

Trail Town Master Plan

Capturing Trail Based Tourism
In Boyne City and Boyne Falls





Acknowledgments

Boyne Area Trail Town Committee

- | | |
|-----------------------|--------------|
| Micheal Sheean, Chair | Annie Doyle |
| Bill Aten | Ed Grice |
| Jim Baumann | Bill Kuhn |
| Michael Bourassa | Ross Maxwell |
| Jason Brabbs | Chris McKay |
| Barb Brooks | Mary Palmer |
| William Bryant | Rob Swartz |
| Hugh Conklin | Sue Hobbs |
| Jeff Winegard | |



Funding for the Trail Town Master Plan was provided by:
The Charlevoix County Community Foundation and the Frey Foundation

Plan Prepared By



324 Munson Avenue, Traverse City, MI 49686
231-929-3696 www.liaa.org

Table of Contents

- Introduction 1
- Trail System and Community Profile 3
- What is a Trail Town? 5
 - Building Form
 - When Form Meets Retail
 - Trail Town Strategy
 - Getting Organized to Create Your Trail Town
- Trail Town Design Issues 17
 - Determine the Type of Trail in Your Community
 - Understand Trail Geography
 - Key Connecting Elements
- Economic Restructuring for Your Trail Town 33
 - Understanding Your Trail User
 - Assess Basic & Long Term Trail Needs
 - Encourage Related Business Opportunities
 - Assist the Local Business Community
- Promoting Your Trail Town 36
 - Promoting Your Trail Town Image
 - Hold Trail Town Events
 - Conduct Trail Town Retail Promotions
 - Some thoughts About Signs



Appendix

Introduction

The human, health and community benefits associated with recreational trails have been widely studied and well documented. Trails can help encourage healthy lifestyles and active living by supporting recreational activities. Trails can help preserve the environment by protecting important human and wildlife corridors and reducing air pollution through alternative modes of transportation. Trails can help foster a strong sense of community and place, providing an opportunity for social interaction and access to community amenities such as parks, neighborhoods and schools.

Recreational trails can also have a significant impact on the local economy. Trails can help attract and support tourism and new business opportunities. In addition, local residents often spend money on trail-related activities and related businesses. As the link between trails and economic development is better understood, many communities are looking for ways to capitalize on their current trail networks. This document is designed to discuss and illustrate how Boyne City and Boyne Falls can leverage their future trail systems to maximize trail-based tourism and future economic development opportunities - to redefine each community as a “Trail Town.”

Trail Towns - A Michigan Perspective

The Trail Town concept is gaining traction in communities and along trails all over Michigan. In southern Michigan, the Clinton River Watershed Council and the Huron River Watershed Council recently launched independent Trail Town initiatives. The new initiatives are designed to help towns and cities within each watershed leverage their riverside assets for water-oriented community development. During the winter of 2014, the *Blueways of St. Clair*, in partnership with three counties in the Thumb region and the Blue Water Area Convention and Visitor’s Bureau launched a regional Trail Town planning initiative that will help establish local Trail Town plans in eight communities along the St. Clair River and Lake Huron.

The Trail Town Concept
 “Communities are realizing the economic potential of trails as highly desirable destinations that bring dollars into the places they serve...trails and greenways attract visitors from near and far - visitors who facilitate job growth in tourism-related opportunities like restaurants, local stores and lodging. Communities are increasingly utilizing this ‘Trail Town’ model of economic revitalization that places trails as the centerpiece of a tourism-centered strategy for small-town revitalization.”

Excerpted from a 2007 article published by the Rails to Trail Conservancy



In Northern Michigan, the cities of Alpena, Atlanta, Grayling, Mackinaw City and Topinabee have each developed Trail Town plans. The City of Charlevoix is currently in the process of developing a Trail Town plan, which will connect to and compliment the Trail Town recommendations outlined in this document for Boyne City.

The North Country Trail Association (by way of the National Parks System) has also created a Trail Town Program. The program provides information and resources to communities on how they can better capitalize on their proximity to the North Country Trail. According to the Association’s website, several Northern Michigan communities have been designated Trail Towns, including: Kalkaska; Petoskey; Mackinaw City; and St. Ignace.

In an effort to better understand the Trail Town concept and develop useful strategies and recommendations for Boyne City and Boyne Falls and Boyne Mountain, a comprehensive literature review was conducted. The literature review found a number of resources for specific components of the Trail Town concept, such as downtown design guidelines, walkability tactics and promotional strategies. However, only a handful of examples were identified that addressed how each of the specific components all work together to create a “Trail Town.” The original source identified, *Trail Towns - Capturing Trail-Based Tourism, A Guide for Communities in Pennsylvania*¹ (published by the Allegheny Trail Alliance in 2005), and the *Trail Town Manual for Communities in Northern Michigan* (published by the LIAA in 2013) were used as the basis for the master plan. This document utilizes and summarizes portions of each Trail Town publication, applying specific concepts and recommendations to Boyne City and Boyne Falls (including Boyne Mountain Resort). However, examples from other communities and trails throughout Michigan are highlighted and described throughout the document to demonstrate or illustrate a specific point or suggestion.

We recognize the significant efforts that local officials, business owners and governmental bodies like the Main Street Board, Planning Commission, Parks and

Trail Town in Michigan

In June of 2014, Michigan adopted Public Act 210. The Act states that the Director of the DNR can designate a city, village or township a “Pure Michigan Trail Town” as long as the community is easily accessible to users of a Pure Michigan Trail and meets additional criteria.

¹ *Trail Towns - Capturing Trail-Based Tourism, A Guide for Communities in Pennsylvania*
A project of the Allegheny Trail Alliance, 2005

Recreation Commission, Economic Development Corporation, Historical Commission and Chamber of Commerce already provide in support of tourism, economic development and trail building in the Boyne City and Boyne Falls community. The strategies and recommendations outlined in this document are only meant to highlight new ideas and spark discussions about how Boyne City and Boyne Falls could better utilize its future trail assets to expand on and complement existing recreation and community development efforts and connect to Boyne Mountain Resort. Furthermore, many of the strategies and recommendations outlined in this document support ongoing, regional and even statewide efforts to capitalize and leverage local assets for community development and establish a place-based economy.

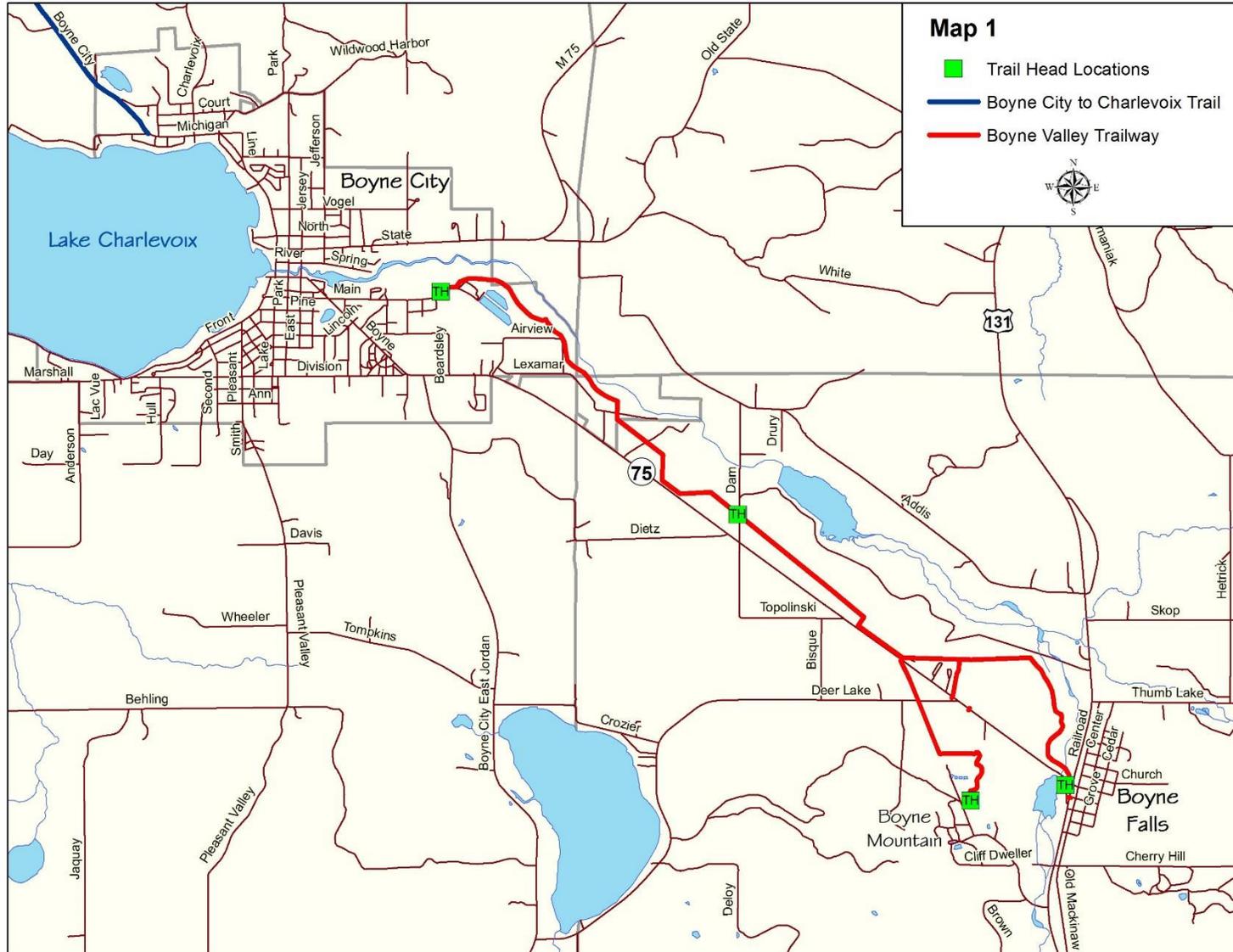
Trail System and Community Profile

Boyne City is a picturesque small town situated on the eastern shore of Lake Charlevoix. Its traditional and walkable downtown features a number of great restaurants, specialty food shops, eclectic gift shops, independent clothing stores and art galleries. Located just six miles to the east, along the Boyne River, lies the small town of Boyne Falls. Boyne Falls is strategically situated at the junction of U.S. 131 and M-75. As a result, many people traveling to Boyne City (either by car or bike) pass through Boyne Falls. Downtown Boyne Falls features four locally owned restaurants, a gas station and three small hotels. Just to the south of Boyne Falls lies *Boyne Mountain Resort*, often voted one of the best downhill ski resorts in the Midwest and a major hub for biking and other outdoor adventure sports.

For the last several years, community leaders and trail advocates in each jurisdiction have been working to develop the “Boyne Valley Trailway” - a 6.2 mile non-motorized asphalt trail that will connect the two municipalities. Local officials have secured a trail route that will take trail users along portions of the Boyne River (with a view of Boyne Falls) and along the tree-line parcels adjoining the north side of M-75. Trailheads are tentatively planned for the existing park in Boyne Falls and the intersection of Main and Lagoon (near the airport) in Boyne City. *Map One* illustrates the location of the proposed Boyne Valley Trailway.

Boyne Valley Trailway
Portions of the Boyne Valley Trailway will run along the Boyne River and provide a previously un-seen view of the waterfall in Boyne Falls.





Community leaders and local trail advocates are also working with officials from Charlevoix County and the City of Charlevoix to develop the “Boyer City to Charlevoix Trail” - a 14.9 mile non-motorized asphalt trail that would connect the two municipalities. Local officials have secured easements for portions of the route and are working to determine the location on the remaining sections. A 3.2 mile section of the trail near Boyer City is slated to be completed in 2014. *Map 2* illustrates the location of the proposed Boyer City to Charlevoix Trail, including its potential connection with the Boyer Valley Trailway.

What is a Trail Town?

According to the Allegheny Trail Alliance, a “Trail Town” is:

A destination along a long-distance trail. Whether on a rail trail, towpath, water trail, or hiking trail, trail users can venture off the trail to enjoy the scenery, services, and heritage of the nearby community with its own character and charm. It is a safe place where both town residents and trail users can walk, find the goods and services they need, and easily access both trail and town by foot or vehicle. In such a town, the trail is an integral and important part of the community.²

A Trail Town is an active, attractive, and interesting place with accessible and comfortable spaces, hosting a variety of activities and promoting social interaction and a strong sense of place. A Trail Town should meet both the needs of the trail users and the residents of the community. A Trail Town has the physical amenities that support trail users such as wide sidewalks, drinking fountains, and benches with shade. A Trail Town also has the business amenities to support day-trip trail users (such as a bike shop, kayak outfitter and ice-cream shop) and overnight trail users (such as a hotel, restaurant and laundromat).

² Trail Towns - Capturing Trail Based Tourism, A Guide for Communities in Pennsylvania. Allegheny Trail Alliance (2005)

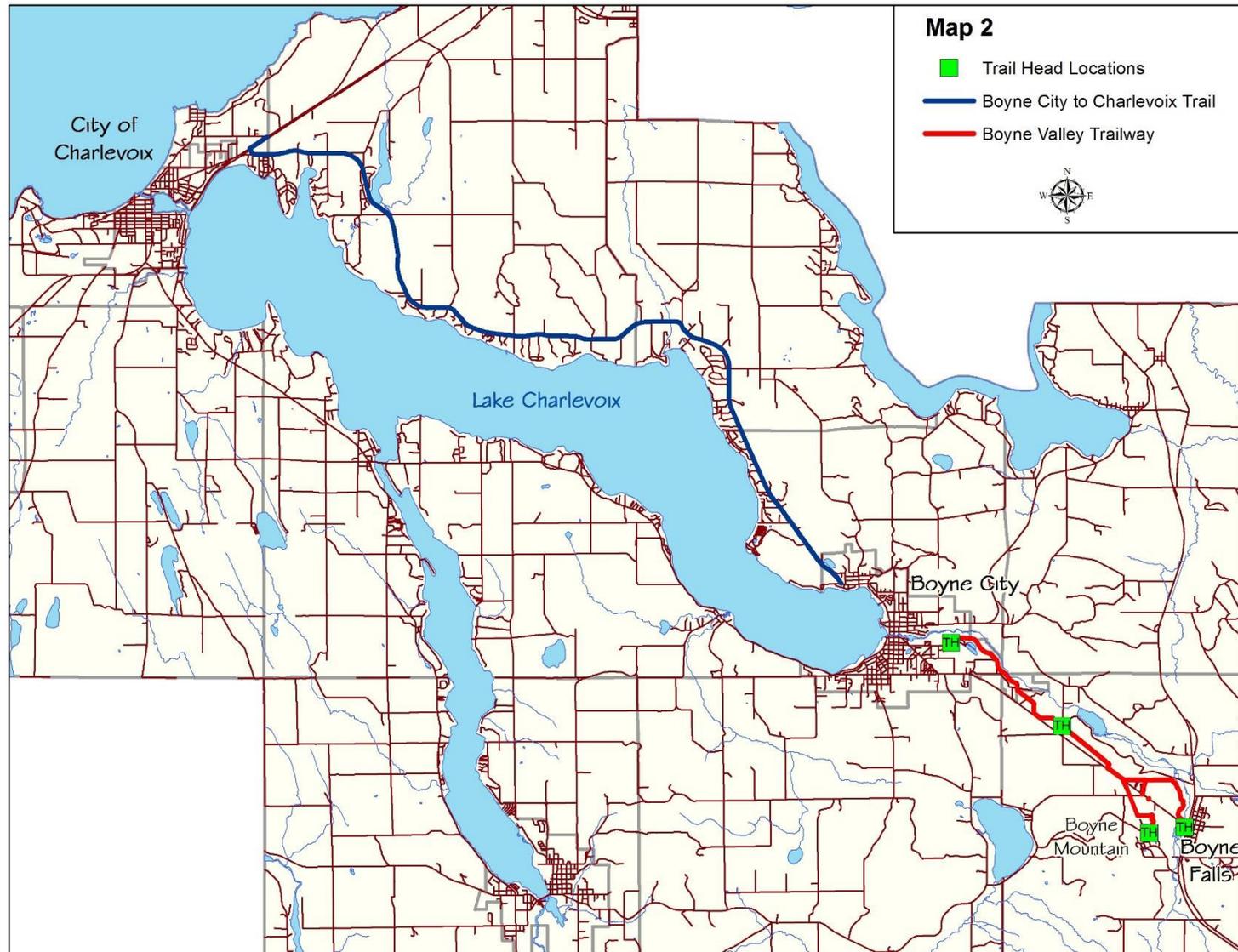
Regional Trail Environment

In addition to the two trails discussed at left, the greater Boyer City area is home to amenities (e.g. lake Charlevoix, Boyer Mountain Resort, Young State Park) and other trails that provide opportunities for hiking, snowshoeing, XC skiing, snowmobiling and mountain biking.

Accessible and Comfortable Spaces

Bike-tourists will often spend two to three hours within a community before moving on to their next stop. It is important to have comfortable places within the downtown areas for bike tourists to sit and relax.





Boyne City already has many of the cultural and physical amenities that day-trip or overnight trail users are seeking. Downtown Boyne City features a variety of quality locally-owned restaurants, from the fine-dining restaurant to the take-out market and deli. Several restaurants feature outdoor seating. Downtown Boyne City also has ice-cream shops, a book store and a coffee house where trail riders can casually spend an hour or two before getting back on the trail. The retail shops in Downtown Boyne City are also very interesting. The open and inviting store fronts (large windows, etc...) and wide sidewalks encourage trail visitors to casually stroll through the downtown. Downtown Boyne City also has a number of physical amenities (public benches, parks, beachfront) that will allow trail users to rest, relax, or just hang-out before getting back on the trail. For overnight trail users, there are accommodations within the immediate downtown area and camping at Young State Park is located just a few miles north of town. In fact, there is a motel just across around the corner from the proposed trailhead at Old City Park.

Boyne Falls is fortunate to have four locally owned restaurants and a couple motels within its downtown. Both restaurants make ideal stops for bike tourists traveling throughout region. Once the Boyne Valley Trailway is complete, the four restaurants make an ideal lunch stop for day-trip trail users riding from Boyne City. Just south of town, Boyne Mountain also has a variety of dining options...

Physical Amenities

Downtown Boyne Falls features three locally owned restaurants. One restaurant features homemade pasties and perogies, a nod to the community's polish heritage.



Business Amenities

Downtown Boyne City features a variety of locally owned restaurants (with outdoor seating) where trail riders could eat and relax before getting back on the trail. There is also a motel just around the corner from the proposed trailhead at Old City Park.



Building Form

The mass, height, façade, architectural features, historic materials and relationship to the sidewalk of blocks and buildings in downtown Boyne City make it a very desirable, walkable and comfortable place for trail tourists. New or infill development within the downtown should continue to adhere to these existing standards.

When Form Meets Retail

The form of city blocks, the size of the public realm and the architectural elements of buildings all contribute to the pedestrian-friendly character, sense-of-place and retail viability of the downtown. In addition, the character and pattern of the storefronts and facades contribute to creating a sustainable and thriving retail environment. The following section highlights some “best practices” for the design of buildings and storefronts, as noted by Robert Gibbs in his new book, *Principles of Urban Planning and Development*³. The following section is only meant to highlight and reinforce elements the City of Boyne City already employing.

Awnings

- Define the first-level storefront
- Reinforce brand
- Brings attention to the business

Best Practices

- Materials should be constructed from canvas, cloth steel or glass but should reflect the overall character of the business brand. Awnings constructed of plastic and internally illuminated should not be permitted.
- Color should be limited to two colors
- Lettering should be limited to 8-inches in height and only allowed on the front flap rather than on the top-sloped awning
- Awnings should complement the character of the building and should not cover architectural elements
- Awnings should be more than 6 to 8 feet deep and have a pitch of no more than 25-degrees

³ Gibbs, Robert. *Principles of Urban Retail Planning and Development* John Wiley & Sons, Inc. (2012)

Building Form

New development should adhere to the existing form standards (e.g. building height) present in the downtown.



Awnings

Awnings help to define the first-level storefront and reinforce the brand.



Windows and Doors

- Help advertise goods
- Reinforce building form
- Add interest to pedestrians
- Draw people in to the store
- Provide a sense of safety

Best Practices

- At least 60% of first-level storefronts facing the primary sidewalk should be transparent glass
- Keep displays simple – don't overcrowd
- Keep the back of the display window open to allow the store's interior to be visible
- Primary doors should face the sidewalk
- Doors facing the street should be recessed whenever practical

Signs

- Should be well-designed
- Should be properly scaled
- Should support continuity but encourage individuality

Best Practices

- Should be limited to 1 square-foot of signage for each linear foot of storefront
- Lettering should be no higher than 10-inches
- Internally illuminated signs should be prohibited
- Design and materials should reflect the character of the building

Windows and Doors

At least 60% of first-level storefronts facing the primary sidewalk should be transparent glass.



Signs

Signs should support continuity but encourage individuality.



Trail Town Strategy

It is important for local leaders in Boyne City and Boyne Falls and officials from Boyne Mountain Resort to understand that most Trail Towns are not isolated communities; they are linked together by the trail, creating a regional destination for residents, trail users and tourists. Long-distance trails tend to be used by people seeking a day-long excursion, but some may be on the trail for multiple days. Most users will require some degree of goods and services. Long-distance trails attract tourists, especially trails that pass by interesting towns, scenic areas or places of historic interest. According to the Allegheny Trail Alliance, *studies show that the longer the trail, the farther people will come to use it, the longer people will stay, and the more they will spend. A day-tripper will spend four times as much as a local user, and an overnight visitor will spend twice the amount a day-tripper will spend.*

Boyne City, Boyne Falls and Boyne Mountain Resort are fortunate to be situated in Northwest Michigan, a region that already caters to tourists, has many interesting towns and places to visit and has a very active and expanding network of interconnected trails. Local officials and trail advocates in Boyne City and Boyne Falls should continue to work with officials in other communities (e.g., Charlevoix, Petoskey), agencies like the Top of Michigan Trails Council and the Michigan Department of Natural Resources and destinations like the Boyne Mountain Resort to make new trail connections and support positive trail experiences for the entire region. It will also be important for community leaders and trail advocates in Boyne City and Boyne Falls to regularly communicate with neighboring jurisdictions, local businesses and participating state agencies about local trail conditions, safety concerns and trail events. Regular communication can be especially useful when large trail and/or bike themed events and tours pass through the region, such as the Michigan Mountain Mayhem.

Ultimately, Boyne City Boyne Falls and Boyne Mountain Resort need to be friendly places that supports, celebrates and encourages trail users to visit and welcomes them with warm hospitality. The basic elements of a “Trail Town Strategy” are described on the next page.

Economic Impact According to a 2006 Active Outdoor Recreation Economy Report, the annual average biking-related spending by participant equaled:

- Number of day trips: 7
- Average spending per day trip: \$37
- Number of overnight trips: 8
- Average spending per overnight trip: \$218
- Retail sales for gear: \$77

- Michigan Sea Grant

Basic Elements of a Trail Town Strategy

- Entice trail users to get off the trail and into your town.
- Welcome trail users to your town by making information about the community readily available at the trail.
- Make a strong and safe connection between your town and the trail.
- Educate local businesses on the economic benefits of meeting trail tourists' needs.
- Recruit new businesses or expand existing ones to fill gaps in the goods or services that trail users need.
- Promote the “trail-friendly” character of the town.
- Work with neighboring communities to promote the entire trail corridor as a tourist destination.

According to the Allegheny Trail Alliance, *it is important to understand that the Trail Town initiative must come from within your community. Becoming a Trail Town is as much about local attitude as it is about physical improvements.* Listed below are several considerations local officials and trail planners in Boyne City Boyne Falls and Boyne Mountain should review as they begin to create their Trail Town environment.

Considerations in Creating a Trail Town Environment

- Boyne City and Boyne Falls can grow and thrive in new ways because of its proximity to the trail.
- The more Trail Towns there are along a corridor offering hospitality and services, the more attractive the region will be for tourism; the success of communities like Charlevoix and Petoskey are important to the success of Boyne City and Boyne Falls.

What is a Trail Town? A Trail Town has the physical amenities that support trail users such as wide sidewalks, drinking fountains and benches with shade - public places where trail users can just relax and hang-out before getting back on the trail.



- Leadership and initiative from within the community will be necessary to turn Boyne City and Boyne Falls town into Trail Towns.
- A safe and well-maintained trail is the centerpiece, so it's important to cooperate with and support the local trail-building and maintenance groups.
- A core bicycle and pedestrian-friendly philosophy should be adopted by local officials and business owners.
- Trail users should be accommodated both physically and socially within the downtown area.
- Goods and services for trail users will be appealing to other types of tourists and residents.
- Local law enforcement agents can be important ambassadors in downtown and along the trail.

Getting Organized to Create Your Trail Town

In order to create, plan for and implement a successful Trail Town initiative, it is important to have the right team assembled from the community. The following sections describe some of the important roles and activities that will need to be created and/or achieved to establish a Trail Town environment in Boyne City and Boyne Falls. As local leaders, trail planners and business leaders review these sections it can be important to identify where additional assistance might be needed.

A number of local and regional organizations have volunteered to assist local leaders and trail planners in Boyne City and Boyne Falls in several of these organizing and implementation efforts, including Boyne City's Main Street Program and the Top of Michigan Trails Council. In addition, officials from Boyne Mountain Resort have committed to helping support local Trail Town building efforts.

Considerations in Creating a Trail Town Environment - One way to establish a core bicycle and pedestrian-friendly atmosphere in your town is to adopt a *Complete Streets* policy (resolution or ordinance). *Complete Streets* are streets designed and operated to enable safe access for all users, including pedestrians and bicyclists. Complete Streets should provide better mobility to both citizens and trail users and safer trail-to-town connections.



A. Define the Trail Corridor. Before any Trail Town initiative can get started, it is important to understand the physical and administrative structure of the trail. Local leaders and trail planners should ask themselves a series of questions to better understand the trail system located in their community.

Questions to Help Define the Trail Corridor

- What kind of trail is it? - How long is the trail and where does it connect to?
- Who manages the trail and who is responsible for daily upkeep and annual maintenance

During the planning process, local leaders in Boyne City and Boyne Falls were able to identify the type of trails that will be constructed and which entity is responsible for upkeep and annual maintenance (see right).

B. Assess Local Capacity. A Trail Town initiative could be part of a business district, DDA or community revitalization plan. Therefore, it is important to understand how well your local leaders are able to plan and implement new programs or ideas.

Boyne City is fortunate in that it already has a very active and successful Main Street Program. Since 2003, Boyne City’s Main Street program has worked to help install new streets, sidewalks and lighting, assisted in façade improvement projects, initiated new events and festivals and expanded the local farmers market. Last year, Boyne City was named *the Community of the Year*, by the Michigan Main Street Program. Their inclusion and leadership will be extremely important in helping to create a Trail Town atmosphere in Boyne City.

Main Street officials can utilize the following *Four Points*⁴ to create a successful “Trail Town” environment in Boyne City.

Organizing gets everyone working toward the same goal. The tough work of building consensus and cooperation among groups that have an important stake in the downtown area can be eased by using the basic formula of a hands-on,

Boyne Valley Trailway
 What kind of trail is it? Asphalt
 How long is the trail? 6.2 miles
 Where does it connect to?
 Boyne City (Old City Park) and Boyne Falls
 Who manages/maintains the trail?
 Each jurisdiction (including Boyne Valley Township) is responsible for their section of trail

Boyne City to Charlevoix Trail
 What kind of trail is it? Asphalt
 How long is the trail? 14.9 miles
 Where does it connect to?
 Boyne City and Charlevoix at Waller Road
 Who manages/maintains the trail?
 Charlevoix County

⁴ National Main Street Center: <http://www.preservationnation.org/main-street/>

volunteer driven program and an organizational structure consisting of a board and committees to direct the program.

Promotion sells the image and promise of a Trail Town to all prospects. Marketing the downtown’s unique characteristics to local customers, investors, new businesses, and visitors requires an effective promotion strategy. It forges a positive town image through advertising, retail promotions, special events, and marketing campaigns carried out by the local volunteers.

Design gets a Trail Town into top physical shape. Capitalizing on its best assets such as historic buildings and traditional downtown layout is just part of the story. An inviting atmosphere created through attractive window displays, professional signage, well-maintained sidewalks, accessible parking areas, appropriate street lights, and inviting landscaping conveys a visual message about what a Trail Town is and what it has to offer.

Economic Restructuring finds a new purpose for the town’s enterprises. By helping existing downtown businesses expand and by recruiting new ones to respond to today’s market, Main Street programs help convert unused space into productive property and increase the competitiveness of business enterprises.

C. Create or Enhance Your Local Organization. Everyone in the community has a stake in the future of downtown Boyer City and Boyer Falls. In order to be successful, local officials must involve as many interested groups and individuals as possible from throughout the community. Interested citizens, business owner’s community stakeholders, and local officials all need to support downtown revitalization efforts. Local officials and trail organizers should also seek support from local civic groups, historical societies, financial institutions, religious institutions and other civic organizations (both public and private) that have a stake in the downtown. In addition, it can be helpful to seek support from organizations that have a stake in the health and well-being of the community (e.g., Boyer City Public Schools, Charlevoix Area Hospital, and Boyer Mountain Resort).

Promotion

Boyer City does an excellent job of promoting its most popular events through its extensive system of banners. It is an exceptional idea to put the date of the event on the banner.



D. Develop the Local Volunteer Base. A Trail Town initiative requires support from the entire community. In addition to mobilizing community organizations, it is important to mobilize local volunteers. Volunteers bring new and different ideas forward and can help carry out activities. In addition, volunteers can help promote the positive aspects of the Trail Town initiative through word-of-mouth. Local leaders and trail planners in Boyne City and Boyne Falls should make efforts to ensure the volunteer base is as broad as possible.

E. Get the Message Out Locally. Marketing and advertising are essential to promote trail use and appreciation. A marketing committee can be helpful in organizing these efforts. A catchy name for the organization is also helpful - something that lets people know what the organization does and is easily remembered. The marketing committee will need to develop a relationship with the local media. Explain to them what local leaders and trail planners are doing and how they can help. It can also be helpful to submit articles (with photos) to local organizations in the community, speak at local civic and community service meetings (planning commission, city council, Rotary), establish a social media platform and have a presence at community events and festivals.

F. Build Partnerships. As previously stated, implementing a Trail Town initiative requires support from the entire community. Building partnerships with existing community groups and stakeholders will help to develop broad-based local interest and buy-in as the initiative moves forward. Local leaders and trail planners in Boyne City and Boyne Falls have already identified existing community groups and key figures to discuss ways to unite the community around the Trail Town effort (see right).

G. Find the Resources to Implement Your Trail Town Concept. Implementing a comprehensive Trail Town initiative will require funding. Funding through grants and other economic assistance programs can be secured for community and economic development initiatives from the local, state and federal government. These financial aid programs may include Michigan Trust Fund Grants from the Michigan

Build Partnerships - Local officials and trail planners have already worked to identify existing community groups to help support the Trail Town effort.

- MDOT
- Boyne Mountain
- Boyne Valley Township and other neighboring jurisdictions
- Charlevoix County
- Village of Boyne Falls
- Public Schools (Boyne Falls and Boyne City)
- DDA - Main Street Program
- Parks and Recreation Committee
- Airport Board
- Chamber of Commerce
- Local Banking Institutions
- YAC - Youth Advisory Council
- Community Foundation
- Charlevoix Area Hospital
- Boyne Area Medical Center
- Friends of the Boyne River
- Little Traverse Conservancy
- Top of Michigan Trails Council
- Boyne City EDC
- Boyne City Police Dept. & County Sheriff
- Farmers Market

Department of Natural Resources, Enhancement Grants from the Michigan Department of Transportation, Rural Development Grants from the United States Department of Agriculture (USDA) and grants from the Michigan Economic Development Corporation (MEDC). Local financing tools, like Tax Increment Financing (TIF), may also be utilized.

Funding may also be secured from the Charlevoix County Community Foundation, trail and recreation advocacy organizations, and local conservation groups. City staff members, the Boyne City Main Street staff, interested volunteers or a professional grant writer can be helpful in researching and writing grants on behalf of the Trail Town initiative. In addition, organizations like the, the Northeast Michigan Council of Government and the Michigan Municipal League can be very helpful in identifying grant opportunities.

H. *Take One Step at a Time.* It is important to understand that a Trail Town initiative does not happen overnight; it develops and evolves over time. This may be especially true in those communities where the trail system is fairly new and where there is not a local organization already working on economic development programs. Fortunately, there is already a great deal of support and enthusiasm within the greater Boyne City area and local trail advocates and supporters have long been very pro-active. According to the Allegheny Trail Alliance, *the activities that the community undertakes should be evaluated by their outcomes, not outputs. You may want to start implementation with a small project with good potential, one that might have good “bang for the buck.” Use resources prudently on projects that are well thought out and their potential impact thoroughly evaluated.*

Trail Town Design Issues

An important step in preparing a plan for your Trail Town is to assess the physical characteristics of your central business district and its relationship to the trail(s). A thorough assessment will help local officials and trail planners understand the trail-to-town opportunities and challenges a visitor might encounter. A physical assessment of the relationship between the central business districts of Boyne City and Boyne Falls and the Boyne Valley Trailway and the central business district of Boyne City and the Boyne City to Charlevoix Trail was conducted as part of this planning effort. In addition, the Trail Town Committee assessed potential connections to Boyne Mountain Resort.

Determine the Type of Trail in Your Community. The first item to evaluate in assessing the physical characteristics of your town is to determine the type of trail that runs through (or in close proximity to) your central business district. Although the Boyne Valley Trailway and Boyne City to Charlevoix Trail have not yet been constructed, it is anticipated that a wide-variety of non-motorized uses will occur on the trail (i.e., cycling, hiking, walking, and observing nature). In the winter months, the trail might be used for snow-shoeing and cross-country skiing, especially if a trail connection is made to Boyne Mountain Resort. In addition, Boyne City has been exploring the possibility of formally designating a water trail on the Boyne River and Lake Charlevoix.

Local officials have said that motorized uses will not be allowed on either trail in the winter but it remains unclear at this time as to what type of use the trail will support in the winter. It will be important for local leaders and trail supports to understand which types of users are on the trail and at which time of year. Understanding how the trail is used during different times of the year will help in planning for regular grooming and maintenance activities. It can also be helpful when planning specific trail-associated events or promotional activities. This information can also help local business owners better understand potential trail clientele.

Understanding Trail Use: It is very important for local officials and trail planners in Boyne City to thoroughly understand what activities are taking place on the trail and at what time of year.



Photo Provided by Emily Meyerson

Understand Trail Geography. Another important item to assess is the physical relationship between the trail and the central business district (i.e., the *trail-to-town relationship*), including factors such as linear distance, elevation change and range.

According to the Allegheny Trail Alliance, the linear relationship can be described in one of three ways: (1) Internal Trails; (2) Adjacent Trails; and (3) Removed Trails

Internal Trails are located directly through the central business district.

Adjacent Trails are located immediately adjacent to the downtown, usually within a half-mile of the central business district.

Removed Trails are located up to two miles away from the central business district.

Because the proposed trailhead is located by the airport, the Boyne Valley Trailway will be considered an “adjacent trail” in Boyne City. However, in Boyne Falls, the trail will be considered an “internal trail.” Due to its terminus north of town, the Boyne City to Charlevoix Trail will also be considered an “adjacent trail” to Boyne City. Once the new trailhead is developed at Old City Park, each trail may be considered an “internal trail in Boyne City.

Understanding the elevation change or “grade” between the trail and the central business district is also very important. This can be especially important for long-distance trail users who may be carrying heavy loads of gear, or parents pulling kids in trailers. There are significant grade changes between the Boyne Valley Trailhead (along Main Street) and downtown Boyne City. Local officials need to be sure signs are posted at the trailhead and in downtown alerting people of grade changes. It is important to note that an alternative route from the trailhead into downtown is being explored.

Identify Key Connecting Elements. In addition to understanding the physical relationship between the trail and the central business district, it is also important to understand the function and inter-relationship of the six *connecting elements* between the trail and central

Understanding Trail Grade: There are significant grade changes between the Boyne Valley Trailhead (along Main Street) and downtown Boyne City. Local officials need to be sure signs are posted at the trailhead and in downtown alerting people of grade changes.



Key Connecting Elements:

1. Trailhead
2. Portal
3. Pathway
4. Gateway
5. Center
6. Nodes

business district. The following pages summarize each of the connecting elements. A full assessment of the connecting elements in Boyne City and Boyne Falls was conducted as part of this planning effort.

Trailhead. The Trailhead is the area where users can access the trail by road, providing parking and amenities for trail users. In many instances, the Trailhead is the point at which the trail user may first come in contact with the community and the point at which trail users will decide whether or not to enter into the community. Therefore, it is imperative for Boyne City and Boyne Falls to make their nearby Trailheads a positive and welcoming place.

Trail planners and local officials should develop clear and appropriate information about the community for visitors and make it available at the Trailhead. By providing such amenities as water and toilet facilities (see more below), the community welcomes visitors, showing hospitality and inviting them to visit the town. Whenever possible, these amenities should be available to trail users all year round (or at least when the trail is being actively used). In addition, it is important to provide way-finding signs throughout the community that direct people to the Trailhead.

Trailhead Amenities

- Bathrooms
- Water
- Benches
- Trash Receptacles
- Picnic Tables
- Shelter
- Parking (w/shade)
- Wi-Fi
- Pop Machine
- Directional Signs
- Welcome Signs
- Trail Map
- Community Information
- Dog Waste Bags
- Hazard Warnings (if needed)
- Bike Rack

Trailhead Amenities - Bathrooms

One of the most important amenities for any Trailhead is a bathroom. Bathrooms not only provide toilet facilities, but often they are used by trail users to fill water bottles, freshen up, and change clothes. Many jurisdictions close their traditional brick-and-mortar bathrooms during the winter months, even if the trail is still being actively used all year round.

If year-round access to your traditional bathroom is not possible, local jurisdictions should work to provide portable (and accessible) bathroom facilities. If bathrooms are not provided for at the proposed trailhead at Old City Park, it will be important to direct trail users to the bathroom facilities near the water-front, just a few blocks away.

Trailhead Amenities - Signs

Signs and markers are essential components on any trail system and should be incorporated into local and regional trail planning efforts. *Informational signs* direct and guide users along trails in the most simple and direct manner. *Directional signs* inform the trail user where they are along the trail and the distance to specific destinations and points of interest. *Interpretive signs* offer educational information about the trail and/or the surrounding area and community. *Warning signs* alert trail users to potentially hazardous or unexpected conditions. *Regulatory signs* inform trail users of the “rules of the trail” as well as other rules and regulations.

Informational signs should be provided at each trailhead and major access point to convey accurate and detailed information about existing trail conditions and available facilities. In researching best practices for trailhead signs for this document we found that the *Bikeway and Trail Design Standards and Planning Guidelines*⁵ from Fredrick County, Maryland, provided a comprehensive set of recommendations (see figure 1.1 below).

⁵ Bikeway and Trail Design Standards and Planning Guidelines (2003) Fredrick County Parklands, Fredrick County Department of Parks and Recreation

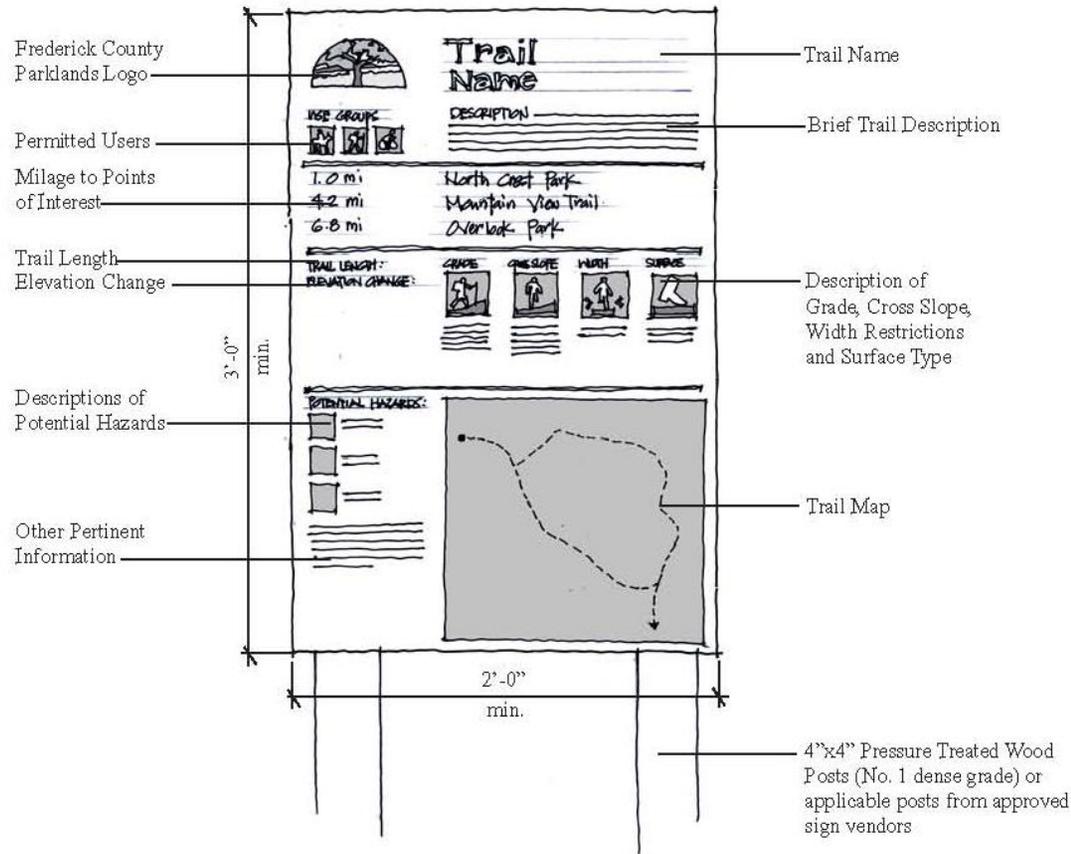
Trailhead Amenities - Bathrooms:
 Boyne City and Boyne Falls should work to provide portable bathroom facilities during the time of year when their brick-and-mortar facilities are closed. ADA-accessible portable toilets, like the one pictured below along the Pere Marquette Trail, are relatively inexpensive.



Trailhead Amenities - Signs:
 Regulatory signs inform trail users of the “rules of the trail”).



Figure 1.1



Trailhead Amenities - Signs:
To avoid user conflicts, it is very important to include signs at your Trailhead that identify which types of uses are allowed on the trail. The sign pictured below illustrates which activities are and are not allowed on the Kal-Haven Trail in Kalamazoo, Michigan.



Trailhead Amenities - Signs:
Sign design, color and layout (including any trail logo) can help to reinforce regional and local branding efforts.



Trailhead Amenities - Business Amenity Signs

As previously stated, the Trailhead is the point at which the trail user may first come into contact with the community and the point at which the user will decide whether or not to enter town. Therefore, it is very important (whenever possible) to include informational signs about area businesses and attractions at the Trailhead. This may be as simple as symbols with directional arrows to a nearby hotel or restaurant or as detailed as a map of the downtown with a list of businesses and attractions (see right).

Trailhead Amenities - Cultural Heritage Signs

Trailheads can also be an excellent place to display information about the history, natural resources and unique cultural aspects of your community. Local officials and trail planners in Boyne City should continue to discuss what type of cultural information they would like to display on signs near the trail. In Boyne Fall, signs may include information about the community’s unique Polish heritage.

Trailhead Amenities - Cultural Heritage (Art)

Trailheads can be an excellent place to display artwork that highlights the unique and cultural aspects of the community and trail system. When considering the size, color and materials of the artwork display, be aware that it may be used for other unintended purposes - that is, trail users may sit on it to tie their shoe or kids may climb on it.

Trailhead Amenities - Art: There are several public art pierces located throughout downtown Boyne City. Similar art pieces placed at the proposed trailheads can provide more trail-to-town connection.



Trailhead Amenities - Business Amenity Signs: It is very important to have information about downtown businesses (and preferably a map) at the Trailhead, like the sign pictured below in Indian River, Michigan.



Trailhead Amenities - Cultural Heritage Signs: Trailheads can be an excellent place to display information about the area’s cultural resources. There are already several historical signs placed around downtown Boyne City.



Water Trailhead

Local officials in Boyer City continue to discuss the possibility of a water-trail around Lake Charlevoix. During the planning process, local officials identified Old City Park or the Boyer City Marina at Veteran’s Memorial Park as a possible access site (trailhead) for a water trail. In fact, Old City Park already has a kayak launch into the Boyer River. Although the walkway to the launch area is accessible, the steps down to the water are not accessible for people with physical disabilities. The image at right shows what an accessible kayak launch could look like at Old City Park.

The extent of Trailhead amenities for water trails will likely depend upon the location of the Trailhead. For example, if the Trailhead was located in the Veteran’s Park, it would include large areas for parking, restrooms and enough room for an ADA-accessible kayak launch, whereas a Trailhead located within Old City Park may only have a small area from which paddlers can access the water. One of the most important Water Trailhead amenities is parking. In either case, the location of the trailhead should include a lockable kayak rack where trail users could look up their kayak and venture downtown (see image on page 24).

This past year, the National Park Service developed a guidebook⁶ *Prepare to Launch* to assist in the development of canoe and kayak launches. The document provides a comprehensive summary and recommendations for designing kayak launches. In addition, it would be good idea to consult with ADA expert Cindy Burkhour of *Access to Recreation* about how to provide for universally accessible launches.

Water Trailhead - Kayak racks provide an opportunity for trail users to secure their kayak and venture into town. The picture at right shows a kayak rack in downtown Rochester, MI.



Water Trailhead - The pathway to the kayak launch on Old City Park is very accessible (see *Picture A* below). However, the launch site is not accessible (*Picture B*). Local officials should explore ways to make this site more accessible to people with physical disabilities



⁶ *Prepare To Launch - Guidelines For Assessing, Designing And Building Access Sites For Carry-In Watercraft* (2014) Prepare to Launch! is a joint project of the NPS Rivers, Trails, Conservation Assistance Program and the River Management Society

The image below illustrates what a trailhead at Old City Park *could* like. More consideration would have to be given in regards to the placement of trailhead amenities. Note the amenities that were discussed on previous pages.



The image below illustrates what the Boyne Valley Trailhead *could* like. Note the amenities that were discussed on previous pages.



Boyne Valley Trailhead - The trailhead as it sits today (undeveloped).



The Trail Town Committee has also discussed the need to create a non-motorized connection to the proposed pathway from Boyne Mountain Resort. Boyne Mountain resort is a major year-round destination resort, bringing thousands of people to the region each year. Several connector options have been discussed, including connecting at Deer Lake Road and Mountain Pass Drive. In each instance, local officials and trail planners would need to work with MDOT to secure a safe and well-marked trail crossing over 75.

Boyne Mountain Resort Connection – Local officials and trail planners have discussed the need to find a non-motorized connection to Boyne Mountain Resort.



2. Portal. The Portal is the point at which users of the trail exit the Trailhead with the intent of visiting the nearby community. The Portal should be a welcoming point that clearly begins the process of directing the trail user through the community. Trail planners and local officials in Boyer City and Boyer Falls should take steps to be sure the Portal is welcoming, using wayfinding signs, sidewalks and pathways to clearly direct trail users into the central business district.

Portal - Picture (A) below shows a good example of one sign that has captured all the local businesses along the White Pine Trail in Evart, Michigan. Picture (B) shows a less desirable example of a business sign, exclusive to just one business, along the North Central State Trail in Gaylord, Michigan.



3. Pathway. The Pathway is the corridor that trail users follow from the Portal to the central business district. At just over one mile, the Pathway from the trailhead into Boyer City includes a combination of paved shoulders and sidewalks before it connects into the downtown. Because the Pathway passes through a residential area, it will be important to include wayfinding signs at key intersections (see right above). The pathway into downtown Boyer City from the north (via the Boyer City to Charlevoix Trail) will also likely pass through residential areas (via Lake Street or Park Street). Trail planners and local officials should continually assess the Pathway for cleanliness, safety, lighting, physical condition, snow removal and interaction with traffic

Pathway - Officials in Boyer City may have to install wayfinding at key intersections to guide people into the central business district (see rendering below).



4. Gateway. The Gateway is the point at which trail users enter the business district of the community. The Gateway should be located at the edge of the central business district that is closest to the Trailhead along a well-developed Pathway. The Gateway area should welcome trail users and visitors into the central business district and be the point where directional signs to individual attractions and businesses within the district begin. Pictured at right is an example of what the Gateway could look like in Boyne City. In Boyne Falls, the Gateway may actually be located near the view of the waterfalls.

Gateway: Example of a potential Gateway into Boyne City.



5. Center. The Center is the central business district or primary commercial area of the community. The Center serves as a hub of goods and services for the trail user. The Center should be regularly assessed for cleanliness, safety, lighting and physical condition. Additionally, the Center should be assessed on the availability of amenities that help trail users enjoy their experience (i.e., bike racks, restaurants, outdoor seating at restaurants, ATM machines, internet access, free air at gas stations, and public restrooms).

Center: The Center should include amenities that help trail users (both day-trip and overnight) enjoy their experience. Picture (A) below shows clear and well-maintained crosswalks. Picture (B) shows a bike rack. Picture (C) shows a map mural of downtown Boyne City (which will soon need to be revised to illustrate the trail connections).

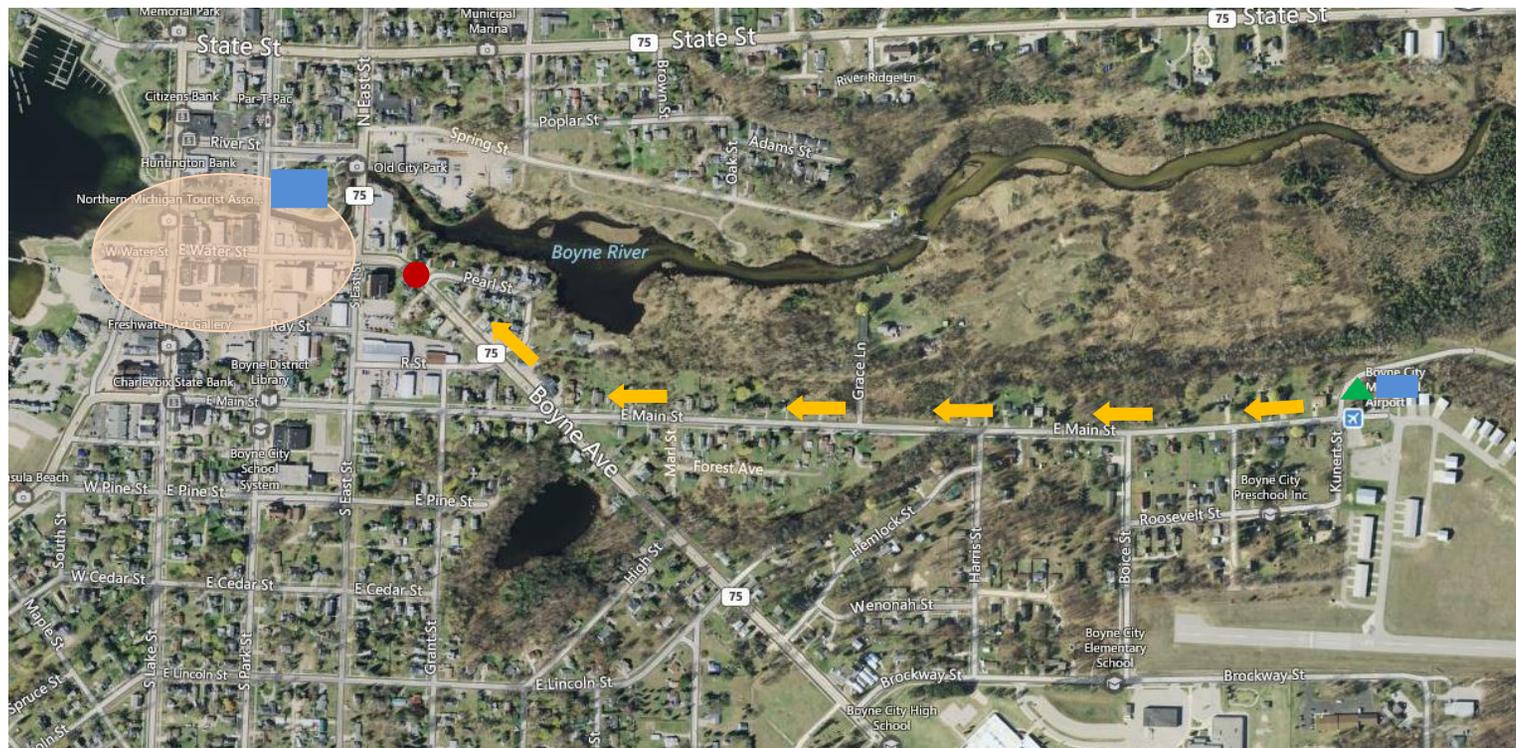


6. Nodes. Nodes are points of interest along or near the Pathway or in the Center that will be visited or utilized by the trail users. Nodes may include businesses that cater to the specific user (a bicycle repair shop), lifestyle interests of the trail user (a hobby shop or an antique shop), the duration of time the user will spend on the trail (a public shower room or local lodging), or to all trail users (medical supplies, water, a casual dining restaurant, snack food, etc.).

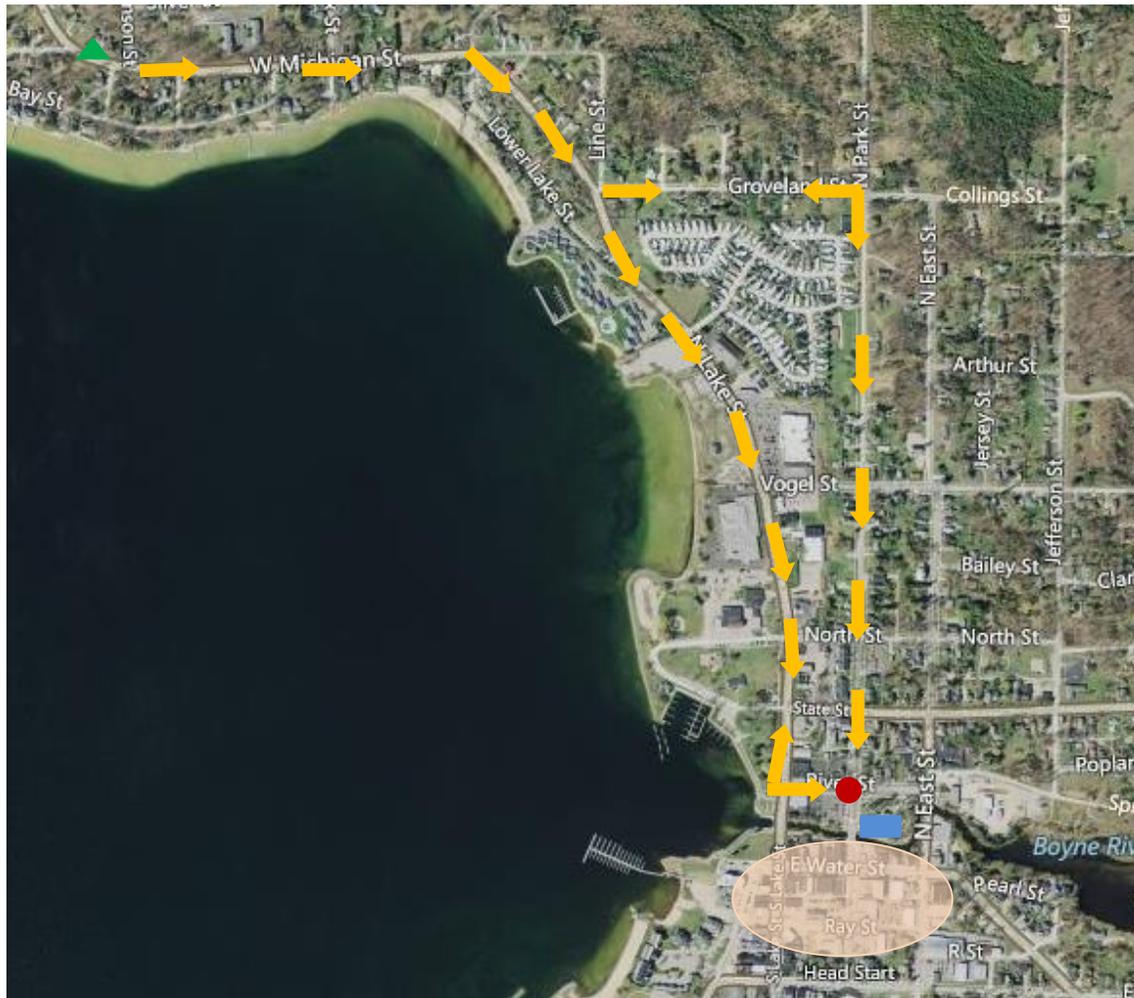
Putting it all Together

The Trail Town Committee worked to complete a thorough assessment of the physical relationship between the trail(s) and downtown Boyer City and Boyer Falls - including the identification, mapping of all the “connecting elements.”

Connecting Elements: The Trail Town Committee worked to identify, map and assess all the “connecting elements” - see images below.



■ Trailhead
 ▲ Portal
 ← Pathway
 ● Gateway
 ○ Center



- Trailhead
- Portal
- Pathway
- Gateway
- Center



- Trailhead
- Portal
- Pathway
- Gateway
-

Public Amenities. Another important step to becoming a Trail Town is to have public amenities that support day-trip and over-night trail users. It will be important for Boyer City and Boyer Falls to have safe crosswalks, crossing signals, bike racks, lighting, drinking fountains, benches, plowed pathways and wayfinding signs. A comprehensive assessment of Boyer City revealed that many of these amenities are already present. However, Boyer Falls lacks many of these amenities.

Some public amenities may fall under the authority of a county, regional or state agency. For example, the County Road Commission may oversee and maintain road shoulders and the Michigan Department of Transportation (MDOT) may oversee bike lanes and crosswalks on state highways. It is imperative that local officials and trail planners in Boyer City and Boyer Falls continually communicate with regional and state representatives about the local Trail Town planning effort.

Public Amenities - Wayfinding Signs. Wayfinding is one of the most important public amenities local jurisdictions can provide for tourists and visiting trail users. Wayfinding signs are designed to direct visitors to the primary assets and features of the community, and your local trail system should be treated as such. Therefore, each trailhead should be included in your local wayfinding signs. The wayfinding signage system should include roadway signs directed at drivers, and pedestrian oriented signs within the downtown area. Local officials in Boyne City and Boyne Falls should work with the county road commission, and MDOT to place wayfinding signs to area trailheads at strategic locations like the M-75 and US 131 intersection (see right).

Public Amenities - Cultural Heritage. Whenever possible, local officials and trail planners in Boyne City and Boyne Falls should emphasize and incorporate the community’s unique cultural heritage on the trail and within the trail’s supporting elements. For example, artwork symbolic of the community’s heritage could be placed at different locations along the trail. Interpretive kiosks could provide information about the history of the area along the trail. Trail signs could incorporate a design reflective of a unique cultural aspect of the community. There is already a great deal of cultural heritage kiosks within downtown Boyne City.

Business Amenities. The local businesses that will be of interest to the trail user will largely depend on the characteristics of the trail and its primary visitors. Trail planners and local officials can help local business owners in Boyne City and Boyne Falls better understand the needs of the trail user.

In addition to providing goods and services to trail users, local business owners can incorporate simple visitor-friendly amenities into their business practices. For example, businesses can offer bike racks located outside their establishments, restrooms that are available to the public, outdoor vending machines, and friendly hours of operation. Gas stations could offer free air. Motels should have trail maps in their lobby and offer bike cleaning stations as well as a bike storage area. Restaurants should have a “trail special” offering and each waiter should be able to describe how tourists can access the trail. Businesses should offer to ship their merchandise to trail tourists’ home town.

Wayfinding: It is essential for Boyne City and Boyne Falls to work with local, state and county agencies to secure wayfinding along key transportation corridors (see rendering below) and in their downtown.



The enhancement of existing businesses and development of new business opportunities are important elements to becoming a Trail Town. Many businesses already provide goods and amenities geared toward bike tourists. Over time, more and more business owners will realize the value of this emerging market. Education, encouragement and financial incentives may be needed, especially to encourage participation by small or marginal businesses.

Economic Restructuring for Your Trail Town

Economic Restructuring refers to the functions of business expansion, business retention, and new business recruitment. It also deals with the key issue of market demographics. It is important for local officials and trail planners in Boyne City and Boyne Falls to understand how economic restructuring can capitalize on existing community assets to help establish the Trail Town concept.

A. Understanding Your Trail User - The Customer. According to the Allegheny Trail Alliance, *in any downtown development effort, understanding your customer is one of the most important and central activities local business leaders can undertake.* There are many elements that business leaders should consider. However, the two most important elements are socio-economic characteristics and lifestyle preferences. Once the socio-economic and lifestyle preferences of the trail customer base is understood, the local Trail Town organization can begin to make decisions about how best to attract these potential customers into their community.

Understanding Your Trail User - A Closer Look at Cycling

Last year, the Michigan Department of Natural Resources delivered a presentation on bike tourism in which they profiled three basic types of bike tourists, noting their demographics, biking tendencies and spending preferences.

1. The Shoestring Cyclist

Shoestring Cyclists tend to be younger and more self-contained. They will typically ride between 75 and 100 miles per day and prefer low-cost options for lodging and

Examples of Business Amenities: The bike shop in downtown Boyne City provides an opportunity for trail users to get missing equipment and needed repairs. Although not working, this air pump in downtown provides free air. Kilwins offers to ship fudge “anywhere.”



meals, spending no more than \$30 a day. When traveling, Shoestring Cyclists seek campgrounds near town and low-cost access to showers.

2. The Economy Cyclist

Economy Cyclists tend not to be age-specific. They will typically ride between 50 and 90 miles per day and prefer eating their meals in restaurants, spending no more than \$50 per day. The type of lodging preferred is typically dictated by the weather and location. When traveling, Economy Cyclists seek discounts for local tourist attractions, and campgrounds near town or other low-cost lodging options.

3. The Comfort Cyclist

Comfort Cyclists tend to be older (between 50 and 65) and highly educated. They will typically ride less than 50 miles per day and are looking to stay in communities that offer the full vacation experience (beach, shopping, restaurants, full-service hotel, and museums). The typical Comfort Cyclist has a high amount of discretionary income, on average spending over a \$100 a day.

These three bike tourist profiles are just one example. Due to its proximity to year-round recreational activities (e.g., boating, skiing) Boyne City and Boyne Falls is visited by all types of recreational tourists. It will be important to understand the needs, desires and spending habits of those users that travel to the community. Lifestyle preferences relate to the activities (and associated economic impact) that trail tourists make when they visit a community. Business leaders can better understand the lifestyle preferences of local trail users by assessing many lifestyle factors. For example:

- Where do trail users like to eat? - Where do trail users like to shop?
- How much money do trail users spend on traveling activities per year?

Broad information about these lifestyle factors can be found online through reports from trail user associations (e.g., International Mountain Biking Association). Surveys can be an excellent way to better understand your local lifestyle factors. Once the trails are complete, local officials should work to survey trail users. Because the trails

Understanding Your Trail User:
According to a Michigan Sea Grant report, in 2008 kayakers in the United States:

- Made an average of 10 outings each – and 47% of kayakers made 1 to 3 outings
- 56% of kayakers are male
- 36% are between 25 and 44 and 30% are over 45
- 57% earn over \$75,000 per year
- 51% have a college degree or higher
- 14.1% live in the Midwest
- 82% are white

will be new, the first survey will provide the benchmark for future years and allow local officials to track their progress.

B. Assess Basic and Long Term Trail User Needs. There are a number of *basic* and *long term* goods and services that most trail users expect in every community. The Trail Town committee worked to assess how Boyne City matched up in providing these goods and services, noting new opportunities. A full list can be found in the Trail Town guide in the Appendix)

C. Encourage Related Business Opportunities. As previously stated, trail users may be interested in other activities or attractions in the community. Local business owners may wish to expand their offerings of goods and services to meet the demand of visitors using or visiting other attractions.

D. Assist the Local Business Community. There are a number of ways local leaders and the trail committee in Boyne City and Boyne Falls can assist local businesses with economic restructuring. The Boyne City Main Street Program should continue to provide financial incentives and identify financial resources that will help local businesses take advantage of the trail.

Another way local leaders can assist local businesses is to develop an “economic gardening” approach to business development issues related to the trail. According to the Allegheny Trail Alliance, *under the economic gardening approach, one or more members of the committee would develop an in-depth understanding of the characteristics of the trail-user customer base and the trends in the activity itself. Then, through informational bulletins and educational sessions, the Trail Town concept is nurtured and grown in the community. Businesses that cater to this customer base will also flourish. The committee may also wish to provide funding to ensure that magazines, books, and publications that provide current information about the trail activity are available in the business section of the local library.*

What is Economic Gardening?

Economic gardening is an economic development model that embraces the fundamental idea that entrepreneurs drive economies. The model works to connect entrepreneurs to resources, encouraging the development of essential infrastructure and providing entrepreneurs with needed information. The three basic elements of economic gardening are:

1. Providing critical information needed by businesses to survive and thrive.
2. Developing and cultivating an infrastructure that goes beyond basic physical infrastructure and includes quality of life, a culture that embraces growth and change, and access to intellectual resources, including qualified and talented employees.
3. Developing connections between businesses and the people and organizations that can help take them to the next level - business associations, universities, roundtable groups, service providers and more.

- Kauffman Foundation
And the
Edward Lowe Foundation

Promoting Your Trail Town

The Allegheny Trail Alliance recommends that communities utilize and implement three primary marketing strategies (as outlined in the *Main Street Four-Point Approach*) to create an effective promotional campaign for your Trail Town.

- Establish a Trail Town image for the community
- Hold special events that highlight and celebrate the trail and the community
- Conduct retail promotions to entice people into the downtown

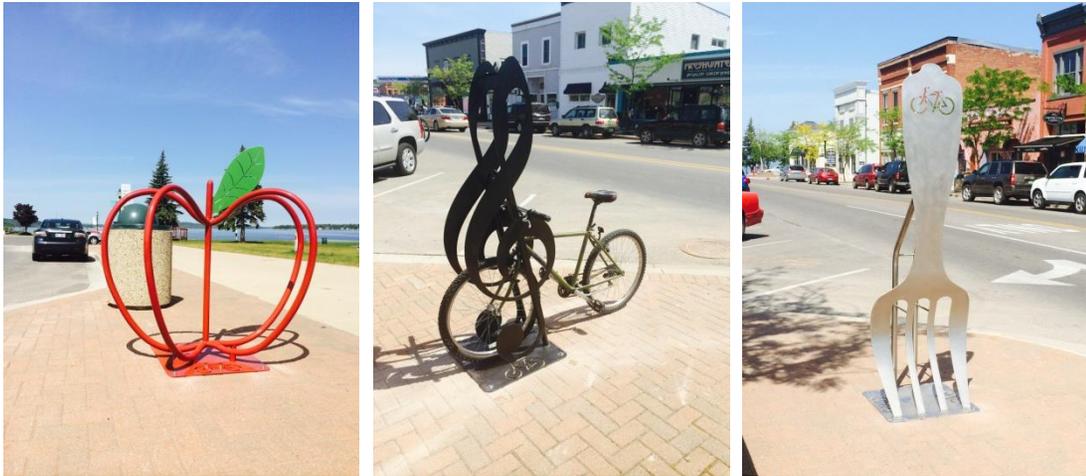
Promote Your Trail Town Image. The first component to an effective promotional campaign is to convince local residents, the larger region, and tourists that you have an active and welcoming Trail Town environment. Most of the Trail Town strategies described in this document are based on drawing in visitors from beyond the local market. Therefore, the full potential of the Trail Town concept may not be realized unless the local and regional population base is aware of it and what it can offer. Local leaders and the Trail Town Team can help “brand” the Trail Town by developing attractive marketing materials such as a logo, brochure, printable map, print ads and a website. Local officials should continue to use their existing resources to revise some of their current marketing materials or create new pieces. Furthermore, because there are so many trails either already built or in development within the region, it will be important to talk and work with local officials, the Top of Michigan Trails Council and economic development agencies and marketing professionals in other communities (especially Charlevoix) to develop a regional brand.

Local officials in Boyne City have already worked to incorporate unique bike racks throughout the Downtown (a map of their locations is shown on the next page). In addition, local officials have already purchased a Trail Town banner, and plan to install it this summer.

Promote a Trail Town Image: Boyne City has recently printed a Trail Town banner, with plans to install it this summer.



Local officials should continue to look for opportunities to incorporate trail themes in the design of other municipal infrastructure (e.g., street signs, way-finding signs) whenever possible.



Promote a Trail Town Image: Boyer City has already done an outstanding job of developing a very unique bike rack system in the downtown. (see left). A map of their location is shown below.



2. Hold Trail Town Events. The second component to an effective promotional campaign is to hold special events within the downtown or near the trail. Special events, especially events that tie to your community’s history and cultural identity (or even the trail corridor’s history) can attract both local residents and visitors. The Allegheny Trail Alliance notes that annual events held just before trail season can attract potential trail users into your community. Presentations, displays and/or workshops, or a tour of the local trail are examples of activities that could be included in a local event. In addition, local communities can incorporate the trail into athletic events that range from professional races (e.g. bike race, 5-K run) to non-competitive events geared toward benefiting charities.⁷ For example, the Top of Michigan Trails Council hosts an annual ultra-marathon (100k) on the North Central State Trail. Teams of participants typically begin their “section” in one of the five communities

⁷ [Implementing Trail-Based Economic Development Programs. A Handbook For Iowa Communities](#)
Iowa Department of Transportation. Prepared by Economics Research Associates and SRF Consulting Group, Inc.

that line the trail. Fortunately for Boyne City and Boyne Falls, there are a number of recreation/bike events held each year that attract visitors from all over the Midwest – including, the Michigan Mountain Mayhem which attracts 1,500 riders to the community in June, August and October. In addition, there are a number of community unique community events and celebrations that occur every year.

3. Conduct Trail Town Retail Promotions. The third component of an effective promotional campaign is to conduct special retail promotions. Seasonal or special sale promotions backed by cooperative advertising can help drive trail-related revenues to local businesses. If your community has a restaurant near the trail or is frequented by trail users, work with the owners to name a sandwich or dinner special after the trail. The restaurant may also be willing to sponsor a weekly trail ride or event.

As previously mentioned, it can be useful for the local Trail Town Team to work with the DDA or just a small group of store owners to effectively plan for, conduct and promote any special retail promotions. It should also be noted that *word of mouth* is crucial to the overall success of your trail and your community. Therefore, the business community and local residents need to understand that creating a welcoming environment is important.

Retail Promotions: Several local retailers in Suttons Bay, Michigan (picture A) have incorporated the bicycle theme in their storefront window displays. In Alpena, Michigan, local merchants sponsor decorative bike racks (picture B) throughout the downtown.



Trail Town Events: Local officials noted that there are several recreational and community events held each year in which the trail could be incorporated...some with a little creativity.

Recreation Events:

- Michigan Mountain Mayhem
- Labor Day Triathlon
- Turkey Trot
- DELMAC
- Nike and Breast Cancer Pink Ribbon Ride
- Tran-fatitude

Community Events:

- Mushroom Festival (see below)
- 4th of July
- Boyne Thunder
- Farmers Market
- Polish Festival
- Harvest Festival
- Ski-tober



Photo: Courtesy of Boyne City DDA

Retail Promotions - Some Thoughts about Signs

Signs advertising local establishments near or adjacent to the trail can help further strengthen the connection between the trail and downtown. However, it is important to consider that too many signs along the trail may negatively impact the trail user’s experience. Inconsistent aesthetics and poor placement of signs can be regarded as an eyesore, negatively impacting the natural character of the trail corridor. In general, business signs along the trail should be a much smaller version of the sign that adorns the front façade of the establishment. In addition, the sign should be made of quality materials and provide direction to the trail user. Too many signs, signs with too much information, and signs with direct advertising should be avoided. These considerations can be addressed in the sign and off-premise sign sections of the local zoning ordinance.

Signs: Local retail signs along the trail should be a smaller version of the sign that adorns the front façade of the establishment and provide direction to the trail user (picture A). Signs with too much information (picture B) and direct advertising (picture C) should be avoided. Pictures below were taken along the TART Trail in Traverse City, Michigan.



Appendix

Business Checklist

	Yes	No
Operations		
Is the central business district easily identified?	<input type="checkbox"/>	<input type="checkbox"/>
Do business hours match customers needs (i.e. open late and on weekends)?	<input type="checkbox"/>	<input type="checkbox"/>
Are downtown businesses clustered in a compact area?	<input type="checkbox"/>	<input type="checkbox"/>
Are customers greeted warmly when they walk through the door?	<input type="checkbox"/>	<input type="checkbox"/>
Are the merchandise and store clean and well kept?	<input type="checkbox"/>	<input type="checkbox"/>
Do businesses cross-promote?	<input type="checkbox"/>	<input type="checkbox"/>
Are there window displays that show off the community's heritage?	<input type="checkbox"/>	<input type="checkbox"/>
Do businesses encourage window-shopping?	<input type="checkbox"/>	<input type="checkbox"/>
Accommodations and Amenities		
Do businesses offer out-of-town shipping for large items?	<input type="checkbox"/>	<input type="checkbox"/>
Are there public-accessible restrooms in the businesses?	<input type="checkbox"/>	<input type="checkbox"/>
Do businesses offer information on the town/region?	<input type="checkbox"/>	<input type="checkbox"/>
Can employees answer questions about the town or region?	<input type="checkbox"/>	<input type="checkbox"/>
Do employees answer questions in a friendly manner?	<input type="checkbox"/>	<input type="checkbox"/>
Do shops carry souvenirs, especially related to the town?	<input type="checkbox"/>	<input type="checkbox"/>

Trail Town | Short Term & Long Term and Evaluation Form.

Signs

Yes

No

Are businesses' signage clearly visible and well-designed?

Do the signs clearly state what is being sold?

Do businesses clearly indicate that they're open?

Are business hours posted on the front door or window?

Does your town have the following types of food service?

Outdoor vending machines

Grocery or portable food

Coffee shop

Ice Cream

Family-style Restaurant

Fast food or chain restaurant

Informal café with wait service

Bar or tavern

Restaurant with liquor service

Does your town have the following types of food service?

Bike rental

Bike equipment and repair

Convenience/quick stop

Drug store

Trail Town | Short Term & Long Term and Evaluation Form.

	Yes	No
24 hour ATM	<input type="checkbox"/>	<input type="checkbox"/>
Bookstore	<input type="checkbox"/>	<input type="checkbox"/>
Laundromat	<input type="checkbox"/>	<input type="checkbox"/>
Rental/Outfitter	<input type="checkbox"/>	<input type="checkbox"/>

Does your town have these services and amenities?

Hotel or Motel	<input type="checkbox"/>	<input type="checkbox"/>
Bed and Breakfast	<input type="checkbox"/>	<input type="checkbox"/>
Nearby camping	<input type="checkbox"/>	<input type="checkbox"/>
Emergency medical service available	<input type="checkbox"/>	<input type="checkbox"/>
Family medical service available	<input type="checkbox"/>	<input type="checkbox"/>
Shuttling service	<input type="checkbox"/>	<input type="checkbox"/>
Taxi service	<input type="checkbox"/>	<input type="checkbox"/>
Public park or green area	<input type="checkbox"/>	<input type="checkbox"/>
Calendar of events	<input type="checkbox"/>	<input type="checkbox"/>
Access to public email (library)	<input type="checkbox"/>	<input type="checkbox"/>
Sufficient trash cans	<input type="checkbox"/>	<input type="checkbox"/>
Special events to encourage people to come into town?	<input type="checkbox"/>	<input type="checkbox"/>
Do businesses use marketing tactics to invite people in?	<input type="checkbox"/>	<input type="checkbox"/>
Is there a museum	<input type="checkbox"/>	<input type="checkbox"/>
Are places open on the weekend?	<input type="checkbox"/>	<input type="checkbox"/>

Business Opportunities

Boyne Falls

Existing Trail-Serving Businesses

Lodging:

- Boyne Vue Motel (11 rooms)
- Four Seasons Motor Lodge (15 rooms)
- Brown Trout Motel (long-term accommodations only)

Food and Drink:

- Betty's Restaurant (breakfast and lunch)
- Jake's Place (full service tavern with limited menu)
- Mountainside Grille (full service restaurant bar)
- Nico's (pizza and grinders)

Retail:

Boyne Village Market (groceries)
BP Mini Mart (convenience food and drink)

Opportunities

Lodging:

The two motels in town provide easy access to the proposed trail and bike tourist using US 131. They also provide a relative inexpensive hotel option for the “shoestring” cyclist discussed on page 31.

Food and Drink:

Boyne Falls actually provides many trail and bike tourism related amenities & services. Betty's restaurant is a great place to get breakfast and coffee in the morning. The Mountainside Grille is a full service restaurant which provides international cuisine options (perogies). It will be important for these restaurants to consider adding outdoor seating, especially in the summer months. It may also be helpful to have an ice-cream shop in the summer months.

Boyne Mountain Resort

Boyne Mountain Resort can accommodate 1,800 guests in ten different types of accommodations. The Resort also has over 12 unique shops that offer a wide variety of goods.

Services & Tourism:

Boyne Falls has an opportunity to attract outdoor enthusiasts who may be staying at the nearby Boyne Mountain Resort. Local officials and business owners should continue to address and fill the unique retail and service needs that are not being provided at Boyne Mountain Resort. Community officials should work with Boyne Mountain Resort to provide shuttle service between downtown and the resort (like it does for Boyne City).

Boyne City

Existing Trail-Serving Businesses

Lodging:

- Boyne City Motel
- Water Street Inn
- Young State Park (north of town)

Food and Drink:

- 16 different restaurants and eating establishments

Retail:

- Approximately 40 diverse and unique retail establishments

Opportunities

Lodging:

The two motels in town provide easy access to the proposed trail. Young State Park provides a relative inexpensive lodging option for the “shoestring” cyclist discussed on page 31. Perhaps the city could support a nother small boutique hotel and high-end bed and breakfast.

Food and Drink:

Boyne City provides many trail and bike tourism related amenities & services. There is a wide selection of locally owned restaurants and inexpensive natural chain eating establishments. Many of these restaurants also have outdoor seating. The city should continue to encourage a diverse collection of cuisine options.

Services & Tourism:

Boyne City already has a number of excellent events that attract tourists throughout the year. The city continues to have a good relationship with Boyne Mountain Resort. In fact, the resort provides shuttle service between downtown and the resort.

Perhaps there is a way to provide shuttle service to Young State Parks as well. It will be important for the City to continue to work with the City of Charlevoix in future promotional activities related to the trail system.

Trail Towns

What is a Trail Town?

A *Trail Town* is a community in which local officials have used their trail system as the focal point of a tourism-centered strategy for economic development and local revitalization. The Trail Town concept was originally developed by the Allegheny Trail Alliance, a coalition of seven trail organizations along the Great Allegheny Passage, a 150-mile multi-use trail running through Pennsylvania and Maryland. Many communities in Michigan are now working to develop their own local Trail Town Program. The basic Trail Town concept is simple: **ensure that communities along the trail are better able to maximize the economic potential of trail-based tourism.**



The local Trail Town effort can be centered around any type of trail (e.g., non-motorized, snow-mobile, equestrian and kayak). While the Trail Town concept is primarily geared toward cities and towns, the concept is very much applicable in rural areas that have at least one small center of commercial activity. Most Trail towns are not isolated communities - they are linked together by the trail, creating a regional destination for residents, trail users and tourists.

How Does a Community Establish a Trail Town?

While there are a number of different ways in which local communities can organize around an effort to create a Trail Town Program, the most common approach has been to use the “Four Point Approach” developed by the National Main Street Center of the National Trust for Historic Preservation.

1. **Organization.** Establish consensus and cooperation by building partnerships among various groups that have a stake in the local trail system and the downtown.
2. **Promotion.** Sells the image and promise of a Trail Town to all prospects.
3. **Design.** Gets the Trail Town into top physical shape to create a safe and appealing environment.
4. **Economic Restructuring.** Helping existing businesses expand and recruit new businesses to respond to current trail activities and market forces.

What are the Benefits of Becoming a Trail Town?

Over the last several years, as the full economic potential of linking trails, recreation, tourism and business development has become better known, the Trail Town concept has caught on. According to an article from the Rails-to-Trails Conservancy, “communities around the country are increasingly utilizing the ‘Trail town’ model of economic revitalization that places trails as the centerpiece of a tourism-centered strategy for small town revitalization.” In fact, studies from neighboring states like Wisconsin have shown that bicycle tourism supports more than \$900 million in tourism and residential spending each year.

For more information about the Trail Towns concept, please contact: