 I think making it too commercial will ruin the "state-park" quality of the surroundings. It needs to be as untouched as possible to keep it's charm.
- 1 Limited alpine race program (GTSL) Dont make it all about alpine skiing and the ski area - focus on reinventing Hickory as a recreation and cultural area
- 1 In the summer these past recent years there have been a ton of people frofing and there are already a number of frof tournaments so maybe some biking ttrails that are better maintained.
- 1 Other than ski season, I feel that hickory hills should remain a park that is relatively unstructured in recreational programs
- 1 I believe that the Hill has served the needs of the community as a ski and trail hiking facility for many years. I am open to discovering what other activities are being proposed.
- 1 I feel that it is very crowded as is. Unless additional space were provided, more summer activities could overrun Hickory
- 1 I believe the City, Elmwood, Garfield, East Bay, and Acme should form a Joint Recreation Authority to support operations and expanded year-round programming at Mt. Holiday. It is a more dynamic community asset and given global warming I do not believe we can support two small ski hills in the future.
- 1 I do not know what "enhanced operations" entails. I would support them if they minimized damage to the ecosystem of the forest area.

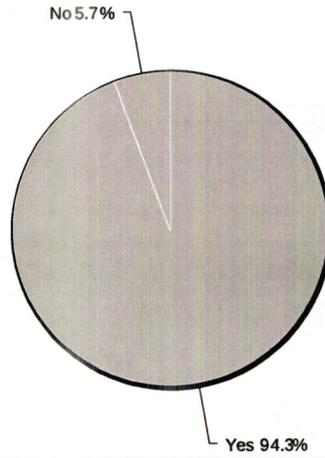
19. Hickory Hills was established for the purpose of providing free/affordable winter recreation for area youth. Do you believe that this should continue as a goal for the park?



19. Hickory Hills was established for the purpose of providing free/affordable winter recreation for area youth. Do you believe that this should continue as a goal for the park?

Value	Count	Percent %	Statistics
Yes	765	96.0%	Total Responses 797
No	32	4.0%	

20. There exists a current gap in funding for the cost of winter recreation at Hickory Hills--historically it has been funded by the City of Traverse City as a park operation. Do you agree with the continuation of the City's financial support of Hickory Hills?

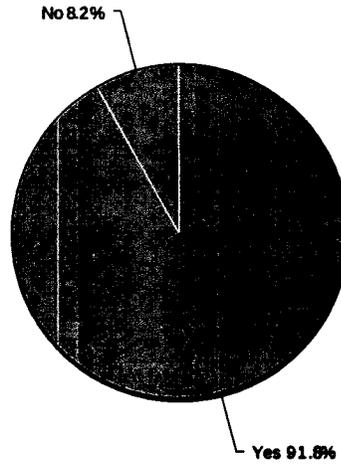


20. There exists a current gap in funding for the cost of winter recreation at Hickory Hills--historically it has been funded by the City of Traverse City as a park operation. Do you agree with the continuation of the City's financial support of Hickory Hills?

Value	Count	Percent %
Yes	742	94.3%
No	45	5.7%

Statistics	
Total Responses	787

21. Do you believe additional funding sources should be pursued to support park operations? If so, please provide your suggestions.



21. Do you believe additional funding sources should be pursued to support park operations? If so, please provide your suggestions.

Value	Count	Percent %	Statistics	
Yes	697	91.8%	Total Responses	759
No	62	8.2%		

22. Please provide us your first and last name.

Count	Response
1	A rid
1	A.J. Otto
1	Aaron Christenson
1	Aaron Greenman
1	Aaron W Brown
1	Abigail Peck
1	Abigail Skibowski
1	Adam Stricker
1	Adrienne Bruder
1	Alec Reznich
1	Alex thomas
1	Alisha VanVliet
1	Allison Hall
1	Allison VanderKolk
1	Amanda Yin
1	Amy
1	Amy Green
1	Amy Littlefield-Bousamra
1	Andrew Greenman
1	Andrew Nichols
1	Andrew Thomas
1	Andrew Wares
1	Andrew farron
1	Andrew pace
1	Andy Batteiger
1	Andy Baumann
1	Andy Humphrey
1	Andy Longton
1	Andy Sill
1	Angela Petty
1	Angela Stricker
1	Anne Schwartz
1	Anne Stanton
1	Anonymous
1	Anthony Colombo
1	Arthur Velez
1	Ashley S
1	Austin Bannister
1	Austin McClary
1	Barbara Cain
1	Beau Shacklette
1	Ben Mohrhardt
1	Ben Phillips
1	Ben Yancho
1	Benjamin Post

1 Bill Bageris
1 Blake Vance
1 Bob
1 Bob Clark
1 Bonnie Miller
1 Brad Anderson
1 Brad Miller
1 Bradley Chaplin
1 Brandon
1 Brandon Basch
1 Brendan wells
1 Brent Wiersema
1 Brett Kenny
1 Brian Ameel
1 Brian Breneman
1 Brian Fenlon
1 Brian Haas
1 Brian Pitser
1 Brian VanDenBrand
1 Brit Lundquist
1 Brit Wade
1 Brooke Bostwick
1 Brooke McAnallen
1 Bruce Hood
1 Bryan Aleshire
1 Bryan Carnes
1 Bryan Jung
1 C Rebman
1 CAROL WEBER
1 CONNOR HANSEN
1 Caelum Gay
1 Cal Benke
1 Cal Steinorth
1 Cameron McCardel
1 Cameron Seeley
1 Carey Owens
1 Carl
1 Carl Edgren
1 Carolyn Keith
1 Carrie Urbain
1 Cathi hornbogen
1 Charles Koehler
1 Charlie Clark
1 Cheryl Carlson
1 Cheryl Livingston
1 Cheryl M.
1 Chris Bazzett
1 Chris Page

1 Chris Sullivan
1 Chris piedmonte
1 Christine Skibowski
1 Christopher Brown
1 Christopher Wilde
1 Cindy Tomlinson
1 Clayton Burnheimer
1 Cody Sovis
1 Cole Szunko
1 Colton Schumont
1 Connor kostrzewa
1 Corbin & Leslie Buttleman
1 Corbin cutter
1 Corey
1 Corey eaton
1 Cory Wade
1 Craig Fortuna
1 Craig Kielty
1 Cricket Crampton
1 Dalton Mitchell
1 Dan Culp
1 Dan Gleesak
1 Dan Sutton
1 Dan Wagner
1 Dana Allen
1 Dane Shemwell
1 Daniel Hess
1 Daniel LaBonte
1 Daniel Montgomery
1 Danielle Mckaye
1 Dante Valentino
1 Darryl Nelson
1 Dashiell Dryden
1 Dave Maddox
1 David Baumann
1 David Blesh
1 David Dean
1 David Gerber
1 David Heimbürger
1 David Irwin
1 David Kjeldgaard
1 David Phelps
1 David Rhine
1 David Shapiro
1 David Tak Ready
1 Deanna Pitser
1 Deborah VanWagner
1 Dee-Dee Burch

1 Dennis Mikko
1 Derek Denoyer
1 Derek Straayer
1 Devin Dante
1 Diane Jeynes
1 Dianna Johnson
1 Dillon Deemer
1 Don Olendorf
1 Don Stellan; President, Grand Traverse Ski Club
1 Donald Belyea
1 Doug spence
1 Ed Ness
1 Elizabeth Roth
1 Elizabeth nichols
1 Emerson Lawton
1 Eric Campbell
1 Eric Clone
1 Eric Lucyk
1 Eric Okerstrom
1 Eric Piedmonte
1 Eric Robinson
1 Erica Stegenga
1 Erik Lindstrom
1 Evan
1 Francie Dorman
1 Frank Petty
1 Gabe Schneider
1 Gary ruoff
1 Gil Bogley
1 Glen Eisenhauer
1 Grant Kellogg
1 Grant McMullen
1 Grayson Wiggins
1 Greg Argyle
1 Greg Carlen
1 Gregg Smith
1 Gretchen Gran
1 Gunnar carroll
1 Hadryn Holton
1 Hanna
1 Harrison burch
1 Heather Neitzke
1 Heather VanStratt
1 Heather Wares
1 Heather shaw
1 Heidi Clark
1 Heidi Schramski
1 Holly Collison

1 Holly Schurg
1 Ian Connick
1 J Hayes
1 Jack Keyes
1 Jack Rowell
1 Jack Stevenson
1 Jacob Nestor
1 Jacob Overholt
1 Jacob Scott
1 Jacob breithaupt
1 Jake Therrien
1 Jake Walker
1 Jake fisher
1 Jake schropp
1 James Mosier
1 Jan Baty
1 Janet Kivell
1 Janette Shoemate
1 Janice Beyer
1 Jason Hicks
1 Jason Karle
1 Jason Larson
1 Jason McCary
1 Jayne Schroeder
1 Jeff Kuehle
1 Jeffrey
1 Jen Bourdo
1 Jenn Warren
1 Jennifer Goodwin
1 Jennifer Hamilton
1 Jennifer Julin
1 Jennifer Szunko
1 Jeri Bohms
1 Jerry Stanek
1 Jessi Kempf
1 Jessica Campbell
1 Jessica Gerber
1 Jill Holden
1 Jim Carruthers
1 Jim Feeley
1 Jim Schramski
1 Joan Longton
1 Joe Esper
1 Joe Vanderbosch Jr
1 Joel Cerny
1 Johanna Schmidt
1 John Aldrich
1 John Hall

1 John Morris
1 John Roth
1 John Stanton
1 Johnnie Leigh
1 Jon Stewart
1 Jonah Laursen
1 Jordan Rivett
1 Jordi Llore
1 Joseph yanover
1 Joyce Slater
1 Judy Arnold
1 Julie Dalton
1 Julie Tripp
1 Justin kruse
1 Kaitlyn Burns
1 Kali Sanford
1 Karen Griggs
1 Karen Mueller
1 Kathryn Baumann
1 Kathryn Huschke
1 Katie Horvath
1 Katie Medler
1 Katrina Samuel
1 Keegan Kenny
1 Keeler Steele
1 Keenan Ruppen
1 Keith Aten
1 Keith Tasker
1 Keli Rice
1 Kellen Bishop
1 Kelly Robinson
1 Kelsey Grigal
1 Kent N.
1 Kerri Wosek
1 Kerrie Kornexl
1 Kerry Hanley
1 Kevin Kelly
1 Kinsey Hintz (age 6)
1 Kirk Ranney
1 Kj
1 Kristi Wodek
1 Kurt wright
1 Kyle Huggett
1 Kyle Hughey
1 Kyle Ostrowski
1 Kyler Aiken
1 Laura O'Brien
1 Lauren Vaughn

- 1 Laurie Miholer-Zachritz
- 1 Lindsay Annelin
- 1 Lindsey Pierce
- 1 Lindsey Rogers
- 1 Lisa
- 1 Lisa Peoples
- 1 Liz Kirkwood
- 1 Liz Nowka
- 1 Liz Robertson
- 1 Lockwood
- 1 Logan Laubach
- 1 LuAnn Heinert
- 1 Luke Chikas
- 1 Luke Dobron
- 1 MELANIE WEBER
- 1 MICHAEL ROSS
- 1 Macaire Dutmers
- 1 Marc Hamlin, Northern Waters Disc Golf Series
- 1 Marcus Clary
- 1 Margaret Pierson
- 1 Margaret Szajner
- 1 Maria Carroll
- 1 Maria Ulrich
- 1 Mark Bondy
- 2 Mark Clark
- 1 Mark Madion
- 1 Mark Reilly
- 1 Marshall Cartwright
- 1 Martha Ahluwalia
- 1 Martin Foley
- 1 Mary Friar
- 1 Mary Van Valin
- 1 Mathew Branch
- 1 Matt Desmond
- 1 Matt Madion Jr
- 1 Matthew Dykema
- 1 Matthew Keller
- 1 Matthew Lakanen
- 1 Matthew Zimmerman
- 1 Maureen Madion
- 1 Maureen Michaels
- 1 Max Hughes
- 1 Meagan Alvarado
- 1 Meg Franklin-Judd
- 1 Megan Shapiro
- 1 Megan humphrey
- 1 Megan stanchfield
- 1 Meghan Dykstra

1 Meghan Walls
1 Melissa
1 Melissa Baumann
1 Melissa Russell
1 Michael Pfannenstiel
1 Michael Siciliano
1 Michael Siuda
1 Michael Sixbey
1 Michael Strom
1 Michael Johnston
1 Michelle "Shelby" Reynolds
1 Michelle McKerchie
1 Michelle Stevenson
1 Mike & Laura Seward
1 Mike Bohms
1 Mike Coco
1 Mike Curths
1 Mike DeVries
1 Mike Elmore
1 Mike Hintz
1 Mike Hunt
1 Mindy Firebaugh-Longton
1 Mindy Hawley
1 Mitch Hubbard
1 Mitchel Clark
1 Mitchel Taplin
1 Mitchell Mckolay
1 Molly Tompkins
1 NA
1 Natalie Brown
1 Nate Elhart
1 Nathan Griswold
1 Nicholas Tarsa
1 Nick Baker
1 Nick Messina
1 Nick Rebant
1 Nick Chemello
1 Niki Elhart
1 No Thanks
1 Nonie Tompkins
1 On or Thompson
1 Pam Darling
1 Patrick Dunlop
1 Patrick Miles
1 Patti Tibaldi
1 Paul Arnold
1 Paul Britten Jr
1 Paul Crowley

1 Paul Phillips
1 Paula
1 Pete Kirkwood
1 Peter Alvarado
1 Peter Eby
1 Peter Garthe
1 Peter Worden
1 Peter Young
1 Pilar Galnares
1 Quentin Phillippo
1 RJ Fenton
1 Ralph Cerny
1 Rebecca Ligon
1 Reece Doezema
1 Ric Evans
1 Richard Little
1 Rick Boyd
1 Rick Shimel
1 Rob Bacigalupi
1 Rob Clements
1 Robert Kelly
1 Robin Donkers
1 Rod Kivell
1 Rose Foley
1 Ross Hammersley
1 Rudy Bishop
1 Russell Carter
1 Ruth
1 Ryan Bischoff
1 Ryan Geiser
1 Ryan Kuhn
1 Ryan Sweeney
1 Ryan thompson
1 Sally black
1 Samantha Olsen
1 Samantha Swartzmiller
1 Sandy Lockwood
1 Sara Bageris
1 Sara Dennis-Parker
1 Sara Moss
1 Scot perry
1 Scott Spear Jr.
1 Sean Brownell
1 Sean Craven
1 Sean Flaherty
1 Sean McPherson
1 Sean OConnor
1 Sean Quinn

1 Shane Olman
1 Shane rosa
1 Shannon Jones
1 Shannon olshove
1 Shawna Asher
1 Shelley Johnson
1 Shelley sorensen
1 Sherri Fenton
1 Sherwood Smith
1 Sienna Fasel
1 Soren nielsen
1 Stephen Siddall
1 Steve Beyer
1 Steve Fox
1 Sue Gaston
1 Susan Vigland
1 Suzannah Tobin
1 T T
1 TJ Manzer
1 Tammy Hagerty
1 Taylor Miller
1 Teague Tompkins
1 Teresa Molano
1 Than Dykstra
1 Theo Early
1 Theresa Hickman
1 Thomas
1 Thomas Harrigan
1 Tim Tompkins
1 Todd Lewis
1 Todd Miner
1 Todd Muha
1 Todd Vigland
1 Tom Northway
1 Tom O'Brien
1 Tony Majerczyk
1 Tracey Kukla-Aleshire
1 Tracy Jenkins
1 Travis Smith
1 Travis miracle
1 Travis moran
1 Trevor Franklin
1 Troy Naperala
1 Tucker Cartwright
1 Tyler Blumenfeld
1 Tyler Dalton Hubbell
1 Tyler Norman
1 Walker Hepner

1 Wendy Gaines
1 Wendy Helmka
1 Wes and Arlene Nelson
1 Will Havill
1 William ranger
1 Willow Al-Shamma
1 Zac Cauchy
1 Zachaery Cram
1 Zachary Kellogg
1 Zak Denny
1 andrew peck
1 audrey e
1 brendan mcnamara
1 brendan ruppen
1 brian park
1 briggs chapman
1 bryce blick
1 celia favela
1 chad jones
1 chloe lanore
1 christina riddle
1 craig prime
1 dede Scheppe
1 don highway
1 fred sorensen
1 gary wittig
1 jason olman
1 jason parks
1 john trolz
1 justin baker
1 k shiels
1 kc
1 kevin kreta
1 kristen neithercut
1 landon reynolds
1 laura wilcox wilson
1 m Reid
1 matt joppich
1 matthew Madion
1 mike hansen
1 mike trippe
1 nate simpson
1 nick wedra
1 paul danielson
1 pete sholten
1 peter trucco
1 ryan nelson
1 sandy blumenfeld

- 1 sean hall
- 1 susan dutmers
- 1 susanhamlin
- 1 t. coe
- 1 theo w
- 1 tim nielsen
- 1 tim skolnik
- 1 william schaub
- 1 you have it
- 1 zac shafer
- 1 zach broad

APPENDIX B:
Existing Ski Area Specifications

Table 1 : Existing Lift Capacity

Map Ref.	Lift Name, Lift Type	Top Elev.	Bottom Elev.	Vert. Rise	Plan. Length	Slope Length	Avg. Grade	Actual Capacity	Rope Speed	Carrier Spacing	Lift Maker/ Year Installed
		(ft.)	(ft.)	(ft.)	(ft.)	(ft.)	(%)	(persons/hr.)	(fpm)	(ft.)	
A	Lift Birch	988	856	133	651	666	20%	2,040	850	25	1951
B	Lift Buck	953	837	116	484	499	24%	2,040	850	25	1951
C	Lift Bunny	876	857	19	256	257	8%	1,440	600	25	1951
D	Lift Swede	970	826	144	720	736	20%	2,040	850	25	1951
E	Lift Waterfall	821	764	57	363	368	16%	1,800	750	25	1980

Table 2: Existing Terrain Specifications

Trail/Area Name	Top Elev.	Bottom Elev.	Vert. Drop	Plan. Length	Slope Length	Avg. Width	Slope area	Avg. Grade	Max. Grade	Skier/Rider Ability Level
	(ft.)	(ft.)	(ft.)	(ft.)	(ft.)	(ft.)	(acres)	(%)	(%)	
Birch	985.9	858.7	127.1	618.4	632.6	183	2.7	21%	28%	Low Intermediate
Buck	948.4	837.9	110.4	471.8	485.8	166	1.9	23%	28%	Low Intermediate
Bunny	876.2	857.4	18.8	248.8	249.8	105	0.6	8%	10%	Beginner
Jack's Trail	987.4	885.3	102.1	739.3	747.9	29	0.5	14%	19%	Novice
Pete	951.4	833.6	117.8	456.0	477.6	105	1.2	26%	45%	Advanced Intermediate
Suicide	944.6	871.9	72.7	472.5	482.5	46	0.5	15%	30%	Low Intermediate
Swede	982.6	847.2	135.4	649.4	665.2	195	3.0	21%	23%	Novice
Waterfall	844.1	765.1	79.0	459.5	472.2	152	1.6	17%	36%	Intermediate
TOTAL					4,214			11.9		

Table 3: Existing Terrain Distribution by Ability Level

Beginner	0.6	21.1	9%	5%
Novice	3.5	86.9	36%	15%
Low Intermediate	5.0	100.5	41%	25%
Intermediate	1.6	24.7	10%	35%
Adv. Intermediate	1.2	11.5	5%	15%
Expert	0.0	0.0	0%	5%
TOTAL	11.9	245	100%	100%

Table 4: Existing Comfortable Carrying Capacity

A	Lift Birch	666	133	2,040	7.00	0	30	1,428	1,326	110
B	Lift Buck	499	116	2,040	7.00	0	30	1,428	1,164	70
C	Lift Bunny	257	19	1,440	7.00	0	30	1,008	136	50
D	Lift Swede	736	144	2,040	7.00	0	30	1,428	1,438	150
E	Lift Waterfall	368	57	1,800	7.00	0	30	1,260	501	40
	TOTAL	2,526		9,360				6,552	4,565	420

Table 5: Existing Density Analysis

Lift Name	CCC	Guest Dispersement				Density Analysis				
		Support Fac./Milling (guests)	Lift Lines (guests)	On Lift (guests)	On Terrain (guests)	Terrain Area (acres)	Terrain Density (guests/ac.)	Target Trail Density (guests/ac.)	Diff. (+/-)	Density Index (%)
Lift Birch	110	28	0	19	63	3.2	20	21	-1	95%
Lift Buck	70	18	0	14	38	3.5	11	17	-6	65%
Lift Bunny	50	13	0	7	30	0.6	50	35	15	143%
Lift Swede	150	38	0	21	91	3.0	31	25	6	124%
Lift Waterfall	40	10	0	10	20	1.6	12	15	-3	80%
TOTAL	420	107	0	71	242	11.9	25	23	2	110%

**Table 6:
Industry Average Space Use – Existing Conditions
Base Area**

Ticket Sales/Guest Services	162	150	180
Public Lockers/Cubbies	108	280	350
Rentals/Repair	-	380	460
Retail Sales		80	100
Bar/lounge		300	360
Adult Ski School		-	-
Kid's Ski School		300	370
Restaurant Seating	1,130	1,790	2,180
Kitchen/Scramble	214	790	970
Rest rooms	171	320	390
Ski Patrol	142	160	190
Administration	188	200	240
Employee Lockers/Lounge		80	100
Mechanical, Storage, Circulation	195	870	1,300
TOTAL SQUARE FEET	2,310	5,700	7,190

Notes:

1. Ticket Sales/Guest Services. Shows current space is adequate. Include retail opportunity (refer to Retail)
2. Rentals represent 25% of proposed CCC (+/-105units)
3. Added space for Kids Ski School
4. Seating. 125 seats x 15/sf = 1,875 (hits the middle of the range)

**Table 7:
Recommended Restaurant Seating**

	Base Area	Top of Mountain	Total Resort
Lunchtime Capacity (CCC)	441	0	441
Average Seat Turnover	3.5		4
Existing Seats	55		55
Required Seats	126		126
Difference	-71	0	-71
Existing seating capacity	193	0	193

**Table 8:
Recommended Parking**

	Multiplier	Base Area	Total
CCC + other guests			441
% parking at portal		100%	
# parking at portal		441	441
net # requiring parking		441	441
# of guests arriving by car	80%	353	353
# of guests arriving by drop-off	20%	88	88
Required car parking spaces	2.25	157	157
Required employee car parking spaces			0
Total required spaces		157	157
Existing parking spaces		150	150
surplus/deficit		-7	-7
Existing parking capacity (guests)			426

Note:
Assumes increase in bus business from 7 to 12 buses on busy days

APPENDIX C:
Youth/Teen Focus Group Comments

Hickory Hills Master Plan
Youth / Teen Focus Group
March 5, 2014 @ Hickory Hills Lodge

Input Ideas:

- Free style
 - 2 x Better terrain park
 - More advanced terrain park
 - 4 x Better rails
 - 50 ft butterbox
 - Make flatter table tops
 - 2 x Team snowboarding and team trick skiing with competitions in terrain park
 - 2 x Get more rails in the park
 - Beginner terrain park on lodge edge of Birch (where rope used to be)
 - New shovels for the park
 - Mini-jump track line
 - Lots of new rails on Waterfall lift
 - Fire pit
 - Thin trees down middle of Swede and Waterfall for natural terrain park
 - Repurpose metal picnic tables as boxes
 - More trails and rails in the woods of Waterfall
 - Wood rails with rhythm lines between Swede tow rope and Swede slope
 - Nip jump near bottom of Waterfall rope (at steep from woods)
 - More rails on Swede, not on Waterfall
 - Jumps and rails on Swede
 - Jacks Trail – banks and little jib obstacles
 - 2 x Deeper landings on tables – long and steep
 - Jumps on new trail between Jacks Trail and Birch
 - Use cut down logs as rails - anywhere
- 2 x Rentals
- Don't over clear or over develop
- Willing to help with ANYTHING. Post on Hickory Hills Facebook page.
- Runs
 - More slopes
 - Clear Swede on other side of tow rope
 - Widen Waterfall
 - Add more runs
 - Attach Suicide to bottom of Birch rope
 - Lights on Suicide
 - Top of Birch rope to halfway down Jacks Trail
 - New rope up hill opposite Birch to Suicide
 - New rope from halfway up x-country to high point above Suicide
 - More runs and trails
 - Wood obstacles
- 2 x Ice skating rink
- Pond hockey in the meadow
- Music playing over speakers outside of lodge

- Big group discount (school trips)
- Advertise more
- Get sponsors
- 3 x Tubing
- Sell hand warmers
- Benches around the area for people to rest on the hills
- Hot chocolate included in your lift pass for a small fee
- Teen party night
- More than just one Fun Day per season
- Lodge
 - Enlarge lodge – more room to put bags and sit
 - Secure storage – lockers
 - Upgrade bathrooms
 - Barbecue grill
 - Free wifi
- A second warming shack near Swede
- Food service
 - Ice cream – bring back Hickory Hash
 - \$1 Bosco Sticks
 - More selections for main dishes
 - Specials for food
 - French fries

Summer

- Disc Golf
 - Add more disc golf holes
 - Clean up disc golf course
 - Add more trails for disc golf
- Ice cream shop
- 2 x Basketball court
- Volleyball court
- Fundraisers
- Mountain biking
 - 3 x Mountain bike trails
 - Host biking events
- Foam pit / airbag (free style training in summer)
- 2 x zip line
- Drinking fountains – at all water hook-ups for snow making
- Summer Fun Day
 - Capture the flag
 - Water balloons
 - Obstacle course
- Camping

**APPENDIX D:
Market Assessment**

Hickory Hills Ski Area Multi-Season Recreation Plan Market Assessment

January 2014



Prepared for:

*City of Traverse City
Garfield Township
Grand Traverse Ski Club
Preserve Hickory
and
SE Group*

Prepared by:

*RRC Associates, LLC.
4940 Pearl East Circle, Ste 103
Boulder, CO 80301
303/449-6558*

Table of Contents

INTRODUCTION	1
OVERVIEW OF FINDINGS.....	1
RESIDENT / VISITOR DEMOGRAPHIC PROFILES.....	4
Location.....	4
Northwest Michigan Residents	5
Northwest Michigan Visitors.....	8
Top Activities for Visitors	12
Visitor Party Characteristics	14
TRAVERSE CITY FESTIVALS / EVENTS AND FACILITY USAGE ...	15
Hickory Hills.....	15
Grand Traverse County Civic Center:	16
Traverse City Festivals and Events	17
ACTIVITIES AT OTHER SKI AREAS.....	18
Timberlee Hills.....	18
Mt. Holiday.....	18
Crystal Mountain	19
Boyne Mountain	19
Shanty Creek Ski Resort	20
OUTDOOR ACTIVITIES IN TRAVERSE CITY AREA	21
Regional Recreation and Transportation Trails	21
Sleeping Bear Dunes National Lakeshore.....	23
Area State Parks	25
Wineries and Wine Trails	26
Casinos	30
Golf	30
Scenic Drives.....	30
OBSERVATIONS AND CONCLUSIONS	35

Introduction

This report summarizes research conducted by RRC Associates, an independent consulting research firm in Boulder, Colorado, with assistance from SE Group, on behalf of Hickory Hills Ski Area in Traverse City, Michigan. Specifically, as a portion of the broader Multi-Season Master Recreation Plan for Hickory Hills, this market assessment defines visitor trends and volumes, local and regional market demographic profiles, and a broad analysis of existing regional amenities and attractions in the Northwest Michigan area. This report and research is intended to serve as a framework for discussions to assist Hickory Hills and City of Traverse City management team in making strategic decisions regarding the opportunities and barriers for the success of four-season recreation at Hickory Hills.

This report and research are also intended to support the ongoing process of identifying development and programming opportunities at Hickory Hills.

Research and subsequent findings rely on a combination of professional experience and secondary research. The secondary research includes reports and data gathered by from D.K. Shifflet & Associates, Anderson Economic Group, Avenue ISR, Michigan Department of Natural Resources, US Census Bureau, Michigan Department of Technology, Management and Budget, National Park Service, Michigan State University Extension, Traverse City Convention and Visitors Bureau, Traverse Area Recreation and Transportation Trails Inc. (TART), and in-house RRC Associates information.

Overview of Findings

This section highlights the most critical findings from this market assessment. Please see the main body of the report for more detail on these and other topics.

- **Population Numbers.** The population of the Traverse City Micropolitan area is 143,418 and includes Grand Traverse (86,787), Leelanau (21,685), Benzie (17,625) and Kalkaska (17,321) Counties. Residents of Grand Traverse County represent the primary market for users of Hickory Hills, and are anticipated to continue to be the dominant source of customers. Projections from the Michigan State Demographer indicate that the population of Grand Traverse County is anticipated to grow to 99,600 by the year 2020.
- **Demographics.** Residents of Northwest Michigan have a median household income of about \$45,000 overall. Traverse City MSA's median household income is almost \$49,500. The nearest counties to Hickory Hills, Grand Traverse and Leelanau, have the

highest median household income of all the Northwest Michigan counties with \$50,629 and \$55,247 respectively. Additionally, nearly all adults in Grand Traverse County have earned at least a high school degree (93 percent), while nearly 30 percent have a Bachelor’s degree or higher. These data suggest availability of time for leisure and recreation, as well as the means for local households to afford to participate in some level of leisure and recreational activities.

- Potential to Capture Visitors. Summer in Northwest Michigan sees a significant influx of visitors from other parts of the state and from out of state. In 2012, 3.3 million visitor trips were made to Traverse City; 1.3 million visitor parties came to Traverse City area specifically. The average travel party size was 2.5 visitors per party and stayed in the area three days. The large number of visitors to the area, particularly in the summer, represents an intriguing, if challenging, potential customer base for Hickory Hills.

Visitors to Northwest Michigan are mostly comprised of the “young & free” and “young families,” have an average household income of about \$75,000; slightly less than half have children, and most were born between 1965 and 1980.

- Visitor Activities and Reasons for Visit. Visitors top activities in the Traverse City area are shopping, entertainment, dining, and sightseeing, suggesting a leisure-based visitor. Additionally, the primary reasons for visiting the Traverse City area were wineries, Sleeping Bear Dunes, visiting friends and relatives, outdoor recreation and sports, beach activities, and festivals and events. While Hickory Hills has the opportunity to capture some of these visitors from outside the region, Hickory Hills is not currently part of the primary draw or primary set of activities for visitors.
- Scenic Drives. The Traverse City region has numerous scenic drives throughout the area, including wine tours, fall color driving tours, and motorcycle tours. With Traverse City as the origin for each of these tours/drives, Hickory Hills is strategically located nearby many of the routes, which pass by on Randolph Street. However, Hickory Hills could take better advantage of its location via better signage, partnerships with the Traverse City Convention and Visitors Bureau (the organization responsible for promoting the tours), and more marketing to draw some of these tourists to Hickory Hills.
- Competition. Significant competition exists for Hickory Hills, both in the winter (nearby Mt. Holiday and Timberlee Hills, as well as Crystal Mountain and Boyne Mountain) and the summer (Sleeping Bear Dunes, water –based activities, the downtown waterfront, and a new zip line at Mt. Holiday). Downtown Traverse City has invested in the waterfront park, which attracts many visitors and residents in the summer. Hickory Hills needs to compete more actively for potential customers’ time and attention in the current marketplace.
- Complementary Parks and Rec Use. Opportunities might be available for Hickory Hills to fill a niche for summer activities and programming that is not currently being filled by

other Parks and Recreation facilities. Grand Traverse County, Garfield Township, and the City of Traverse City offer a wide range of recreational activities and parkland types. Combined, the three political entities offer over 3,000 acres of parkland (total calculated from inventory list outlined in Garfield Township Rec Plan 2011). However, it is apparent that current efforts to survey and better understand the needs and wants of the regional community are a critical next step to understand facilities, activities, programs, and events that serve the greater community.

Reviewing the Parks and Rec planning documents and discussions with Parks and Rec staff might yield ideas for activities and programs that are currently lacking in the area. Examples could include a climbing wall, a ropes/challenge course, mountain biking races, disc golf tournaments and events, adventure races, or other events, tournaments, races, or competitions.

- Investment in Activities. To position itself for additional revenue and business in both the winter and summer, it is likely that infrastructure investment will be necessary at Hickory Hills. The specific improvements are beyond the scope of this market assessment report, but will be discussed in further steps in the multi-season planning process.
- Additional Lodge Space. Additional lodge space would provide opportunities for incremental revenue streams in winter (equipment rentals, food & beverage, and others) and summer (support services for disc golf, mountain biking, hiking, and other trail users).
- Programming Opportunity. The City and Township have traditionally provided facilities, but not programming, for recreation. Whether or not this continues to be the case at Hickory Hills, the planning group needs to consider the types of programming that would be the best fit at the mountain. In the winter, programs are organized and executed by a well-established group of volunteers; in the summer, it would remain to be seen if a similar level of volunteers would organize additional programs. These programs and activities might include races and events, climbing walls, a ropes/challenge course, disc golf tournaments, concerts, mountain biking rentals and lessons, and other summer activities.

Resident / Visitor Demographic Profiles

This section examines resident and visitor data for the greater Traverse City region and Northwest Michigan.

Location

While Hickory Hills is operated by the City of Traverse City, the actual parcel is located within the boundaries of Garfield Township, a county subdivision. Additionally, even though Garfield Township has less population density compared to Traverse City (230 to 1,762 per square mile¹), the total population of Garfield Township is almost 2,000 more than Traverse City.

Figure 1
Regional Map of Michigan



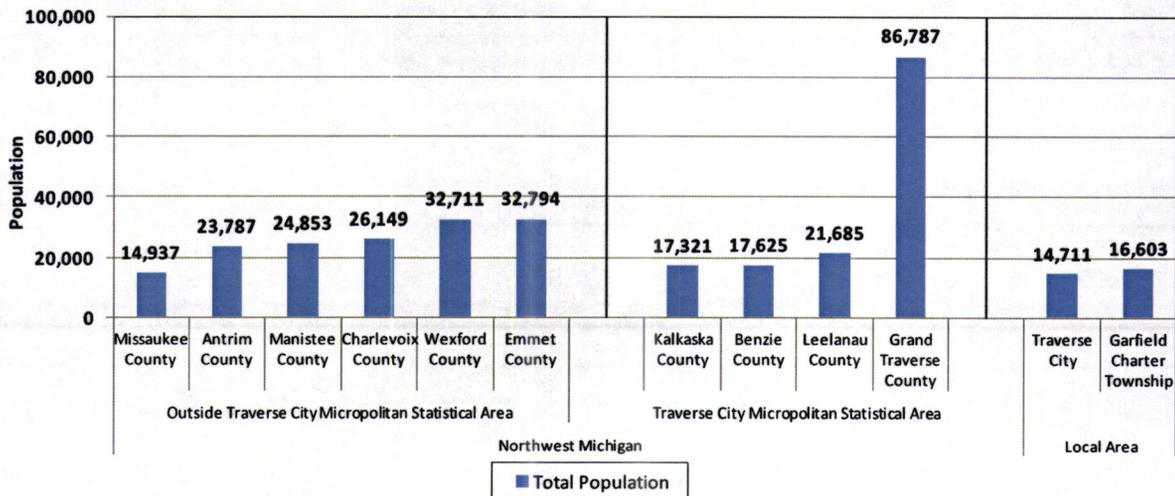
¹ <http://factfinder2.census.gov/>

Northwest Michigan Residents

Residents of Traverse City and Garfield Township represent one of the most critical user groups for potential operations at Hickory Hills. However, residents of Northwest Michigan as a whole also can be captured as visitors to Hickory Hills. With Northwest Michigan a composite of Antrim, Benzie, Charlevoix, Emmet, Grand Traverse, Kalkaska, Leelanau, Manistee, Missaukee, and Wexford Counties, Hickory Hills has a regional population base of almost 300,000 to draw day visitors from, with Grand Traverse County having the largest share at 29% of the total (86,787 residents).

The US Census also reports on the Traverse City Micropolitan Statistical Area (MSA), a Core Based Statistical Area (CBSA). The Traverse City MSA is comprised of Grand Traverse, Kalkaska, Leelanau, and Benzie Counties and accounts for a population base of 143,418.

Figure 2
Population of Northwest Michigan and Traverse City Region
(2011 ACS 5-Year Average and Michigan Department of Technology, Management & Budget Estimated Population of Cities, Villages, and Townships: 2010-2012²)



² http://www.michigan.gov/cgi/0,4548,7-158-54534_51713_51716-304016--,00.html

Residents of Northwest Michigan have a median household income of about \$45,000 overall, (Traverse City MSA's median household income is almost \$49,500) yet the nearest counties to Hickory Hills, Grand Traverse and Leelanau, have the highest median household income of all the Northwest Michigan counties with \$50,629 and \$55,247 respectively (

Figure 3). While Traverse City comes in slightly lower than the overall median household income with \$43,759, this is mainly due to the large population of non-family households (which have a median income of \$28,805). Median household income for families in Traverse City is above \$60,000 per year (Figure 4).

Figure 3
Median Household Income by Age of Householder
(2011 ACS 5-Year Average)

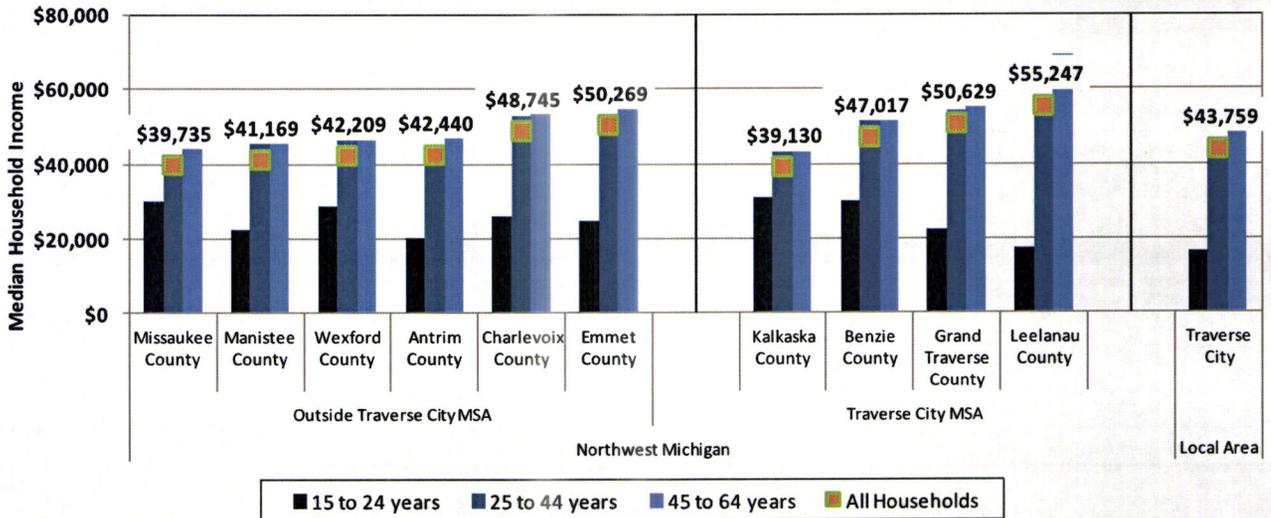
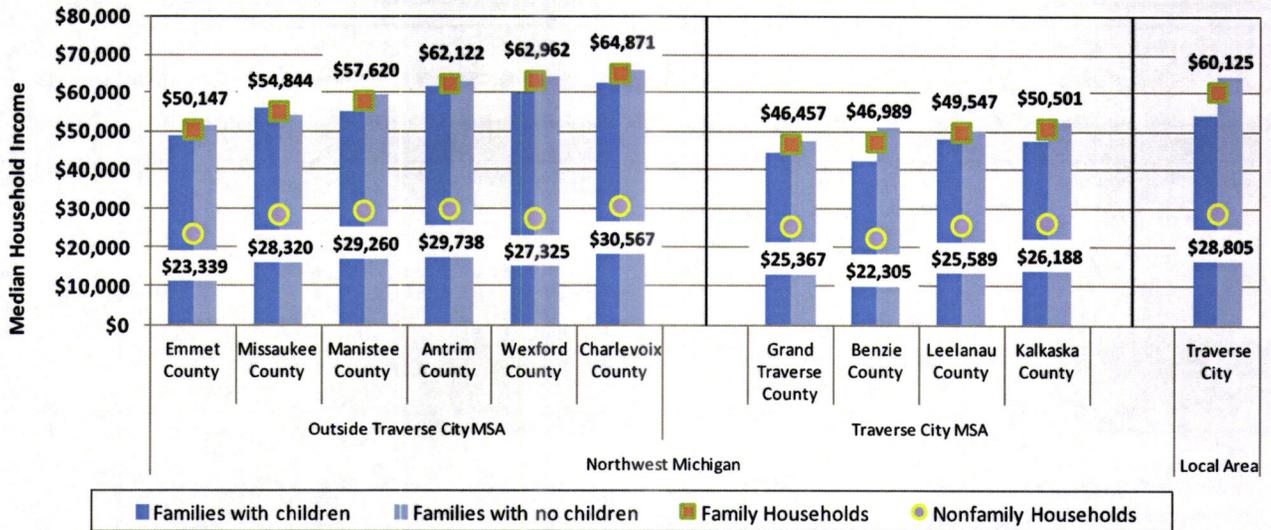


Figure 4
Median Household Income by Family Type
 (2011 ACS 5-Year Average)



Northwest Michigan Visitors

In 2009 and 2010 D.K. Shifflet & Associates Ltd (DKS&A) performed Michigan Visitor Profile reports for the state as a whole and were able to segment the Northwest Michigan region for several sections of the analyses. The majority of the following visitor demographic research references these DKS&A’s studies.

According to DKS&A, visitors to Northwest Michigan are mostly comprised of the “young & free” and “young families” (i.e. “Lifestage”³), have an average household income of about \$75,000, slightly less than half have children, and most were born between 1965 and 1980.

Table 1
Visitor Demographics to Michigan
(DKS&A 2009 Research)

	Michigan	Southeast	Northwest	Southwest	Northeast	Upper Penninsula
Average Age	43	43	40	42	42	44
Average HH income	\$78,580	\$84,374	\$75,453	\$76,284	\$76,837	\$61,748
Have Children in HH	50%	52%	46%	45%	58%	51%
Dominant Lifestage*	Young Family	Young Family	Young Family & Young and Free	Young Family	Young Family	Young Family
Dominant Generation*	GenXers	GenXers	GenXers	GenXers	GenXers	GenXers

Detroit, Grand Rapids-Kalamazoo-Battle Creek, South Bend-Elkhart, and Traverse City-Cadillac are the primary Designated Market Areas (DMAs) for visitors to Northwest Michigan. Combined, these DMAs account for about two-thirds of all visits to Northwest Michigan.

According to a 2013 study conducted by Anderson Economic Group, LLC, “In 2012, 3.3 million visitor trips were made to Traverse City”⁴. This report concludes that in 2012, 1.3 million visitor

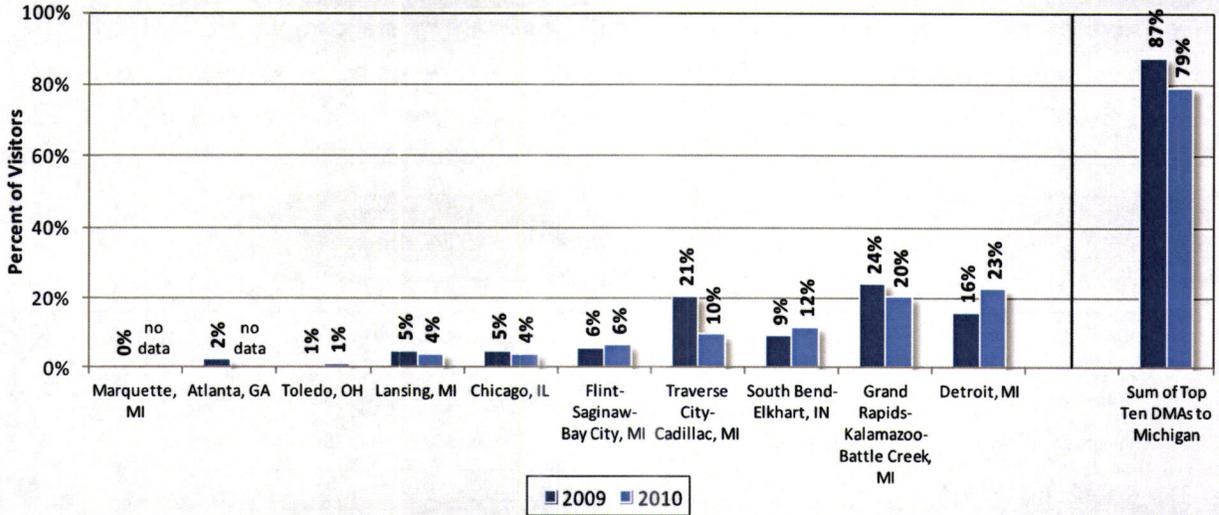
³ Life Stage defined by DKS&A is comprised of three different variables (i.e. age, household income, and presence of children). The seven segments of “Lifestage” and “Generations” are found below:

<u>Lifestages</u>	<u>Age of Household Head</u>	<u>Household Income</u>	<u>Children Under Age 18 in Household</u>	<u>Generation</u>	<u>Traveler's Year of Birth</u>
Young & Free	18 to 34 years	any	no	Millennial	After 1981
Young Family	18 to 34 years	any	yes	Gen X	1965 - 1980
Maturing & Free	35 to 54 years	any	no	Boomers	1946 - 1964
Moderate Family	35 to 54 years	Under \$75K	yes	Silent	1930 - 1945
Affluent Family	35 to 54 years	\$75K or higher	yes	GI	Before 1930
Moderate Mature	55 years or older	Under \$60K	no		
Affluent Mature	55 years or older	\$60K or higher	no		

⁴ Anderson Economic Group, LLC. (2013) *Tourism-Related Benefits in Traverse City's Economy*.

parties came to Traverse City area specifically, had an average of 2.5 visitors per party, and stayed an average of three days.

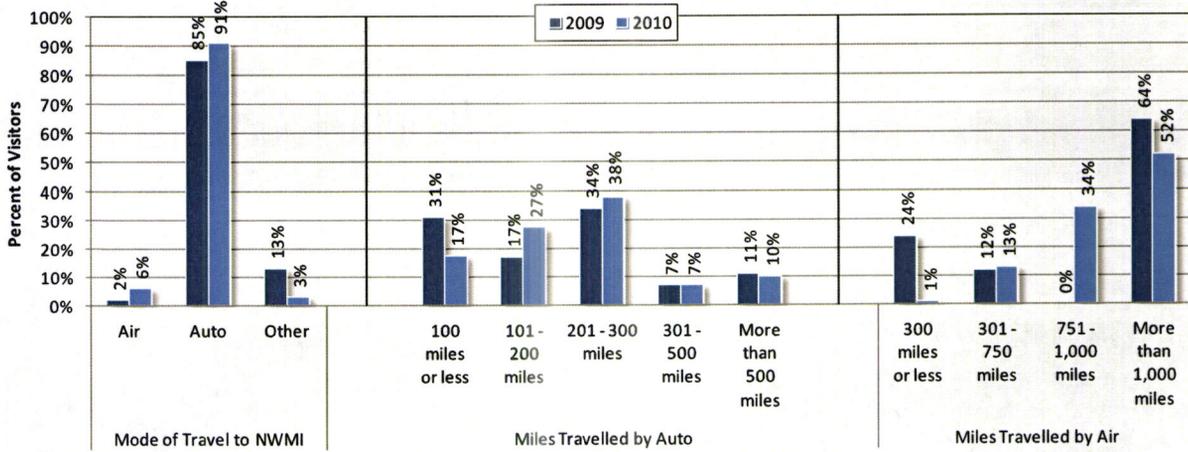
Figure 5
Top Origin DMAs to Northwest Michigan
 (DKS&A 2009 & 2010 Research)



Due to the proximity of these DMAs, the majority of visitors – about nine out of every ten – use an automobile to travel to Northwest Michigan. More than 80% of people who visit Traverse City by car travel less than 300 miles. Relatively few visitors travel by air to visit Traverse City, yet with the inclusion of direct flight service from Newark’s Liberty International Airport to Traverse City’s Cherry Capital Airport starting July, 2013 in addition to direct services from other New York area airports, Chicago, and Denver, travelers by air will likely increase⁵.

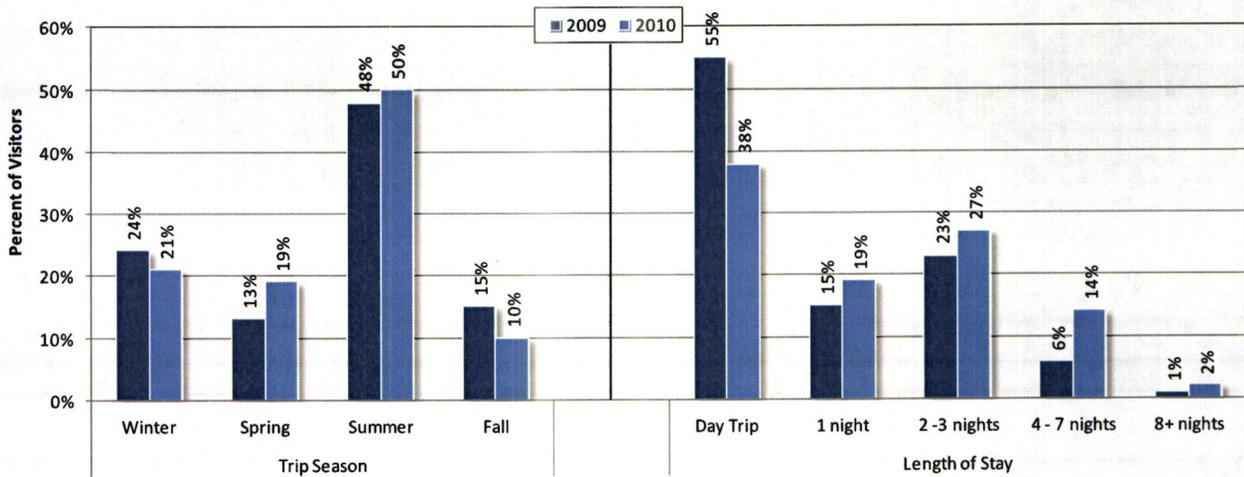
⁵ PRWEB, (2013, February 27). United Airlines Announces Direct Traverse City-Newark Air Service. *PRWEB*. Retrieved from www.prweb.com/releases/2013/2/prweb10466348.htm

Figure 6
Main Mode of Transportation and Miles Travelled to Northwest Michigan
 (DKS&A 2009 & 2010 Research)



Over the course of the year, summer has the most visitors spending time in Northwest Michigan, with winter slightly more than spring and fall. While most of Northwest Michigan visitors only go for a day trip, a significant portion spend at least one night in the area and about one of every four spend 2 to 3 nights. The average length of stay fluctuates year over year but tends to be between one and two days.

Figure 7
Trip Season and Length of Stay to Northwest Michigan by Season
 (DKS&A 2009 & 2010 Research)



With couples and travel parties with children present representing about two-thirds of all travel parties the average party size is almost 3 persons. General vacation, getaway weekend, and visiting friends and family are the top reasons most visitors spend leisure time in Northwest Michigan.

Figure 8
Average Party Size and Length of Stay to Northwest Michigan
(DKS&A 2009 & 2010 Research)

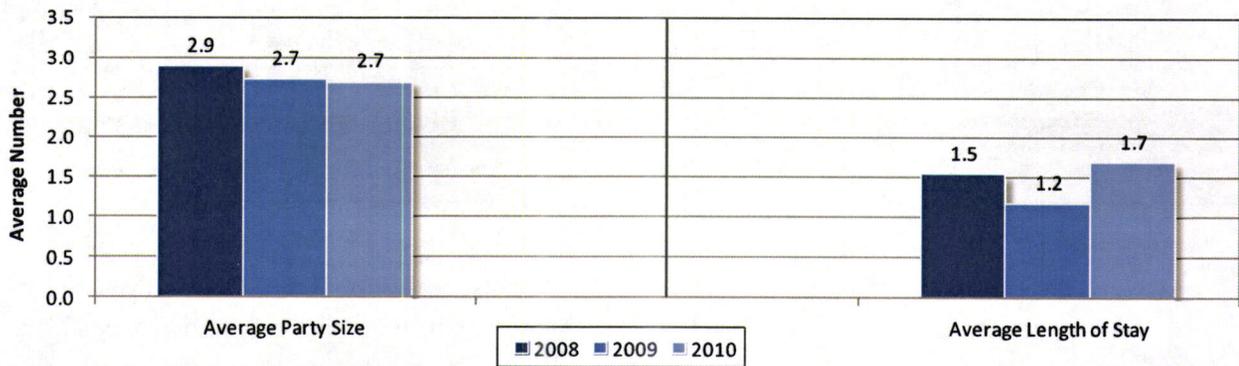
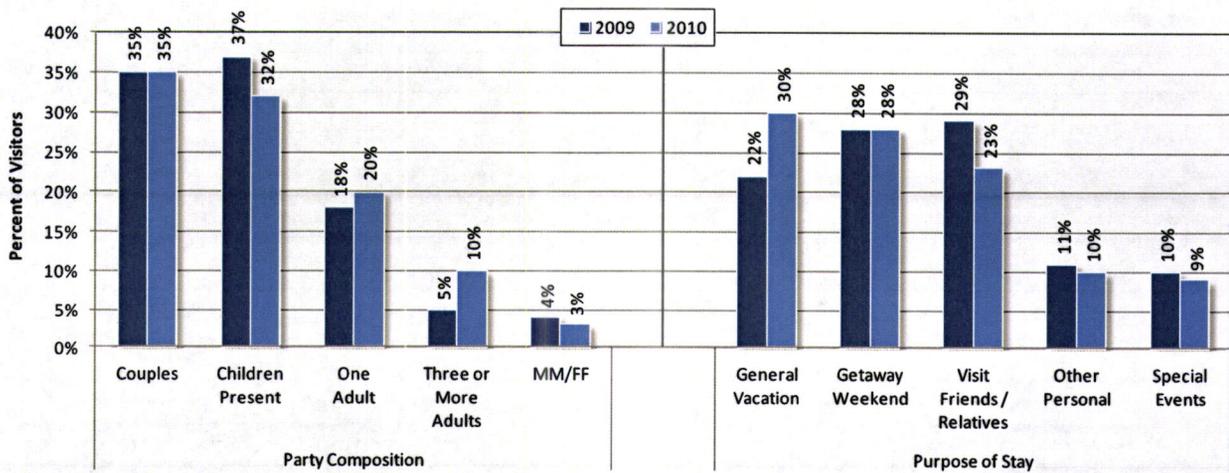


Figure 9
Travel Party Composition⁶ and Purpose of Stay in Northwest Michigan Visitors
(DKS&A 2009 & 2010 Research)



⁶ MM/FF refers to either two females or two males from different households traveling together.

The Anderson Economic Group’s 2013 research concluded that 23% of all the visitors to Traverse City stayed in hotel accommodations while the remaining 77% were either seasonal visitors staying throughout a full season, stayed with family or friends, or stayed in camp-sites⁷.

Table 2
Visitor Days and Number of Visitors by Accommodation Type

	<u>Hotel Guests</u>	<u>All Other Visitors</u>	<u>Total</u>
Number of Visitor Days	2,289,852	7,682,788	9,972,640
Average Length of Stay	3	3	
Number of Visitors	763,284	2,560,929	3,324,213
Share	23%	77%	100%

Source: Anderson Economic Group, LLC. (2013) *Tourism-Related Benefits in Traverse City's Economy*.

Top Activities for Visitors

According to DKS&A’s research, activities visitors participate in vary year over year, but some activities in Northwest Michigan tend to rate consistently high. While visiting Northwest Michigan visitors frequently spend time participating in leisure-based recreation opportunities such as shopping, dining, engaging in some sort of entertainment, sightseeing, gambling, and visiting the beach.

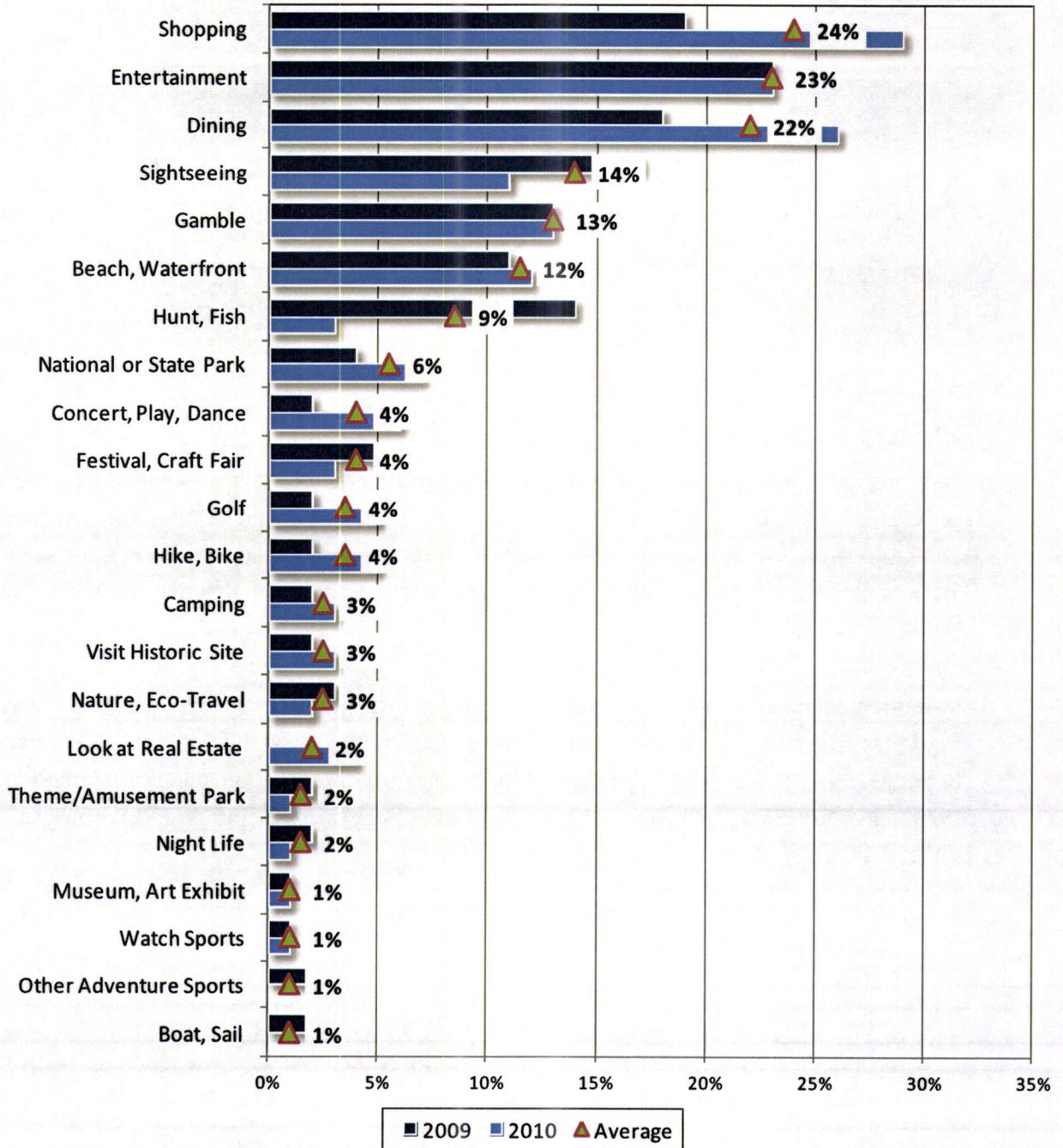
Further research conducted by Avenue ISR, a local marketing research firm in Traverse City, found that “the primary reasons visitors choose Traverse City were the region’s wineries and breweries, the Sleeping Bear Dunes, other forms of outdoor recreation, and visiting friends and family”. Avenue ISR also concluded “95 percent of visitors said they intended to return to Traverse City”⁸.

- General activities that were most popular include shopping, entertainment, dining, sightseeing, and gambling (Figure 10).
- Primary reasons for visiting the Traverse City area were wineries, Sleeping Bear Dunes, visiting friends and relatives, outdoor recreation and sports, beach activities, festivals and events, shopping, restaurants, and casinos.

⁷ Anderson Economic Group, LLC. (2013) *Tourism-Related Benefits in Traverse City's Economy*.

⁸ PRWEB, (2013, November 8). Traverse City, Michigan Sees Large Influx of First-Time Visitors. PRWEB. Retrieved from <http://www.prweb.com/releases/2013/11/prweb11308095.htm>

Figure 10
Visitor's Top Activities at Northwest Michigan
 (DKS&A 2009 & 2010 Research)



Visitor Party Characteristics

The Avenue ISR report provided additional information about visitor characteristics, including the following:

- Average length of stay is two to three nights.
- Average travel party size is 2 to 4.
- Seventy-seven percent do not have children at home, 23 percent are families with children.
- The age breakouts are predominantly in the 45 to 54 (26 percent) and 55 to 64 (35 percent) age ranges, indicating an older age profile of visitors documented in this particular study
- Ninety-five percent were white.
- Income ranges suggest a relatively high household income: over \$200,000 (5 percent), \$150,000 to \$199,999 (7 percent), and \$100,000 to \$149,999 (22 percent) are all very attractive income ranges in the visitor base.
- The study also showed a relatively high proportion of new visitors, an indicator of a healthy segment of trial. Twenty-seven percent had not visited Traverse City previously.

Traverse City Festivals / Events and Facility Usage

Hickory Hills

While Hickory Hills is predominately known as a local ski hill that offers both alpine and Nordic skiing and snowshoeing, many visitors also participate in hiking and biking through the spring, summer, and autumn, as well as disc golf.

Total skier/boarder visits to Hickory Hills have fluctuated since the 1994/95 season. This variability parallels the season lengths (i.e. longer seasons produced a higher total of skier/boarder visits). While the fluctuation on total visitation can be expected with varying amounts of days being open, the percentage of utilization has also fluctuated with a low of 31% in 1998/99 and a high of 44% in 2002/03.

The past several years reported, however, has shown fairly more consistency with between 76 and 85 days being open, total visitation between 11,879 and 13,186, and percent of utilization ranging from 37% to 43% over the course of a given season.

Figure 11
Total Skier / Boarder Visits and Percentage of Utilization by Year
 (City of Traverse City)

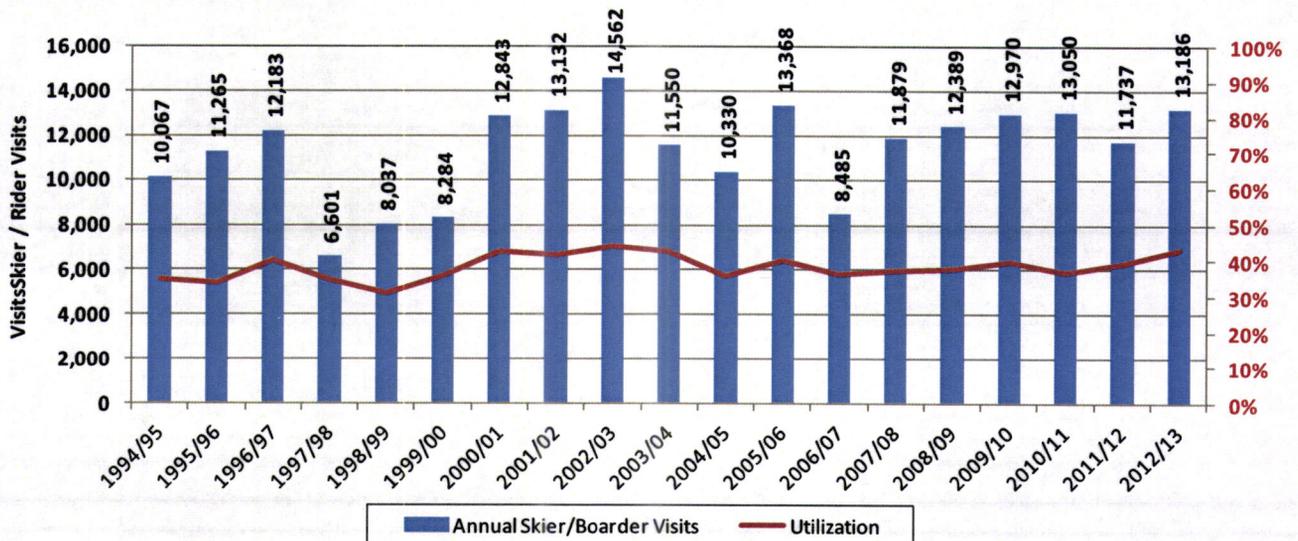
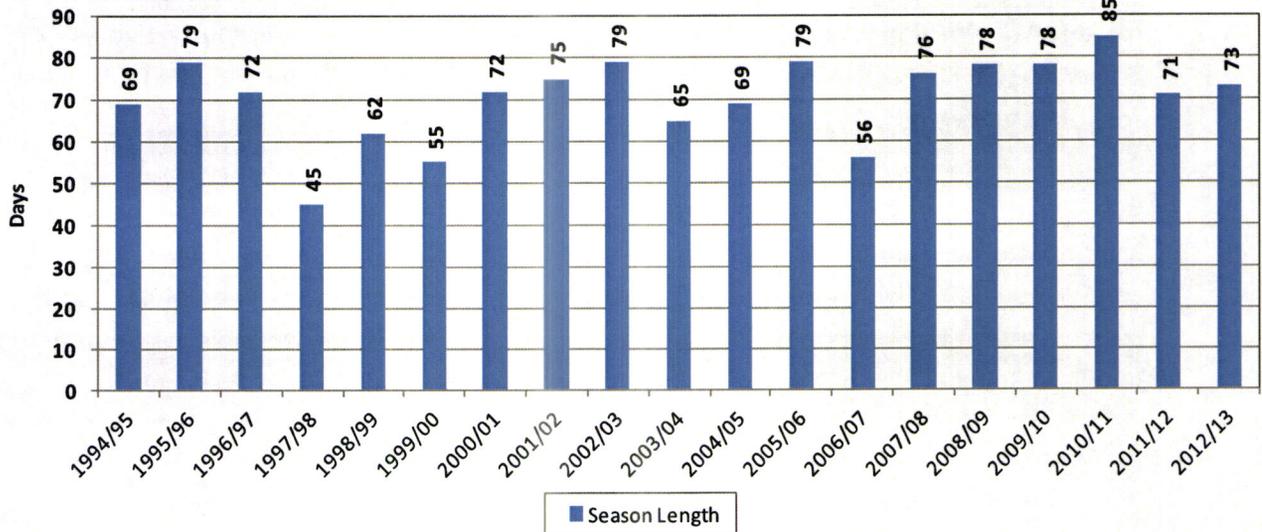


Figure 12
Ski/Snowboard Season Length by Year
 (City of Traverse City)



Grand Traverse County Civic Center⁹:

The Grand Traverse County Civic Center is a large active recreation center encompassing 45 acres of park land within Traverse City. The Civic Center has many opportunities for indoor and outdoor recreation. Estimates indicate that over 1 million visitor-days per year occur at the Civic Center.

Indoor Opportunities

- Swimming pool
- Ice skating / hockey Arena
- Meeting room / Exhibition space

Outdoor Opportunities

- Ball fields, basketball courts
- Skate park
- Kids play area
- Amphitheatre
- Pavilion
- 1 mile walking track
- Sledding hill

⁹ <http://www.gtrec.org/facility.asp?ait=av&aid=25>

Traverse City Festivals and Events

The City of Traverse City hosts numerous special events throughout the year, thus attracting visitors in all four seasons. The National Cherry Festival, the largest of all the festivals attracts roughly half a million visitors each year, is eight days long, and has numerous activities. The Traverse City Film Festival occurs roughly 6 weeks later and draws over 100,000 visitors for roughly a full week.

Because the Cherry Festival is not a gated event it is challenging to substantiate the total attendance count and demographic profile. However, according to a customer survey conducted in 2009 with a follow-up in 2010, results showed the Cherry Festival has slightly more females than males, average age in the young 40s, and most attending in groups or with families. Roughly 50% of the half million attendees come from northern Michigan¹⁰.

Table 3
Overview of Traverse City Festivals and Events

<u>Event</u>	<u>Location</u>	<u>Season</u>	<u>Duration</u>	<u>Number of Attendees</u>	<u>Highlights</u>
National Cherry Festival	Open Space Park	Late June to Early July	8 days	>500,000	150 events and activities; 45,000 staff/volunteer hours
Traverse City Summer Microbrew & Music Festival	The Village at Grand Traverse Commons	Late August	2 days	9,000	Local restaurants, beer, and live music
Traverse City Film Festival	State Theatre, Old Town Playhouse, Open Space Out-door Cinema, etc.	Late July to Early August	6 days	119,000	188 screenings; filmmakers and actor attendance; film school
Traverse City Winter Comedy Arts Festival	State Theatre, City Opera House, Old Town Playhouse, InsideOut Gallery, Horizon Books	Mid February	4 days	35,000	Family activities; renowned comedians
Horse Shows by the Bay Equestrian Festival	Flintfields Horse Park	Throughout July	4 5-day long series	1,000s of riders and trainers	3,000 registered horses; Olympic veterans; cash prizes
Traverse City Art & Wine Festival	The Village at Grand Traverse Commons	Mid June	2 days	5,000	30 local wineries; original local art; local food and music

Source: Anderson Economic Group, LLC. (2013) *Tourism-Related Benefits in Traverse City's Economy*.

¹⁰ T. TKach (personal communication, January 9, 2014)

Activities at Other Ski Areas

Timberlee Hills and Mt. Holiday are not only the nearest ski/tubing hills to Hickory Hills, but they are the most comparably sized as well. While Crystal Mountain, Boyne Mountain, and Shanty Creek are only about 1 hour drive from Traverse City, they are much larger resorts that provide lodging accommodations, spas, and numerous summer and winter activities and events.

Timberlee Hills¹¹

Primarily a wedding and banquet venue, Timberlee Hills, located 10 minutes northwest of downtown Traverse City, does not have skiing opportunities but is “Michigan’s largest snow tubing hill”.

Winter Activities

- Snow tubing

Four Season Activities

- Provides venue for weddings and other special events
- Small lodge at summit

Mt. Holiday¹²

Located about 15 minutes east of downtown Traverse City, Mt. Holiday is owned by a not-for-profit corporation, Mt. Holiday Inc. Mt. Holiday’s mission is to “Provide four seasons of outdoor recreation, build strong minds and bodies in a safe, clean and healthy environment for people of all ages, with a continuing focus on disadvantaged youth.”

Winter Activities

- Snow tubing
- Snow sports lessons
- Skiing/snowboarding: 6 lifts (4 tows; 2 chairs), 1 terrain park

Four Season Activities

- Restaurant w/ catering and banquet services for weddings, and special events

¹¹ <http://www.timberleeweddings.com/>, <http://www.timberleehills.com/home.php>

¹² <http://mt-holiday.com/>, <http://www.onthesnow.com/michigan/mount-holiday-ski-area/ski-resort.html>

Summer Activities

- Disc golf course
- Special events: ***King of the Mountain Challenge; Mud, Sweat, and Beers; SnowBall; Casino Night.***

Crystal Mountain¹³

Crystal Mountain is one of the largest ski resorts in Michigan and has numerous opportunities for recreation and leisure visits complete with lodging accommodations.

Winter Activities

- Ski and snowboarding with 48 slopes, 8 lifts, 3 terrain parks, and alpine lessons
- 40 km of Nordic trails with lessons available
- Dog sledding, snowshoeing, snowmobiling, and fat tire snow biking
- Ice skating and hockey
- Horse-drawn surrey rides

Summer Activities

- Alpine slide: two parallel 1,700 foot long curved tracks descending from the mountain summit to base
- Mountain biking: 22 miles of easy, intermediate, and advanced trails
- Climbing wall: 32' climbing wall
- Paintball: two different outdoor paintball courses

Boyne Mountain¹⁴

Another ski and lodging resort destination, Boyne Mountain also offers a wide array of opportunities for destination visitors.

Winter Activities

- Skiing and snowboarding: Two mountains with 115 runs, 850 acres, 19 chairlifts, and 3 terrain parks
- Cross-country skiing and snowshoeing: 70km of tracked and groomed trails
- Snow tubing: Five 750' tubing runs
- Dog sledding and snowmobiling

¹³ <http://www.crystallmountain.com/>

¹⁴ <http://www.boyne.com/>

Four Season Activities

- Indoor water park: 88,000 square feet with 5 water slides, a children’s pool, wet climbing wall, hot tubs, and surf simulator
- Zipline adventure: Two different tours one with 10 lines, travelling 4,300 feet and the other with 8 lines traveling 3,250 feet, including a 110’ rope bridge.
- Horseback trail rides

Summer Activities

- Mountain biking, hiking
- Fishing, swimming and beaches
- Scenic chair lift rides
- Golf, paintball, disc golf

Shanty Creek Ski Resort¹⁵

Shanty Creek Ski Resort has an array of lodging opportunities to house visitors for all four seasons.

Winter Activities

- Skiing and snowboarding at two different mountains, Schuss Mountain and Summit Mountain. Schuss Mountain offers mix of easy to challenging slopes, five terrain parks, and five chairlifts. Summit Mountain offers a more family friendly environment with two chair lifts and 12 slopes.
- Nordic Skiing: 30km of groomed and tracked trails
- Alpine tubing: 6-lane alpine tubing-park
- Snowshoeing: 4,500 acres of forest
- Dogsledding rides

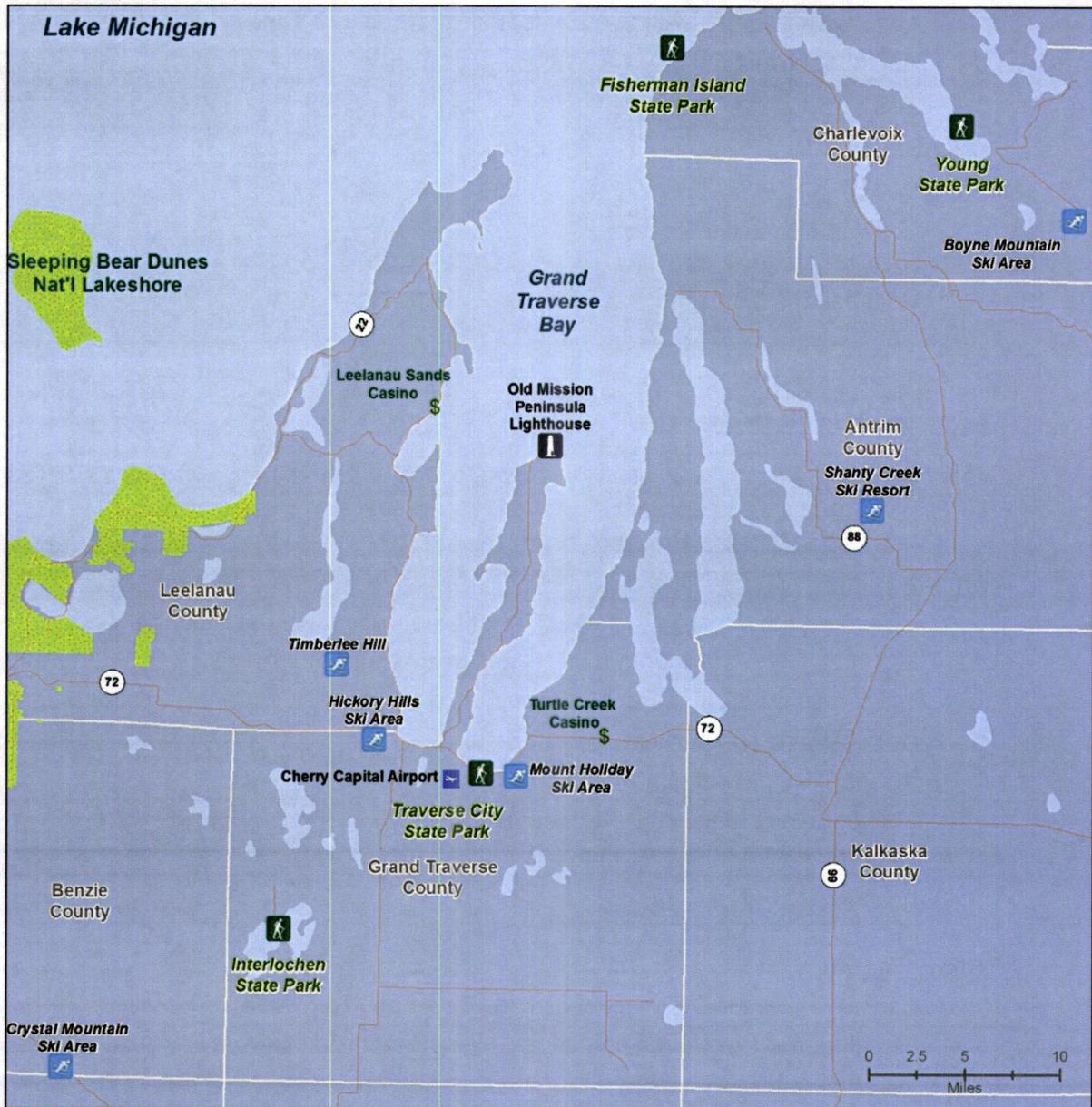
Summer Activities

- Golf: Two courses designed by Arnold Palmer and Tom Weiskopf
- Bicycling: 750 acres of combined trail system for biking, hiking, and cross-country skiing

¹⁵ <http://www.shantycreek.com/>

Outdoor Activities in Traverse City Area

Figure 13
Regional Map of Traverse City Region

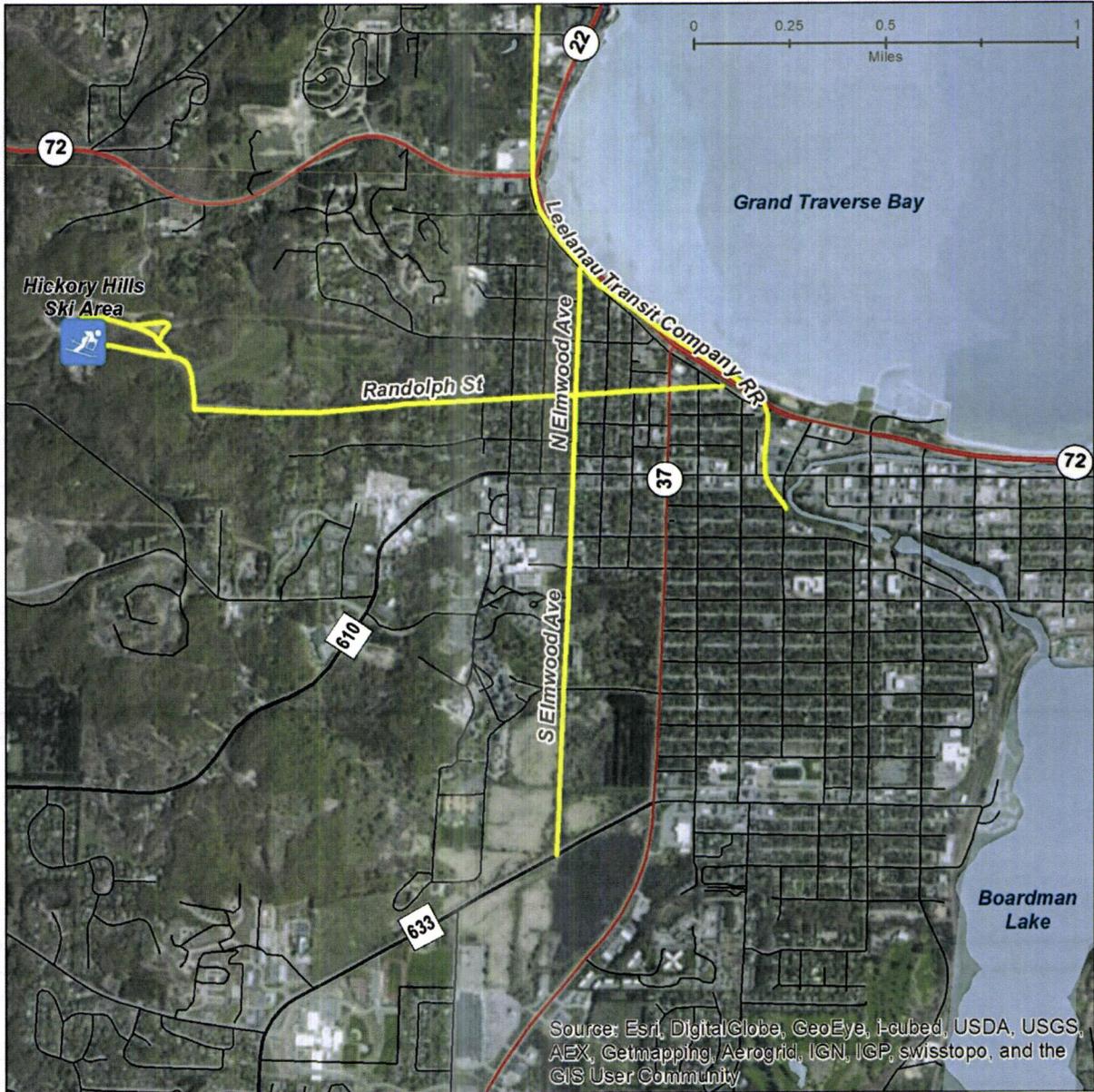


Regional Recreation and Transportation Trails

The Traverse Area Recreation and Transportation Trails, Inc. (TART) is a not-for-profit group that organizes and coordinates efforts to increase and improve the regional trail network for

recreation and alternative transportation within the greater Traverse City region¹⁶. Currently, the Elmwood Street Route in the TART in Town Trail is located nearest to Hickory Hills, less than 1.5 miles along Randolph Street (Figure 14). The Leelanau Trail is also nearby and follows the Leelanau Transit Company Railroad for 15 miles north along the Leelanau Peninsula.

Figure 14
Local Map of Hickory Hills and Proximity to TART Trail System



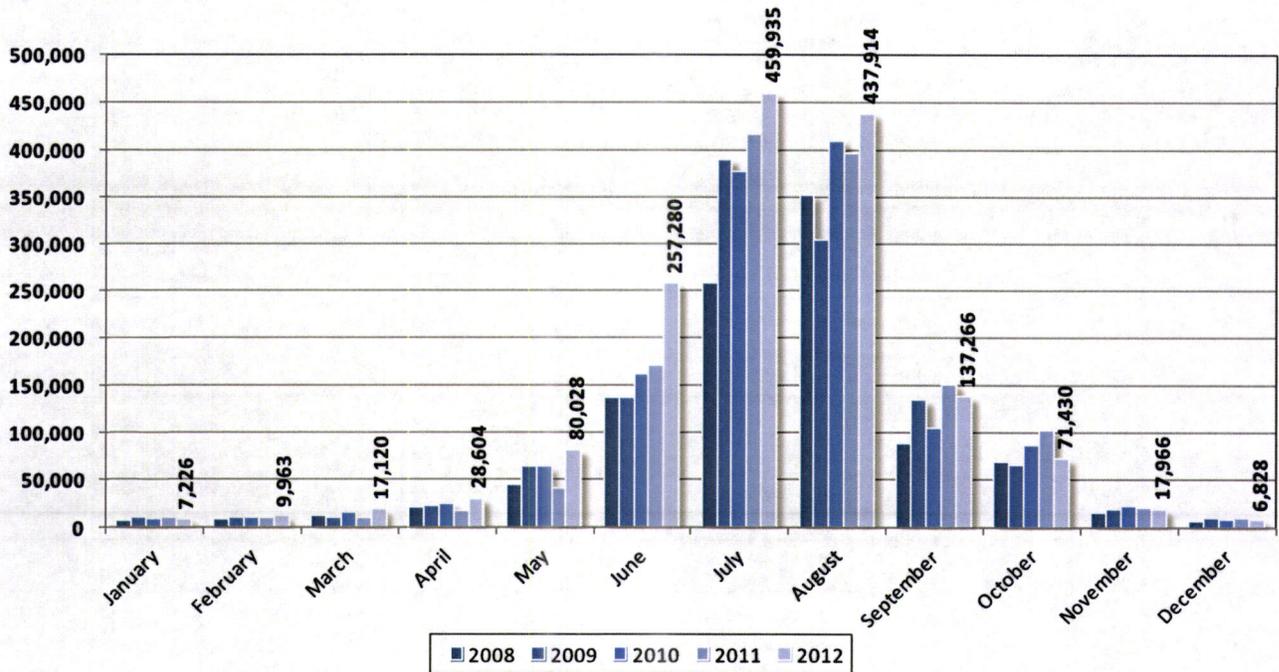
¹⁶ <http://traversetrails.org/>

Currently, there is a proposed trail planned, the West Side Trail, that would connect the TART trail system at the Commons to the Leelanau Trail. This connector trail would be an unpaved / non-motorized path that could conceivably link Hickory Hills as a destination along the way¹⁷

Sleeping Bear Dunes National Lakeshore

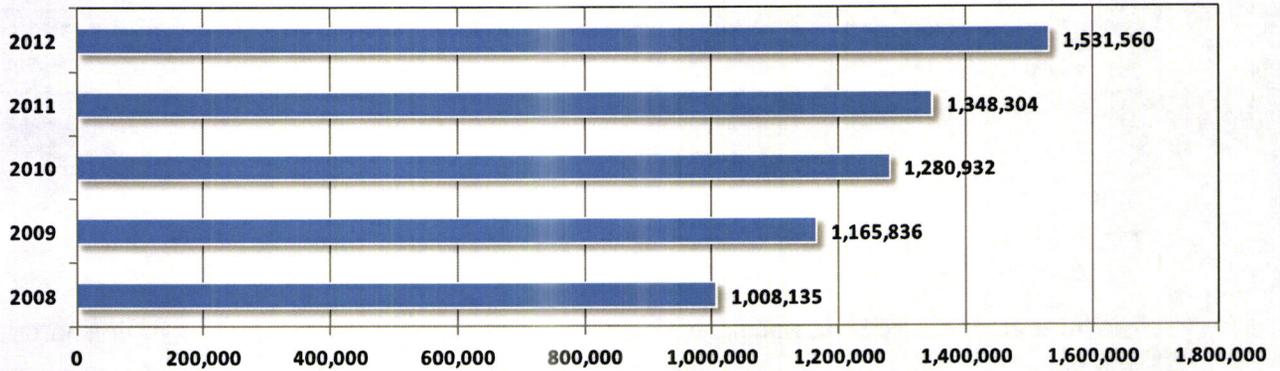
Sleeping Bear Dunes National Lakeshore, operated by the National Park Service, is a major destination attraction for Northwest Michigan. Having over 1.5 million recreation visitors in 2012, with the majority of those visiting occurring July and August, visitation has increased steadily over the past several years.

Figure 15
Recreational Visitation by Month to Sleeping Bear Dunes National Lakeshore
 (National Park Service Visitor Use Statistics)



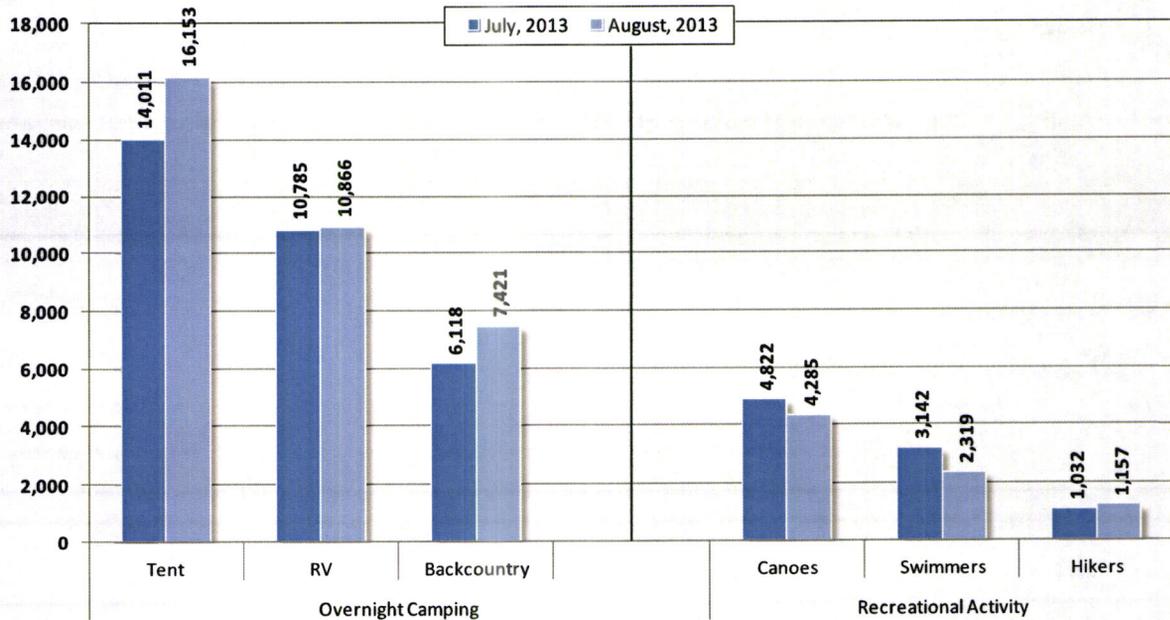
¹⁷ J. Clark (personal communication, January 9, 2014)

Figure 16
Total Recreational Visitation to Sleeping Bear Dunes National Lakeshore
(National Park Service Visitor Use Statistics)



During July and August, 2013, there were over 65,000 overnight stays within the park with canoeing, swimming, and hiking the predominate activity visitors participated in.

Figure 17
Types of Recreation Visitors to Sleeping Bear Dunes National Lakeshore
(Primary Summer Months)
(National Park Service Visitor Use Statistics)



Area State Parks

Several Michigan State Parks located within the Traverse City Region offer a wide array of outdoor recreation opportunities including tent and RV camping, hiking, biking, fishing, swimming, beaches, cabins & lodges, picnic areas, boat rentals and launches, hunting, and cross country skiing.

Traverse City State Park, located two miles from downtown Traverse City, has numerous camping and cabins/lodging opportunities, a quarter mile of beach on the east arm of Grand Traverse Bay¹⁸, and a paved bike trail that is a part of a longer regional trail network¹⁹.

The Interlochen State Park, Michigan's first State Park, is located between two fishing and swimming lakes (Green Lake and Duck Lake) in Grand Traverse County. Activities in Interlochen State Park include cross country skiing, fishing, swimming, hiking, beaches, boat launch, and camping opportunities²⁰. Interlochen attracts about 220,000 visitors per year (Figure 18).

Fisherman's Island State Park, no longer an island due to lower water levels, is an unspoiled peninsula with over six miles of beaches/shoreline on Lake Michigan. Fisherman's Island State Park has cross country skiing, hiking, hunting, swimming, beaches, picnic areas, and camping opportunities²¹.

Young State Park, located on Lake Charlevoix, covers over 500 acres and has a mix of gentle rolling terrain, lowlands, and cedar swamp. Young State Park provides cross-country skiing, hiking, fishing, swimming, beaches and boat launch, camping and small cabin rentals, and picnic areas²².

¹⁸ <http://www.michigandnr.com/parksandtrails/Details.aspx?id=501&type=SPRK>

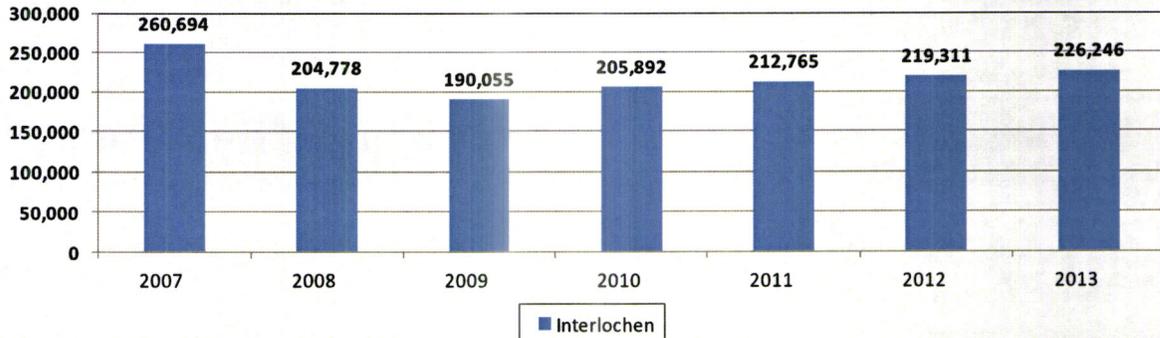
¹⁹ <http://traversetrails.org/trails/>

²⁰ <http://www.michigandnr.com/parksandtrails/Details.aspx?id=460&type=SPRK>

²¹ <http://www.michigandnr.com/parksandtrails/Details.aspx?id=447&type=SPRK>

²² <http://www.michigandnr.com/parksandtrails/details.aspx?id=512&type=SPRK>

Figure 18
Interlochen State Park Visitation
 (Michigan Department of Natural Resources)



Wineries and Wine Trails

Winery tourism is an important economic generator for the Traverse City region. Along the 45th parallel, an important indicator of quality wine making regions²³, Northwest Michigan has numerous wineries and wine tours throughout the area. A 2013 study conducted by Michigan State University Extension estimated that “two million people will visit Michigan wineries in 2013, generating \$8.6 million in tourism spending²⁴” (Davidhizar, J. p.1). Of the 101 wineries found in Michigan almost 40 are located within the Traverse City region on the Old Mission and the Leelanau Peninsulas²⁵.

The Old Mission Peninsula has eight established wineries and four restaurants. With the Old Mission Peninsula Lighthouse located at the northernmost point of the peninsula the Lighthouse Park offers beach wading opportunities, picnic areas, and a couple miles of casual hiking trails²⁶.

The Leelanau Peninsula boasts 25 wineries and numerous bed & breakfast inns, restaurants, and art galleries. The Leelanau Peninsula has 3 different tour routes (i.e. the Grand Traverse Bay Loop, Northern Loop, and the Sleeping Bear Loop). The Sleeping Bear Dunes National Lakeshore is located at the westernmost stretch of the Sleeping Bear Loop. Sleeping Bear Dunes National Lakeshore, managed by the National Park Service, has numerous beaches, hiking trails, camping options, and educational opportunities.

²³ Daley, B. (October 29, 2008), *The 45th Parallel: A World of Change in Winemaking*, Chicago Tribune, Retrieved from <http://chefsblade.monster.com/news/articles/28-the-45th-parallel-a-world-of-change-in-winemaking?page=1>

²⁴ Davidhizar, J. (April 30, 2013), *Michigan winery tourism reaches new heights*, MSU Extension, Michigan State University Product Center, Retrieved from msue.anr.msu.edu/news/Michigan_winery_tourism_reaches_new_heights

²⁵ Traverse City Convention and Visitors Bureau, December 6, 2013. Retrieved from <http://www.traversecity.com/wineries-18/>

²⁶ City Convention and Visitor’s Bureau, December 6, 2013. Retrieved from <http://www.traversecity.com/member-profile/22/3359/>

Both the Leelanau Peninsula Vintners Association and the Wineries of Old Mission Peninsula promote day and weekend events throughout the year encouraging visitation in all four seasons^{27 28}.

²⁷ <http://www.wineriesofoldmission.com/>

²⁸ <http://www.lpwines.com/>

Figure 19
Traverse City Wine Trail



MAKE A DAY OF IT

Along with wine tasting, visit the beautiful beaches, exquisite restaurants, and historic lighthouse. With breathtaking views of the bays, you'll appreciate all the Old Mission Peninsula has to offer!

WINERIES

- 1 LADS WINERY
 - 2 CHATEAU CHANTAL
 - 3 BOWERS HARBOR VINEYARDS
 - 4 BRY'S ESTATE VINEYARD & WINERY
 - 5 CHATEAU GRAND TRAVERSE
 - 6 PENINSULA CELLARS
 - 7 HAWTHORNE VINEYARDS
 - 8 BLACK STAR FARMS
- RESTAURANTS**
- A OLD MISSION TAVERN
 - B PENINSULA GRILL
 - C THE BOATHOUSE
 - D MISSION TABLE & JOLLY PUMPKIN BREWERY



MDOT #100-0000

2 LADS WINERY

16985 Sundry Hollow Road
231-223-7722 • 2l.winery.com
May, June, September, October: Mon-Sun, 11-6
7pm on Fall Fridays & Saturdays Sun, 11-5
July - August: Monday - Saturday, 11-7; Sun, 11-5
November - April: Mon-Sat, 11-5; Sun, 11-4

BLACK STAR FARMS

560 Mckinley Rd. East
231-944-1300 • blackstarfarms.com
May - Oct: Mon-Sat, 10-6
Sun, 11-5. Closed Tues, Jan - March 31st

BOWERS HARBOR VINEYARDS

2896 Bowers Harbor Road
231-223-7615 • bowersharbor.com
May & June: Mon-Sat 10:30 am - 6 pm, Sunday 11 am to 6 pm
July - October: Mon - Thur 10:30 am to 6 pm, Fri & Sat 10:30-2; Sun 11-6
November - April: Mon-Sat 10:30-5; Sun 12-5

BRY'S ESTATE VINEYARD & WINERY

3349 Blue Water Road
231-223-9303 • brysestate.com
Memorial Day - Labor Day: Sun - Thur, 11-6; Fri & Sat, 11-7
After Labor Day, call for hours

CHATEAU CHANTAL

15990 Rue de Vin
231-223-4110 • chateauchantal.com
Open daily: Mon-Sun, 11-5
Summer: Mon-Sat, 11-8; Sun, 11-6

CHATEAU GRAND TRAVERSE

12239 Center Road
231-223-7357 • gtrwinery.com
Open daily: Mon-Sun, 10-5
Summer: Mon-Sat, 10-7; Sun, 10-6

HAWTHORNE VINEYARDS

1000 Camino Marla, at approx. 9600 Peninsula Dr.
231-929-4206 • hawthornevineyards.com
Open May to Oct, May: 11-5 daily,
Summer: 11-8 Mon-Sat; 11-6 Sunday

PENINSULA CELLARS

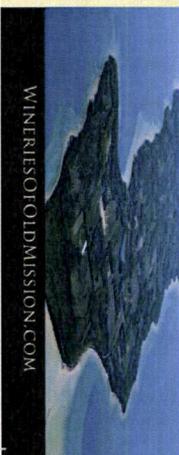
11480 Center Road
231-933-9787 • peninsulacellars.com
Summer: Mon-Sun, 10-6
Winter: Mon-Sun, 10-5

TRAVERSE CITY'S WINE TRAIL



OLD MISSION
PENINSULA

- 2 LADS WINERY
- BLACK STAR FARMS
- BOWERS HARBOR VINEYARDS
- BRY'S ESTATE VINEYARD & WINERY
- CHATEAU CHANTAL
- CHATEAU GRAND TRAVERSE
- HAWTHORNE VINEYARDS
- PENINSULA CELLARS



WINERIESOFOLDMISSION.COM



Casinos

Turtle Creek Casino, owned by the Grand Traverse Band of Ottawa and Chippewa Indians, is located about 20 minutes outside Traverse City.

Leelanau Sands Casino and Lodge is located on the northern end of the Leelanau Peninsula, roughly 30 minutes from Traverse City.

Golf

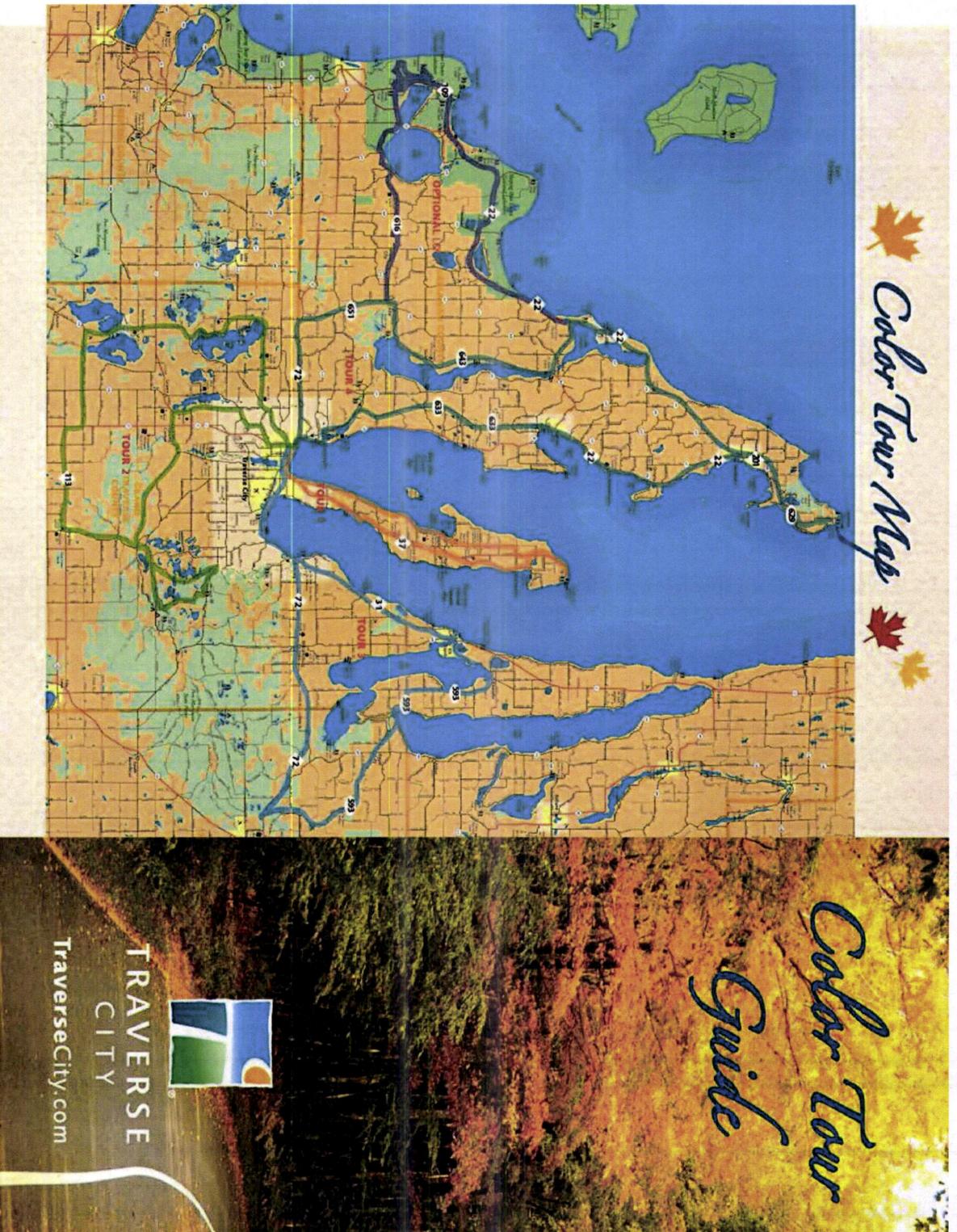
With a variety of golf courses designed by former players such as Jack Nicklaus, Arnold Palmer, Gary Player, and Tom Weiskopf, the region's golf courses draw many visitors.

Scenic Drives²⁹

The Traverse City region has numerous scenic drives throughout the area. With Traverse City as the origin for each of these tours/drives, Hickory Hills is strategically located nearby many of the routes. Four fall color tours are promoted by the Traverse City Convention and Visitor's Bureau with the "*Michigan's Little Finger*" and the "*Southern Exposure*" tours passing Randolph Street, the road leading to Hickory Hills.

Five motorcycle tour routes are also advertised by the Traverse City Convention and Visitor's Bureau. Three of these routes, "*Leelanau Loop*", "*Lake Leelanau Lakeshore*", and "*Benzie County*", pass Randolph Street as well.

²⁹ <http://www.traversecity.com/tours-420/>



Tour One: Out on a Mission
Old Mission Peninsula

Length: 45 miles approx. - 2 hr. drive

The Old Mission Peninsula just barely into Grand Traverse Bay, nearly 20 miles long and in some places as little as a mile wide. A beautiful patchwork of orchards, vineyards, farms and villages, it's the perfect place for a morning or afternoon drive that combines fall color with beautiful views of the bay, visits to wineries and roadside fruit stands, and unforgettable meals at several charming restaurants.

Follow M-37 (Center Road) north from Traverse City. The road begins with a steep climb through pleasant residential and orchard country, descends to the shore of East Bay and gradually climbs again to a spectacular view point near the Charcoal Grand Traverse winery that overlooks both East and West Grand Traverse Bays. About a mile past the charming town of Mapleton, turn right onto Smokej Hollow Road and follow it down through vineyards and orchards to the quiet village of Old Mission, the oldest permanent settlement in the region. Take a left turn onto Swaney Road and follow it back to M-37, where a right turn will have you heading north to the picturesque Old Mission Point lighthouse.

On the return journey, head back south on M-37 to Mapleton. Here you'll turn right onto Bowers Harbor Road and follow it down to the shore of West Bay. Keeping to the left, you'll return to Traverse City by way of Peninsula Drive, a pleasant residential road that skirts the shore of the bay with wonderful views of Isolated Power Island, Neshawata Point and the desert hills of the Leelanau Peninsula.

Tour Two: Southern Exposure
Long Lake, Interlochen and the Boardman Valley

Length: 55 miles approx. - 2+ hr. drive

The forested hills south of Traverse City are dotted with dozens of small lakes, rolling meadows and sturdy farm houses – as well as the broad valley of the Boardman River. This drive takes you through a broad variety of landscapes, from the cove and islands of Long Lake and the artistic beauty of Boardman to the villages of Kungley and Mayfield and the majestic Boardman Valley.

Head west on Front Street, Traverse City's main east-west street, as it climbs the hills west of town to become North Long Lake Road, skirts the northern edge of the lake and finally is known as West Long Lake Road. Make a right onto South Long Lake Road as it heads south to Interlochen. Here the road (also known as M-137) slips between two beautiful lakes at the pine-shaded campus of the Interlochen Center for the Arts. Just past Interlochen, turn left onto Youker Road and follow it east to M-37, where a quick jog to the south will bring you to M-113, where you'll turn left again and head to Kungley.

Tour Two Continued...

At Kungley, turn left again onto Garfield Road, which will take you north through the tiny village of Mayfield and across the Boardman River, which is still quite small at this point. Just past the river, turn right onto Hobbs Highway and follow it for another mile to the next right, which is Ranch Ranch Road (There's a fine view here across the valley and the Brown Bridge Pond). Follow the meadow swallows to Ream Lake Road, turn left and pass several small lakes, take another left onto Supply Road and follow it to Hobbs Highway again.

Turn left onto Hobbs and follow it past more forest-shaded lakes to rejoin Garfield. Stay on the road for about half a mile until you reach River Road; turn right and follow it down the Boardman Valley, which begins to open up dramatically just beyond this point. Bear to the left at Better Road and follow it as it climbs steeply from the valley floor; then continue past the intersection at U.S. 31 to East Silver Lake Road, which will take you north and back to Traverse City for one last impressive view.

Tour Three: A Secret Splendor
Elk Lake, Torch Lake and the Rapid River

Length: 45 miles approx. - 2+ hr. drive

Just east of Traverse City are two western parcels of the Michigan landscape: Elk Lake and Torch Lake, beloved by generations of cottage owners but relatively unknown to the outside world. Best yet known is the steep valley of the little Rapid River, whose forested slopes look as though they were transported from somewhere in the Appalachian Mountains. The new gives you a pleasant introduction to all three.

Head north from Traverse City's eastern edge on U.S. 31, following the highway as it carves its way past orchards and farms along the shore of East Bay. At the lively little port of Elk Rapids, turn right at the light and follow Aves Street (which becomes the Cairn Highway) along the northern shore of Elk Lake, through the village of Kewadin and southward again on County Road 993. This road will take you along the eastern shore of the lake, across the Torch River as it empties into Torch Lake, and into the village of Rapid City.

Continue east on 993 (now known also as Valley Road) as it winds its way up through the narrow valley of the Rapid River. A good stop here is at The Seven Bridges, where the river separates briefly into several braided streams. Continue up the valley past Bege Pond, another very scenic area where Ernest Hemingway once camped during a teenage fishing trip, until the road ends at M-72. Turn right and follow the highway west to Traverse City, where you'll pass a dramatic view of Elk Lake and nearby Lake Siegemund.

Tour Four: Michigan's Little Finger
The Leelanau Peninsula

Length: 75 miles approx. - 3+ hr. drive

(30 miles including optional loop - another hour drive)

It's hard to find another place in all Michigan where so much beautiful scenery, so many lovely villages and so much fascinating history are packed into such a small area. This tour will take you to the very tip of this scenic peninsula through the villages of Suttons Bay, Northport and Leland. And if that's not enough, we've added an optional visit to Glen Arbor and the magnificent Sleeping Bear Dunes.

Take M-72 north from Traverse City along the shore of West Bay to Cherry Bend Road, where a left turn will take you to the foot of the Trimble's Hill; turn right here and head north on County Road 633, a lovely rural road that leads through beautiful upland country to the village of Suttons Bay. Here you'll rejoin M-72 and continue north along the shore through the villages of Peshawbestown (home to the Grand Leavens Band of Ojibwa and Chippewa Indians), Omena and Northport. From Northport, continue north to the tip of the peninsula and visit Leelanau State Park and the Grand Traverse Lighthouse Museum.

Returning to Northport, take M-72 west to the charming fishing port of Leland. Beyond Leland you'll skirt the western shore of Lake Leelanau for a mile or so and turn left onto County Road 204 which leads to the inland village of Lake Leelanau. Turn right here, just before the bridge, onto County Road 643 which follows a very scenic route along the lake and eventually takes you to the picturesque Polish-American town of Cedar. Continue south from Cedar on County Road 651 to M-72, turn left, and follow the highway back for a spectacular return to Traverse City.

(Optional loop)

After leaving Leland, continue south on M-72 along the Lake Michigan shoreline and through the eastern section of the Sleeping Bear Dunes National Lakeshore to the village of Glen Arbor. Continue through the village on what is now called M-109, past the ghost port of Chen Haven and the famous Dame Club and take the Bruce Stodung Scenic Drive (permit required) which offers splendid views of the surrounding lake and dune country. Turn right when leaving the scenic drive and go for about a mile to County Road 616, where you make a left turn and head along the southern shore of the two Glen Lakes. Just past the lakes the road climbs steeply; at its top is an excellent viewpoint called Inspiration Point. Continue eastward through the villages of Maple City and Cedar. In Cedar, take a right turn onto County Road 651 and follow it south to M-72, where a left turn will bring you back to Traverse City.



Tour One: LEELANAU LOOP – 89 miles

This ride navigates the beautiful peninsula shorelines of Leelanau County including the shore of West Grand Traverse Bay and Lake Michigan. You will ride through unique and charming port towns along the route offering fun places to stop for food and refreshments. If you desire to ride more, adding the Benzie County tour to this route, starting from Empire, will add another 40 miles approx. for a total ride of 129 miles.

Worthwhile detours:

Lightsome Point – continue north from Northport on 201 Peterson Park Rd.

Sleeping Bear Dunes – from Glen Arbor take 109 and you will discover Glen Haven Beach and Forest Stocking Drive – beautiful drive through Michigan woods (\$5.00 per person).
 Stignum – Leelanau National district featuring unique shoreline and docks now full of galleries and unique shops.

Notable stops along the ride:

Simons Bay

- 1 Beech Point, Time Pub
102 N. St. Joseph St. (M-22)
231-271-6888

PeleeWestown

- 2 Leelanau Sound Casino
2521 N. West Bay Shore Dr. (M-22)
800-922-2WYN

Omena

- 3 Kona Inn & Bar
9019 N. West Bay Shore Dr. (M-22)
231-386-7393

Northport

- 4 Saults Sweetwater Grill
115 Waterloo
231-386-7611
- 5 Redkey's Happy Hour Tavern
7144 N. Manitowish Trail (M-22)
231-386-9923

Leland

- 6 Redford Restaurant
102 E. River
231-256-9871
(weekend only)
- 7 The Cove
111 W. River
231-256-9834

Glen Arbor

- 8 Sorensen Docks
8898 S. Manitowish (M-22)
231-334-6444

Empire

- 10 Friendly Tavern
11015 W. Front St.
231-326-5506
- 11 Alberg M-72
4100 E. Terrace Hwy (M-72)
231-941-0882

Tour Two: LAKE LEELANAU LAKESHORE – 46 miles

Looking for a quick ride that still captures some of the beauty of Leelanau County? This ride will bring you along the shore of West Grand Traverse Bay to the quaint port town of Simons Bay. From there you get to the intention of the Leelanau Peninsula and traverse the west shoreline of beautiful Lake Leelanau passing through farm land and rolling terrain.

Notable stops along the ride:

Simons Bay

- 1 Boone's Barne Time Pub
102 N. St. Joseph (M-22)
231-271-6888

Lake Leelanau

- 12 Dick's Pour House
103 W. Phillip (204)
231-256-9912

Cedar

- 13 Cedar Tavern
9039 S. Kesson (651)
231-228-7445

Tour Three: BENZIE COUNTY

87 miles

This tour takes you on a westward route out of Traverse City straight to the Lake Michigan shoreline then heads south into Benzie County through the wooded Sleeping Bear Dunes National Lakeshore. You will ride along the west shore of Crystal Lake and into the town of Frankfort and the pretty Keweenaw Bay. This tour is a great add on to the Leelanau Loop (commencing in Empire) which would add about 40 miles to make your total ride around 129 miles.

Notable stops along the ride:

Empire

- 10 Friendly Tavern
11015 W. Front St.
231-326-5506

Frankfort

- 14 Dinghy's Restaurant
415 Main St.
231-552-4702

Alberg M-72

- 15 Hovloft Inn
5100 E. Terrace Hwy (M-72)
231-941-0882

Tour four: ON A MISSION

37 miles

This is a great ride close to Traverse City. The beautiful Old Mission Peninsula divides the East and West arms of Grand Traverse Bay. Riding along Center Rd. provides some great elevated views of both bays as you ride along cherry orchards and vineyards. At the end of the drive is a park and the Old Mission Lighthouse. As an option to Center Rd., for your trip out on the returns, you can choose to ride along the water on either Bluff Rd. along the East Bay or Peninsula Dr. along the West Bay.

Notable stops along the ride:

Peninsula Grill

- 13 Peninsula Grill
14091 Center Rd.
231-223-7200

Bad Dog Deli

- 14 Bad Dog Deli
14091 Center Rd.
231-223-9364

John Pumpkin

- 17 John Pumpkin
13512 Peninsula Dr.
231-223-4222

The Bandhouse

- 18 The Bandhouse
14039 Peninsula Dr.
231-223-4030

Old Mission Tavern

- 19 Old Mission Tavern
17015 Center Rd.
231-223-7280

Old Mission General Store

- 20 Old Mission General Store
18250 Mission Rd.
231-223-4310

Tour Four: TORCH TRIANGLE

68 miles

This tour takes you to the east and north of Traverse City heading north on 31 through Elk Rapids and onward to the northern tip of Torch Lake, named as one of the most beautiful inland lakes in the world for its amazing colors. The ride continues along the east shore of the lake before catching M-72 for your ride back to Traverse City.

Worthwhile detours:

About midway down the east shore of Torch Lake you can take a quick detour on 620 riding into the town of Bellaire where there are a number of nice shops and restaurants.

Notable stops along the ride:

Elk Rapids

- 21 Pearl's New Orleans Kitchen
617 Ames
231-264-0350

Bellaire

- 23 Lulu's
213 N. Bridge St.
231-533-5232

Short's Brewing Co.

- 22 Short's Brewing Co.
121 N. Bridge St.
231-533-6622

Bellaire Bar and Restaurant

- 24 Bellaire Bar and Restaurant
217 N. Bridge
231-533-6536

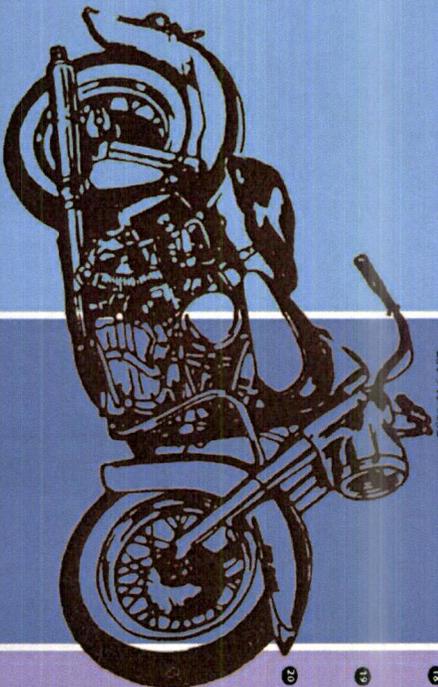
The Lakeshore Restaurant

- 25 The Lakeshore Restaurant
Shawnee Creek Resort
One Shanny Creek Dr.
899-678-4111 x 7100

Williamsburg

- 26 Turlic Creek Casino
7741 E. M-72
800-922-2WYN

Note: Mileage for each tour is approximate and is determined from downtown Traverse City. Please obey all traffic laws.



Observations and Conclusions

This report contains information relevant to the market potential at Hickory Hills. Some of the observations and conclusions from this report include the following.

- **Population and Demographics.** Residents of Grand Traverse County represent the primary market for users of Hickory Hills, and are anticipated to continue to be the dominant source of customers. Projections from the Michigan State Demographer indicate that the population of Grand Traverse County is anticipated to grow to 99,600 by the year 2020. Residents of Grand Traverse County have a median household income of \$50,629. Additionally, nearly all adults in Grand Traverse County have earned at least a high school degree (93 percent), while nearly 30 percent have a Bachelor's degree or higher. These data suggest availability of time for leisure and recreation, as well as the means for local households to afford to participate in some level of leisure and recreational activities.
- **Potential to Capture Visitors.** Summer in Northwest Michigan sees a significant influx of visitors from other parts of the state and from out of state. In 2012, 3.3 million visitor trips were made to Traverse City; 1.3 million visitor parties came to Traverse City area specifically. The large number of visitors to the area, particularly in the summer, represents an intriguing, if challenging, potential customer base for Hickory Hills. Hickory Hills has the opportunity to capture some of these visitors from outside the region.
- **Scenic Drives.** The Traverse City region has numerous scenic drives throughout the area, including wine tours, fall color driving tours, and motorcycle tours. With Traverse City as the origin for each of these tours/drives, Hickory Hills is strategically located nearby many of the routes, which pass by on Randolph Street.
- **Competition.** Significant competition exists for Hickory Hills, both in the winter (nearby Mt. Holiday and Timberlee Hills, as well as Crystal Mountain and Boyne Mountain) and the summer (Sleeping Bear Dunes, water –based activities, the downtown waterfront, and a new zip line at Mt. Holiday).
- **Complementary Parks and Rec Use.** Opportunities might be available for Hickory Hills to fill a niche for summer activities and programming that is not currently being filled by other Parks and Recreation facilities. Examples could include a climbing wall, a ropes/challenge course, mountain biking races, disc golf tournaments and events, adventure races, or other events, tournaments, races, or competitions.
- **Investment in Activities.** To position itself for additional revenue and business in both the winter and summer, it is likely that infrastructure investment will be necessary at Hickory Hills. The specific improvements are beyond the scope of this market

assessment report, but will be discussed in further steps in the multi-season planning process.

- **Programming Opportunity.** The City and Township have traditionally provided facilities, but not programming, for recreation. Whether or not this continues to be the case at Hickory Hills, the planning group needs to consider the types of programming that would be the best fit at the mountain. These programs and activities might include races and events, climbing walls, a ropes/ challenge course, disc golf tournaments, concerts, mountain biking rentals and lessons, and other summer activities.

**APPENDIX E:
SWOT Analysis**

HICKORY HILLS MASTER PLAN

SWOT ANALYSIS

1/30/2014

STRENGTHS – BOTTOM LINE:

SITE

- Large natural area close to population
- Views of the GT Bay at top of Swede
- Open space and parking can accommodate crowds (i.e. for mid-sized events / festivals)

FACILITIES

- Offers both active and passive recreation
- Contributes to 4-season recreation offerings for all ages of residents (what would you do in the winter without skiing?)
- Disc Golf course – very popular!
- Trails, trails, trails!

MARKET

- Proximity to residents (location and convenience)
- Contributes to tourism economy with ski racing and disc golf tournaments

COMMUNITY

- A long history within the greater TC area (great storyline!)
- Contributes greatly with respect to winter recreational offerings within the regional Parks and Recreation framework
- Established partnerships with GTSC and Preserve Hickory
- A loyal following and volunteer network related to racing program

FINANCIAL

- Operations are efficient and are not wasting money
- Affordable skiing, FREE Disc Golf

WEAKNESSES – BOTTOM LINE:

SITE

- Drop Off and convenience at the facility is poor; poor lighting, congestion, and no clear circulation.
- Landscape character of the arrival / parking area
- Parking and public control during summer months due to locked gate

FACILITIES & OPERATIONS

- Lodge facility is undersized, reaching its age, and requires upgrades – cannot accommodate crowds
- Guest Service offerings (food service, seats, rentals, retail, lockers) are very limited or do not exist
- No public bathroom facility unless ski operation is open
- Diversity of “Learn to Ski” Programs
- No ski rental availability at Hickory or in the community
- Convenience of learning terrain to lodge facility
- Circulation - to get from Lodge to learning terrain (Bunny), and from Buck to Birch

- Progression from learning terrain (Bunny) to Jack
- Terrain diversity – lack of terrain park/freestyle terrain serving all ability levels
- No afternoon/après ski entertainment! – limited by facility

MARKET

- Location related to tourism market (not on a primary street, wayfinding, marketing)

COMMUNITY

- Lack of unified voice and communication (Preserve Hickory, GTSC, City, and County)
- Perceived lack of “learning” and “recreation”, too much competitive sports
- Lack of marketing campaign

FINANCIAL

- Lack of revenue streams results in reoccurring financial loss

OPPORTUNITIES – BOTTOM LINE:

SITE

- Adjacent Hickory Meadows – for passive walking trails. Are there other recreational opportunities to connect Hickory Meadows and Hickory Hills?
- Trail connection(s) to regional network
- Available land for expansion of facilities and activities (lodge, tubing/sledding, trails, etc...)
- Build upon what is there

FACILITIES

- Guest Services - lessons, rentals, and food/beverage, retail, and lockers are typically a significant revenue source for most facilities.
- If Lodge was improved – could offer banquet / conference venue
- Expand recreational skiing opportunities (terrain parks, etc...) to reach larger demographic
- Learning Programs for other age groups (Adults, Seniors, etc...)

MARKET

- Finding complimentary “zone” between community facility and tourist attraction
- Potential to capture visitors who are in Traverse City for a couple days
- Region can accommodate another facility for events

COMMUNITY

- Explore potential for “less competitive” programs that emphasize “learning” and “development” vs. competition
- Look for other recreational / park needs that could work into HH. Satisfy “holes” in community facilities and recreational offerings (perhaps soft adventure?)
- Expand partnerships – think school districts, camps, festivals / events, team building, etc... (taking advantage of the venue capacity)

FINANCIAL

- Expand revenue streams with guest service offerings (lessons, rentals, food/beverage, retail, seasonal lockers, lockers)
- Additional revenue through tourism visits
- Utilize the Lodge facility/ venue during the spring, summer, and fall to generate revenue

THREATS – BOTTOM LINE:

FACILITIES

- Lack of open terrain for freestyle/recreational skiing,
- Make the learning experience (including progression) convenient, fun, and safe (for child and parent)
- Lack of lodge space/guest service offerings
- Snow Conditions – and good ole mother nature. Need to ensure quality experience (snow making / capital cost)

MARKET

- Limited market for skier visits
- Competition from other Ski Areas (Mt Holiday, Crystal, Boyne, etc...)
- Need to reach teen demographic / recreational skiers to increase market place
- Local / Regional Competition for adventure recreation and summer tourism

COMMUNITY

- Perception - Hickory Hills is an asset but the City carries a financial burden to continue operations
- Lack of active programming from City - facility use and programming is all based on volunteer effort

FINANCIAL

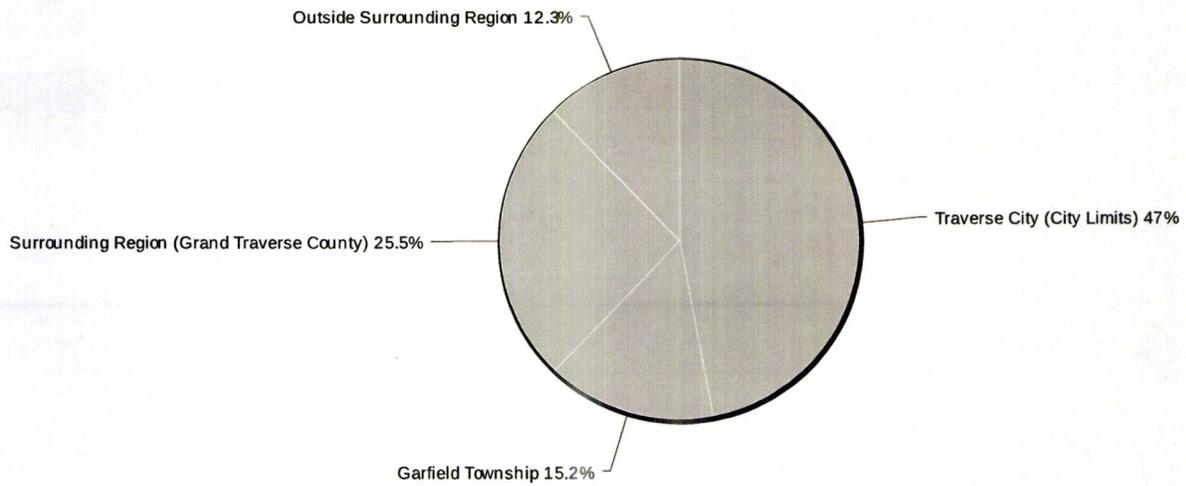
- Proving financial sustainability

APPENDIX F:
Community Survey #2

Summary Report - MAR 12 2014

Survey: Hickory Hills Master Plan - Public Open House - Community Survey

1. Please tell us where you live.

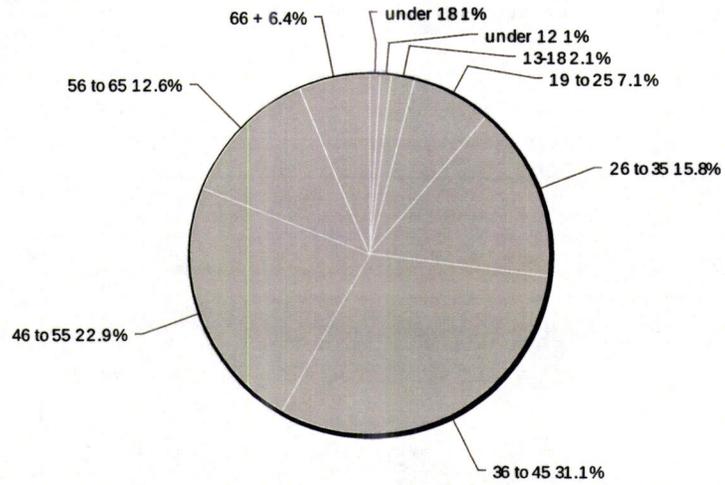


1. Please tell us where you live.

Value	Count	Percent %
Traverse City (City Limits)	428	47.0%
Garfield Township	138	15.2%
Surrounding Region (Grand Traverse County)	232	25.5%
Outside Surrounding Region	112	12.3%

Statistics	
Total Responses	910
Skipped	21
Unanswered	61

2. What is your age?

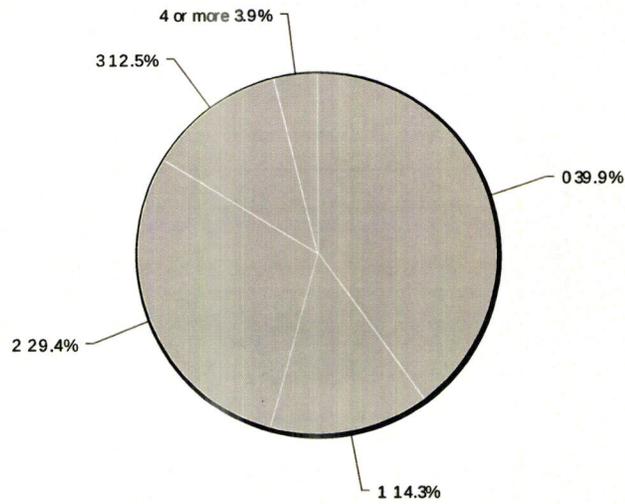


2. What is your age?

Value	Count	Percent %
under 18	9	1.0%
under 12	9	1.0%
13-18	19	2.1%
19 to 25	65	7.1%
26 to 35	144	15.8%
36 to 45	284	31.1%
46 to 55	209	22.9%
56 to 65	115	12.6%
66 +	58	6.4%

Statistics	
Total Responses	912
Avg.	50.2
StdDev	11.0
Min	13.0
Max	66.0
Skipped	19
Unanswered	59

3. Number of children (under 18) in your household

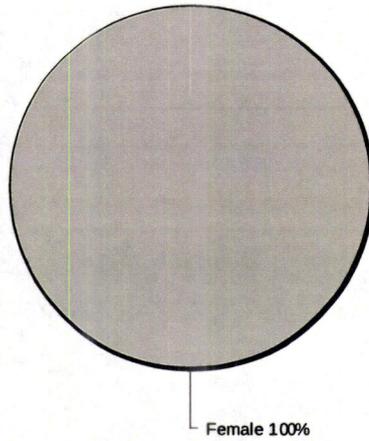


3. Number of children (under 18) in your household

Value	Count	Percent %
0	362	39.9%
1	130	14.3%
2	267	29.4%
3	113	12.5%
4 or more	35	3.9%

Statistics	
Total Responses	907
Avg.	2.4
StdDev	0.6
Min	2.0
Max	4.0
Skipped	24
Unanswered	64

4. What is your gender?



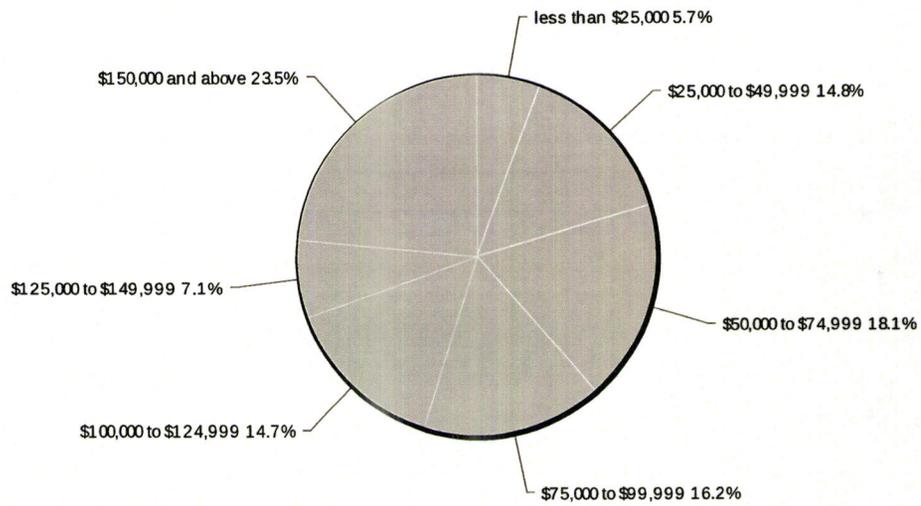
4. What is your gender?

Value	Count	Percent %
Female	911	100.0%

Statistics	
Total Responses	911
Skipped	20
Unanswered	60

There was an error in the data collection for this question. Not all respondents were female.
AP/SE 5/28/14

5. What is your estimated household income?



5. What is your estimated household income?

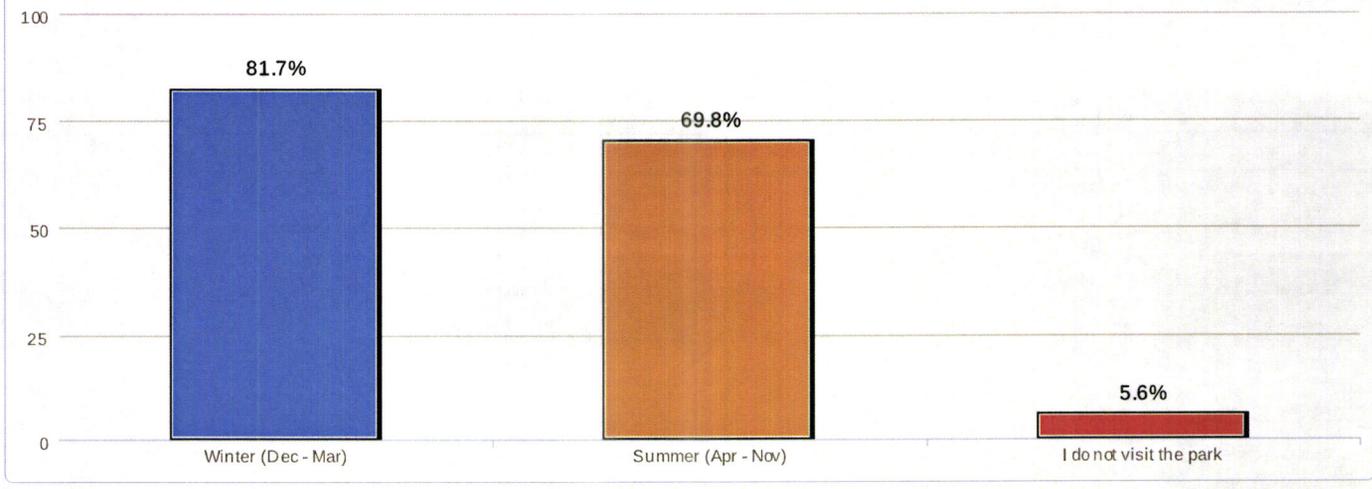
Value	Count	Percent %
less than \$25,000	50	5.7%
\$25,000 to \$49,999	130	14.8%
\$50,000 to \$74,999	159	18.1%
\$75,000 to \$99,999	142	16.2%
\$100,000 to \$124,999	129	14.7%
\$125,000 to \$149,999	62	7.1%
\$150,000 and above	206	23.5%

Statistics	
Total Responses	878
Avg.	2.9
StdDev	0.8
Min	2.0
Max	4.0
Skipped	53
Unanswered	93

6. Please rank your support for the following GOALS AND OBJECTIVES.

Please rank your support for the following GOALS AND OBJECTIVES.		
Local Community Asset	<ul style="list-style-type: none"> • Count 774 • Min: 0 / Max: 6 • StdDev: 1.16 	Avg. 5.53
Universal Accessibility	<ul style="list-style-type: none"> • Count 745 • Min: 0 / Max: 6 • StdDev: 1.73 	Avg. 4.59
Full Utilization	<ul style="list-style-type: none"> • Count 726 • Min: 0 / Max: 6 • StdDev: 1.54 	Avg. 4.82
Multi-Purpose	<ul style="list-style-type: none"> • Count 743 • Min: 0 / Max: 6 • StdDev: 1.45 	Avg. 5.04
Four Seasons	<ul style="list-style-type: none"> • Count 743 • Min: 0 / Max: 6 • StdDev: 1.45 	Avg. 5.13
Unique Activities	<ul style="list-style-type: none"> • Count 730 • Min: 0 / Max: 6 • StdDev: 1.72 	Avg. 4.46
Linkage	<ul style="list-style-type: none"> • Count 658 • Min: 0 / Max: 6 • StdDev: 1.72 	Avg. 4.31
Well Managed	<ul style="list-style-type: none"> • Count 733 • Min: 0 / Max: 6 • StdDev: 1.34 	Avg. 5.21
Sustainably Funded	<ul style="list-style-type: none"> • Count 717 • Min: 0 / Max: 6 • StdDev: 1.49 	Avg. 4.99
Partnership	<ul style="list-style-type: none"> • Count 702 • Min: 0 / Max: 6 • StdDev: 1.71 	Avg. 4.48
History	<ul style="list-style-type: none"> • Count 713 • Min: 0 / Max: 6 • StdDev: 1.71 	Avg. 4.74

7. What season do you visit Hickory Hills? Please check all that apply. For the survey purposes, Summer includes Spring, Summer, and Fall.

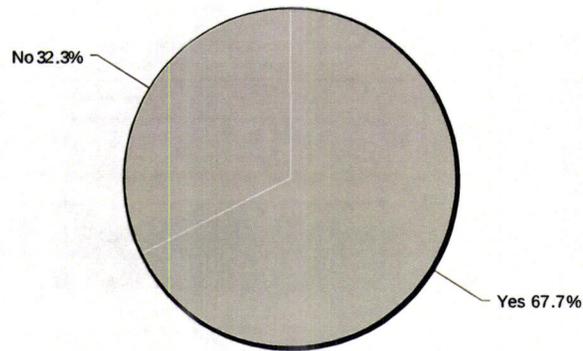


7. What season do you visit Hickory Hills? Please check all that apply. For the survey purposes, Summer includes Spring, Summer, and Fall.

Value	Count	Percent %
Winter (Dec - Mar)	631	81.7%
Summer (Apr - Nov)	539	69.8%
I do not visit the park	43	5.6%

Statistics	
Total Responses	772
Avg.	0.2
Min	3.0
Max	3.0
Skipped	17
Unanswered	199

8. You identified yourself as a SUMMER user only. Would you like the opportunity to comment on WINTER activities, facilities, programs, and events?

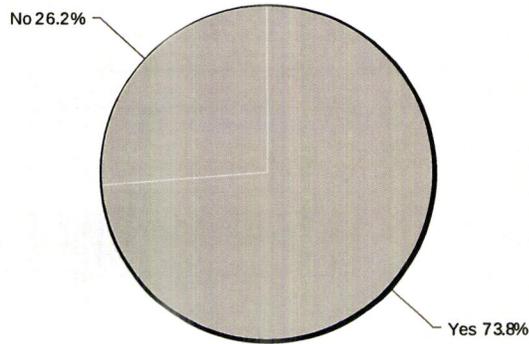


8. You identified yourself as a SUMMER user only. Would you like the opportunity to comment on WINTER activities, facilities, programs, and events?

Value	Count	Percent %
Yes	65	67.7%
No	31	32.3%

Statistics	
Total Responses	96
Skipped	7
Unanswered	875

9. You identified yourself as a NON PARK USER. Would you like the opportunity to comment on WINTER AND SUMMER activities, facilities, programs, and events?



9. You identified yourself as a NON PARK USER. Would you like the opportunity to comment on WINTER AND SUMMER activities, facilities, programs, and events?

Value	Count	Percent %
Yes	31	73.8%
No	11	26.2%

Statistics	
Total Responses	42
Skipped	0
Unanswered	929

10. Please rank your support for the following ACTIVITIES in the WINTER season.

Please rank your support for the following ACTIVITIES in the WINTER season.		
Skiing and Riding	<ul style="list-style-type: none"> Count: 699 Min: 0 / Max: 6 StdDev: 0.81 	Avg. 5.77
Nordic Skiing	<ul style="list-style-type: none"> Count: 681 Min: 0 / Max: 6 StdDev: 1.40 	Avg. 5.35
Snow Tubing	<ul style="list-style-type: none"> Count: 646 Min: 0 / Max: 6 StdDev: 1.98 	Avg. 3.96
Sledding	<ul style="list-style-type: none"> Count: 640 Min: 0 / Max: 6 StdDev: 1.90 	Avg. 4.17
Snow Biking (Fat Tire Bikes)	<ul style="list-style-type: none"> Count: 637 Min: 0 / Max: 6 StdDev: 2.07 	Avg. 3.88
Snowshoeing	<ul style="list-style-type: none"> Count: 684 Min: 0 / Max: 6 StdDev: 1.51 	Avg. 5.10
Ice Skating	<ul style="list-style-type: none"> Count: 639 Min: 0 / Max: 6 StdDev: 2.10 	Avg. 3.75
Kids Play Area (Snow Play)	<ul style="list-style-type: none"> Count: 650 Min: 0 / Max: 6 StdDev: 1.99 	Avg. 4.24

11. Please tell us if there are additional WINTER ACTIVITY ideas you believe should be considered for Hickory Hills

Count	Response
1	Adult Race League!!!!
1	Adult Ski Night
1	Adult curling leagues
1	Adult only areas or times so that i can enjoy the winter without the fear of running into a kid
1	Allow food trucks in the front parking area
1	Bob Sled, Luge, Skeleton runs.
1	Brew festivals make enormous amounts of money in 1 day
1	Classic cross country ski trails separate from snow shoe and walking
1	Community Events kid friendly to help promote
1	Concerts
1	Concerts and events
1	Cookouts, winter camping skills
1	Curling Rink
1	DISC GOLF
1	DISC GOLF !
1	Disc Golf
1	Disc golf
1	Dog walking trails
1	Dogsledding
1	Ecology center-winter hikes, ski jumping. Half pipe.
1	Educational nature walks
1	FAT BIKE TRAIL
1	Fat biking!!
1	Festivals
1	Fire pit outside
1	Fix up the lodge and use it for weddings during hours the ski hill is normally closed.
1	Full disc golf course
1	Hockey, broom ball, ski jumping, rail jam tournaments
1	Hot chocolate drinking...for the companions/parents/non-active types.
1	Huck Fest ! - Solstice Darkest Night Carnival - Bonfire Party
1	I ranked tubing low, and think it is worth considering only if a significant net revenue source
1	Ice Climbing
1	Ice Skating?
1	Ice curling house.
1	It should just be focused on skiing
1	Leave it Natural
1	Luge - similar to one in Muskegon
1	Luge run. That would attract people
1	Luge, like manistee plus summer alpine slide
1	Luge/Bobsled Track & Ski Jump
1	MTU Broom Ball
1	Middle and High School Nordic Training/racing venue
1	Music Festival
1	NORDIC SKIING trails linked with Hickory Meadows

- 1 National/International Nordic RACE Venue
- 1 Nature education programs with multigenerational focus
- 1 Nordic Skiing
- 1 Nordic ski trails only; not shared with dogs or fat bikes
- 1 Nordic skiing
- 1 Nordic trails
- 1 Outdoor pond Hockey or any outdoor sport that can be sustained at low cost
- 1 Recreational Skiing...minimize race activities.
- 1 Serious ski race training camp over Christmas vacation.
- 1 Skating
- 1 Ski Lifts instead of rope tows
- 1 Ski rental with from additional buiding and one more slope cut into the back side.
- 1 Snow Boarding
- 1 Snow Tubing would be a financial windfall to help sustain the hill financially
- 1 Snow Tubing!!!
- 1 Snow disc golf (at least a few holes)
- 1 Snow disk golf
- 1 Snow forts
- 1 Snowboarding
- 1 Summer outdoor childrens camps?
- 1 Terrain park
- 1 Terrain park development
- 1 This ranking thing isn't working on either page
- 1 Walk my dog there every day. Keep it dog friendly as well
- 1 Winter Camping Training
- 1 Winter Carnival
- 1 Winter Disc Golf Course
- 1 Winter Frisbee Golf
- 1 Winter Hickory Barbeque Festival
- 1 Winter camping opportunities for groups like the boy scouts.
- 1 Winter carnival
- 1 Winter concerts and bonfires
- 1 Winter dog run
- 1 World Cup Nordic Racing
- 2 Zip Line
- 4 Zip line
- 1 Zip lines and bonfire pit
- 1 Zipline
- 1 Ziplining
- 1 a ski hill with a chair lift
- 1 alpine touring
- 1 an alternate disc golf course for winter play that doesn't interfere with other activities
- 1 back country no lift access skiing
- 1 bar/dinning, new lodge located in lower parking lot
- 1 bigger nordic skiing/skate ski track
- 2 curling
- 2 disc golf
- 1 disc golf alternative winter basket placement

- 1 disc golf winter course
- 1 dogs
- 1 fat tire bike
- 1 fire pit
- 1 groomed nordic skiing could generate a lot more revenue
- 1 half pipes for skiers and snow boarders
- 1 hiking / winter trails
- 1 hiking with dog
- 1 hockey? (separate from plain ice skating)
- 1 how do these expansion activities fund themselves?
- 1 improve the tow line
- 1 keep it primarily skiing, sno boarding.xcountry and snow shoes
- 1 lighted, groomed, free X-C trail
- 1 lodge rentals
- 1 luge, bobsled, skeleton
- 1 luge, toboggan, ski jumping
- 1 n/a
- 1 na
- 1 new rails and better tabletops
- 1 no
- 1 nordic skiing & snow play area
- 1 outdoor cooking area (built-in grill pits with metal grate
- 1 outdoor skating facility
- 1 outside curling
- 1 paintball biathlon
- 1 platform tennis
- 1 races, halfpipe, slopestyle, competitions,
- 1 rentals
- 1 school gym class requirement (ski)
- 1 ski frof
- 1 skjoring in hickory meadows
- 1 sleepovers
- 1 snow mobiles, curling, free racing
- 1 snow park, slope style skiing events
- 1 special events that celebrate winter
- 1 telemark course
- 1 tobaggon run
- 1 tubing
- 1 use Petoskey Winter Park as a model
- 1 walking trail
- 1 winter disc golf course and tournements
- 1 winterfest, snow sculptures?
- 1 you guys pretty much covered it, uhm, outdoor hottubs!
- 1 zip line
- 1 zip lines
- 1 Maybe a ice skating rink and buliding a couple more hills and also getting rid of the tow ropes and putting chairlifts in some places on the ski resort.
- 1 What more do you want - it already has Nordic and alpine skiing, snowboarding, a terrain park, and snowshoe trails.

- 1 snow tubing only if it is on a newly created hill.. it should not compete with skiing in my opinion
- 1 Make healthy food and local led foodie components run by high school youth culinary program so winter activities and new revues nourish the winter activities.
- 1 Family Friendly is Key. It is the one of the very few family friendly winter locations in Traverse City.
- 1 Not necessarily additional but Hickory needs a good terrain park, they would double the amount of orders if they had one.
- 1 have a winter carnival where community groups build a large snow statue see Michigan techs snow statues
- 1 Develop XC trail system for classic technique & form partnership with Vasa or Timber Ridge or both for universal pass option(fee) to provide an
- 1 Half pipe is now a olimpic sport and I think hickory should put one in where the current parking area is moving parking back to the me does with a tube hill/ sled hill for free and paY
- 1 If Possible access to the top of Swede for non skiers. Older folks don't get many?any oppertunities to get a view like that when the follage is down. Maybe it's only one weekend a year. But by giving older folks that oppertunity it may influence their support. It's a stunning view. Maybe a fire pit at the top and a snowmobile trip up for those that need assistance. I'm just sayin'
- 1 If "riding" means snowmobiles, I'm totally against that aspect for Hickory as we have so many other places for these machines in the area.
- 1 Thank you for the opportunity to comment. Please consider offering alpine racing for free as you do with terrain parks. Having organized and sanctioned races is great but for those of us who just want to run gates have no place to go (age 52). I want real slalom gates (tough) to be able to run for a time.. Let the course go for days (do not slip or pull it) I have done this with a area I managed in Idaho and heck.. the mahre brothers did it this way years ago.. think different..
- 1 snowshoes- a place to walk. I am tired of nordic skiing with snowshoes ruining the tracks aice skating can be located at another park but we have no sledding areas that are not on privatae property

12. Please rank your support for the following FACILITY improvements in the WINTER season.

Please rank your support for the following FACILITY improvements in the WINTER season.	
Lodge Improvements	<ul style="list-style-type: none"> Count 0
Expand Guest Services (Rentals, Food/Beverage, Seating, Seasonal Lockers, etc...)	<ul style="list-style-type: none"> Count 653 Min: 0 / Max: 6 StdDev: 1.73
Expand Recreational Ski/Riding Terrain	<ul style="list-style-type: none"> Count 644 Min: 0 / Max: 6 StdDev: 1.60
Expand Terrain Park and Features	<ul style="list-style-type: none"> Count 631 Min: 0 / Max: 6 StdDev: 1.81
Expand Glades and Backcountry	<ul style="list-style-type: none"> Count 0
Carpet Lift for Learning Area	<ul style="list-style-type: none"> Count 601 Min: 0 / Max: 6 StdDev: 2.17
Outdoor Play Area (Snow Play) for young kids	<ul style="list-style-type: none"> Count 620 Min: 0 / Max: 6 StdDev: 1.94
Weekend Daycare	<ul style="list-style-type: none"> Count 554 Min: 0 / Max: 6 StdDev: 1.98
Increase hours of operations	<ul style="list-style-type: none"> Count 607 Min: 0 / Max: 6 StdDev: 1.84
Expand Nordic (XC) Trail System	<ul style="list-style-type: none"> Count 635 Min: 0 / Max: 6 StdDev: 1.57
Groom for Nordic (XC) Skate Skiing	<ul style="list-style-type: none"> Count 0
Offer Nordic (XC) Rentals	<ul style="list-style-type: none"> Count 0
Fire Pit	<ul style="list-style-type: none"> Count 640 Min: 0 / Max: 6 StdDev: 1.94
Ice Rink	<ul style="list-style-type: none"> Count 617 Min: 0 / Max: 6 StdDev: 2.09

13. Please tell us if there are additional WINTER FACILITY ideas you believe should be considered for Hickory Hills

Count	Response
1	2nd entrance off Barney rd with a separate nordic ski trail head
1	A larger, more user friendly lodge with expanded food options and more room for bags.
1	A new/remodeled lodge
1	A stage for winter music
1	Area for Fat Bikes and Fat Bike Trail.
1	Bar (liquor license)
2	Bathrooms
1	Beer on tap?
1	Build a more accessible parking lot
1	Build new lodge
1	Daycare and skiing programs for kids so parents can ski
1	Disc golf
1	Espresso / coffee ect. Low cost and could boost revenue
1	Expand season when possible do not close early march!!!!
1	FAT BIKE TRAILS - GROOMED
1	Fat bike tail
1	Focused on broader skiing community.
1	Funding from users
1	How about a Yurt Picnic area on top of one of the hills with community grill?
1	I think that Nordic needs to bring in revenue
1	IMPROVE LODGE
1	Ice rink
1	Larger lodge
1	Learning Center
1	Leave it Natural
1	Lodge without rentals
1	Luge like manistee plus summer alpine slide
1	Maybe buying a new snow groomer and a couple more snow makers
1	More room for public skiing. GTSC takes up a lot of acreage
1	More seating in lounge
1	New surface based lift system and new lodge
1	Nordic rental and lessons
1	Nordic/bike trail around perimeter that would not conflict with current usage
1	Palma lifts?
1	Pima lifts can be purchased for under 20k used. Used chairlifts are under 50k
1	Possible flat section for snow skate park?
1	Puma Lift, T-Bars
1	Ranking thing not working I can only choose 6 or 0
1	Rebuild the lodge
1	Recreational, 1x per week ski lessons
1	Rental equipment for skiers and skaters.
1	Side walks for safe egress from parking lot
1	Skier only hills - separate snowboarding areas
1	Sledding area

- 1 Sun Deck
- 1 T Bar or Palma, new slope north of Swede, build vertical by 50 feet on that ridge.
- 1 T-Bars instead of tow ropes.
- 1 T-bar, chair lift, improved parking.
- 1 Terrian park make it worth coming and people will
- 1 The season should begin and extend beyond current dates, weather permitting.
- 1 Tow ropes are an essential part of the hickory experience
- 1 Tubing!!!
- 1 Tubing, zip line
- 1 Update Lifts
- 1 Warming huts in woods for snow shoe and nordic skiing
- 1 Wayfinding signage for snowshoeing.
- 1 What ever improves revenue
- 1 Zip line
- 1 a lift instead of rope tows
- 1 a ski hill with a chair lift
- 1 a ski-to hut with fire pit, maybe located where xc and down hill could access and enjoy together.
- 1 bring in the artists! Music, sculptures, plays
- 1 curling facility
- 1 fix up the Lodge, community effort/donation
- 1 food trucks
- 1 half pipe for skiers and snow boarders
- 1 improved ski lifts instead of tow ropes
- 1 keep it as is, facilit is excellant as is
- 1 lockers
- 1 more bathrooms
- 1 more tree trails
- 1 n/a
- 1 na
- 1 new central building
- 1 new lodge
- 1 no ice rink too much traffic
- 1 platform tennis hut
- 1 sauna
- 1 small warm up lodge by waterfall and t park but no food just to hang out and get warm
- 1 snow day care area open
- 1 standing/folding chair areas for viewing events
- 1 updated lodge with food and drink. Make it a winter hub for families
- 1 warming lodge
- 1 work with schools to expand access
- 3 zip line
- 1 There should be a full time young manager who will listen to the kids and act on their advice and need for change.
- 1 I don't understand why you're asking if the public wants additional activities/services offered when the city threatens to shut down hickory every year. Skiing, snow shoeing and cross country skiing are what people do there and want to continue to do. It's the most incredible facility for those things and is a valuable community asset.
- 1 You could make a lot more revenue if you had improved concessions and coffee for parents - people bring their own food because there is mostly only junk available now
- 1 personal preference for additional groomed Nordic ski trails, terrain park makes sense to me if revenue justified, and would likely be popular, though I would not be a user

- 1 larger drop off circle area near building and if sticking with tow ropes get ropes with tow handles (like homestead tow) to make it more user friendly.
- 1 None. I like it just the way it is. Everything listed there is available at other destinations within the area, but all of which require more of a drive. Hickory has everything you need all at an affordable price and convenient location. I fear to change it will just increase the cost.
- 1 Dedicated human powered, uphill travel trail to access ski runs using alpine touring, telemark, or splitboard gear
- 1 Love the idea of updating the lodge, but could you add another building that would adjoin the current one? Hanson hill has the character of an old resort. I would like to retain the character of that room with the fire pit. Paneling, new lighting, offering soups there might work. Then add a nice A frame building for a possible bar or at least a full menu.
- 1 Better storage for staff? Staff comfort - Share X-country grooming equip with Hickory Meadows for expansion of winter trails
- 1 have a little warming hut near the ski rink. any way to link into tart trails to expand skiing and biking opportunities? groomed trails would be fantastic-could pick up some coffee at hickory!
- 1 Safety improvements to those areas where skiers cross paths, a sidewalk from the parking lot to the lodge, a true roundabout for the drop off area
- 1 Regarding an ice rink, it would be great if it was actually maintained with a cooling system that could keep it viable during winter thaws.
- 1 Simple barn for warming and gathering...doesn't have to be over the top, just sizeable and functional.
- 1 yes definitely an upgrade to tbar paddle or something so EVERYONE beginners parents grandparents can use the facility without struggling
- 1 Tunnel / bridge to link trail loop together, trails linking to the large parking lot and oleson meadows would help cut down traffic up at the lodge. especially at pickup
- 1 I support guest services. For any of this to expand the lodge will need a full remodel and rebuild and done in a way that keeps as much of the history as possible... If you add carpet lift this and many of this will increase parking needs, etc. It is a fine balance I love these ideas but each would take great leadership.

14. This question is specific to LODGE Improvements and Expansion in the WINTER season. Please rank your support for the following Guest Services.

This question is specific to LODGE Improvements and Expansion in the WINTER season. Please rank your support for the following Guest Services.		
Improve Food Offerings	<ul style="list-style-type: none"> Count 634 Min: 0 / Max: 6 StdDev: 1.74 	Avg. 4.35
Lounge/Bar	<ul style="list-style-type: none"> Count 599 Min: 0 / Max: 6 StdDev: 2.24 	Avg. 3.46
Indoor Seating	<ul style="list-style-type: none"> Count 621 Min: 0 / Max: 6 StdDev: 1.64 	Avg. 4.56
Outdoor Seating / Deck	<ul style="list-style-type: none"> Count 621 Min: 0 / Max: 6 StdDev: 1.80 	Avg. 4.20
Rentals (skis, snowboards, nordic, and snowshoes)	<ul style="list-style-type: none"> Count 606 Min: 0 / Max: 6 StdDev: 1.97 	Avg. 3.92
Retail (Logowear, accessories, etc...)	<ul style="list-style-type: none"> Count 580 Min: 0 / Max: 6 StdDev: 1.99 	Avg. 3.09
Day Lockers	<ul style="list-style-type: none"> Count 596 Min: 0 / Max: 6 StdDev: 1.93 	Avg. 3.59
Seasonal Lockers	<ul style="list-style-type: none"> Count 579 Min: 0 / Max: 6 StdDev: 1.99 	Avg. 3.24
Ski School Space	<ul style="list-style-type: none"> Count 601 Min: 0 / Max: 6 StdDev: 1.81 	Avg. 4.11
Administration Space	<ul style="list-style-type: none"> Count 0 	
Race Team Space	<ul style="list-style-type: none"> Count 590 Min: 0 / Max: 6 StdDev: 1.88 	Avg. 3.99
Bathrooms	<ul style="list-style-type: none"> Count 0 	

15. Please tell us if there are additional LODGE IMPROVEMENT ideas you believe should be considered for Hickory Hills.

Count	Response
1	18+ outdoor fire pit with a view & 18+ SAUNA
1	An "in" door and an "exit door" possibly. More ski racks in safe appropriate places.
1	BATHROOM IMPROVEMENTS
1	Bathroom facility upgrades
1	Bathroom upgrades, infant changing table
2	Bathrooms
1	Bathrooms improved
1	Bathrooms!
1	Clean it up. Better food.
1	Coney Dogs
1	Don't do improvements that dig a big financial hole to climb out of.
1	Enlarge lodge
1	Expand and improve bathrooms
1	Food trucks
1	Full support of Lounge/bar w/o alcoholic beverages
1	Funding from users
1	Has to be designed to NOT be overwhelming to young kids
1	Haven't spent time in the lodge
1	Health spa
1	Healthy food offerings only
1	I like that it's cozy. Let's not get too large.
1	Improve/expand restrooms
1	Improved Bathrooms
1	Improved/Expanded parking facilities.
1	It is really sweet the way it is
1	It looks ugly both interior and exterior..... needs upgrading
1	Keep it simple. Go look at Caberfae.
1	Larger bathrooms.
1	Leave it Natural
1	Make it bigger
1	Make it less smoky
2	More indoor seating
1	More outdoor seating would be nice.
1	More/Improved bathrooms. And PLEASE don't destroy/eliminate the fireplace in the lodge
1	Mostly support an increase in indoor space
1	NEW LODGE more inviting
1	NO BAR!!!!
1	Need to build a new lodge
1	New Lodge in different location on property
1	Nordic rental equipment
1	Not working
1	Out door music live bands
1	Parking
1	Put on a second story, with improved faciites

- 1 Regarding bar, limited to beer wine.
- 1 Repair/tuneup space
- 1 Second floor on lodge
- 1 Shuttle service to parking lot
- 1 Simple cheap grating to scrape your boots inside the door
- 1 Ski rentals should be done with local businesses onsite or off
- 1 Some times it is so hot inside the lodge one cannot stay inside comfortably.
- 1 Special Needs people/ activities
- 1 Tear it down. Build a 2 story facility that can accommodate all things listed above.
- 1 Tech/Tuning Shop
- 1 Upgrade building.
- 1 Upgrading food and lounge is most important
- 1 We LOVE our retro lodge!
- 1 We need to have concerts-a stage?
- 1 Wider variety of healthy snacks available
- 1 a ski hill with a chair lift
- 1 apre ski whether nordic or downhill is very relaxing and especially nice for Frid/sat nights
- 1 basic facility expansion and maitnance
- 1 bathrooms upgrades of course how could you forget that
- 1 better bathrooms!!
- 1 bigger bathroom stalls & more of them
- 1 four seasons restaurant
- 1 get that sinky fire pit out of the lodge
- 1 grate at entry to collect snow from boots
- 1 healthy foods
- 1 hot soup or tea, wraps, no liquor will kill the charm of lodge
- 1 i would like better seating like cushioned seats and couches.and expand the lodge
- 1 improved seating, flooring solution to keep floor dry
- 1 increase size of bathrooms
- 1 internet access
- 1 keep open feel that is easy for kids. keep TV screens and video games out
- 1 keep the same vibe that it has now
- 1 local beer & wine only
- 1 more bathrooms
- 1 more room
- 1 more space
- 1 n/a
- 1 na
- 1 new bathrooms/locker rooms
- 1 places to see and see races, control temp, need places for kids to sit
- 1 rentals of fat tire bikes
- 1 restrooms
- 1 sauna
- 1 school and team space should be on them not the community
- 1 ski school space also used as room for parties
- 1 ski tuning area for kids to work on skis
- 1 tear it down and start fresh
- 1 the food options are VERY unhealthy.

- 1 this is about outdoor rec activity, not a fancy lodge
- 1 ventilation improvement
- 1 volunteer space, ski patrol, volunteer staff like State Theater
- 1 wax benches
- 1 waxing area
- 1 waxing benches
- 1 year around event space
- 1 Never any alcohol. Keep the open pit fire place inside. An outside fire pit could be a good addition.
- 1 No, it's perfect for what it is - affordable and convenient skiing for youth and families. Why in the world would you even consider a bar in the lodge? Alcohol would not compliment the family atmosphere.
- 1 Old and beat down, but it is good the way it is. People should be skiing at Hickory, not lounging...
- 1 you do not need a lodge, it is not a destination resort or a ski club hangout, spend available funds on improvements to actual ski hill, a fixed grip double lift from below where the lodge is now to the top of the hill that is behind the existing lodge
- 1 Lockers to prevent theft? hmmm how about cubbies do we need locks? - Logowear should be specific to Hickory activities only (glove guards! spare hats emergency gloves, w Vintage Hickory branding, no name brand outside retailers - no alcohol unless by special license/permission for special events - Day lockers make sense, seasonal lockers feel like privilege?
- 1 Keep it simple and keep the charm of the lodge. Don't let it become a bar hang out. Keep it family focused.
- 1 I think rentals should be a youth led National Rentals SSS Recycling Program (SKI, SNOWBOARD, SHOES). Learning and education should be core to mission and rentals that are next to free, especially for local youth organizations, should be encouraged. Food is big. Really big. Build advisor board that is half food leaders in community (JT Hogland, Steve Nance, Kathy Young, Mark from Maxbauers for top sources custom meats, NMC culinary students TBA Students with teachers, and manager minds to orchestrate the simple menu including soup, hotdogs, brownies, just good hot chocolate, Northwoods Soda, Great Lakes Chips, Local chips and salsa, and all with ZERO WASTE design with BARC. I am not sure on bar but like idea for beer and wine for special fundraiser that can still be family focus. I have killer idea for Hickory BBQ foodie event that would raise about \$25,000 and celebrate outdoor activities in a micro summer/fall Hickory Olympics.
- 1 If there is an increase in participation you will want to expand lodge area . It is pretty quaint just the way it is it works
- 1 There is an extreme shortage of facilities for hosyting marriages reunions family gathering etc. An improved lodge facility would make expanding summer oppertunities
- 1 If a new lodge is added and I believe it should be. Create an area in the new lodge that is an exact replica of the old lodge.
- 1 maintain rustic, retro nature of lodge, improve bathroom facilities, improve views of hills from lodge, improve accessibility from parking
- 1 New lodge near the medowes. Parking lot filled in and made into a run. Lodge is to small. Grand traverse county grew by 1/3 in the last 10 years 30people and is expected to double again in the next ten years. Plan big!!
- 1 Hickory needs better parking maybe consider building a lodge in a different location and change the base area?
- 1 Keep the existing lodge sheer it is and keep modifications to a minimum! It's a piece of history that needs to be respected!
- 1 move the lodge to the lower parking lot and have a rope up to swede, keep current lodge for race team and ski school space
- 1 Need to paint interior, and spruce up the ceiling, internet for parents, just do a nice job to clean it up and upgrade the interior, outdoor deck with chairs!!! Music!!! Fire pit, great idea!!
- 1 A new lodge is necessary with year-round restroom facilities (desperately). The lodge should be efficient and well-designed (creatively, not a pole barn), and give a nod to the 1950s heritage.
- 1 keep the lodge as a warming hut and build a new lodge at the base of the parking lot and reroute the hills
- 1 Please keep that awesome inside fireplace- many of us grew up with the same one- please don't change that!
- 1 The lodge definitely needs a facilities update. The offerings aren't so bad, but the building itself is old, and crowded.
- 1 I commented on this earlier. Keep the charm of the original building if practical. Build a new building, for example an attractive A frame, with lots of "picnic" table seating, a good menu, maybe a bar at night. Maybe a brewery would like a home there- Hickory Hills brand! How about a concert space like Cannonsburg (near Rockford, MI)
- 1 Except for race days I think the space is fine. Would like to see healthier food choices for the kids along with a loadable

punchcard kept on file that parents can add \$ to for their kids.

- 1 New building to rent skis and accomodate the new full time year round manager and allow him or her to relax.
- 1 The traffic on Randolph can be scary fast - adding alcohol to the mix doesn't seem like a good idea
- 1 Maybe expanding the lodge and making it a lot bigger with more seats and more things to eat and bigger everything in that lodge.
- 1 As a newby to Hickory last year, it felt very cramped and juvenile in the lodge and not welcoming of adults or families.
- 1 New fire pit, benches, bathrooms... boot heater station? Maybe pay a dollar or so to heat your boots for a little bit?

16. Please rank your support for the following PROGRAMS in the WINTER season.

Please rank your support for the following PROGRAMS in the WINTER season.		
		Avg. 4.27
Learning Programs for Adults (ski, telemark, snowboard)	<ul style="list-style-type: none"> • Count: 618 • Min: 0 / Max: 6 • StdDev: 1.76 	
		Avg. 3.77
Learning Programs for Seniors	<ul style="list-style-type: none"> • Count: 598 • Min: 0 / Max: 6 • StdDev: 1.91 	
		Avg. 5.09
Learning Programs for Youth (development, freestyle, telemark)	<ul style="list-style-type: none"> • Count: 625 • Min: 0 / Max: 6 • StdDev: 1.39 	
		Avg. 4.78
Create Learning Programs with School Districts	<ul style="list-style-type: none"> • Count: 610 • Min: 0 / Max: 6 • StdDev: 1.61 	
		Avg. 4.15
Collaboration with YMCA	<ul style="list-style-type: none"> • Count: 601 • Min: 0 / Max: 6 • StdDev: 1.98 	
		Avg. 2.70
Yoga Retreat	<ul style="list-style-type: none"> • Count: 558 • Min: 0 / Max: 6 • StdDev: 2.21 	

17. Please rank your support for the following EVENTS in the WINTER season.

Please rank your support for the following EVENTS in the WINTER season.		
Alpine Races	<ul style="list-style-type: none"> • Count: 622 • Min: 0 / Max: 6 • StdDev: 1.50 	Avg. 5.07
Winter Rail Jam / Freestyle Competition	<ul style="list-style-type: none"> • Count: 610 • Min: 0 / Max: 6 • StdDev: 1.67 	Avg. 4.73
Nordic Races	<ul style="list-style-type: none"> • Count: 619 • Min: 0 / Max: 6 • StdDev: 1.58 	Avg. 4.94
Snow Biking Races	<ul style="list-style-type: none"> • Count: 590 • Min: 0 / Max: 6 • StdDev: 2.00 	Avg. 4.07
Apres Ski Entertainment	<ul style="list-style-type: none"> • Count: 569 • Min: 0 / Max: 6 • StdDev: 2.15 	Avg. 3.61
Banquets	<ul style="list-style-type: none"> • Count: 582 • Min: 0 / Max: 6 • StdDev: 2.08 	Avg. 3.37

18. Please tell us if there are additional WINTER PROGRAM AND EVENT ideas you believe should be considered for Hickory Hills.

Count	Response
1	ALL THE MONEY SHOULD GO TO HICKORY, it's winter here more than it's summer after all...
1	Adult ski night 8-10pm once a week
1	Any winter activity that expands the use of the property such as ice skating or hockey
1	Concert
1	DON'T MAKE IT A DRINK FEST LIKE MT. HOLIDAY! CATER TO FAMILIES AND KIDS
1	Disc Golf
1	Disc Golf Tournaments
1	Disc golf
1	Dogsled racing
1	Don't know what Apres is
1	Educational offerings (nature, fitness, healthy lifestyle).
1	Fall weddings could really bring in some cash for the park.
1	Funding!
1	Grand Traverse Ski Club should be the only learning group
1	Hale pipe super pipe/ Kiwanis record eagle ski camp to return to hickory
1	I am glad you included my idea about daycare
1	I don't know what "Apres Ski Entertainment" is
1	I don't support building in significant additional overhead costs to carry.
1	Ice sculpure contest.
1	It needs to stay about skiing in the winter. These other things are unnecessary.
1	It would be awful to get too big.
1	Lodge rentals for private events
1	Maybe host movies ski and snowboard, tubing, sleding
1	Music Festivals
1	Nordic Ski learning opportunities - clinics, etc.
1	Nordic learning programs for all ages - full support
1	Oldtimers (>50 yrsold) Classic
1	Pond hockey tournament
1	Put in lifts
1	Snow camping, School Retreats
1	Special Needs community
1	There are already lessons and races available.
1	There is no mention of KID XC Program Lessons Huge opportunity for community engagement
1	Trick park for skiing and boards. Would be great on the back side slope.
1	Tubing!!!
1	Warren Miller film festival...retro race day. Race with late 60's equi
1	We love the city Fun Day at the end of the winter season. Keep up the great work!
1	a ski hill with a chair lift
1	birthday parties, buck rope open late just for party
1	disc golf tournament
1	i am concerned about parking and access it is a problem for events and summer activities
1	lots of sledding,
1	multi-sport races
1	n/a

- 1 na
- 1 put some of sam porter's festivals out there
- 1 rail jams
- 1 retreats
- 1 season pass holders bring a friend for \$2 Fri
- 1 snow shoe race
- 1 snowshoe races
- 1 special day to bring a friend for free
- 1 special hours during christmas break
- 1 stargazing, snowshoe hikes
- 1 there should be a jump competition and snowboard and ski cross events
- 1 wedding venue
- 1 weddings, graduation parties
- 1 weekly or bi-weekly ski lessons not connected to the racing program for all levels
- 1 winter carnival where local groups can work to build their snow statues
- 1 if possible could hickory host some races other than ski club? USSA races? High School Meets? Nastar? Local Nordic or fat tire bike race?
- 1 You could give the kids the option of having some gatherings with a band outside and a bonfire at night one night a week.
- 1 Mountain biking in the summer, maybe have a race go through Hickory and have it as a stop for people to gather and watch the race?
- 1 I like idea of custom "Hickory Race Series" races for each winter event idea built with the people who love each sport but with the goal to be 50% Adult led more as mentors and 50% youth led. The purpose would be to raise funds for youth outdoor education with the four season Hickory programs. Only concern is good trail design so snow bikes and Nordic do not interact too easily to keep trail integrity in tip top shape. I voted low on senior programs not that I do not support them but that this space seems to be suited as a youth led and parent or family member supported traffic flow. If you add senior programming the infrastructure would be expensive and challenging to adapt to a jungle gym atmosphere. I encourage active seniors for sure and lets put their photos on the wall like ironman posters!
- 1 have a tent for events in winter and summer or allow this and people who reserve space can set up at their expense, cross country ski competition or a 3 event race, 1 run downhill, cross county and snow shoe or snow bike, or freestyle event
- 1 I want to go to Hickory for gym class and it would be fun to see more families there with babies and puppies
- 1 PSIA Ski School, More learning to nordic ski programs for all ages and programs for youth and races
- 1 Be careful about chasing the race crowd too heavily. They can turn off the regular person (Joe the Plumber) Thye expect preferential treatment. Cuts in lines, closed sections on runs, storage areas. It's that way regardless what activity Alpine Nordic Cycling I suppose even tubing if they started racing those. Make sure the family remains a priority. Racing is wonderful but it screams eliteness. Some people don't really care how fast they are.
- 1 Including seniors is a great idea intergenerational fun - Banquets outdoors ! - Chili cook off outside @ Hickory? - Winter cuisine fair? - Snow Art - Old Fashioned Snow Game Events for very young
- 1 Promote Grand Traverse Ski Club more---there is not much publicity about it. Stories in the press would be great. They used to put a weekly report in the Record Eagle of the Sunday ski race results. Market it...promote it. Many people do not even know it exists!
- 1 Please keep in mind that Hickory Hills' primary focus & specialty has been Family/Youth-focused winter activity, and it has been highly successful for more than fifty years.
- 1 Slush cup at the end of the season and a little more easier way to get into hickory hills and the other side of the hill where the terrain parks are?

19. If the WINTER improvements listed in the questions above were implemented, what capital financing method would you support? Please rank the options below.

If the WINTER improvements listed in the questions above were implemented, what capital financing method would you support? Please rank the options below.

User Fees	<ul style="list-style-type: none"> Count: 627 Min: 0 / Max: 6 StdDev: 1.66 	Avg. 4.52
Millage (Tax)	<ul style="list-style-type: none"> Count: 583 Min: 0 / Max: 6 StdDev: 1.97 	Avg. 3.90
Private Investment	<ul style="list-style-type: none"> Count: 604 Min: 0 / Max: 6 StdDev: 1.82 	Avg. 4.42
Mix of Public and Private Funding	<ul style="list-style-type: none"> Count: 632 Min: 0 / Max: 6 StdDev: 1.56 	Avg. 5.06

If the WINTER improvements listed in the questions above were implemented, what capital financing method would you support?

Value	Count	Percent %	Statistics
Millage (tax)	0	0.0%	Total Responses 0
Private investment	0	0.0%	Skipped 0
Mix of public and private funding	0	0.0%	Unanswered 971

Comments

Count	Response
-------	----------

If you did NOT SUPPORT any of the WINTER improvements, can you explain why?

Count	Response
1	Cost
1	I did not understand "linkage."
1	I do support winter activities but winter can be without snow more often.
1	I don't think I want too much cross country skiing. I want the space for my (downhill) skiing.
1	I like the old time simplicity of hickory hills. The only thing it needs is nordic ski trails.
1	Not sure an ice rink would be worth the investment.
1	Please in prove hickory for everyone of all sizes and ages. Adults don't want to toerope.
1	Private Funding only
1	Snow bikes need their own trail system
1	User fees only with expanded and improved services.
1	Who would be taxed? City, county, TBA counties?
1	Why change
1	Would not propose a specific tax mill age just for Hickory Hills
1	need more information
1	support if they are self funded
1	the price for a lift ticket is too expensive this year, which is why i have only gone once
1	PLEASE DON'T turn this into an expensive eatery and bar like Mt. Holiday did. Keep it family/kit friendly.....and pricing reasonable (Mt. Holiday's menu and pricing is as expensive (or more) than most eateries
1	I love hickory the way it is. Part of the appeal is that it is not junked up with extra "improvements" that mar how the area looks and feels. Although I understand that in this time of economic hardships it is likely necessary to make some change, I would rather the changes be as unobtrusive to the ski hills as possible. For example, an ice rink would be fine so long as it was rather small. Also, I dislike the idea of too many expansions to hills and nordic skiing trails because this would involve clearing trees.
1	Some of the winter improvements were difficult to imagine being implemented without drastic expansion/change to existing facilities.
1	The only access road, Randolph St., is already heavily used. It is too narrow, especially since it has no shoulder, to sustain increased traffic. Hickory users already have a propensity to treat this section of Randolph St. as a country road and regularly exceed the 25 mph speed limit, reaching speeds of 30, 40, and even 45 mph. A dramatic increase in traffic caused by the offering of numerous improvements and events would pose a hazard to the safety of pedestrians on the street and would harm the quality of life for residents of the section of Randolph St. from Monroe St. to Hickory.
1	Local area plus small space= diversify yourself through improved park and flatland. Adults/alpine will tend to go to bigger locations. There are also several other locations for tubing in the area. Pick one or two specialties and flaunt them.
1	If Garfield township and Peninsula township (largest per capita income) are unwilling to pay their fair "share", user fees for those residents should be higher to offset the subsidies.
1	I just want to say that I could not easily put in numbers using only my phone. I just put a 6 where the greatest interst was.
1	I enjoy the peace and quiet of the natural setting at Hickory. It's nice to snowshoe or Nordic ski in the quiet winter forest cover and open areas. A ice skating rink would change the natural character of the setting. Snow bikes would be fast moving through the woods and also tear up the trails a bit. It would not like to be snow shoeing or skiing on peaceful trails and have to worry about getting hit by a snow biker. I've seen how mountain bikes change the character at the commons when people are going on a peaceful relaxing walk. The downhill ski area is great and it would be nice to see higher action activities confined to this area
1	I do not see any benefit from a bar or retail space in that it would not improve the experience of going to Hickory Hills. I would fully support a bar/lounge if no alcoholic beverages were allowed. As for the others I did not support I just do not see an added benefit to the existing sport involved.
1	If Hickory Hills was properly run and managed, the deficit would be significantly lower. The higher level of services and length of season would directly increase revenue. There is so much money left on the table. The café should be a significant source of revenue and there is no reason why it is not open during the busy summer months also. No training on weekends? Come on, realize who your paying customers are and treat them like you appreciate their business. Most of the users would actually be willing to pay higher fees if the season was lengthened and the resort was better managed. There are other opportunities to increase revenue. Charge a seasonal summer parking pass and keep the gates open for

the large number of summer users, Bring in some money year round. Although I am sure it will never run on a positive cash flow basis, no parks in our system do that. However, by increasing riding services and some expansion of hills and amenities, it could come much closer. Marketing is non existent and I think management tends to often forget that racers and their families are THE PUBLIC also. I think increasing XC is critical, especially with XC snowmaking capabilities (that does not exist anywhere else in the region), however, the XC community tends to have a goal of not ever paying for anything they use, sort of a montra to cheapness. There are other groups that could significantly benefit from increased resources and need to be brought into the loop,. The city needs to take the politics out of the area, let the strong community leaders that support this park manage it, and it will be one of the best in the country. The resources are in place, just let them do it.

- 1 I supported some of the winter improvements. Given its gentle terrain, I feel Hickory bests serves the youngest alpine skiers mixed with the snowshoe (all ages) and cross-country skiers (all ages). Other city parks are not held to the standard of supporting themselves - neither should Hickory.
- 1 The community involvement and comments have been excellent and productive. "Don't lose the magic," seems to be the common mantra. The traffic issues must be addressed (speed on Randolph Street).
- 1 I do support, and I think two improvements will increase use and success: 1. add slope north of Swede, put T Bar or Poma or Chair lift between it and Swede with expanded snowmaking to new run(s); add 50 feet to ridge at top, and the whole area and run become new broad skiing area attraction, and good racing terrain for Sunday or even H School or Jr. High races again. 2. Double the lodge by adding a second story, which can house new facilities, and downstairs can become warming area like it is, without other competing uses. Lodge would have deck from upstairs story, and inside better kitchen, dining, snack, and activities areas, with new bathrooms on both levels. Also, should add on to east, if possible, for ski services, lockers, equipment, etc.
- 1 I feel that its important to maintain the character of historic Hickory. This is not a resort, this is not a fancy place, this is not a place to go drinking. This is a safe, kid-friendly, family place to enjoy the outdoors! I support banquets only if they are associated with a sport league or team that uses the facility. I do not support renting the facility to outside groups for private use that inhibits public use.
- 1 I do not support any of the "improvements" because Hickory is already perfect for what it is: affordable and convenient. If you want more drive to Crystal, Boyne, etc and pay more. Let's keep Hickory as affordable as possible. If it could host events like fat tire bike races that could generate income and use without changing the facilities that would be great.
- 1 Hickory needs to be kept in it's current state to minimize taxpayer expenditures. Lift ticket fees can be raised by 30% and nonprofits could donate to Hickory to subsidize tickets to those who cannot afford.
- 1 I believe a lounge will detract from Hickory. Parents are more involved without it. Apres Ski should be limited to winter events such as movies etc... of snow sports. A limited liquor license could be procured for banquets and larger events.
- 1 I would urge you to make moderate changes that would provide a significant bang for the buck. Randy Chapman offered to fix the inside chimney inside the lodge FOR FREE, providing the materials and workmen. The supervisor agreed and then suddenly, he declined the offer. Meanwhile the lodge is terribly smokey. Secondly, there is next to no marketing. I once heard a radio ad for Hickory AFTER the lodge was closed for the winter. This is death by neglect. Each year I get all kinds of fliers from Crystal and Boyne offering ski packages, quad packages, etc. -- nothing from Hickory. THERE AREN'T EVEN DIRECTIONAL SIGNS. I get the sense from this questionnaire that there is a grand, multi-million dollar scheme. Meanwhile, the city could be investing moderate amounts into marketing and small fixes. My final comment is the vendor is extremely nice; everyone is, but the food is absolutely UNHEALTHY and tastes terrible. Same with the Civic Center. Why on earth is that?
- 1 I believe that if you implemented better food and beverage offerings to include a lounge/bar and open up more area for runs to include a chair lift to attract more adults, Hickory Hills can become self sustaining if managed properly.
- 1 Some improvements would be nice, to increase attendance & education, but I would not oversell use of hickory, as safe drive up drop off & parking area is limited. And part of the charm of this place is the trust & familiarity among skiers that will be lost with higher attendance.
- 1 It is time for Traverse City and the townships to consider a regional tax base to support all the city offerings and the townships. I worked in Columbus Ohio and lived an hour and a half away. Columbus took a small piece of my income that was credited back to me by my home region. Columbus then had plenty of money to support infrastructure. All these people who work in TC go home and don't pay anything to support the infrastructure. And supporting all of this on real estate taxes is unrealistic. We need a regionally based district encompassing the area of TC and around TC (including at least parts of leelanau county) that uses some sort of income tax to support all the amenities in the region. This would help the townships too that are supporting the great parks and waterways. Some of the people driving to Hickory (and Willow Hills school, for that matter) drive in a distracted, speeding manner and often consider stop signs more of a suggestion than a law. This isn't just teenagers who disc golf. This happens all year round. These people don't live in the neighborhood and just speed through to their destination. Adding alcohol to the mix is not a good idea. I understand that being able to serve alcohol (legally) can significantly increase revenues, but until/unless the speeding traffic is addressed, I

don't think it is worth the potential price.

- 1 I think it's a wonderful concept and hopefully the 'wants' and 'needs' can be kept in balance with the checkbooks of residents, taxpayers and users. Being a senior on a fixed income, the recent road millage really increased my property tax bill. The school millage failed, but I am sure it will eventually pass. Some of the residents of this community will not be able to afford their taxes if they keep rising.
- 1 I like Hickory as it is and don't think we need much improvement there. It is so nice to have the acreage here right in town to go hike, ski, snow shoe, etc. without a million rules and regulations and tons of people. We have plenty of other places to go where people can do more organized winter sport activities.
- 1 The hill is dominated by the ski club. Recreational skiing is almost impossible. Why should taxes support this? Operate as a non-profit such as Mt. Holiday. Relatively, very few utilize the hills that aren't GTSC.
- 1 a lodge is not the answer. Ski Hill improvements are. Most people cannot ride a tow rope, it is too physically taxing
- 1 Ice rink may be more work than anticipated. Snow removal and resurfacing is VERY time consuming. Increasing outdoor seating for winter use wouldn't be as effective as increasing indoor seating. Apres ski events should be in downtown TC not at the hill. Simple = better for hickory.
- 1 Any activities involving alcohol seem contrary to the family nature of the place, and we also worry about the affect this would have on safety, both on the hill and on the road. We would suggest that any plans for activities and events include plenty of adult supervision, to help keep all the kids safe and secure from reckless or illegal behavior.
- 1 I am not big on day care centers, some kids aren't very controlled and are extra loud . I appreciate this can bring in some good money and have been in france where it really helped families--Just need extra management. Same holds a bit for the bikers. They tend to ruin the trails and have no regard for those needing groomed ski tracks. If they would obey rules I would be in more favour of bikers in the winter. Summer no issue and the track should be connected to tart. If its a nice venue to go to you may attract folks in for lunch or drinks as they ride by.
- 1 Hickory Hills does a great job of providing a safe, inexpensive place for my kids to ski/ snowboard and for my husband and I to walk/ run. It doesn't need bigger, better, faster now; that will just raise the price and limit the number of people who can afford to participate. I suggest a continued focus on the things Hickory already does VERY well and save the money that could be spent on providing weekend child care for expanding/ maintaining XC trails.
- 1 Though I do not live in close physical proximity, unless access road alternates are available I am sympathetic for the need to preserve reasonable levels of traffic through the walkable, residential slabtown neighborhoods. This eliminates much of the race/special events/ banquets type of usage which bring high levels of motorized traffic.
- 1 An ice rink seems like it would be a huge initial investment with a lot of additional upkeep, maintenance and oversight. Just would cost too much.
- 1 I am not fond of the idea of changing the lodge as it holds so much History. I worry about the \$ to be able to support a bigger better facility.
- 1 Hickory Hills, while beautiful, does not have enough terrain to accommodate a full fledged ski resort that is up to Northern Michigan Standards. The initial investment to even make Hickory a viable option for most skiers or snowboarders (ie. changing tow ropes for ski lifts) would be a poor investment. The area is most underutilized in the spring, summer and fall seasons.
- 1 I think Hickory Hills is better served to be a family friendly destination. The Book Good to great talks about having a hedgehog theory in your business. I believe the theory for Hickory Needs to be the Family. If you make it an easy/fun destination for the family to visit, They will come (build out play area, the carpet for the beginners, Tube runs, outdoor fire pit). Then you make it easier for the Families to spend more monies per visit (Increased food and Beverages, logo/retail items). This is the basic premis behind the Walgreens hedgehog theory in the book mentioned above. I think you can create a self sustaining asset for the city and the surrounding communities with these ideas. I think that adding "Events" may lead to neighborhood push back (see Festival Fatigue). Just my two cents.
- 1 See my other comments on traffic, environmental concerns and management issues - there is not enough room at the present Hickory Hills area to include reasonable nordic trails (for intermediate/beginners and downhillers (snowboard, skis, etc.). Topography is too challenging for reasonable xcounrty glide skiing. Adding additional activities will only limit expanding these options.
- 1 I believe Hickory should be supported with Millage without wrapping in other community development goals like TCAPS Arts Venue (which I supported but bill was dressed back words like a color blind thrift store shopper) Today is not about the next four years it is about the four decades. Place more faith in our children as they are the key to the next TC. Financing this historic and legend character building for our young community. Call the fundraising program "The Hickory Pledge" dedicating a lifetime of outdoor learning and recreation opportunities. So, develop build working plan, budget and see if MEDC or CDBG grants could help or similar funding. Then present the pledge and fundraiser goals to meet a well designed business plan and bingo. Keep user fees as low as possible and get community investment with annual fundraising programming in place supported by special events, four season activities with revenue from F & B, Tickets,

Sponsors, Rentals maybe and grant writers. Also, I think Hickory should support its own 501c3 and if it needs fiscal agent for starting maybe the community foundation is good fit since the founders of Hickory were founders of the Community Foundation. A fiscal arm would help speed up process and keep energy now in motion.

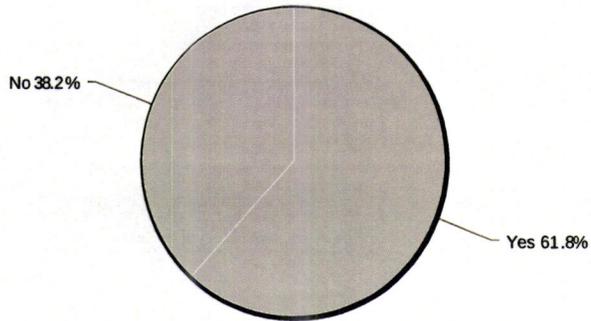
- 1 RE: the YMCA collaboration, I don't believe a public facility should be giving priority treatment to a religious institution.
- 1 I worry that a full lodge, with a bar, rental service, retail, ski school, could actually hurt the park's appeal.
- 1 I don't think an ice rink is needed. We already have 2 sparsely used outdoor rinks downtown. If one is installed - I would put it in hickory meadows to relieve congestion at the ski hill. Please no fire pit. It's a great feature - but fire pits and young children are a bad mix from a safety perspective. The open fire in the lodge is scary enough with young kids tripping in their ski boots. Patio heaters would be a great substitute.
- 1 I think Hickory is a park, same as any other, only it is a winter park. TC has many places and parks for our youth, but precious few in the winter. It is precisely in line with our parks model to have a winter park. The costs of Hickory aren't a money loser any more than cutting the grass at another park in traverse or play equipment is a looser. Hickory is more expensive, but collects some revenue to offset some of those expenses. The city can't appreciate the gravity of closing this park. It doesn't need growth or improvement; it needs protection.
- 1 I feel that the operation we have is perfect. My kids LOVE IT!! There is no doubt that it is the most frequently used park in the city. Changes are not nessasary in my opinion. It serves us perfectly. One idea for raising a bit more money is to increase the cost annual passes.
- 1 Keep it publicly owned and family oriented but expand the services provided. I do believe some of the uses would be sucessful in that location or are appropriate for the space.
- 1 I supported all of them but I agree that you should take down the lift ticket prices because they are so expensive
- 1 mostly you need to keep the same feeling of the lodge and area with having more involvement of the Traverse City Ski Club giving you ideas combined with the kids themselves... there should be rentals in a new building which would allow the area for a full time manager of the area to work year round. This should be a younger person who will listen well and be a person who grew up skiing at Hickory. There should be another road through Oleson's squash patch to Wayne Hill for traffic as a loop and on to M 72 through Incochee. It can be done. There was a road there when I was a kid and one that went to Barnes out to the West.
- 1 Hickory is used as a recreational facility for the city. Somewhere our kids can ski, we can ski with them, and we can hike, snow shoe and cross country ski. To have such a place within the city of TC is amazing! My daughter looks forward to skiing there every year-we live close by and it's so great to have it so close. I'm so concerned the city is going to shut it down. The city can't do enough for tourists, but what about the people that live here? Our kids, who learn to ski there? It's a shabby facility, but people don't go there because its a 5 star resort with a variety of activities. They go there to enjoy outdoor activities with family and friends right in the city. My family loves to hike there in the summer too. It would be a horrible shame if the city did not see this value and shut it down. It's a place I can see my expensive city taxes at work. My family and the community love Hickory Hills. We like it just how it is.
- 1 Hickory Hills has a unique character that promotes an environment that feels safe for chidren, is family freindly, and supports community building and oportunities to meet other families through its small scale. I would hate to see improvements of the sort that increased/promoted non-local use and a larger scale and large volume of people using it that you see at other larger resorts. Its small scale makes it a very unique and special place that a majority of the families currently using it value. It is a place that you dont have to drive to far to get to which is nice. Also because of the smaller scale there are oportunities to meet other families that live in the Traverse City Area and equally enjoy the recreation oportunity in an environment that is safe and freindly for your children. This is truly a community center and a gem that promotes oportunities to build freindships with other families that regularly use the are. What comes of this is that we all love going to hickory hills because we see freindly faces on the hills and we know many of the other parents children and we all look out for each other. What Hickory Hills needs the most is an improved drop off area that encourages traffice to make a circular flow. This will make it safer for the children and people unloading. Currently cares are forced to back up when they leave the drop off area. Also there needs to be better marked trails. A map of the ski hills, the snowshoe and nordic ski areas and hours of use posted. Wayfinding measures added would be very helpful and encourage better use of the area. I cant say enough about what a great experience it has been for my young daughter and I to use Hickory this winter. She started out afraid to use the tow rope, but soon gained the skills with encouragement from coaches in the ski clinics and her freinds. She did the ski clinics three nights a week and I at first thought it would feel like a big commitment. It wasnt at all. We loved it and loved coming to ski and snowboard with the freinds we met there and freinds from school. Other parents helped my duaughter when she needed it as well as others children. Even in the very cold temps we still loved going there and skiing as well as many other parents and children. Hickory truly is a special place. I have learned from other parents that it is a special place for them and their children and was a special place for them as a child and their parents as well. I hope to see it keep its character that is smaller scale. I dont see it necessary to add a lot of other activities to the area. The natural surroundings are beatiful and too many activities may take away from that and the peace and quiet. There are other places to go tubing, ice skating, etc. that are being under utilized.

- 1 The plan should offer participation in winter recreation to resident and regional youth and adults as interest is shown. Fees should be modest to encourage participation. Civic minded sponsorship would be encouraged and needed. Season pass's available for regular active use. Used equipment sales in the late summer and again in the fall would help defray costs for participants and help fund activities at the lodge. Multiple Terrain runs a must along with lessons and rules. Also a Halfpipe. Summer camps for more advanced participation in winter would be needed. Ice rink a good expansion fit with the theme that would include olympic style track racing. It all hinges on community interest and participation. I did as a kid and expect that many youth would today, especially if the local resorts were not reaching a large percent of local and regional youth. Spring equipment sales for summer activities would help drive participation and defray costs. Summer terrain parks for skateboard and BMX style bicycle riding with halfpipe or similar swimming pool style areas would bring out many participants if a bike carrying Bus was making runs from a couple of city pickup points. Basic snacks and food (hot dogs and sancwuch's) would be in demand in both seasons depending on programs and participation. With exiasting lights, night participation would be attractive too with supporting participation.
- 1 The public will likely not support paying tax to help Hickory if they all do not use it and I don't want Hickory to get a bad name in the publics eyes. Also, if economy goes downhill, Hickory's funding would be likely cut, thus putting us back into the same situation.
- 1 the only things I put NOT SUPPORT were because I think they are things that are not good...like the managerial/ work staff for the most part...we quit skiing there because the teenagers were running wild and being rude on the lifts/hills and the staff in the office were NOT helpful and were actually rude...I think we were the first people to get our money back! our kids grew up on those slopes and we wanted the grandkids to too but not like it is.....
- 1 I believe Hickory should stay mainly a winter sports area focused of skiing and snowboarding on the natural hills and cross country skiing, snow shoeing and hiking on trails in the woods. I do not support Hickory becoming an overcrowded place by trying to overload Hickory with too many options. I think Hickory should stay a place where people can escape to the outdoors without leaving town. I do not support ice skating and children's play areas because it in unnecessary and would attract the wrong crowd. I think Hickory will benefit by increasing it's summer use but there is not need for extensive winter activity development.
- 1 This is an open space that is one of the last untouched nature spots in the area. To impose that we need to have organized races, events, weddings, and other money making schemes dwindles the attractive nature of being...well..IN NATURE. If you need to improve the road, parking, or other items to make it work properly then that is one thing, but the bigger picture in this proposal alludes to a system to slower devour what is so wonderful about this area and use it for monetary gain.
- 1 Here's the thing I don't get. We have 2 ski hills in TC, Hickory (City Funded) and Mt Holiday (non-profit). How come Hickory can be so horribly financially mismanaged yet keep getting this windfall from the city, and Mt Holiday doesn't get a dime. Should Hickory Hills also become a 501.c.3 non-profit? I'm all for improvements to Hickory but you'll have to take a serious look at: Will this generate income?
- 1 Do not want to see a bar placed at Hickory. This would detract from the family friendly, kid focused atmosphere we currently have
- 1 If the programs expanded into 4 seasons there could be a season pass that was more meaningful then the 77 days it presently covers. Sponsorship/partnership is huge. There are abundant naming opportunities. I'm not a fan of this but it works. If it's always ski only it will only gets ski revenue. One group that is always overlooked (and they have deep pockets) is equestrian. I believe an equestrian trail could be put around the perimeter of that area without any of the current groups even knowing they are there and you could add a huge group that is hungry for riding areas.
- 1 Though I support user fees, it must be available to families who do not have financial resources to fully fund these fees.
- 1 Hickory Hills should have regional support. It is no longer a City Park and needs broad based funding. Why not at least put it into the City--Garfield millage that operates the barns, Oleson Field ?
- 1 To reiterate: I love all the great ideas, but I think that making huge investments in capital improvements and in programming is risky. Big overhead means you need big revenue- by getting too grandiose you risk losing the modest little gem that we have.
- 1 What I think makes Hickory nice is it's SIMPLE and NATURAL development. I think if you leave it SIMPLE and NATURAL it will continue to be a nice place.
- 1 We already pay city taxes and quite a high millage for city services!!!!!!!!! Recreation is on the bottom of the list of priorities. I am really surprised that improving the rope tow system did not make it to the list. At the meeting, I was surprised by the "keep it the way it is" stance. There is a difference between preservation and not changing anything about a site. Preservation only works if there is a purpose for the site. We have a purpose but skiers are choosing to go to Holiday. WHY? Sledding Tubing Rentals Ski Park Chair Lifts Any improvement to the rope system would really open your users. If you look ar the demographics in the next 20 years in TC, retirees are the greatest increase in demographics-I think 20% increase and we have money. We are happy to pay for a pass to Hickory with better access and times the slopes are open during the day. We really do not want to compete with after school activities. Just so you know, both of our children

were in the race program at Hickory. The time when the staff made them take down the jumps that they made. Really the only time for family skiing in the 1990's was Saturday when there was not a ski school going on or Sunday morning before the races. The slopes were just too crowded with ski racing practice and after school children to ski like we do at Boyne or other bigger areas.

- 1 Millage is problematic since it is for TC residents and non residents us Hickory and are getting somewhat of a free ride. Not sure a county millage would work but it might be worth investigating.
- 1 Sensitive to how much traffic is riven down Randolph St. Use of more public transit and trail way access

20. Earlier in the survey, you identified yourself as a WINTER user only.
 Would you like the opportunity to comment on SUMMER activities, facilities,
 programs, and events?



20. Earlier in the survey, you identified yourself as a WINTER user only. Would you like the opportunity to comment on SUMMER activities, facilities, programs, and events?

Value	Count	Percent %
Yes	105	61.8%
No	65	38.2%

Statistics	
Total Responses	170
Skipped	0
Unanswered	801

21. Please rank your support for the following ACTIVITIES in the SUMMER season.

Please rank your support for the following ACTIVITIES in the SUMMER season.		
Mountain Biking (XC and Single Track)	<ul style="list-style-type: none"> Count: 583 Min: 0 / Max: 6 StdDev: 1.54 	Avg. 5.00
Single Track Mountain Biking	<ul style="list-style-type: none"> Count: 0 	
Bike Skills / Pump Park	<ul style="list-style-type: none"> Count: 542 Min: 0 / Max: 6 StdDev: 1.96 	Avg. 3.98
Bike Skills Park	<ul style="list-style-type: none"> Count: 0 	
Expand Disc Golf Course	<ul style="list-style-type: none"> Count: 565 Min: 0 / Max: 6 StdDev: 2.00 	Avg. 4.18
Offer Disc Golf for all ability levels	<ul style="list-style-type: none"> Count: 0 	
Zip Lines	<ul style="list-style-type: none"> Count: 554 Min: 0 / Max: 6 StdDev: 2.13 	Avg. 3.53
Outdoor Climbing Wall	<ul style="list-style-type: none"> Count: 553 Min: 0 / Max: 6 StdDev: 2.03 	Avg. 3.96
Challenge Course / Ropes Course	<ul style="list-style-type: none"> Count: 552 Min: 0 / Max: 6 StdDev: 1.95 	Avg. 3.95
Camping	<ul style="list-style-type: none"> Count: 501 Min: 0 / Max: 6 StdDev: 2.28 	Avg. 2.64
Walking, Running, Hiking	<ul style="list-style-type: none"> Count: 596 Min: 0 / Max: 6 StdDev: 1.16 	Avg. 5.47

22. Please tell us if there are additional SUMMER ACTIVITY ideas you believe should be considered for Hickory Hills

Count	Response
1	18+ SAUNA & 18+ outdoor bonfire & bar
1	A BoGi type activities place for youth and concerts once a week with area youth bands.
1	Alpine slide
1	Another disc golf course
1	As long as it improves revenue!!!!
1	Camping for special group event would be exceptable
1	Canopy Walk
1	Childrens nature walk/hike/program
1	Concerts,
1	Concerts.
1	Cooking while camping classes.
1	Create Outdoor Event Space / Solicit Open Space Overflow
1	Day Camp?
1	Dog friendly trail
1	Driving range
1	Educational Nature walks (tie in with nature center and schools)
1	Fitness Hiking/Walking work-out Trail
1	Fund raising events such as Conquer the Village MTB race to help raise funding.
1	Golf driving range
1	Guided nature trail.
1	Have a bike flip competition
1	Hickohy is nice in the summer in that it is a natural and woodsy space in an otherwise busy town.
1	Hickory needs to work with wounded veterans programs
1	If physically possible, concerts/festivals
1	Leave it Natural
1	Limit nights camping
1	Mountain biking!!
1	NO CAMPING-I live close by and do not want camping!!! and I am a camper
1	Natural playground for kids
1	Nature walks
1	Nature walks w experts - Foodie events - Yoga retreats make more sense here - Music Festivals -
1	Nature/conservation efforts or opportunities.
1	Not an activity, but allowing dogs & other animals around (if not already allowed).
1	Outdoor concerts would be fun at hickory
1	PLEASE A ROPES COURSE AND CLIMBING WALL!!!!
1	SUMMER CAMPS!
1	There are too many teens smoking/drinking now.
1	Water slide
1	Wayfinding for running/hiking the trails
1	Workout camps could be held here, and like I said before, an outdoor summer day camp for kids
1	all of these answers are good,you should so do it!!!
1	all terrain long boards for use on the hills
1	amphitheater - music and play stage
1	bathroom

- 1 biking must be separate from hiking trails
- 1 concert series
- 1 concert, bike race, running race
- 1 concerts & festivals
- 1 concerts, bike races, retreat camping,
- 1 concerts: family and other.....and festivals
- 1 day camps
- 1 disc golf and hiking trails could/should have a volunteer fee pipe
- 1 dog agility course
- 1 fly casting practice space with targets
- 1 it would be a great venue for an out door concert series
- 1 kids outdoor adventure camp
- 1 music
- 1 music fest, outdoor theater for film fest. events for Cherry fest?
- 1 nature hikes
- 1 outdoor ed, yoga class, other exploration classes
- 1 picnic areas
- 1 please no more disc golf holes- it's trashed already
- 1 quiet meditation area, reading benches
- 1 quite relaxing
- 1 shooting range
- 1 summer luge run, concert series, 5 k running series,
- 1 use the lodge as a pro shop. selling equipment for all summer activities
- 1 wedding rental
- 1 wedding site with a view of the bay, RV camping,
- 1 Summer Skate park for skate boards and Bicycles. Also halfpipe and swimming pool style designs. The same snowboard and ski participation do skateboard and bicycle participants in the summer.
- 1 What we need is a plan to clean up all of the trash left by the frisbee golf users. Why are we discussing the addition of more facilities when we can't even maintain and keep the current ones clean?
- 1 Youth foodie events. I am not sure on the total access to acreage so Mountain biking might be hard to include with gusto. I like the micro activities as they are niche and unique. Golf and Trails need to be safe for cross over and that will take planning so decapitation by frisbee are low. Zips might be on way out as fad besides comedy festival. I love climbing and Wit Margo who lives in Bozeman is amazing boulder metalsmith. I know his family and I think I could help with funding for this safe but extremely challenging climbing creation I think we become "cool" and lead to a future ice climbing drip wall event Sandy at Backcountry could help with! Excel the youth active market and they will attack challenges and build cultures around them with social media and non push systems being the strongest assets.
- 1 I love all these ideas, with the same caveat: each expansion/improvement comes with a cost, and more cost means the place needs more revenue. I just don't want to risk the gem that we have in order to make it into something even more unsustainable
- 1 I like the walking through the canopy idea--can be an educational experience for children as well. A tree walk
- 1 Science center for kids with scheduled activities, similar to Boardman nature center but simpler where people can bring things for display from the. Area like tulsazoo Or watershed activities
- 1 Downhill MTB and mountain board course in the valley by disc golf holes 3/4/5? Just clean it out if nothing else.
- 1 Summer sport specific athletic camps are a big business. Cross country running or cycling teaching camps. Also summer day camps for young children. How many moms wouldn't love to drop their kids off 2-3 times a week for half a day. The kids gets acquainted to HH and recognize it as more than a ski race area.
- 1 Open a ridge trail from Benzie Rd, off M 72, to Barney, over to TCLP property, down behind Olesons food, and into G T Commons, and over to Barns and Jr. High

23. Please rank your support for the following FACILITY improvements in the SUMMER season.

Please rank your support for the following FACILITY improvements in the SUMMER season.		
Community Center	<ul style="list-style-type: none"> Count 512 Min: 0 / Max: 6 StdDev: 2.02 	Avg. 3.41
Indoor Technical Climbing Facility	<ul style="list-style-type: none"> Count 496 Min: 0 / Max: 6 StdDev: 2.13 	Avg. 2.74
Pavilion	<ul style="list-style-type: none"> Count 0 	
Picnic Facilities (Pavilion, Tables, BBQ)	<ul style="list-style-type: none"> Count 564 Min: 0 / Max: 6 StdDev: 1.72 	Avg. 4.35
Public Restrooms and Drinking Fountain	<ul style="list-style-type: none"> Count 576 Min: 0 / Max: 6 StdDev: 1.56 	Avg. 4.83
Campground	<ul style="list-style-type: none"> Count 490 Min: 0 / Max: 6 StdDev: 2.18 	Avg. 2.31
Drinking Fountain	<ul style="list-style-type: none"> Count 0 	
Playground	<ul style="list-style-type: none"> Count 524 Min: 0 / Max: 6 StdDev: 2.09 	Avg. 3.28
Tree House with kids climbing feature	<ul style="list-style-type: none"> Count 508 Min: 0 / Max: 6 StdDev: 2.09 	Avg. 3.34
Disc Golf Pro Shop & Snack Bar	<ul style="list-style-type: none"> Count 512 Min: 0 / Max: 6 StdDev: 2.19 	Avg. 3.29
Trail Connection to TART Trails	<ul style="list-style-type: none"> Count 569 Min: 0 / Max: 6 StdDev: 1.38 	Avg. 5.22
Nature Trail with education stations	<ul style="list-style-type: none"> Count 524 Min: 0 / Max: 6 StdDev: 1.92 	Avg. 4.28
Fitness Trail with exercise stations	<ul style="list-style-type: none"> Count 523 Min: 0 / Max: 6 StdDev: 2.00 	Avg. 4.11
Dog Park Area	<ul style="list-style-type: none"> Count 513 Min: 0 / Max: 6 StdDev: 2.29 	Avg. 3.02
		Avg.

Outdoor Playing Fields / Athletic Fields	<ul style="list-style-type: none"> • Count: 495 • Min: 0 / Max: 6 • StdDev: 2.19 	2.85
		Avg.
Sculpture Park - Art	<ul style="list-style-type: none"> • Count: 480 • Min: 0 / Max: 6 • StdDev: 2.15 	2.48
		Avg.
Amphitheatre	<ul style="list-style-type: none"> • Count: 511 • Min: 0 / Max: 6 • StdDev: 2.13 	3.16
		Avg.
Nature Center	<ul style="list-style-type: none"> • Count: 501 • Min: 0 / Max: 6 • StdDev: 2.16 	3.00
		Avg.
Community Gardens	<ul style="list-style-type: none"> • Count: 494 • Min: 0 / Max: 6 • StdDev: 2.22 	2.97

24. Please tell us if there are additional SUMMER FACILITY ideas you believe should be considered for Hickory Hills

Count	Response
1	18+ SAUNA
1	Again, traffic down Randolph. Some ideas are great but better suited or available elsewhere
1	At least a porta potty in the meantime
1	Basketball courts are always fun
1	Being able to use the lodge for restroom & food/beverage during disc golf season
1	Climbing Boulders
1	Cwn
1	DOG PARK!!!!!!!!!!!!!!
1	Demonstration space for green infrastructure and aquaponics
1	Festivals a location other than the Open Space
1	Food truck services at a pavilion-type area. A parking lot would also be quite useful.
1	Grass and tree leafs would be nice.
1	Have separate dog park
1	Hike in camp sites as opposed to a typical campground
1	I feel like my 1st survey was heard. I see things I put on the survey.
1	Improved parking situation and road improvements.
1	It is beautiful the way it is, please don't add structures, formal trails, etc.
1	Keep it low cost and natural.
1	MTB trails, challenge course, zip line
1	More benches everywhere (summer and winter)
1	Outdoor family friendly concerts in the open meadow
1	Outdoor splash pad / pool
1	Playground support, but only of the natural playscape kind
1	Quiet open space
1	Snack bar
1	Soccer/football/baseball field
1	Start charging for disc golf\$
1	The dog park we have isn't working that well - let's not add another!
1	These things almost all exist in TC already.
1	We already have the gardens at Building 50.
1	Youth area to gather and have fun supervised by a full time year round paid manager. BoGi
1	combination of lodge with amphitheatre and pro shops for activities
1	community raised beds in the Hickory Fields would be FANTASTIC!
1	kiosks with trail/facility maps
1	mountan bike trails as indicated above
1	I believe now this is one of the few places you can take dogs without having to be confined to a specific "dog Park" I hope this does not change.
1	You guys are complicating things too much. Again, have you walked the frisbee golf course in the summer? There is trash everywhere and vandalism of the facilities. How about policing and cleaning what is already there? It's ludicrous to talk about adding attractions when we can't even maintain what is there.
1	a real dog park would be great, the existing one in TC is heavily used but was a poor effort by our municipal leadership, it was obvious they didn't understand dog parks nor did they support one. A dog park next to the busiest intersection in town is a slap in the face to tax paying citizens that want more and better recreational facilities
1	Ok... if build as lodge for rentals they would need to be only for rentals that can merge with public using area. So, it would need to be a part of the lodge not used by public flow. I like climbing but I think boulders could be small and less of impact.

They are more expensive but worth it. let the Y build a indoor wall. I love idea for a nice outdoor seating idea. Not modern. Handmade by Matt Hale as lead with kids in his shop building tables, etc. No matter what budget a new drinking fountain is key. Bathrooms for sure and if indoor advertising build new board company called "TCYOUTHINDOORS" and dont compete with local indoor ad companies but ask to get extra boards in around community they might rotate for marketing youth activities in our region. I love idea about camping but this would need to be really thought out. Our region lacks low impact and high engagement camping for youth. All they have are over humanize campgrounds. I am not sure on playground but like the idea. Is it for toddlers or mixed toddlers and teens? Not sure there is much room near lodge is my concern... I like micro treehouse that feels like winter fort and entire footprint is 12 foot circular.. The TART connection is important but also think about the trails are designed to connect to the long anticipate marathon or trail runs that need good design. I like nature trails but more as a geo nature cash iphone app. basically, low signs and more logging and interaction. Maybe not but could be fun to let the youth design. Amphitheatre is already there from Buck down to lodge. Just grade so it works and look at ways to help with water flow and seed and it could be a natural space where you could host annual event for Hickory only and not allow private rental/use. My favorite annual event idea is "Hickory BBQ" that is a parent BBQ throwdown using local dry Hickory dried wood and other woods for flavoring the food. Music could be Billy Strings to Steel Wheels or High School Bands. The current nature center is in nature but hard to use as "Center" since out of town. I am not into building more than investing in lodge so additional buildings are not my favorite idea since space there needs to be for skiing and flow. Gardens are ok but we have that with Barns. Maybe just good landscaping.

- 1 We have a nature center that they just opened along the Boardman River. It would dilute funding. We are also funding a community garden at the Old State Hospital and the visitor center has already been built. they just built a dog park along grand view parkway
- 1 This would be a great place for outdoor music and rustic trails and walking areas are inexpensive. This property needs a summer attraction with user fees.
- 1 Campground would be a disaster and used only by visitors looking for affordbale lodging alternatives - this would not serve tax payers, plus it would generate a lot of garbage. Can we please keep Hickory for us city residents who love and care for it?

25. Please rank your support for the following PROGRAMS in the SUMMER season.

Please rank your support for the following PROGRAMS in the SUMMER season.		
Trail Running Series	<ul style="list-style-type: none"> Count: 547 Min: 0 / Max: 6 StdDev: 1.73 	Avg. 4.52
Scavenger Hunts / Orienteering for Kids	<ul style="list-style-type: none"> Count: 524 Min: 0 / Max: 6 StdDev: 1.85 	Avg. 4.18
Collaboration with YMCA	<ul style="list-style-type: none"> Count: 530 Min: 0 / Max: 6 StdDev: 1.99 	Avg. 3.95
Yoga Retreat	<ul style="list-style-type: none"> Count: 483 Min: 0 / Max: 6 StdDev: 2.24 	Avg. 2.81
Summer Camps for Kids	<ul style="list-style-type: none"> Count: 517 Min: 0 / Max: 6 StdDev: 1.99 	Avg. 3.93
Nature Education	<ul style="list-style-type: none"> Count: 520 Min: 0 / Max: 6 StdDev: 1.87 	Avg. 4.16

26. Please rank your support for the following EVENTS in the SUMMER season.

		Please rank your support for the following EVENTS in the SUMMER season.
Festivals	<ul style="list-style-type: none"> • Count 514 • Min: 0 / Max: 6 • StdDev: 2.26 	Avg. 3.27
Summer Concert Series	<ul style="list-style-type: none"> • Count 537 • Min: 0 / Max: 6 • StdDev: 2.13 	Avg. 3.78
Movies on the Hill	<ul style="list-style-type: none"> • Count 528 • Min: 0 / Max: 6 • StdDev: 2.07 	Avg. 3.92
Disc Golf Tournaments	<ul style="list-style-type: none"> • Count 541 • Min: 0 / Max: 6 • StdDev: 1.89 	Avg. 4.38
Weddings	<ul style="list-style-type: none"> • Count 501 • Min: 0 / Max: 6 • StdDev: 2.13 	Avg. 3.23
Family Reunions	<ul style="list-style-type: none"> • Count 504 • Min: 0 / Max: 6 • StdDev: 2.10 	Avg. 3.39
Banquets	<ul style="list-style-type: none"> • Count 496 • Min: 0 / Max: 6 • StdDev: 2.10 	Avg. 3.19
Adventure Races	<ul style="list-style-type: none"> • Count 512 • Min: 0 / Max: 6 • StdDev: 1.92 	Avg. 4.16
Leadership Retreats / Corporate Team Building	<ul style="list-style-type: none"> • Count 491 • Min: 0 / Max: 6 • StdDev: 2.12 	Avg. 3.21
XC Running Races	<ul style="list-style-type: none"> • Count 547 • Min: 0 / Max: 6 • StdDev: 1.65 	Avg. 4.75
Mountain Bike Races	<ul style="list-style-type: none"> • Count 549 • Min: 0 / Max: 6 • StdDev: 1.67 	Avg. 4.74

27. Please tell us if there are additional SUMMER PROGRAM AND EVENT ideas you believe should be considered for Hickory Hills.

Count	Response
1	Clear fallen trees off the trails
1	Community Easter Egg Hunt
1	Concerts provided by Freshwater Events in Traverse City
1	Concerts-with a limit on noise at night-no overnight camping at these events.
1	Disc golf league
1	Existing paths indicate user preference in Nature.
1	Fall training series, hill bounding
1	Frequency should be moderate again traffic concerns on Randolph
1	I like the educational nature stuff. Not sure about weddings remind and banquets
1	I think that hosting microbrew festivals here would go over really well.
1	Mt bikes should be encouraged only if there is more connectivity to larger trail systems
1	Orienteering Events
1	Please for the love of God get a toilet up there.
1	Programs for wounded veterans ;)
1	Revenue
1	Ski racing fitness and training camp
1	Survival Camps
1	This would be a great area for middle school and/or high school cross country teams.
1	Those races where you crawl through electrical wire and run through mud, etc.
1	a dirt bike race
1	disc golf league - especially encouraging beginners
1	golf lessons at a driving range
1	if it can make \$, do it
1	let the kids decide
1	pump track competitions
1	stargazing
1	Everything has balance. I would build a plan all as "Hickory Series" or similar and have one of each impact events and see how it goes. Festival if only where direct funds support Hickory. I like Leadership but not corp. Maybe leadership with High School Senate but not as private rental. tricky to navigate each one of these as each would take good policy and management.
1	How about we start with cleaning up the litter in the parking lot and frisbee golf course and making people pick up after their dogs?
1	Disc golf - cannot underestimate the quality of the course, and the facilities that make tournaments/leagues better.
1	Of course noise will be a factor and traffic/parking. Preservation of natural resource and open space will be tuned depending on choices of activities selected.. All should not be chosen. Pick the most high quality activities that are less costly first.
1	My responses take into consideration that there is not enough parking. I notice that that is not a facility improvement that you have mentioned yet. Concerts and movies would be great but Traverse City People would come and you would need a shuttle to take people there.
1	My minimal support of orienteering events assumes that adults could not participate on their own (without bringing a kid). If there was an adult version I would be in full support. My minimal support for summer youth camps is because the Boardman Valley Nature Center already has similar programming in the summer. I would need more information about how many kids they have to turn away due to capacity restrictions before supporting the creation of such a similar program.

28. If the SUMMER improvements listed in the questions above were implemented, what capital financing method would you support? Please rank the options below.

If the SUMMER improvements listed in the questions above were implemented, what capital financing method would you support? Please rank the options below.

<p>User Fees</p> <ul style="list-style-type: none"> • Count: 561 • Min: 0 / Max: 6 • StdDev: 1.71 	<p>Avg. 4.51</p>
<p>Millage (Tax)</p> <ul style="list-style-type: none"> • Count: 510 • Min: 0 / Max: 6 • StdDev: 1.96 	<p>Avg. 3.78</p>
<p>Private Investment</p> <ul style="list-style-type: none"> • Count: 532 • Min: 0 / Max: 6 • StdDev: 1.76 	<p>Avg. 4.55</p>
<p>Mix of Public and Private Funding</p> <ul style="list-style-type: none"> • Count: 557 • Min: 0 / Max: 6 • StdDev: 1.64 	<p>Avg. 4.98</p>

If the SUMMER improvements listed in the questions above were implemented, what capital financing method would you support?

Value	Count	Percent %	Statistics
Millage (tax)	0	0.0%	Total Responses 0
Private investment	0	0.0%	Skipped 0
Mix of public and private funding	0	0.0%	Unanswered 971

Comments

Count	Response
-------	----------

If you did NOT SUPPORT any of the SUMMER improvements, can you explain why?

Count	Response
1	.
1	A concert venue would detract from the natural setting and atmosphere
1	Again, this should not be supported through taxes. Use fees for those that use it.
1	Dog park. I don't want to be stepping in dog poop all over the disc golf coursecourse
1	Donation box for disc golfers more would pay then you think
1	I finally changed the view so I could slide the bar.
1	I generally support some Summer activity but not at the financial detriment of Winter programs
1	I like Hickory as is!
1	I support most outdoor recreational activities. Some though are pipe dreams and costly.
1	I want to have my birthday party there
1	Leave it as Natural as possible - that is what I think makes it nice.
1	My dad learned there and my grandpa ski with me. I wouldn't change much.
1	NOTE: User fees make sense for usage, but not for funding improvements.
1	No dog park - dogs are gross
1	Pay pipe for Disc golf.
1	Private funding only.
1	Sell it to a private developer, let them run it, and return the money we make to the tax payers.
1	Do not get too carried away and realize where the private sector does a good job. Come on, yoga retreats? There are also many camping areas in the region and it would end up housing our homeless crack addicts. many of the summer items are too expensive. Just open up the parking, open up the concessions and let the children play. There are already trails for biking and hiking, just make it easier to access and make a some money off of all those visitors. Although music would be great there, my guess is there are better areas and probably that need should be done by the private sector. parking, traffic, noise would all be an issue and then the city council would have to study it for three years and then limit it to something thin,
1	I don't think the street could support a massive number of cars for festivals. We already have the garden project at Building 50.
1	One nice part of the Hickory frisbee golf course is that there is not a lot around and in it. I love that it feels like you are in the woods, and not in the middle of a big, overly developed park. I would be strongly deterred from going if it turned into a park with lots of structures, festivals and events going on all the time. I also feel strongly that there should not be a user fee for playing frisbee golf--most courses do not require a fee, and there would be a steep decline in people going to hickory for frisbee golf if a fee was instituted.
1	I would support improvements and activities that are unique to Hickory Hills. Dog park, ball fields and playgrounds are available in other areas and wouldn't be a top priority. Perhaps this project could be developed in phases, starting with the improvements that are most affordable and related to the 'mission' of Hickory Hills.
1	I would be careful funding by private inverters or it will eventually become a subdivision. Private Inverters are only interested in they're bottom line which doesn't fit with the Hickory Hills plan.
1	I do not support festivals, concerts, renting out for banquets, weddings, large race events, and gardens. We have enough places in town for those types of events and already have the botanical gardens being created. Do not approve of alcohol beverages at public parks. All these bring more noise, more disturbances and unhealthy lifestyle. Not sure about large race events. Concern is parking and bringing more traffic into the family neighborhoods on a weekend/weekly basis. Not sure about an indoor climbing wall as TC had one and people do not want to pay for using or renting equipment and its a small group of people who only do this sport in our community otherwise the climbing wall would have continued to exist. Has the YMCA looked into this? Investigate further as TC did have an indoor climbing wall one

	<p>time. I think it should be used as a park with just outdoor activities creating healthy activities for all to enjoy. Getting into festivals, concerts, banquets/weddings, large events should not be the intent of Hickory Hills. Keep it simple. I do like having to be able to get a refreshing drink and healthy snack but is that really the intent of a park and then you get into costs and employees. May be for the first couple years bring in the food trucks or lease it out for food for a small fee. No sure it is a real money maker most people who to parks want to go for free in N. MI. We are to a point, like in other parts of the US, we pay a user fee to use parks. It should be the counties tax role for parks and recreation and there should be a user fee. Also, do we really need playground equipment there. We already have so many parks in the city and county with playground equipment.</p>
1	<p>Limited, low key festivals, running races and movie nights on a once per month occasion are OK. But no alcohol festivals unless being used as a major Hickory Fundraiser. Leave the place as natural as possible and festival and race free. We have enough of those events in other areas of town. Walk in camping only. No car camping - too disruptive to the natural state. Collaboration with the Y is great - but I would not like to see their summer camp relocated here. Again, too much activity for a natural area. Mountain biking trails - especially some geared towards kids would be fabulous!</p>
1	<p>I think Hickory should be a free outdoor activity area in the summer that will not require employees. It should be a place where people can be outdoors alone or with friends. Festivals, banquets, movies, and other things like that will create overcrowding and ruin Hickory. Keep it natural, keep it easy, keep regulation, and maintenance low.</p>
1	<p>I don't want any expansion or new facilities that may draw tourist. Even though it may not start that way I see an eventual need for funds from those outside of the city and it would transition to that type of facility I don't feel it should be used for that purpose. I do feel there should be an increased fee for anyone out of the Grand Traverse County area ie: Leelanau or Benzie County</p>
1	<p>Concerts, camping, weddings, etc can be done in many other places around town. Hickory is great to get away from that commercial feel and enjoy some time in the woods. I feel like it should focus on outdoor activities and let the nearby downtown scene handle the rest.</p>
1	<p>this is presently accessed via neighborhoods. I would not like to increase neighborhood traffic and walking safety. possible access via non neighborhood route</p>
1	<p>My support for all of these improvements is based upon an investment in the infustructure of the lodge and access roads. People need to be able to walk to Hickory down Randolph and there has to be more parking - move the gate.</p>
1	<p>I do not know how you would collect user fees without a gate like the state parks. Again, we already pay high taxes in the city. We are paying for recreation. I am not sure what percentage of the budget it is. Private Investment may work for something like building a new winter/summer facility that contains daycare or summer camp room on a second floor.</p>
1	<p>My only caution about bike-related activities is dealing with erosion, which can be a problem on glacial terrain. We aren't Moab. Our feet can have the same effect, just a bit more gradually.</p>
1	<p>Let me just say, I DO NOT want any extra buildings added if at all possible. If necessary, I would hope that they would be as small and unobtrusive as possible. I don't want the area to lose its appeal with lots of large structures peppering the area. Conversely, I rather like the idea of additional summertime activities. They will put the area to good use.</p>
1	<p>There should be no overnight camping. It would put too much stress on the neighboring, neighborhood.</p>
1	<p>Please note: it appears that the majority of summer traffic, particularly the disc golfers go over the speed limit on Randolph. It is very unsafe. There have also been numerous times when I've been hiking and disc golfers have been smoking pot. The road and golfers need to be more closely monitored.</p>
1	<p>Again, in the absence of alternate access points, I do not support those things that bring high influx of traffic (around a targeted time as opposed to distributed over time). WALKABLE/BIKABLE community type usages are congruent with the location and accessibility of this treasure, with some added amenities to enhance the experience while you're there.</p>

- 1 Have you walked the meadows and been absolutely disgusted by the amount of dog doo? Have you seen the litter in the parking lot? Have you seen the litter, including empty beer cans and alcohol bottles, along the frisbee golf course? The vandalism to benches, signs, etc? How about we clean up and police the current use before we talk about any expansion?
- 1 Not digging the idea of too many privatized activities, summer or winter. It would be a real disappointment if frequency of private parties renting out the locale infringed too much on public use. The main purpose of the land should be for community use(in my humble opinion).
- 1 I do support most of these ideas, but I do not want to see that area over-developed with playground equipment, bike rental kiosks, campgrounds etc...
- 1 I think this park doesn't need increased activity, traffic, etc. It is a gem, as it is. Changing it is going to add infrastructure and expense, not revenue... This is not a business, it's a park. The city needs to fund it, not turn it into a cash cow.
- 1 We are concerned that adding large events would create stress in the neighborhood with parking, light pollution, noise, crowd control, etc. We also worry that large numbers of people attending events could have a negative impact on the natural environment in terms of litter, erosion. We already see how much littering and drinking happens during the summer, and it is not uncommon to find places where people have been making fires. We are worried that without proper supervision, Hickory Hills could be trashed because it will become a place to party without responsibility. Our community has cared for Hickory Hills and we hope it will continue as a place where our families feel welcome and everyone who uses it feels a connection to its welfare. We like to think that it is not a venue, it is our shared backyard.
- 1 This is one of the few areas left to hike that is not commercialized and I would love to see it remain this way. However I realize the cost to maintain Hickory is challenging so I would support the less invasive activities. I would also support using the lodge for receptions/banquets. Most "Hicks" who regularly visit Hickory and would utilize the facility for a special get together would embrace the outdoors being used during their event. Problems will arise with those who feel they should have the area exclusively because they paid to be there.
- 1 I'm not sure the probability of including ALL of the ideas in the space available without causing problems for other users. I'd like to see Hickory well-utilized, but I disc golf there 3-5 days a week all season long. If the other activities (bike races, etc.) interfere with the golf course, I will use Hickory LESS, not more. I'm not opposed to a nominal fee for disc golfing if it will support the maintenance (trash removal, bench/sign improvements) of the area, but this is one of the best courses around and events that conflict will cause a dramatic loss of traffic.
- 1 Increased use needs to address access and parking. I really feel for the property owners on Randolph St. Need to evaluate access from Cedar Run or M72 or a parking area in town with public bus transportation to Hickory for events.
- 1 We are in full support of improvements and events that utilize the unique nature, topography, and history of Hickory Hills - as long as they don't jeopardize its core purpose and usages. Trying to make it all things to all people will quickly undermine its uniqueness. Indoor climbing walls, concert halls, campgrounds, etc. already exist elsewhere in the area (in some cases already in abundance), and we are certain that continuing to specialize in environmentally low-impact, financially feasible, family-friendly options (alpine & nordic skiing & snowboarding, disc golf, mtn. biking, hiking/running/fitness, sledding hill, playground, outdoor firepit(s), picnic facilities, etc.) constitute the best uses of this multi-generational community gem.
- 1 Indoor facility - expensive start-up, operation fees (lighting, staffing, maintenance). Outdoor sports facilities - there are plenty of others in the region. Playground - several others in the region, expensive start-up, subject to vandalism.
- 1 I would prefer to see the area keep a focus on outdoor recreation/feel like a forest rather than parties and socializing
- 1 I prefer as natural of a setting as possible with low impact activities. There are plenty of parks and recreation spaces with pavilions and kids programming that are close for residents to go to. There are a few natural areas for public access and I'd like to see some nice natural areas in the community. The commons, Keystone pond area, and hickory are the only ones

	close to town for residents to use, and some small GT land conservancy areas, but there are a lot of parks and playgrounds and facilities for activities such as the YMCA , school summer programs etc. Hickory is unique because it maintains a nice natural area with little improvements , structures to litter the landscape.
1	Hickory Hills needs a full-time staff position to a) oversee activities and safety of the facilities and its users, b) manage / coordinate events and c) manage marketing, outreach and partner-building. Summertime activities, as they are, generate trash and high-speed traffic and unsupervised activities. The ethos of Hickory Hills is responsibility and a haven for enjoying the outdoors.
1	Hotel room tax. Even though visitors only make up a small percentage of the users they use all the other TC parks and they are not taxed for it. There's nothing wrong with the citizens of TC to benefit from all that our visitors take from our region. The TCVCB will have a hard time swallowing it. It doesn't have to be huge.
1	Hickory should be for low impact, individual directed activities not concerts, festivals, weddings, camping, etc. There are many other sites better sites and equipped to handle such activities in the area. Let Hickory continue to be a place for quiet uses.
1	The dog park we have isn't working well- please don't add another. Time for a regional tax base as previously mentioned.
1	There are three points that need to be addressed: 1) Joint management with the County with the Hickory Meadows area - Hickory Hill should be part of the County and consolidated with the Hickory Meadows. A County Rec bond proposal should be made to include Hickory Hill and other contiguous properties to expand the area to allow for more options. 2) The road access to Hickory Hills should be changed to Barney or M-72 to minimize traffic in Slabtown neighborhood. Randolph is dangerous from a speed and safety standpoint. 3) Environmental issues should be monitored at Hickory Hills. Current snowmaking and other activities are likely creating extra groundwater that is feeding down to Madison Street and creating exceptional surface and ground water run-off in the neighborhood. This is a real problem for the neighborhood, its houses, its residents and the City sewer systems.
1	There are tons of parks and facilities in the area that provide for banquets, retreats, picnic and playground areas,etc. Hickory is unique because it is a beautiful natural environment not far from town. I would like to see as little man made improvements as possible
1	Disc golf realistically brings little to no revenue to the site. Banquets, Events and Festivals are all great ways to increase visibility as well as creating another form of income. Race series and things of that nature are also good ways to keep Hickory relevant year round
1	I am not for camping or sports fields. Adding things of this nature will take away from the natural beauty of the fields and little forest remaining. Please don't do that.
1	Summer festivals happen almost every weekend in Northern Michigan and there is no reason to provide another venue that permits that to happen. I personally feel that avoiding any availability for festivals would keep the local and intimate feel that Hickory provides to many of the people who use it.
1	I don't think the TC community understand how important Hickory Hills is to Disc Golf. I also think they underestimate the popularity of this most wildly growing sport. I also don't think they understand that disc golf, although recreational, is deserving of respect. The kind of respect that recognizes this disc golf course is NOT a hiking trail, or day camp, or zip line, or whatever other activity is being suggested. Hickory Hills is a famously amazing disc golf course. There are lots of improvements that could be made to make it a world class disc golf course at little cost. Even though my friends and I have fun every time we play at Hickory Hills, we also take our game seriously. Just because there's not a dress code or green fees doesn't make it more acceptable to take a stroll through my game. You don't see traditional golf courses discussing how they are going to entertain children, or bring in more bicyclist. I would love it if we could embrace the same sort of respect for the sport many of us hold dear to our hearts. If you want more information about the growth of disc golf I'm sure many of us could provide it.
1	I like it simple ,quiet ,and natural. Alot of these ideas to me look like ways to spend money, not make money, and degrade the natural assets of the place in the process. Just cross country ski trails, please.
1	Disc golf courses are very damaging to the sandy hill sides. I imagine that Mtn biking is the

same way. Those sections of greatest erosion need to be addressed by the users.

- 1 I don't do them or care about them. I like Hickory Hills for disc golf and that is all. I would be willing to pay to improve the disc golf and get rid of the punk ass kids that destroy the place.
- 1 I don't want to see the facility closed to the public because of a private event, in summer or winter. Most festivals seem to involve drinking, and I feel strongly that there's no need for alcohol here. Athletic events or family-friendly public events would be welcome and bring users to the facility.
- 1 The only access road, Randolph St., is already heavily used. It is too narrow, especially since it has no shoulder, to sustain increased traffic. Hickory users already have a propensity to treat this section of Randolph St. as a country road and regularly exceed the 25 mph speed limit, reaching speeds of 30, 40, and even 45 mph. A dramatic increase in traffic caused by the offering of numerous improvements and events would pose a hazard to the safety of pedestrians on the street and would harm the quality of life for residents of the section of Randolph St. from Monroe St. to Hickory. The disc golf course already consists of over 20 holes, ranging across a variety of terrain and difficulty, while following a course that allows for golfers to easily stop or begin part way through. It is flexible and appealing; there is no reason to expand it. Many of the events or facilities mentioned are already widely available in the region. Others that are not available, such as the climbing wall and bike park, would fit in better at the Civic Center. Others (corporate retreats, movies on the hill, etc.) simply do not fit into my personal vision of Hickory Hills as a primarily outdoor, nature-oriented recreation area. The construction of too many new buildings to accommodate certain usages would mar the main appeal of the area - a feeling of privacy, a sense of distance from the city and neighborhoods, and the enjoyment of the unique terrain. Certainly, some activities would fit into this character without excessively changing the physical appearance of the grounds. If the issue of access could be resolved, I would support the expansion of such activities.
- 1 I think a campground would be a very, very, bad idea. I'm also skeptical of any sort of activity that might prevent residents of Grand Traverse County from using the park (big corporate retreats, high usage fees).
- 1 Again, keeping it simple is the least expensive route. We do not need yet another garden or sculpture in Traverse City, nor do we need one more festival space.
- 1 I love all the ideas minus the biking ones because disc golf is the best thing hickory has and bikers are hard to tell to watch out after you throw a disc. But other than that I think all the ideas could work around eachother. And I like old school camping no rv camping. Just tents off the disc course

In your responses to the previous questions you answered that you and/or your household members would not participate one or more of the identified future summer programs. Can you explain what would influence your participation?

Count	Response
-------	----------

In your responses to the previous questions you answered that one or more of the identified future summer programs did not fit into YOUR vision for the future of Diamond Peak. Can you explain why?

Count

Response

In your responses to the previous questions you answered that you and/or your household members would not participate in one or more of the identified future summer programs. Can you explain why?

Count	Response
-------	----------

29. Welcome to the last question. This question is specific to SITE Improvements in both the WINTER and SUMMER seasons. Please rank your support for the following improvements.

Welcome to the last question. This question is specific to SITE Improvements in both the WINTER and SUMMER seasons. Please rank your support for the following improvements.

Improvement	Avg.	Count	Min: 0 / Max: 6	StdDev:
Improve the Parking Area	4.39	623	0 / 6	1.78
Improve Drop Off Area (circulation and lighting)	4.64	622	0 / 6	1.72
Improve ADA Accessibility	3.70	569	0 / 6	1.97
Improve Entry Sign	3.18	561	0 / 6	2.06
Improve Trail Signage (snowshoe and nordic)	3.96	587	0 / 6	1.94
Improve Landscaping at Park Entry	2.80	561	0 / 6	2.04
Relocate Gate to provide Public Parking during closed hours	3.92	587	0 / 6	2.07
Create a second Vehicle access point (trailhead) to Hickory Hills	3.41	559	0 / 6	2.21

Please rank your support for the following SITE improvements related to the WINTER season. - Text Analysis

Value	Count	Percent %	Statistics
			Total Responses
			0
			Skipped
			0
			Unanswered
			971

30. Please tell us if there are additional SITE Improvement ideas you believe should be considered for Hickory Hills.

Count	Response
1	911 or emergency phone access point on trails
1	A second access point/trailhead is an interesting idea, and could be done near the current gate.
1	Bathrooms/Lodge area
1	Better signage for hiking
1	Connection to Oleson Field - bridge that can support grooming equipment
1	Create access to nordic trails w/o having to cross between alpine hills
1	Disc golf course more holes
1	Don't know what ADA is.
1	Expanded and improved drop off area/temporary parking near lodge.
1	Expose it to sunlight & rain.
1	Gladed tree skiing
1	Great ideas!!
1	Have shuttle buses with BATA run to the hill
1	Improving the drop off area should be the top priority next to enlarging and updating the lodge.
1	Just change the whole area like paving the drive and making the lodge a lot nicer
1	Keep the parking lot past the woodshed open in summer.
1	Leave as is
1	Less is more!
1	Make a zip line
1	More garbage cans. Do something about kids littering and graffiti
1	More police in summer
1	Need more info on the second access point. Not sure.
1	Nordic trail head or warming hut if needed
1	Outhouses or public restrooms/drinking fountain
1	Pave the access road
1	Please do not create a second vehicle access point.
1	Safe drop off and pick up areas. Pedestrian walking area to parking lot
1	Security cameras?
1	Ski Lift instead of rope tows
1	Spare the mature trees:)
1	TRANSPORTATION! Shuttles, from schools, from other parking areas
1	There already is a 2nd access site off M-72 to the trails. All season vault toilets at Meadows
1	There is plenty of parking, but it would be nice to have a more accessible drop area
1	Tunnel / Bridge to keep trails flowing inspite of traffic
1	Widen XC or create new trails to support a National/International Nordic race venue
1	closer parking to dropoff
1	maps that show activity areas. signs are a distraction and litter nature
1	move present get back to allow more parking and avoid parking on Randolph
1	na
1	please do not create a new road to Hickory- that would mar the beauty!
1	posted no hunting, no motor vehicles
1	potty

- 1 put a road through Oleson's pumpkin patch for Wayne Hill access and M 72
- 1 single point of access should be maintained
- 1 Clean it up. I avoid using it in the summer because the trash, litter, and vandalism makes me so angry. And I don't walk or jog the meadows because so many irresponsible dog owners don't clean up after their pets.
- 1 A skier pick up area has developed at the east end of the parking lot. Improving and promoting this can help alleviate congestion at the drop off/ pick up area by the lodge.
- 1 I believe parking has so far been a minor concern. The improvements I am most concerned about are those to winter activities.
- 1 Beware of creating an additional access point. Randolph Street needs serious traffic calming -- there is already a rift between the neighbors and disk golfers (real or perceived, the speeders on Randolph). Site improvements need to consider traffic flow and neighborhood safety.
- 1 Part of what makes it safe is the single entry point but the current one may not be the best one. So that last question is a yes and no. Coming in from Barney or 72 would be difficult but doable and it wouldn't impact as many residence. The current road is driven way too fast. It would be best to have one entry
- 1 The existing, cul-de-sac style single entry is one of the features that makes Hickory Hills SO safe and family friendly. Creating even one more access point will instantly undermine one of "Mt. Hick's" greatest assets.
- 1 Do you think you should build a structure where the woodpile is at the meadow? May e a cross country warming hut and snack bar. Bathrooms for sure.
- 1 Have a secondary entrance of m72 and build it like the profitable state owned Connan Vally West Virginia.
- 1 new rope tow on driveway down from lodge. provides glade skiing from Pete and Swede. And is a new bunny hill
- 1 The parking area for the disc golf course gets extremely crowded. The surface of the lot is getting pretty rough also.
- 1 I do not want increased activity at Hickory Hills to cause more or improved infrastructure in Hickory Meadows. Preserving that as natural open space is critical
- 1 HICKORY HILLS SHOULD BE FAMILY ORIENTED NOT JUST KIDS. THE RECENT BILLBOARD SAYS IT ALL, YOUR KIDS ARE WATCHING YOU: BE ACTIVE
- 1 if this place changes too much it won't have the history and rustic ambiance. That is what is so cool about this place.
- 1 All of the support expressed above is contingent on finding sources of funds that don't burden operational cashflow going forward. In other words, don't make a fancy parking lot if it means we end up having to shut the whole place down!
- 1 #1 get a sign on front, division, and bay st. #2 sidewalk from parking lot with fence railing to separate st from walk. Side walk on Randolph, all the way.
- 1 More connectivity via non motorized paths. It is not easy to get there in summer safely with kids riding or walking from town.
- 1 I know that it came up in the meeting about a 2nd entrance/exit. However I dont think they thought that through. If another entrance would be added I feel the traffic would increase in slab town not decrease due to the people using Hickory as a cut through.....Horrible idea.
- 1 I'm not sure why Public Parking would be desirable during closed hours. If Hickory's closed, it's closed I'd think.
- 1 Trail signs along the actual courses, in the summer with frofing, it was a bit difficult to follow where to go next
- 1 Increase the elevation of the rope off waterfall so you can slide down to the swede? rope without having to climb up to it. Better marking for hiking trails.
- 1 Skating at Hickory Meadows, move lodge down to lower lot. Magic carpet off rope tow from lower parking lot to bottom of Pete.

APPENDIX G:
Summer Activity Descriptions

SUMMER ACTIVITIES DESCRIPTIONS

AERIAL CHALLENGE COURSE

An Aerial Challenge Course is a series of activities usually constructed between trees or platforms and can either be a low or high course with varying levels of difficulty. The course is comprised of many different elements, including ladders, nets, swings, bridges and zip lines. The number and sequencing of elements will vary according to specific site conditions and the desired degree of difficulty. It is typical to combine a number of courses of varying length and difficulty in the Aerial Challenge Course area to appeal to a broad audience and provide something fun and challenging for everyone. Course participants wear harnesses during their time on the course and are always secured via safety lines. Groups may be accompanied through the course by a trained guide, or may be self-guided. In either case, the Aerial Challenge Course experience is always initiated with some level of training or practice on a demonstration course, to ensure that participants are familiar with their safety equipment and are able to navigate the various elements of the course.

MOUNTAIN BIKING

With the recent advent of Mountain Bike Parks, a combination of trail networks and bike skill development areas such as Pump Tracks and Jump Parks, mountain biking has become a popular summer-time activity at many ski areas in the U.S. Communities like Frisco, Colorado have built and manage downhill parks as public amenities that have broad appeal amongst residents and visitors. Development of these parks has allowed bike operations at ski areas to evolve beyond lift-accessed technical single-track trail systems into areas that bring people of different skills and fitness into the sport, expanding the market appeal and financial viability of the operation.

As part of mountain biking operations, ski areas typically rent bikes and associated gear, as well as offer lessons and group tours.

Bike Skills Park

A bike skills area usually includes a variety of natural obstacles such as rocks and logs, imaginatively constructed features like teeters and ladder bridges, and dirt jumps. These areas provide a place for riders of all abilities to hone their skills, making the technically challenging sport more available to the general public. Riders return to these areas repeatedly to improve their riding.

Bike skills areas do much more than mimic terrain found in nature and they're not a replacement for traditional trails. Rather, they serve as an additional outlet for riders, that's technically oriented, one that's technically oriented, convenient, controlled—and a lot of fun.

Bike Pump Track

A Pump Track is a continuous bicycle trail loop with dirt berms and rollers that are ridden without pedaling, but simply from the pumping motion used by the rider as they ride around the track. This facility provides a workout for mountain bikers as riders use their upper and lower body to maintain momentum through the track without using pedals, but can also be a fun ride

for any skill level rider. Pump tracks are ideal exercise grounds for mountain biking, but the workout is effective for training for other sports like skiing, snowboarding, and track sports. Mountain bikes, BMX bikes, other types of bicycle can be used on a pump track for training at any skill level, especially to increase bike handling skills for younger and beginner riders.

CLIMBING WALL

A climbing wall is an artificially constructed wall with grips for hands and feet. In addition to the textured surface and hand holds, the wall may contain surface structures such as indentions (incuts) and protrusions (bulges), or take the form of an overhang, underhang or crack. The wall typically has places to attach belay ropes at the top. Climbing walls may be located inside or outdoors.

Climbing walls have become popular over the last years, and like the challenge course may be used for both recreational purposes and as educational/training tools. Climbing walls are often used in conjunction with a challenge course.

Outdoor climbing walls may be specifically designed to accommodate ice climbing during the winter. Ski areas, with their already-in-place ability to direct large quantities of water through their snowmaking systems, are particularly suited as locations for man-made ice climbing walls.



Memorandum

Grand Traverse County
Planning and Development
231.922.4513 Fax 231.922.4636
email: jderenzy@grandtraverse.org

To: Jered Ottenwess, City Manager
From: Jean Derenzy, Deputy Director Planning & Development
Date: May 5, 2014
Subject: Targeted Redevelopment Area

In January the City Commission provided direction to begin gathering data to assist in determining if a Targeted Redevelopment Area (TRA) would benefit any of the corridors and if so which corridor(s).

Over the past months, our department has worked with you to gathering and analyzing data to begin presenting information to the City Commission for consideration.

The first map (attachment A) identifies in map form the average taxable value per parcel for each corridor and compares that average to the two DDA districts. The second set of attachments (attachment B) are tables that identify the total number of parcels in each corridor, separating out residential and commercial and identifies the assessed value and taxable value of the parcels over a 9 year history.

As the tables indicate 8th street has the most parcels at 304, followed by Garfield (173), East Front Street (156), 14th Street (138) and then West Front (114). When reviewing the 9 year history the only corridor that has not lost value is West Front Street, with the 2013 taxable value being \$17,941,000. The other four corridors dropped in value but all corridors are tracking upwards; with each increasing in value over 2012.

The map identifying the average taxable value per square foot identifies that the highest is the downtown (TIF 97) at \$128.02 followed by East Front at \$44.31; TIF II at \$33.13; West Front \$13.19; 8th Street \$10.04; Garfield at \$8.64; 14th at \$4.49.

When determining a TRA within a brownfield plan, elements that should be considered include:

- ✓ Proximity to downtown
- ✓ Walkability Score
- ✓ Public Infrastructure elements identified as "ready projects" (i.e. has the infrastructure been identified within capital projects.)
- ✓ Marketability of corridor
- ✓ How corridor will achieve master plan components
- ✓ Housing opportunities to have mixed use redevelopment

The considerations outlined are not policy by the State, and are not documented as they are currently being drafted for consideration. However, understanding that Brownfield's are being focused on the downtown "core", proximity to downtown and walkability will certainly be components for consideration to have the State participate in the TRA.

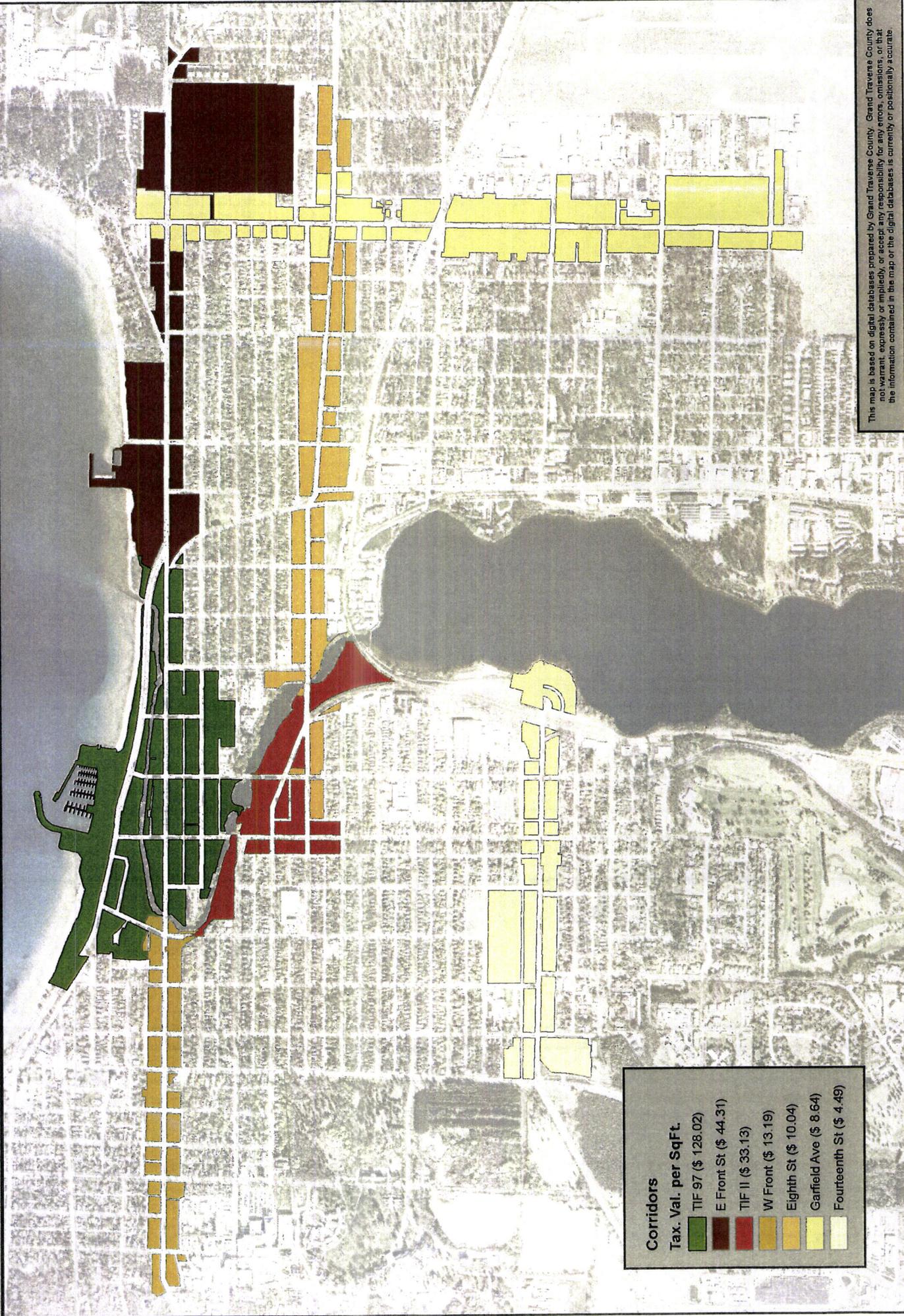
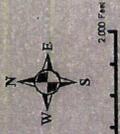
As a reminder, a TRA area cannot be less than 40 parcels and not more than 500 contiguous parcels. Further, there can only be two designated TRA's in one community and not more than five state-wide. Should the City determine to move forward with a TRA the area would be designated by resolution then taken to the State for approval of that designated area. Should the State approve the area, a Brownfield Plan would be put into place, which can be no more than 30 years in duration. The Brownfield Authority would work with the City to develop the Brownfield Plan that identifies the City's priorities for public infrastructure projects. Similar to other Brownfield Plans, the City would be the determining body on the priority public projects within the Plan, not the Brownfield Authority.

When reviewing the Corridor information and working with the State program for many years, it is my opinion that the 8th Street Corridor will have the best opportunity to receive the State's approval/partnership. Although all corridors have positive assets and redevelopment opportunities, the 8th street corridor will meet more of the criteria the State is looking for when partnering on a targeted redevelopment area.

If you would like to review this information in further detail, or have any questions, please feel free to call me at 922-4513, or email at jderenzy@grandtraverse.org.

T.C. Corridors & DDA Districts

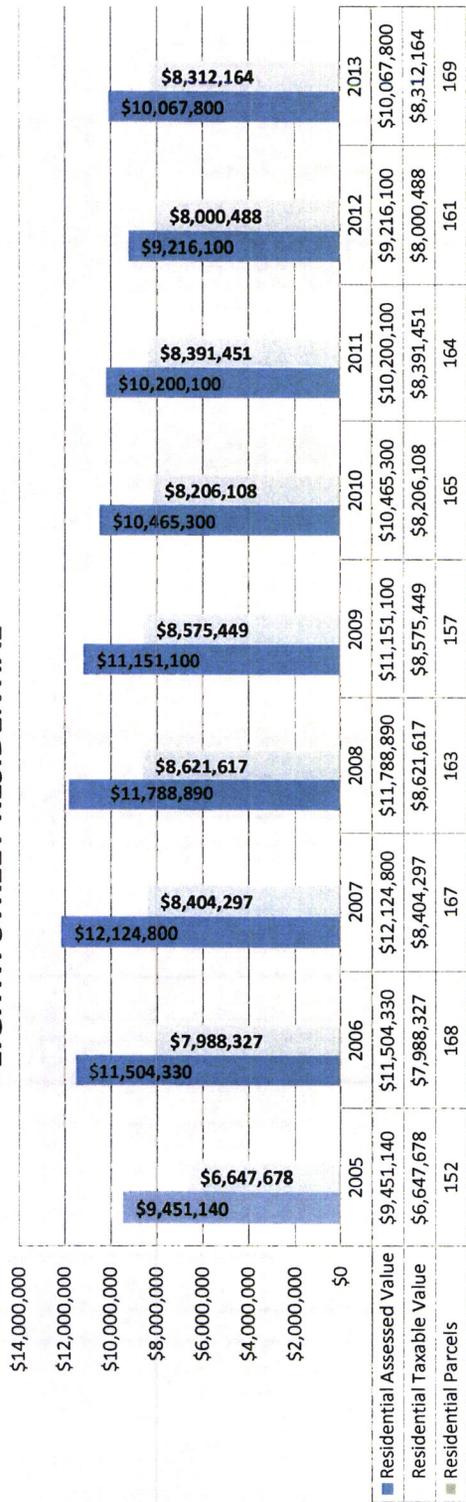
GTC-GIS / EC 20140403



Corridors	Tax. Val. per SqFt.
	TIF 97 (\$ 128.02)
	E Front St (\$ 44.31)
	TIF II (\$ 33.13)
	W Front (\$ 13.19)
	Eighth St (\$ 10.04)
	Garfield Ave (\$ 8.64)
	Fourteenth St (\$ 4.49)

This map is based on digital databases prepared by Grand Traverse County. Grand Traverse County does not warrant, expressly or impliedly, or accept any responsibility for any errors, omissions, or that the information contained in the map or the digital databases is currently or positionally accurate.

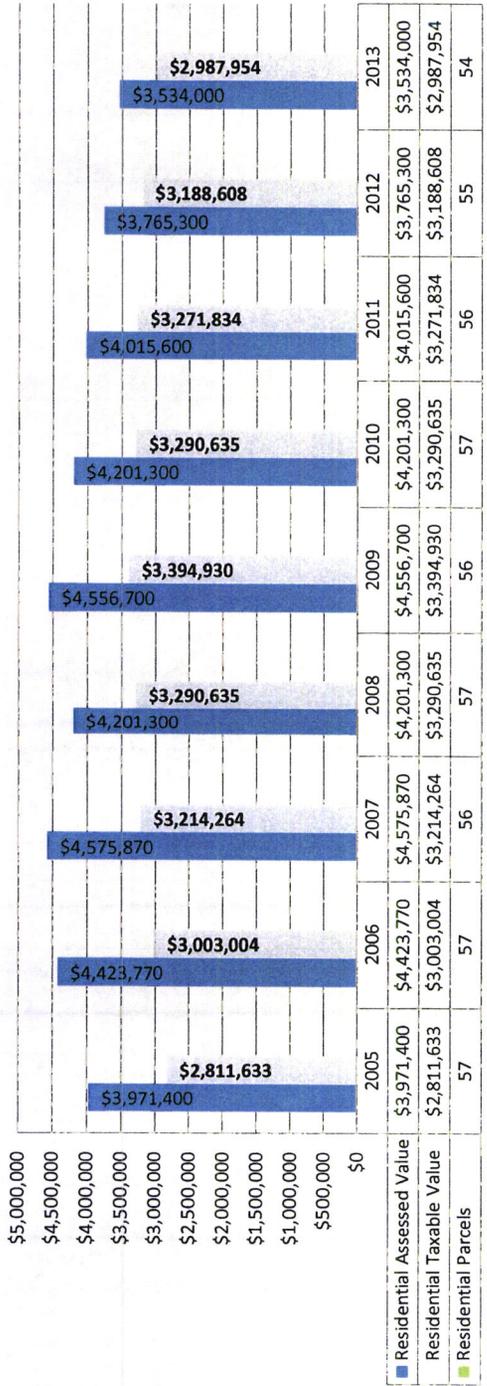
EIGHTH STREET RESIDENTIAL



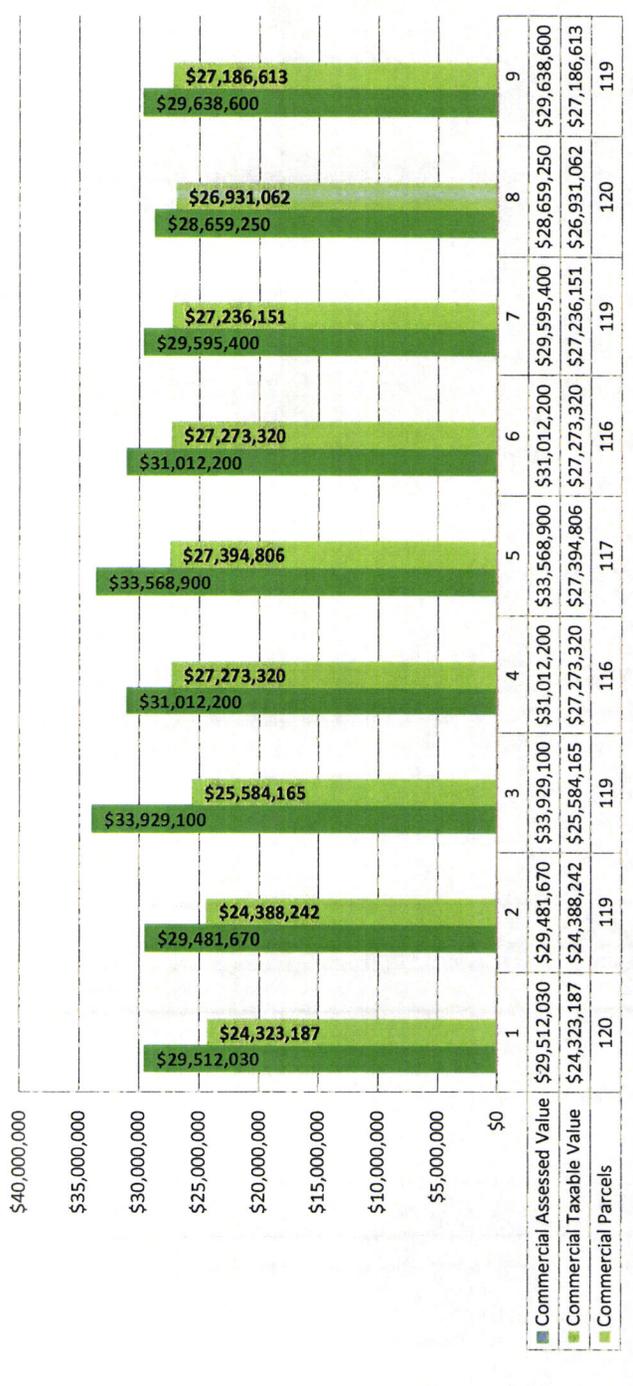
EIGHTH STREET COMMERCIAL



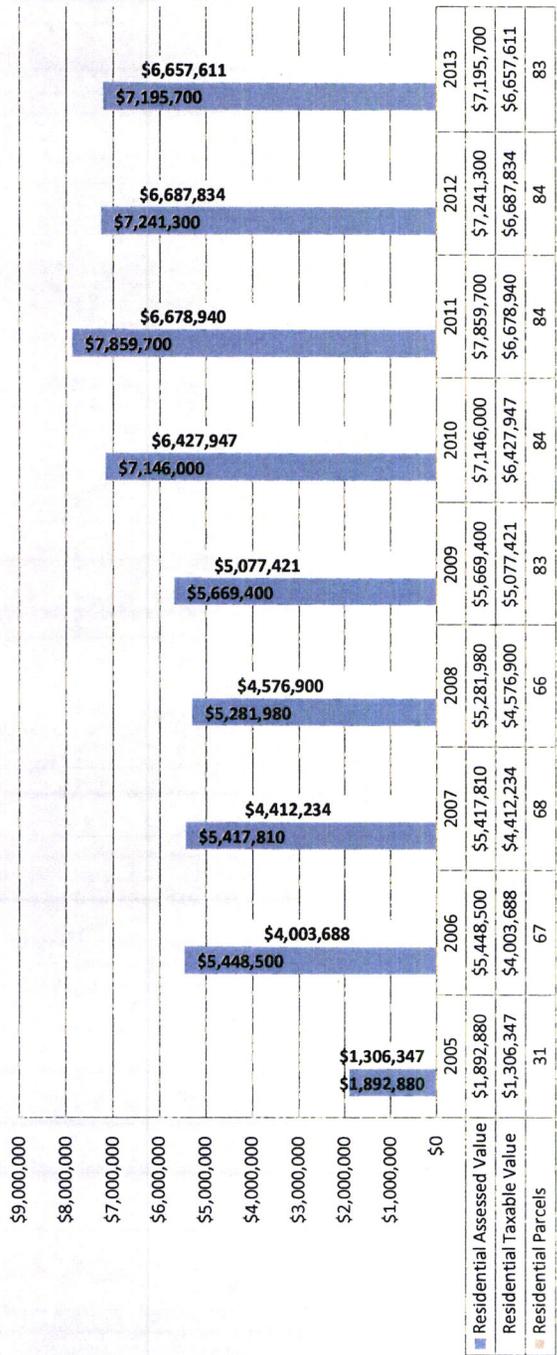
GARFIELD RESIDENTIAL



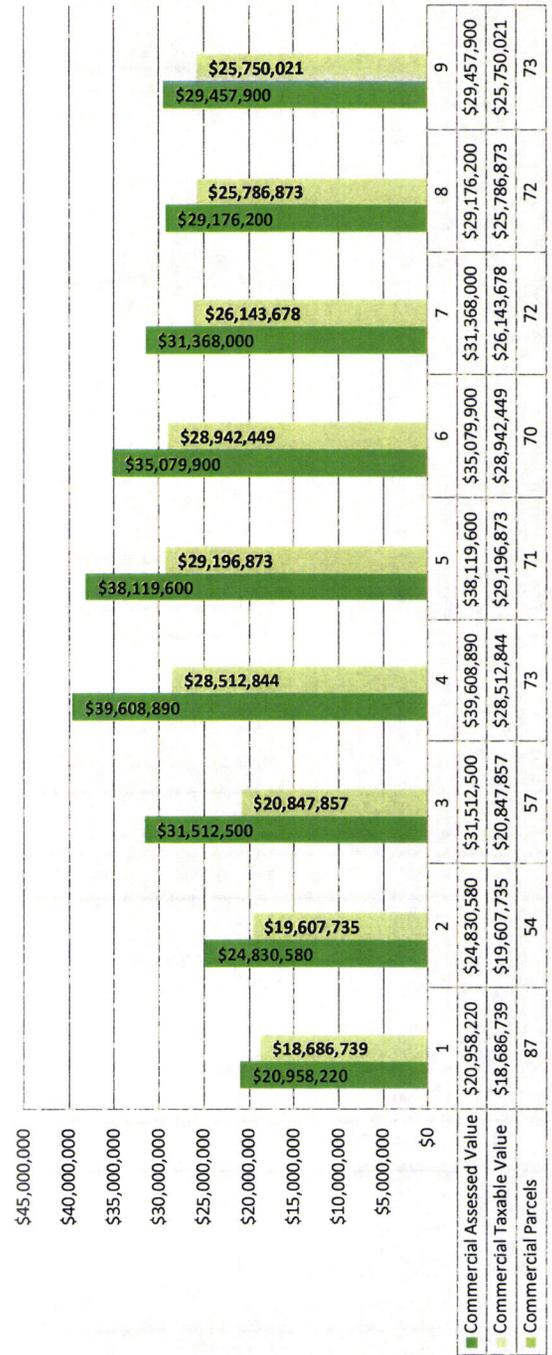
GARFIELD COMMERCIAL



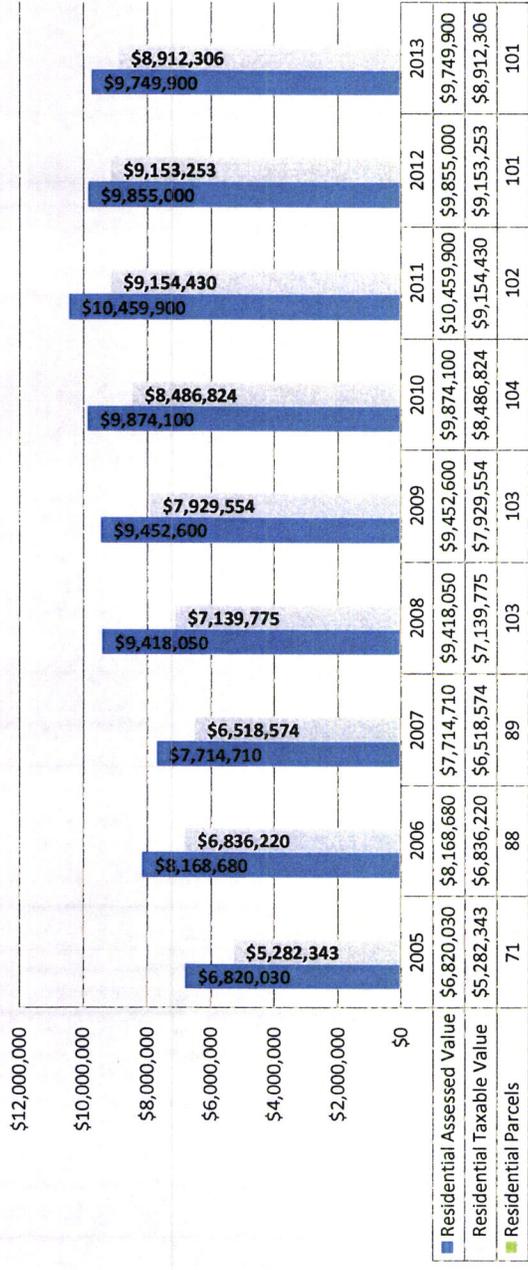
EAST FRONT STREET RESIDENTIAL



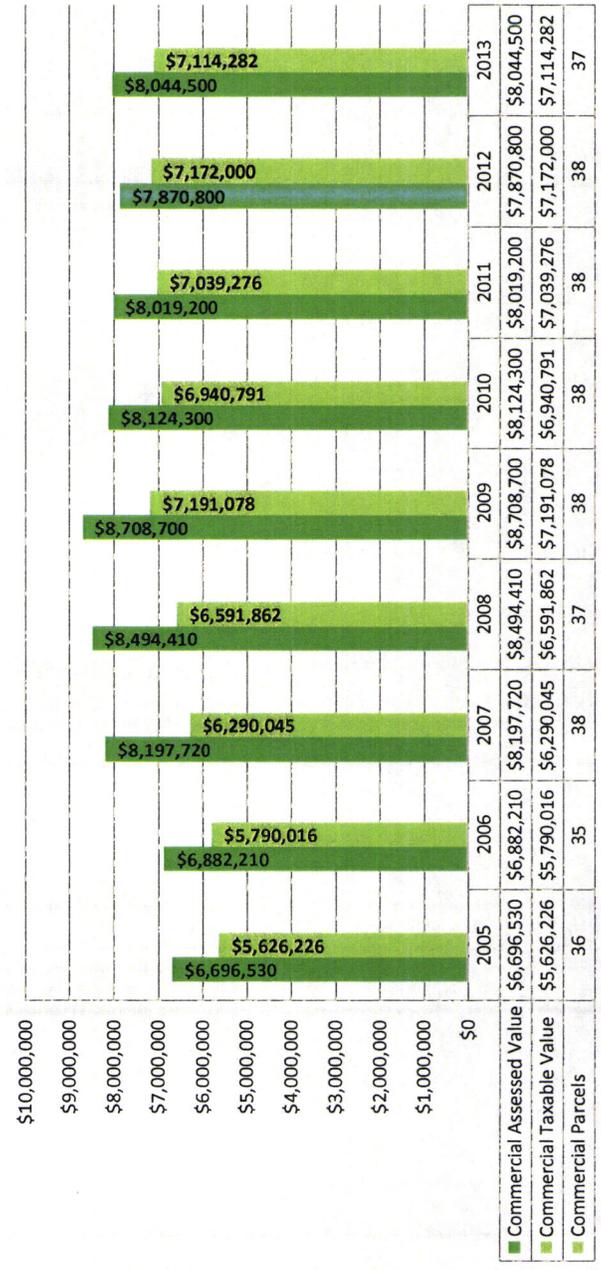
EAST FRONT STREET COMMERCIAL



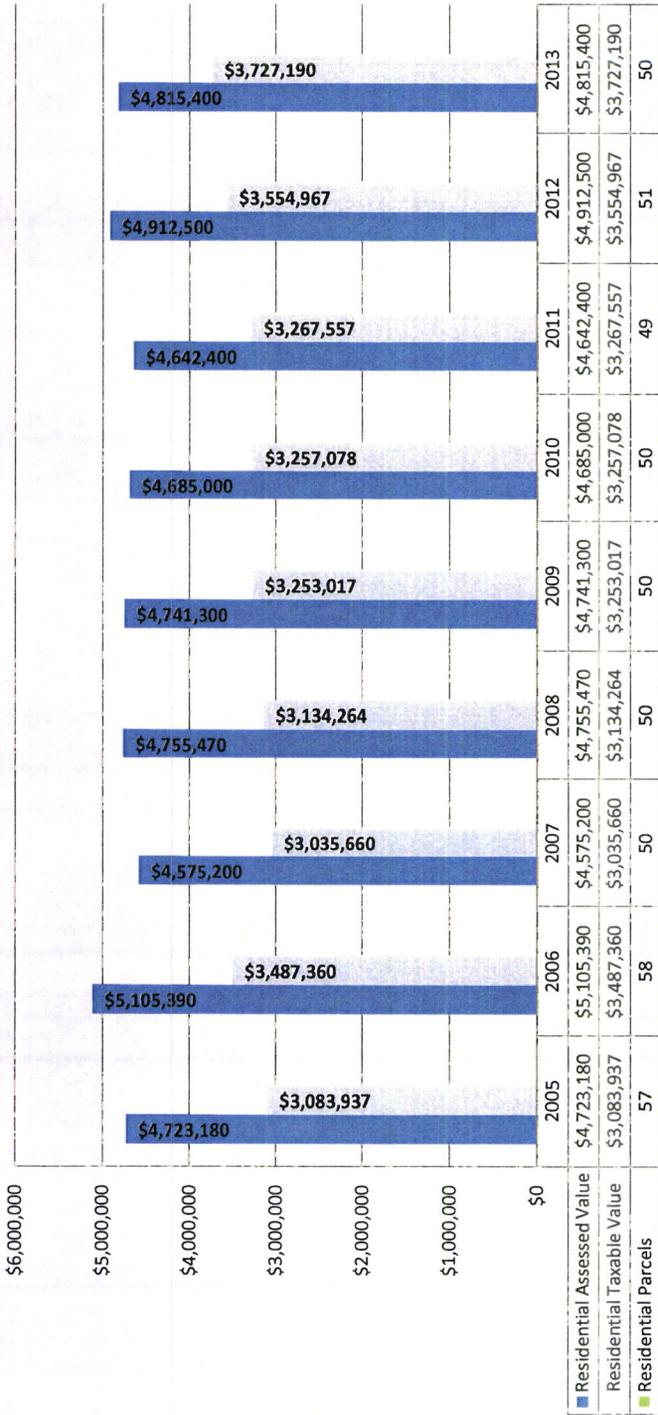
14TH STREET RESIDENTIAL



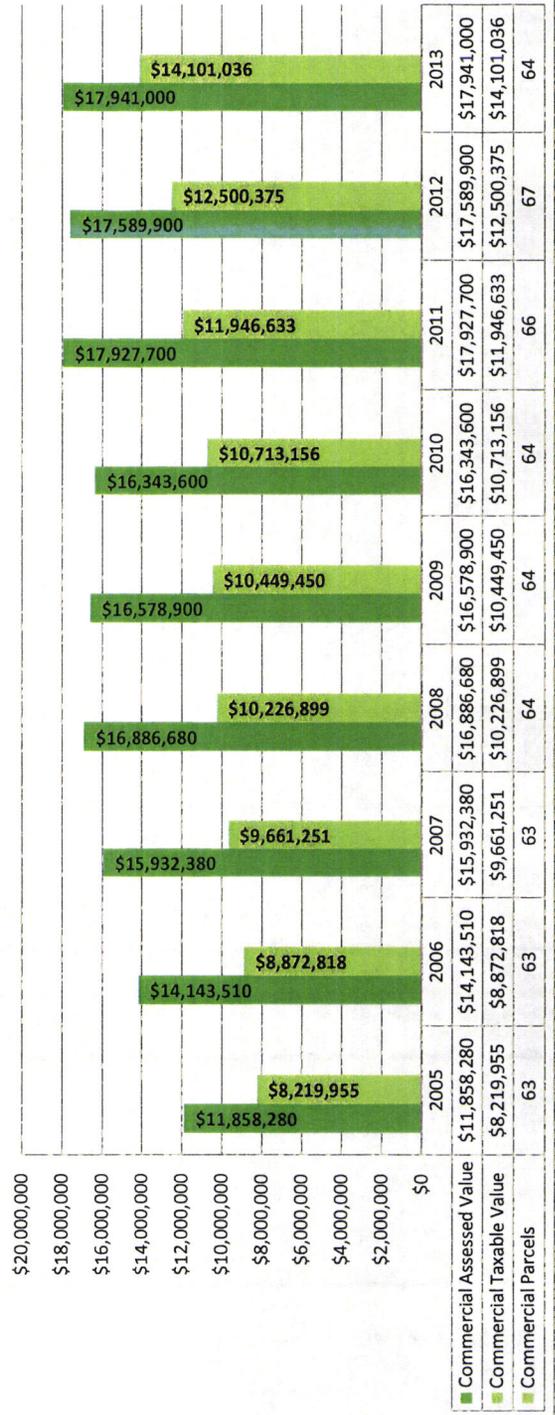
14TH STREET COMMERCIAL



WEST FRONT RESIDENTIAL



WEST FRONT COMMERCIAL



DRAFT ONLY POTENTIAL TRA 1

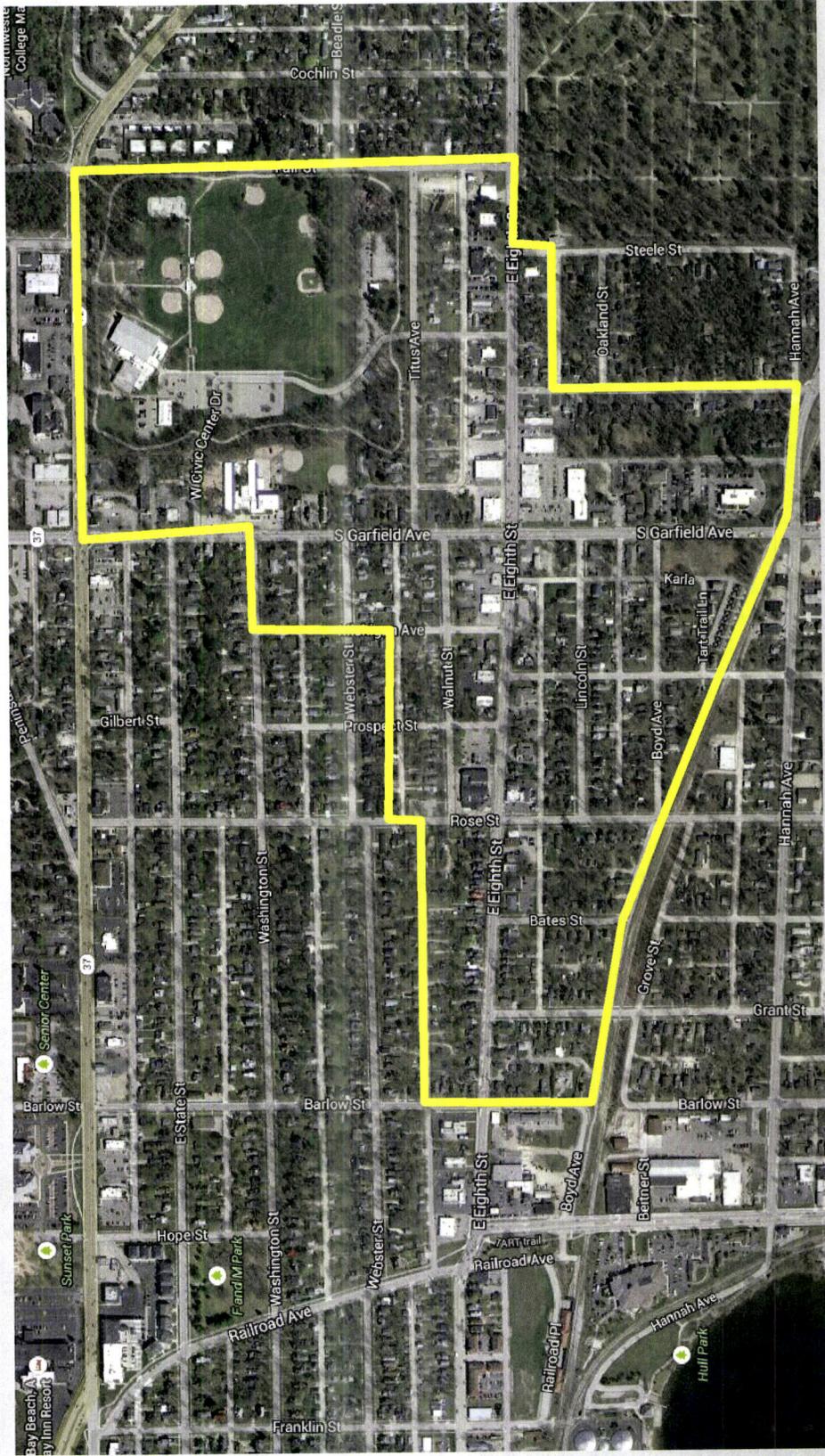


● 412

Parcels

6/4/2014 Prepared by: Grand Traverse County Planning & Development

DRAFT ONLY POTENTIAL TRA 2



492
Parcels

6/5/2014 Prepared by: Grand Traverse County Planning & Development