AGENDA NOTICE

City of Traverse City Parks & Recreation Commission Regular Meeting
6:30 p.m.
January 8, 2015

CITY COMMISSION CHAMBERS, 2nd Floor, 400 Boardman Ave.
Traverse City, Michigan 49684

Posted: 1 - 5 - 2015

Information and minutes are available from the Parks & Recreation Superintendent, D.P.S. Building, 625 Woodmere Avenue, Traverse City, MI, 49686 (231) 922-4910.

The Parks and Recreation Commission meetings are recorded. If you would like an audio copy of a particular meeting's proceedings, please contact the Parks and Recreation Superintendent Lauren Vaughn at (231) 922-4910.

If you are planning to attend and are handicapped requiring any special assistance, please notify the Parks and Recreation Superintendent as soon as possible.

AGENDA

Chairperson Brian Haas Presiding

1. CONSENT CALENDAR

The purpose of the consent calendar is to expedite business by grouping non-controversial items together to be dealt with by one Commission motion without discussion. Any member of the Commission, staff or the public may ask that any item on the consent calendar be removed therefrom and placed elsewhere on the agenda for full discussion. Such requests will be automatically respected.

a. Consideration of minutes of the December 4, 2014 Regular Meeting

2. NEW BUSINESS

a. Presentation by Hickory Hills Advisory Group

b. Presentation by TART Trails representatives regarding sign and wayfinding plans

c. Discussion of process and timeline for revising Recreation Plan

4. OLD BUSINESS

a. Report on NMC Marketing Class final project presentation

b. Update on planning process for City Park at Rose & Boyd Streets (Commissioner Howe)

c. Report on BATA Ski and Ride Program

d. Update on Sunset Park fitness park proposal (Commissioners Szajner & DiGiacomo)

e. Discussion of process for Brown Bridge funding of park projects and possible recommendation to the City Commission regarding donated labor and materials match

f. Park Project Review Process discussion

5. PUBLIC COMMENT

6. COMMISSION REPORTS AND CORRESPONDENCE

a. Superintendent's Report

b. Schedule of Upcoming Events

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, 49684, 922-4440, 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.

MINUTES

A REGULAR MEETING OF THE CITY PARKS AND RECREATION COMMISSION HELD THURSDAY, DECEMBER 4, 2014 AT 6:30 P.M. IN THE COMMISSION CHAMBERS, 2ND FLOOR, 400 BOARDMAN AVENUE TRAVERSE CITY, MICHIGAN 49684

COMMISSIONERS PRESENT: Brook DiGiacomo, Gary Howe, John Gessner, Margaret Szajner, Danielle Rearick, Seamus Shinners

COMMISSIONERS ABSENT: Brian Haas

ALSO PRESENT: Lauren Vaughn

Vise-Chairperson Margaret Szajner Presiding

1. ITEM ON THE AGENDA BEING CONSENT CALENDAR

a. Consideration of minutes of the November 6, 2014 Regular Meeting.

Motion by Gessner, seconded by Shinners, that the following action as recommended on the Consent Calendar portion of the Agenda be approved.

CARRIED 6 – 0

2. NEW BUSINESS

a. Lauren Vaughn, Parks and Recreation Superintendent reported on the BATA Ski and Ride Program.

3. OLD BUSINESS

a. Lauren Vaughn gave an update on the Hickory Hills Concession RFP results.

PUBLIC COMMENT

None

b. Commissioner Howe and Superintendent Vaughn spoke regarding the naming process for the City Park at Rose & Boyd Streets.

Motion by Howe, seconded by DiGiacomo to adopt the Resolution regarding the naming of the City Park at Rose & Boyd Streets – to be named Jupiter Gardens.

PUBLIC COMMENT

None

CARRIED 6 – 0

c. Superintendent Vaughn spoke regarding the Capital Improvements Budget process. Discussion ensued.

PUBLIC COMMENT

None

d. Commissioner Szajner and Commissioner DiGiacomo gave an update on the Sunset Park fitness park proposal and survey results.

PUBLIC COMMENT

Rev. Dale Ostema, 222 Cass St., T.C.
Pat Huxtable, 830 E. State St., T.C.
Bob Guenther, 3489 Blackwood Dr., T.C.

e. Commissioner Howe spoke regarding the Park Project Review Process.

PUBLIC COMMENT

None

4. PUBLIC COMMENT

None

5. COMMISSION REPORTS AND CORRESPONDENCE

a. Superintendent's Report

b. Schedule of Upcoming Events

There being no objection, Chairperson Haas declared the meeting adjourned at 7:20 p.m.

Parks and Recreation Commission approved: _____-_____ on January 8, 2014

_____

Lauren A. Vaughn
Parks and Recreation Superintendent

Traverse Area Recreation
and Transportation Trails Inc.

T·A·R·T TRAILS

PO Box 252
Traverse City, MI 49685

231-941-4300

traversetrails.org

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January 2, 2014

Mr. Brian Haas, Chairperson
Parks and Recreation Commission
City of Traverse City
400 Boardman Avenue
Traverse City, MI 49684

Dear Commissioners,

On behalf of Traverse Area Recreation and Transportation (TART) Trails, we appreciate your review and advisement to the City Commission on the proposed *TART Trail and Boardman Lake Trail Signage and Wayfinding plans*. The purpose of the plans is to update regulatory, directional and informational signs along the TART Trail and Boardman Lake Trail to provide a more safe and enjoyable experience for trail users. The plans build off of signage installed by TART Trails along the Leelanau Trail over the past two years, which was designed with the regional trail network in mind. The TART Trail Plan extends from Carter Road on the west end to Bates Road/M-72 on the east end. The Boardman Lake Trail Plan includes the entire trail from 14th Street on the west end to South Airport Road on the southeast end.

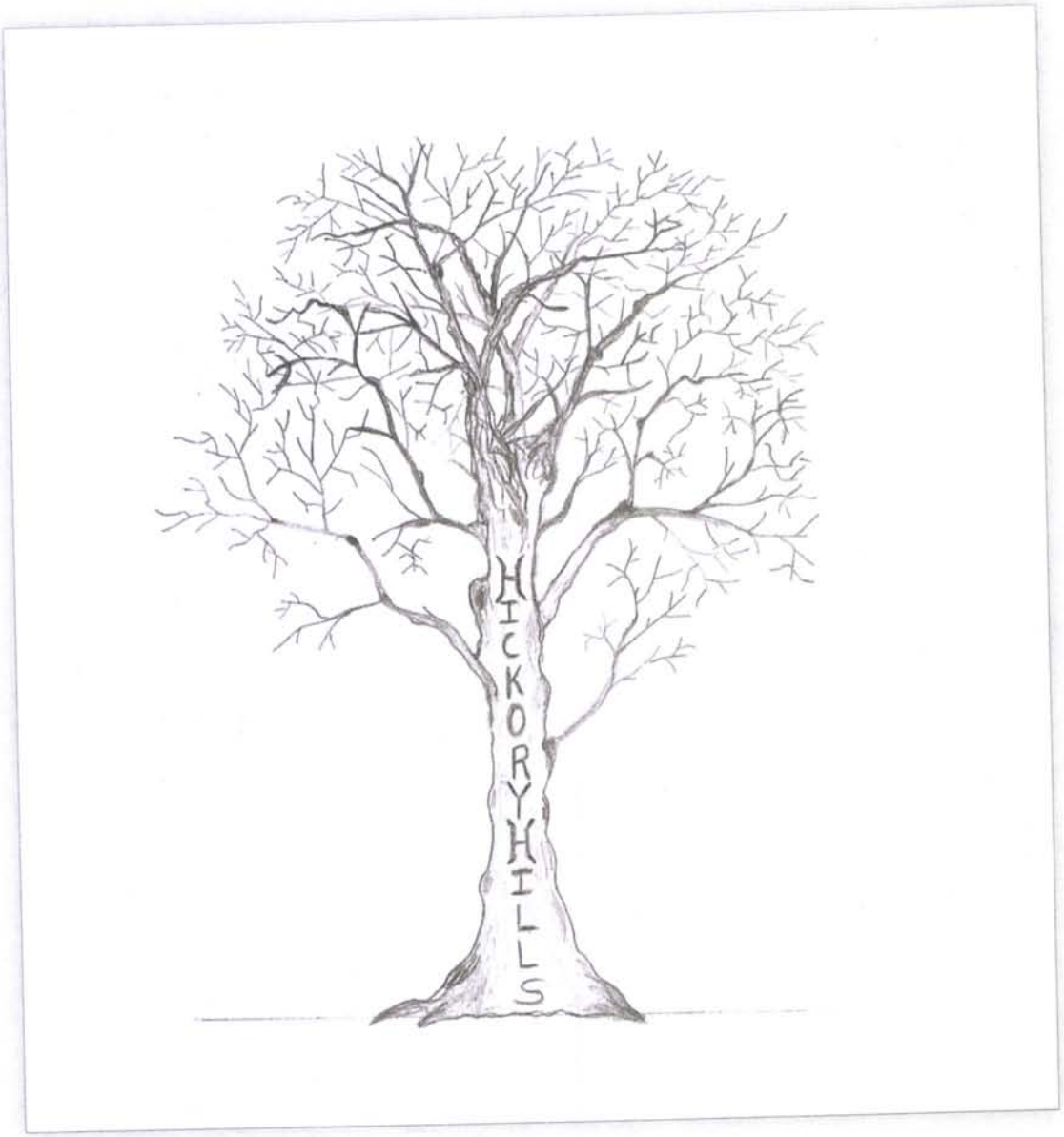
The proposed project timeline is to seek approval of the plans from the City Commission this winter, fabricate the signage in the spring of 2015 and install the signage in the summer of 2015. Prior to fabrication and installation, TART Trails is partnering with the City on an Agreement to support capital costs and on-going annual routine maintenance.

The project costs an estimated $80,000 to plan, design, fabricate and install of which TART Trails has secured $65,000 to date and will likely seek funding support from the County and the City to cover remaining costs associated with signage fabrication and installation. TART Trails is proposing utilizing sponsorship opportunities that have been incorporated into a limited number of signs to help generate a portion of the revenue to support maintenance and replacement of the signs. In addition to monetary support, TART Trails' Ambassador Program provides over 100 active and empowered volunteers who monitor the trail and report issues as well as provide light maintenance such as graffiti removal, filling brochure boxes, trash pick up, trimming and various other tasks on a regular basis. TART Trails is currently working with the City manager on a proposal to identify funding needs for fabrication as well as long-term maintenance.

The signage and wayfinding plans for the Boardman Lake Trail and TART Trail each include a Sign Location Plan and a Sign Messaging Plan for your review. Thank you for your time and consideration for this project. We look forward to presenting and discussing the proposed new signage and wayfinding with you.

Sincerely,
TART Trails, Inc.

Julie Clark, Executive Director, TART Trails, Inc.



Hickory Hills

MARKETING PLAN

Julie Prosch | Kenneth Merica, Will Andre | December 7, 2014

Julie, Will, Kenneth
Marketing Plan
Marketing, M 1-4

Marketing Plan Overview

Problem/ Challenge: Hickory Hills Ski Resort is experiencing a decrease in growth due to competitors ability to offer more advanced services and equipment for skiers/boarders looking for a more challenging and luxurious course.

With popularity of other resorts on the rise, Hickory also struggles to maintain a powerful brand name. Reestablishing this is another challenge the park is faced with.

Target:

- Our target is to increase the year round popularity of Hickory Hills while drawing in both new and returning customers.
- **Raise awareness of Hickory's convenience for youthful customers, with limited independence. Families with children. (Target Market)**
- Boost awareness of Hickory Hills park to locals and tourists through the practice of branding.
- Create more consistency between Hickory's seasonal recreational activities, and the profits gained during those periods.

Marketing Plan:

With no considerable growth in the sales, and popularity of Hickory Hills Ski Resort in the past three years, it is apparent there is a necessary change to be made in their marketing scheme. Hickory Hills can no longer rely on being a " Traverse City tradition" as their main attraction for customers.

Establishing a brand is key in any business. In Hickory's case, there is pre-existing rich heritage, and the park is already historically tied to the city, However, the ties are weakening as resorts in surrounding areas are drawing locals out of Traverse City to enjoy larger, and more challenging hills. So it is clear a Reestablishing of the brand is necessary in our marketing plan. While talking to Mr. Vaughn with T.C. Parks and Rec, we decided it would be crucial to get elementary and middle school students involved with the hills. Giving special deals to students, or offering after-school shuttling could prove as a great way to increase popularity among the youth and reinforce Hickory's reputation as a tradition in our town.

While the overwhelming goal is to draw in a larger winter crowd to Hickory, and increase sales of season passes, we plan on on implementing a series of marketing strategies to not only increase the amount of skiers, but the year round popularity of the park as well.

Our second strategy has the core focus of boosting the park's overall popularity by utilizing its vast space, and diverse geography for hosting events year round that locals and tourists can both participate in. With event space in the city at a premium, especially in the summer. Hickory hills could alleviate some of the crowd with concerts, outdoor wine/beer festivals, and disc golfing tournaments. There is no limit to the events that could be held at hickory, but more importantly these events have the potential to boost popularity and brand

recognition of the hills, as well as encourage people to look into purchasing winter passes. Not to mention the financial gain to be made from hosting events/ renting out space.

With the implementation of our our marketing plan, in addition to the minimal marketing Hickory already provides, we hope to maximize awareness of this this park. As a Traverse City tradition, it offers the perfect location and geography to cater to a much larger capacity. The world is shrinking, and recreational sanctuaries like Hickory Hills are becoming more and more rare. If successful our marketing plan could be applied to most parks in danger of the same problem.

SWOT ANALYSIS

Strengths: -Pre-existing relationship with the city (tradition).

-Convenient Location. (on Randolph street downtown, in the heart of Traverse.

-The Park already has ties to the Grand Traverse Ski Club, and with West, and Central high schools, along with both middle schools.

Offers a great place to be introduced to the sport, and learn in a less stressful environment.

-Hickory Hills is cemented in Traverse city. The Hills aren't going anywhere, and neither is the history. In fact if Hickory were forced to close as a ski resort it is extremely unlikely It would cease to exist as a recreational park as well. The hills are solidified in Traverse, The only thing that can change is how the locals and tourists choose to utilize this great resource.

-The Hills are coming off of their two most financially successful years. (however this doesn't mean their awareness has gone up, or that these are necessarily new customers.)

Weaknesses: -Far superior competition with better technology. (Every resort in the area that is competitive with Hickory Hills has Chair lifts, and far better snow-making capabilities.)

-Lack of advertising (They created a brochure in 2010, they have since put stickers over so they can be applied to later years.) Very Minimal.

-Offers less amenities (ski/board/snowshoe rentals/ food venders), They do NOT offer tubing, or chair lifts, and XC skiing is limited to those willing to come fully prepared. And finally, the hills do not have an industrialized form of irrigation yet, which allows them snowmaking capabilities on a far fewer hills.

- Very few employees since operated and owned by city of TC some disorganization issues.

Opportunities: -Vast space for events (our city is running out of space to host our surplus of events. What could make for a better potential concert/festival location than a vacant ski hill, with a large meadow area at the bottom?

-Top 10 in MI Disc Golf Course. This activity draws thousands of people to the hills every summer, by cross-marketing, we could hope to convert frolfers into winter customers. Many would do more to support the park if they thought there was financial strain occurring.

-Hickory exists in an environment where people value tradition, residents of Traverse City are often willing to sacrifice the technological advantages of one product for the nostalgia of another. There is still a market for people who like the oldschool style of skiing (Tow-ropes, less groomed hills, and the irreplaceable feeling of skiing the same way you grew up doing it.) While minimal technology could be seen as a disadvantage for Hickory, It is that very aspect that makes them unique, and unlike any of it's competitors.

Threats:- Competitors: Holiday Hills, Shanty Creek, Crystal.

As the greatest outside threat to Hickory as a ski resort, all of Hickory's competitors offer more technology in the form of chairlifts, and far superior snowmaking capabilities. With many attractions, it is easier for these larger resorts to draw in more customers, and in turn the capability to add more technology year after year.
Without a substantially better financial boost, Hickory has the ability to offer none of this, and is forced into a corner, competing for diminishing market of "oldschool" skiers. This is a threat Hickory will have to adapt to rather than attempt to remove.

Objective: -Boost winter sales and awareness of the park.
-Attempt to revitalize the brand of Hickory Hills to parents with young children and to preteens as well as teens.
-Convert Multi-seasonal use of the park into revenue.

ENVIRONMENTAL FACTORS & TRENDS

Economic Forces:

- Fluctuations in the economy itself will affect Hickory Hills seasonal and daily pass revenues as this is their main source of revenue(besides being subsidized by the City of Traverse). So if the economy is in a downturn,less passes will be sold as the consumers have less discretionary income to spend on recreational activities despite their lower price points on both daily and seasonal passes. The opposite is also true, during an upturn,more discretionary income is available,and more consumers will purchase and invest in winter recreational activities.Traverse City has a population of 21,200,with the average household income of $66,275.00, (compared to the higher U.S. average of $ 74,532.00)(Demographic snapshot/GALE CENGAGE) The Grand Traverse area also utilizes Hickory Hills,and they do charge a slightly higher fee for out of district. Since Hickory Hills offers a lower price point compared to other ski resorts this makes a more affordable option for many T.C. residents as well as the out of district residents.Even though Hickory offers a more affordable price point,consumers may opt to purchase passes with their competitors,as they do offer more amenities,but the convenience,price point and heritage of Hickory continues to be its strongest assets. The table below compares the past several years,days open,revenue,total skiers and ranking of both revenue and number of skiers.(But does not separate residents from out of district)

Year	Days Open	Total Revenue	Total Skiers	Revenue Rank	Skier Rank
2006-07	56	$53,299.00	8,485	14	19
2007-08	76	$69,759.25	11,879	9	11
2008-09	78	86,603.50	12,389	4	9
2009-10	78	82,950.00	12,970	5	7
2010-11	85	90,768.50	13,050	3	6
2011-12	71	$78,990.50	11,737	6	12
2012-13	73	$96,835.25	13,186	1	4
2013-14	92	93,812.00	13,996	2	2

(courtesy of Hickory Hills)

- Outdoor recreation also in general improves the overall economy The Outdoor Recreation Economy generates $80 billion in national, state and local tax revenues each year(.https://outdoorindustry.org/pdf/OIA_OutdoorRecEconomyReport2012.pdf)

- During the 2013/2014 winter season sales of backcountry ski and snowshoe gear surpassed $44 million, continuing a trend of increasing each according to (http://winterwildlands.org/)

- Americans spend nearly as much on Snow Sports ($53 billion)as they do on Internet access ($54 billion) . https://outdoorindustry.org/pdf/OIA_OutdoorRecEconomyReport2012.pdf)

- The weather also impacts significantly the economic state of Hickory Hills.It affects the amount of days open, their snow making capabities along with hill and trail conditions.The longer they're open the more consumers the higher their revenue. Even though last year temperatures were lower than previous years,Hickory benefited from this as the snow level stayed constant due to the cold. It is an external uncontrollable force, but significantly impacts Hickory Hills revenue,so during peak/ favorable winter weather they must take full advantage of time.

Past Monthly Weather Data for Traverse City, MI [Michigan] ("Traverse City Munson") : JANUARY, 2001 - 2014

All months for this station:
JanuaryFebruaryMarchAprilMayJuneJulyAugustSeptemberOctoberNovemberDecember [Other Locations]
Help

Year	Lowest Temperature (F)	Highest Temperature (F)	Warmest Minimum Temperature (F)	Coldest Maximum Temperature (F)	Average Minimum Temperature (F)	Average Maximum Temperature (F)	Mean Temperature (F)	Total Precipitation (In)	Total Snowfall (In)	Max 24hr Precipitation (In)	Max 24hr Snowfall (In)
2014	-4	41	31	2	10.3	21.4	15.8	3.32	49.90	0.59	9.80
2013	-1	53	36	9	18.5	30.4	24.5	4.00	27.60	0.75	5.00
2012	3	49	31	16	19.2	32.1	25.7	3.08	27.20	0.54	5.10
2011	0	48	37	13	15.0	25.5	20.3	1.93	36.50	0.25	4.40
2010	5	42	34	12	19.8	28.8	24.3	1.22	20.70	0.36	6.90
2009	-5	32	22	11	9.8	21.5	15.5	1.79	27.90	0.28	3.40
2008	-3	49	37	9	19.1	30.2	24.7	4.73	26.40	1.21	3.80
2007	5	49	38	15	20.2	31.8	26.0	1.50	18.70	0.21	2.20
2006	12	49	37	28	26.9	36.0	31.5	3.04	10.90	0.84	4.40

LEGAL & REGULATORY FORCES

- Since Hickory Hills is owned and run by the City (Traverse City) there are few legal issues involving this unique local recreational park. It is currently operated under the direction of Mr. Lauren Vaughn who also is the superintendent of the Parks and Recreation Department division in Traverse City. The city does want to continue to subsidize Hickory Hills but maintaining this park is costly (especially in the winter months). With the revenue from the winter activities/passes and funding from the city, Hickory also counts on donations, grants, fundraisers and the efforts of the Preserve Hickory committee, all of which must follow legal and regulatory rules. This potentially

can become an issue if not done properly with both the legal and regulatory components of park funding.

- Any changes/improvements must be presented and passed by the board members. In keeping true to their belief of affordable recreation Hickory Hills will occasionally raise the prices for their passes, but it first must be passed by the city board members.

- Due to legal and regulatory,and monetary restrictions,Hickory has limited space, city water constraints,(uses to make snow via their snow making machines) and other restrictions such as parking,pick up and drop off limitations as a result of the above. This contributes to parking congestion,limited snow making abilities and potential development of Hickory Hills.
- There are laws and by-laws that serve to protect both businesses and consumers,and their is an appointed city attorney. The City Attorney's role as the chief legal advisor is to interpret and apply the relevant law with the primary goal of protecting the interests of the City. The law that affects the City, which the City Attorney is charged with interpreting and applying includes the United States Constitution, Federal statutes, rules, and regulations, Federal case law, the Michigan Constitution, State statutes, rules, and regulations, State case law, the City Charter, and City Ordinances, including the Zoning Ordinance(http://www.traversecitymi.gov/).

- Hickory Hills is essentially owned by the residents of Traverse City and it may be used by the public free of charge (with the exception of the winter recreational activities). It can also be utilized for events with the proper permits(http://www.traversecitymi.gov/).

Park and Public land use policies and regulations are in place for the safety and protection of both the residents and the park(s) itself. The low impact events are free of charge whereas the high impact events have a permit fee and do require insurance and must be approved by the Garfield Township board.

Operating rules and regulations are in place and enforced again for protection as stated above. One way Hickory could utilize this is to perhaps have more frolfing tournaments and/or nature tours/hikes etc (low impact events) during the other seasons which could provide additional revenue and awareness of Hickory Hills.During the winter season,perhaps hosting ski/boarding tournaments and/or cross country skiing/snowshoeing events may also help boost awareness along with extra revenue.

POLITICAL FORCES

- Hickory Hills is owned and operated by the city,which is run by city elected and appointed officials. The political,legal and regulatory forces are closely intertwined,and the elected officials must continually abide and enforce the rules, regulations and

policies of the various departments within their control. The City Commission is the legislative body of the City of Traverse City, essentially functioning as the city's "board of directors." (http://www.traversecitymi.gov/city_commission.asp). As with any form of government, politics can be helpful, or a hindrance for any business.Hickory Hills is no exception to this, but has the added benefit of being a city owned park with a historical presence.The political issue would mainly be involved with the appropriation of funds and grants involved with supporting the winter recreation aspects of Hickory.The people of Traverse City do have control of voting for those who will support and will continue to abide by their mission statement.

TECHNOLOGICAL FORCES

- Hickory Hills is at a disadvantage when it comes to the technological forces,as its competitors have the advantage in this area. Hickory has no ski lifts,only tow ropes,limited snowmaking capabilities,limited lodging(indoor seating to warm up) and no rentals,to name a few disadvantages in the technological area. Hickory maybe lacking in this area,but what it does have is the nostalgia surrounding this historical multi-purpose park.Hickory needs to embrace this aspect along with promoting it as well. Hickory also must convey to the public that it is convenient, reasonably priced and a wonderful family gathering spot for all outdoor recreational activities,but especially for its winter activities(ski/boarding passes,cross country/snowshoeing passes) to continue to compete with its competitors.

SOCIO-CULTURAL FORCES

- During the 2013/2014 winter season sales of backcountry ski and snowshoe gear surpassed $44 million, continuing a trend of increasing each according to (http://winterwildlands.org/)

- With the ever increasing popularity of all the winter recreation,skiing(both downhill and cross country),snowboarding,and snowshoeing are increasing in popularity in all ages. As our health consciousness grows the ,more people want to be able to get outside and exercise.What a better way to do it with family and/or friends at a great local historical place that an entire family can not only enjoy but afford as well.

- Hickory Hills appeals to many families with young children and to the pre-teen and tween population,both of which are are target market. Hickory is also located in a very convenient location for T.C residents as well as the “out of district” areas.

- Hickory also offers a safe place for their pre-teen/tweens to go after school,on week-ends and on their winter breaks.Safety is a concern for parents,as in many households,both parents work,often long after their children are out of school.

- Even though Hickory does not provide the amenities that their competition does, it does provide a well established sense of community to those who continue to frequent this establishment."A Traverse City Tradition since 1952" as their pamphlet states brings a sense of Traverse City pride to many who enjoy and use this historical multi-purpose city owned park.This fact in itself should be utilized in the marketing plan:,a gathering place for fun,companionship,exercise,nature and of course tradition.

COMPETITION

- Hickory Hills has many competitors of differing types. Amongst Hickory's generic competitors are Crystal Mountain, Boyne Mountain, Shanty Creek Ski Resort, and The Homestead. These generic competitors all offer downhill skiing at rates that are significantly higher than the prices offered by Hickory Hill's (see charts below). However, these competitors separate themselves from Hickory not only in price but in offering more services in the resort/hospitality area than Hickory. Hickory Hill's number one competitor is their product competitor Mt. Holiday. Holiday serves primarily as a ski hill just like hickory however their prices and services offered still vary from Hickory Hill's such that they offer more services including chair lifts and rentals but also have higher prices. One idea that comes from a competitor and could be implemented at Hickory would be to give one free "guest" lift ticket away with the purchase of every season pass so that the people who are buying season passes already could possibly introduce new customers to Hickory.

Below are price comparisons between Hickory and its competitors...

HICKORY HILLS

2013 - 2014 DAILY RATES	CITY RESIDENTS	NON-CITY RESIDENTS
Saturday all day; and 11am to 8:30pm days during School Breaks:		
Adult	$ 18.00	$ 21.00
Child 12 and under	$ 16.00	$ 19.00
Saturday and Holidays after 4:00 pm, and all other days:		
Adult	$ 14.00	$ 17.00
Child 12 and under	$ 13.00	$ 16.00
Seniors 60 and Over	$ 13.00	$ 16.00
Cross Country - All days, all ages	$ 6.00	$ 7.00
Snowshoeing - All days, all ages	$ 6.00	$ 7.00

2013 - 2014 SEASON PASS RATES	CITY RESIDENTS	NON-CITY RESIDENTS
Adult	$130.00	$170.00
Senior (60 & over)	$110.00	$150.00
Child (12 & under)	$110.00	$150.00
Family (up to 4 people)	$275.00	$375.00
Each add'l family member	$ 30.00	$ 40.00
Cross Country Family	$ 45.00	$ 65.00

MT. HOLIDAY

Ski in the Hills

LIFT hours	
4 PM — 8 PM	TUESDAY — THURSDAY
4 PM — 9 PM	FRIDAY
10 AM — 9 PM	SATURDAY and HOLIDAYS
11 AM — 6 PM	SUNDAY

RATES: Tuesday — Friday

AGE	LIFT only	RENTAL
0-4, 65+	free	$15
5-10	$18	$15
11+	$20	$17

RATES: Saturday and Holidays full day

AGE	LIFT only	RENTAL
0-4, 65+	free	$20
5-10	$26	$20
11+	$32	$22

RATES: Saturday after 4 PM

AGE	LIFT only	RENTAL
0-4, 65+	free	$15
5-10	$18	$15
11+	$20	$17

RATES: Sunday full day only

AGE	LIFT only	RENTAL
0-4, 65+	free	$19
5-10	$21	$19
11+	$26	$21

TOW ROPE only — $5 minimum

Season Pass

Individual $249.00

Family (immediate family only) $1,100.00

BOYNE MOUNTAIN

Wednesday - Friday

	Day Ticket 9-4:30pm & Noon - 9pm	Unlimited 12 Hour	Flexible 4 Hour	Night 4-9	Ski & Splash
Adult	$59	$67	$53	$34	$78
Teen & Seniors	$54	$62	$47	$29	$71
Junior	$46	$55	$39	$24	$67
5 & Under and 80+	FREE	FREE	FREE	FREE	NA

Saturday

	Day Ticket 9-4:30pm		Flexible 4 Hour	Ski & Splash
Pass	Adult (19-64)	Teen (13-18)	*Junior (6-12)	**Senior (65-79)
Gold	$899	$689	$519	$349
Silver	$579	$419	$319	$309
Bronze	$349			
College	$309	Proof of 9+ credit hours required		
Nordic	$159	All ages		
Nordic add-on	$49	When purchased in conjunction with a Gold, Silver, Bronze, or College Pass		

CRYSTAL MOUNTAIN

ADULT (18-64 Years Old)	Purchase Options: Ticket Window (See calendar)			Buy Online
Open-to-Close Ticket	$52	$67	$71	Buy Now & Save
Day Ticket (Open-4:30pm OR 1pm-Close)	$47	$61	$67	Window Only
4-Hour Flex Ticket*	$42	$57	$61	Window Only
Night Ticket (after 5pm)	$29	$29	$39	Window Only
Multi-Day Tickets	Available at Ticket Window			Buy Now & Save
Lift Ticket & Rental Package	Available at Ticket Window			Buy Now & Save

TEEN (13-17 Years Old)	Purchase Options: Ticket Window			Buy Online
Open-to-Close Ticket	$46	$56	$60	Buy Now & Save
Day Ticket (Open-4:30pm OR 1pm-Close)	$41	$50	$56	Window Only
4-Hour Flex Ticket*	$36	$46	$50	Window Only
Night Ticket (after 5pm)	$25	$25	$30	Window Only
Multi-Day Tickets	Available at Ticket Window			Buy Now & Save
Lift Ticket & Rental Package	Available at Ticket Window			Buy Now & Save

JUNIOR (7-12 Years Old) & SENIOR (65-79 Years Old)	Purchase Options: Ticket Window			Buy Online
Open-to-Close Ticket	$40	$45	$49	Buy Now & Save
Day Ticket (Open-4:30pm OR 1pm-Close)	$35	$39	$45	Window Only
4-Hour Flex Ticket*	$30	$35	$39	Window Only
Night Ticket (after 5pm)	$20	$20	$25	Window Only
Multi-Day Tickets	Available at Ticket Window			Buy Now & Save
Lift Ticket & Rental Package	Available at Ticket Window			Buy Now & Save

CHILD (6 Years Old & Under)	Purchase Options: Ticket Window			Buy Online
Open-to-Close Ticket	FREE	FREE	FREE	Window Only

Crystal Season Pass Rates

Adult(18-64).....$379.00

Teen(7-17).....$299.00

Child(6 & under).....$25.00

SHANTY CREEK

Ages 18-61

	WEEKENDS	WEEKDAYS	HOLIDAYS
Supertickets 9a-close	$64	$48	$70
Day 9a-5p	$60	$42	$68
4-Hour	$55	$38	$63
Night 5p-close	$35	$20	$40

Ages 9-12

8 and under are $5 anytime

	WEEKENDS	WEEKDAYS	HOLIDAYS
Supertickets 9a-close	$52	$40	$56
Day 9a-5p	$48	$35	$54
4-Hour	$42	$30	$46
Night 5p-close	$25	$20	$25

Ages 13-17 & 62-69

70 and over are $5 anytime

	WEEKENDS	WEEKDAYS	HOLIDAYS
Supertickets 9a-close	$54	$44	$60
Day 9a-5p	$50	$40	$58
4-Hour	$46	$35	$53
Night 5p-close	$25	$20	$30

	Oct 16-Nov 26	Nov 27-Feb 28
Adult (18-61)	$379	$409
Youth (9-17) + Senior (62-69)	$329	$349
Child (8+under) + Super Senior (70+)	$29	$29

Super Passes include:

- CreekCare pass insurance
- $3 discounts on tubing tickets
- Unlimited access to cross country trails
- One Bring-A-Friend ticket

MARKETING OBJECTIVES: QUANTIFIED GOALS

Some of the challenges that we must solve in order to reach our marketing objectives include the fact that Hickory Hills is experiencing a decrease in growth due to competitors' ability to offer more advanced services and equipment for skiers/boarders looking for a more challenging and exciting course. With popularity of other resorts on the rise, Hickory also struggles to maintain a powerful brand name. Reestablishing this will be another challenge we will face.

Our main objective is to increase the popularity of Hickory Hill's Ski Area by increasing the number of skiers that visit in the winter months. Our success will be measured by seeing a substantial increase or decrease in the number of daily and season lift tickets sold, compared to the last 5 years averaged ($88,601.95), and hopefully, in turn increasing the park's overall

revenue. While the desired time frame for completing this objective would be to see long term growth and stability, it is our desire to start seeing measurable growth by the time the 2014/2015 ski and snowboard season comes to an end.

Along with the desired objective of increasing the number of skiers in the winter seasons we have also decided to increase the park's summer popularity through the incorporation of multiple events that utilize the the park's Hickory Meadows including a possible expansion of events hosted by The National Cherry Festival. After consideration the most cost efficient and plausible events would include the implementation of more disc golf competitions The time frame for starting these events will be the summer of 2015

MARKETING STRATEGIES

For our marketing strategies we have decided to focus on two target markets. The first of the two is families with young children. Because Hickory Hills is a small ski area that has a strong heritage (along with a sense of community) it makes it an ideal ski hill for families and in particular those who are wanting to learn how to ski. The second market we intend to target are 13 to 16 year old ski and snowboarders who can take advantage of the location of the Hill's while not being able to drive themselves. Lauren Vaughn had mention that Hickory Hills already plans on expanding their terrain park which will be a large draw for this market. Also, because Hickory Hills is a smaller ski hill parents will be more willing to allow their kids to come to the hills unsupervised and know that they will not be in any harm or find themselves in any trouble.As stated above with Hickory Hills competitors,they to are geared towards our target markets ,but location,safety and pricing,Hickory does edge out its competitors in these areas.

Full utilization of Hickory's resources will be necessary to expand the parks popularity. The Hickory Meadows area provides the perfect space for a concert or other large gathering of people. Along with those events, the hills also offer perfect courses for popular sports such as mountain biking, XC skiing, and disc golfing. By hosting tournaments,races and other events here (year round) would exponentially increase both summer profits (currently near none) awareness of Hickory to potential winter customers. This also could help with not only revenue, but also help to continue to build on the branding aspect of the heritage and tradition of Hickory. With more involvement in these activities, more revenue will be earned that can be used towards maintaining their facilities. Hickory could stand to profit greatly, put money towards improvements to the hills and advertising. These combined, could popularize Hickorys' winter activities but also increase the conversion of summer visitors into winter customers.

By utilizing Hickory to its full potential and by promoting its brand, whether it be by advertising, word of mouth,hats/T-shirts w/HH logo, flyers ,even stickers, getting the word out to our target markets is vital so they will become more familiar with Hickory and pay more attention to all the other activities offered as well. With Hickory Hills mainly focusing on its winter recreation/ ski/snowboarding, they need to continue to entice their target market by enhancing the experience of their brand(sense of community/family & tradition that all residents can afford) Hickory needs to do this as their competitors are enhancing their consumers experience with increasing technology and more services(along with a higher price).If Hickory can obtain more exposure and promote their brand along with promoting

and offering more "all season" activities, more consumers would utilize this park and it could generate more revenue throughout all seasons. It might then be wise to incorporate a differentiated target strategy through market segmentation to encourage an expansion of our target market. This strategy can be easily implemented without alienating loyal returning customers (such as TC, Ski Club, and middle/high school teams).

MARKETING MIX

- **Product/Price**

With the rich heritage of Hickory Hills,it continues to remain a local "treasure" that not only provides a sense of nostalgia and a sense of community but also is a beautiful 132 acre setting tucked away, yet right in town.The scenery alone encourages active participants to come and visit Hickory for outdoor fun and exercise. The Hickory experience is the product, providing decades of memories from the past and for generations to come. Hickory provides this service at a convenient location for seasonal outdoor activities. Hickory's main revenue is from the winter season. Their price point is made to be at an affordable price so everyone has a chance to participate. With only small increases in price over the past several years,Hickory continues to deliver affordable prices,and the consumers acknowledge this by their continued purchases of ski passes.

- **Distribution/Promotion**

Hickory Hills needs to increase awareness by getting their brand back out in the public eye.Hickory Hills does have some products that can be distributed there are ski patches and vintage posters along with their Light the Night Book. By involving local business along with other businesses in the surrounding areas(to display ?sell) will certainly increase awareness. Having a nice display at Hickory itself could also help with this. By utilizing and partnering with others businesses increases awareness promotes both Hickory and the other participating businesses.Also there is the GTSC which could be another way to promote Hickory Hills

IMPLEMENTATION

1. For Hickory to revitalize their brand and to increase winter revenue along with the possibility of generating some summer revenue, developing a logo the represents Hickory is essential to the branding.(Along w/promoting the ski patches/posters-maybe update some of these to attract the younger generation). With a trademark design that could be placed on hats,shirts sweatshirts/hoodies,even helmet stickers is one way to help market Hickory Hills.Then distribute to local business/sponsors that Hickory has a relationship with...both win. This of course does cost money to produce,but the benefits(awareness, associations w/logo) and potential revenue it will produce.... "priceless".

2. Another way that Hickory could boost winter revenue is to offer specials such as : with 1 seasonal pass receive 2 free day passes or perhaps a monthly special,buy 1 day pass receive another for free or half off..this could be used on slower days/times or to 1st timers to Hickory.This encourages/entices consumers to give Hickory a try.

3. Host a Fundraiser Event.(see details included) " CHILLY DOG TAILGATER GATHERING" for the winter and perhaps a " HOT DOG TAILGATER" or FAMILY BBQ in the summer. Perhaps the GTSC and the Preserve Hickory Committee could volunteer/organize this and make it another TC tradition of Hickory. Local business/sponsors also willing to participate.Perhaps Hickory could even do a float in the Cherry Festival Parade? last year Cherry Festival did have its 1st annual disc tournament,which had approx.30-40 teens participating.They had discs' made w/the Cherry festival logo on it,wouldn't it be great to have discs w/ Hickorys' logo? Again bringing awareness and enhancing Hickorys' brand.This also is an added expense,but the return would be well worth it.Perhaps some of Hickorys' sponsors may help absorb some of the costs as well.

4. Hickorys' 65th anniversary is also coming up (2 years)..great opportunity to again emphasize Hickorys' brand and tradition. Have a Birthday Party Picnic..have local vendors and business participate.Show your sponsors you appreciate their continual support.Have a Hickory Hills Birthday Cake..offer a free piece of cake...the opportunities here are endless!!

5. One more implementation I would recommend is to hire at least a part-time person.(.perhaps even an intern = free help) to assist at Hickorys lodge. I know the budget is tight,but having a person solely dedicated to Hickory would be a huge asset to the future of Hickory in both the short and long term success at Hickory. Being able to not only organize the office and track sales and inventory ,but also to have a person who can help initiate future events at Hickory.

Winter Event(s)

- **1st ANNUAL CHILLY- DOG TAILGATE GATHERING FUNDRAISER**

*** Sponsors:** WKLT-Olesons /Toms/Slab Town/ Tilleys/Vendors donations(food/beverages/utensils etc..)

*** Advertising:** Radio- (approx. cost $200-320.00 depends on package) 24 Hour= Blast-2sec ads twice/hour

- Flyers- ? In schools(Elementary/Jr High)?their newsletter?/distribute (cost of printing poss. "0")
- Record Eagle(cost varies $424-610.00)THEY WILL PRINT DOUBLE SIDED GLOSSY-GOOD QUALITY~

*** Volunteers:** T.C Ski Club- Preserve Hickory – Local sponsors (slabtown?)?Church/Youth Groups/Boy/Girl -Scouts.. Those needing to fulfill requirements for badges.

*** Preparation**: ***Set Date & Time!!*** : Poss Sun. 12/28 or 1/4 from 2p-5p? (SEE CHART)

- Needed equipment: Grill /warmer/tables/coolers/money till
- Volunteer's - servers/ donation table+ book, patch & Poster available to sell. (future maybe t-shirts sweatshirts w/HH logo) & for Set up/clean up.
- Ensure "promotional ploys"(1st 10 receive free day pass/raffle for free ski lesson for 2..?)
- Advertising-(depending on distribution for schools news letters)-at least 1week prior to event
- Radio "day before Blast"- Set up as soon as you set date for event:
  - Possible Free Day Passes Given away " for 1st 10 people.....? Raffle for free ski lesson for 2 ??

    Or discounted purchase-enhance " Local Businesses" etc...

~HICKORY HILLS~

PRESENTS

1st ANNUAL 'CHILLY' DOG

TAILGATE FUNDRAISER~

A T. C. TRADITION SINCE 1951

'CHILLY'- DOG,

CHIPS

DRINK

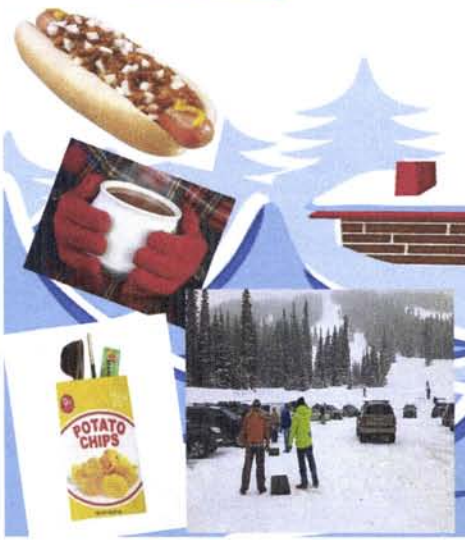
$6.00

TO HELP WITH OUR CONTINUAL NEED FOR AFFORDABLE RECREATION FOR OUR COMMUNITY !!!!!

WHEN: JAN 4TH 2015

TIME: 2:00p – 6:00pm

WHERE: *HICKORY HILLS*
2000 RANDOLPH ST.
***TRAVERSE* CITY**
(231) 947-8566



PLEASE HELP SUPPORT OUR COMMUNITY

FRONT
DESIGN

Bumper stickers will make for a great marketing tool. Bumper stickers can be sold or given away with season ski passes. The price sheet to the right represents the prices in bulk for a sticker of this design from stickermule.com

Select a quantity

50	$57	
100	$68	Save 40%
200	$89	Save 61%
300	$108	Save 68%
500	$141	Save 75%
1,000	$215	Save 81%
2,000	$343	Save 85%
3,000	$459	Save 87%
5,000	$669	Save 88%
10,000	$1133	Save 90%

PROMO/ADS	APPROX COST/ AMT.	APPROX AVERAGE	MISC INFO	TIME SCHEDULE FOR JAN 4TH
RADIO AD	≈$ 200.00-319.00	$319.00	24 HR DAY BEFORE EVENT "DOMINATOR"	ARRANGE ASAP
NEWSPAPER INSERT	≈$ 424.00-610.00 /10,000	WILD CARD ~	CAN PRINT FLYER THERE-ON HIGH QUALITY GLOSSY PAPER	1 WEEK PRIOR~ 12/29/14 (CHEAPER ON T, WED., OR TH PAPER)
FLYERS/GEN DISTRIBUTION-SCHOOLS-STORES	≈$ 230.00/1000 ≈ $350.00/5,000	$250.00	PRICES FROM KWIK PRINT AND STAPLES. STAPLESWILLING TO OFFER MORE DICOUNTS.	RIGHT BEFORE WINTER BREAK 12/19
BUMPER STICKER	≈≥ $240.00-350.00/100	(STAPLES WILL GIVE 20-30% OFF)≈ $175.00	MAYBE BETTER TO INVEST IN TEE SHIRTS/HATS/.DID NOT CHECK PRICE POINTS ON THOSE.	ARRANGE ASAP/?DESIGN?
HELMET STICKER	≈≥ $50.00-200.00/100	(STAPLES WILL GIVE 20-30% OFF)≈ 100.00	COULD BE A GREAT WAY FOR BRANDING FOR TEENS TO WEAR ON HELMET	SAME AS ABOVE
FOOD/UTENSILS/DRINK/SET UP	DONATIONS/SPONSORS &VOLUNTEERS	0	GTSC COULD BE A GREAT ASSET HERE	START NOW
APPROX COST TOTAL IF UTILIZING SOME	OF THE PROMOTIONS/ADS	≈ $844.00	APPROX COST- COULD ↓ THIS AMT. BY ADJUSTMENTS	BY PRINTING FLYERS YOURSELF/ DESIGNING A LOGO W/COLLEGE STUDENTS? POST FLYERS...

Memorandum

The City of Traverse City

TO: Parks and Recreation Commissioners

FROM: Lauren A. Vaughn, Parks and Recreation Superintendent

RE: Superintendent's Report

DATE: January 2, 2015

We opened Hickory Hills on December 19 with 3 runs open. We started making snow at Hickory during the November cold spell but had limited opportunities during December due to warm temperatures and several rainy days. We were able to start making snow again after Christmas and hope to have a 4th run open by January 3 and two more the following week.

For ice rink construction we need some good snow for a packing base and then cold temps for making the ice. We hope to be able to start soon.

I have submitted our annual Tree City USA application. A copy of part of the paperwork is included in this packet. If we are successful, it will be our 26th straight year.

See you Thursday, January 8th.

TO: Park and Recreation Commissioners

FROM: Lauren A. Vaughn, Parks and Rec. Sup't.

DATE: January 2, 2015

SCHEDULE OF UPCOMING EVENTS

January 8, 2015 – Regular Meeting – 6:30 p.m.(Note the date due to New Year's Day)

February 5, 2015 – Regular Meeting – 6:30 p.m.

March 5, 2015 – Regular Meeting – 6:30 p.m.

March 15, 2015 – Last day for Hickory Hills season (weather permitting)

April 2, 2015 – Regular Meeting – 6:30 p.m.

April 13, 2015 – Day Camp registration begins at 8:00 a.m.