



**Application for Economic Development, Cultural, Tourism  
and Sustainability Grants**

**\*\*\*\*DUE NO LATER THAN 4:00 pm March 22, 2017\*\*\*\***

**One (1) single sided, signed hard copy to  
NO STAPLES PLEASE**

In an envelope titled:

**City of Ashland**

**Attn: Diana Shiplet, Administration Department**

**Grant Application**

**20 East Main Street, Ashland, OR 97520**

<b>Applicant/Organization</b>	Mt. Ashland Association		
<b>Mailing Address</b>	PO Box 220, Ashland, OR 97520		
<b>Contact Name</b>	Michael Stringer	<b>Contact E-mail</b>	<a href="mailto:mstringer@mtashland.com">mstringer@mtashland.com</a>
<b>Contact Phone No</b>	541-482-2897 ext. 206		
<b>Contact Name #2</b>	Hiram Towle	<b>Contact E-mail #2</b>	<a href="mailto:htowle@mtashland.com">htowle@mtashland.com</a>
<b>Contact Phone No#2</b>	541-482-2897 ext. 224		
<b>Federal Tax ID</b>	██████████	<b>IRS Class (Exemption)</b>	501(c)(3)
		<b>Total Grant Request (\$5,000 min)</b>	\$20,000

**Application Submittal Checklist**

**In addition to the completed application form to be mailed and emailed, all submittals must contain the following;**

1. List of all board members, their occupations, and years on the board;
2. Organizational client demographic profile;
3. Grant program budget (for activities/programs/events that are part of this grant application);
4. Organization 501© letter verifying your no-profit status;
5. Organization corporate bylaws;

6. Organization's most recent Form 990 IRS filing (summary page only);
7. Organization's previous year financial statement summarizing expenses and revenues.

### **Application for Economic Development, Cultural, Tourism and Sustainability Grants**

1. Briefly describe the purpose and objectives of your organization and mission statement (*please limit to approximately 500 words*)

Mt. Ashland is a community-focused ski area that is owned and operated by the non-profit Mt. Ashland Association, operating under a special use permit from the US Forest Service. Mt. Ashland is dedicated to providing and promoting an outstanding alpine recreation experience for people of all ages and skill levels. The purpose for which the corporation is organized and operated is to perpetuate, enhance and facilitate use of the Mt. Ashland Ski Area for the promotion of skiing, snowboarding and other recreational and educational uses.

In the winter months of December through March, Mt. Ashland serves as a recreational and social hub of our community. It also serves as an economic engine, powering our community through the time of year when jobs are scarce and cultural opportunities like Oregon Shakespeare Festival plays are few. Finally, it serves as a tourist draw, bringing visitors from around the Pacific Northwest and beyond to experience the thrills of our exciting terrain rarely seen at such a small ski area with a charming little town just minutes away.

Mt. Ashland seeks to partner with the City of Ashland with shared goals. Mt. Ashland's programs, activities and events attract dollars from outside the community that are brought in and circulated locally to the benefit of many local businesses and residents. Social media, email, and other far-reaching and free communications tools have enabled Mt. Ashland to cost-effectively reach far and wide to attract tourists to our ski area. Many people travel long distances to access our great skiing and riding terrain as well as to enjoy our charming small town atmosphere. Simply put, *an investment in Mt. Ashland's programs is a cost-effective way to increase business in Ashland's hotels and restaurants in the months of December through March.*

Since 1993 when the Mt. Ashland Association was founded, the organization has sought to provide affordable education programs, including the **After School Youth Program**, the **7,500' Crew** internship program, and our low-cost **My Turn** learn-to-ski program. Each of these programs is made possible through the generous support of our community.

Mt. Ashland seeks to build its connection with Ashland through continued growth of the **Ski Shuttle** program. In the 2016-17 ski season, the service was offered for free. This made the service much more attractive and ridership exploded. The Ski Shuttle gave 1,560 rides in the 16-17 season, preventing more than 30,000 pounds of CO2 from being released into the atmosphere. Mt. Ashland is excited to offer this service for free in the future to retain these impressive ridership numbers.

Mt. Ashland seeks to increase visits through an extensive program of outreach and marketing in Southern Oregon and beyond. Working with Ashland's lodging facilities, the Ashland Visitor and Convention Bureau, and other partners and supporters, Mt. Ashland helps the City of Ashland grow its strong and sustainable economy through increased visits during the City's "off-season." By supporting our activities and helping with promotions, the City of Ashland helps attract visitors outside of traditional tourist visit months. Mt. Ashland, by embracing the best facets of the existing ski area and leveraging the facility for the sake of our community, can contribute positively to an increasingly sustainable Ashland economy for many years to come.

2. Reference the list of eligible activities provided in the 2012 Policy for Economic, Cultural, Tourism, and Sustainability Grant (page 10) to briefly describe how the City grant would be used and how your activities meet the eligibility criteria (*please limit to approximately 1,000 words*)



The Mt. Ashland Association requests grant funding from the City of Ashland’s EDCT&S Grant program to support programs at the Mt. Ashland Ski Area that enrich our community and provide employment opportunities while enhancing Ashland’s overall quality of life. Mt. Ashland’s programs reach well beyond our local economy and ensure that people from *around our region and beyond* positively contribute to the local Ashland economy.

Mt. Ashland’s programs, activities, and events are growing in popularity. Mt. Ashland requests support to broaden the reach of our activities to include new partnerships and demographics. The increasing popularity of the programs and activities will in turn enhance the quality of life we enjoy and increase the number of jobs offered at Mt. Ashland.

Mt. Ashland Association requests funding to support economic development and tourism promotion at the ski area in the winter of 2017-18.

The Mt. Ashland **Ski Shuttle** provides free transportation on Saturdays, Sundays and select holidays to and from the ski area. Offering free Ski Shuttle service helps reduce skiers’ carbon footprint, offers a transportation option to the mountain for low-income skiers and riders, and saves space in our parking lot for more guests on busy days when the parking lot fills to capacity. The completely subsidized shuttle is supported through the City of Ashland (through this grant program) and Southern Oregon University. Along with the City of Ashland’s support, SOU contributed \$5,000 to the Ski Shuttle for the 2016-17 ski season. Mt. Ashland hopes that the City of Ashland will continue to support this significant venture.

The Mt. Ashland **Lift-Lodging Program** is a successful partnership with local lodging facilities. Mt. Ashland offers discounts on its services in exchange for the lodging facility offering and promoting a “Mt. Ashland Ski Package.” Mt. Ashland proposes to build the program – and increase visitors to Ashland in winter months – by strengthening our partnerships with lodging partners, creating cross-promotions, and targeting the promotions to regional markets like Redding, Eureka, and Roseburg. The advertising will be accomplished cost-effectively by using social media, which enables our staff to pinpoint key demographic sectors in specific geographic regions over a set period of time. Using stock imagery from Ashland restaurants, hotels, and retail businesses, Mt. Ashland can promote a skiing weekend that also includes cultural experiences (as with our SNOW & SHOW partner promotion with the Oregon Shakespeare Festival), fine dining at local restaurants, and great shopping—just minutes away from the ski area.

Mt. Ashland seeks to increase skier visits through each of these programs. Doing so will enhance the organization’s ability to increase our workforce, provide affordable youth programs, and strengthen cultural ties with our community. At only 220 acres, Mt. Ashland is limited in terms of diversity of terrain as it seeks to attract tourists from afar. However, many visitors from places as far away as Alaska are impressed when they visit because of the City of Ashland’s increasingly vibrant culture—in addition to our world-class terrain.

2.1. If your grant request is for date specific events, programs or activities, please complete the following table

<b>Program/Event Title</b>	<b>Anticipated Dates of Event</b>	<b>Funding Request</b>
<b>Ski Shuttle Service</b>	Saturdays, Sundays & holidays December 2017-February, 2018	\$15,000
<b>Ski Area/Lodging Cooperative Marketing Promotion Campaign</b>	January – April, 2018	\$5,000



3. Which grant category (or categories) does your request fall under? *(please check all that apply)*

<input checked="" type="checkbox"/>	<b>Grant Category</b>	<b>Grant Request</b>
<input checked="" type="checkbox"/>	<b>Economic Development</b>	\$5,000
<p>Per Economic Development eligible activities (page 10), please explain how your activities qualify <i>(please limit to approx. 250 words)</i>:                      The proposed programs and activities foster and support our community-owned ski area with its approximate local economic impact of \$12 million annually. They help us retain a competitive edge over other communities and ski areas in the region. Ashland continues to stand out among regional communities for its wide variety of opportunities and the proposed programs enhance our organization's ability to help Ashland do so.</p> <p>The Ski Shuttle helps the ski area and the City of Ashland stand out as a community getting ahead of problems and solving them in an innovative way. Travelers visiting our community have no need to purchase extra equipment for their vehicles or master the art of winter driving. The Ski Shuttle program helps improve the connection of the ski area to Ashland and its lodging facilities. It also provides transportation to those who cannot afford a four-wheel drive vehicle but want to enjoy a day skiing or riding.</p> <p>The Lift-Lodging program is a synergistic partnership between Ashland's Hotels and the ski area. By offering ski packages, the hotels are our partners in helping promote Ashland's wintertime recreation offerings. Stronger coordination, communication and collaboration with our partners is a great way to grow Ashland's winter-time economy.</p>		
	<b>Cultural</b>	\$
<p>Per Cultural Development eligible activities (page 11), please explain how your activities qualify <i>(please limit to approx. 250 words)</i>: N/A</p>		
<input checked="" type="checkbox"/>	<b>Tourism</b>	\$10,000
<p>Per Tourism eligible activities (page 11), please explain how your activities qualify <i>(please limit to approx. 250 words)</i>:                      The proposed activities will help increase hotel/motel occupancy and restaurant/retail business in Ashland in the months of December through April. Offering free transportation between Ashland and Mt. Ashland is a great way to cater to Ashland's traditional visitors, who often do not travel to Ashland in vehicles equipped to handle winter driving conditions. By strengthening ties with the local lodging industry, we can help attract dollars from outside the community that are circulated locally to the benefit of our local businesses.</p>		
<input checked="" type="checkbox"/>	<b>Sustainability</b>	\$5,000
<p>Per Sustainability eligible activities (page 11), please explain how your activities qualify <i>(please limit to approx. 250 words)</i>:                      The Ski Shuttle bus prevented, on average, 21 car trips to and from the ski area each day that it operated during the 2016-17 ski season. This resulted in significantly less energy being used for transportation and prevented 30,000 pounds of CO2 from being created and released into the atmosphere. This program fits perfectly in with the City's goal to reduce our community's production of CO2 and burning of fossil fuels.</p>		



Ski areas around the country have begun adopting the strategy of offering free public transportation and Mt. Ashland is at the tip of the spear. The past 3 ski seasons, ski area managers experimented with various ways to fill the shuttle bus. Making ridership free greatly reduced the barrier to using the service and many days featured full shuttle busses. Offering the free shuttle is part of a wider strategy to reduce car trips to and from the ski area, which includes a social media ride-sharing page and Car-load Monday special pricing. Having discovered a winning formula that helps solve numerous issues, Mt. Ashland hopes to be a mentor to other local organizations and ski areas across the country who face similar challenges and seek to reduce skiing's carbon footprint.

4. If you do not receive the full amount of your request, describe how your organization would use a smaller amount of funds in each of the categories being applied for *(please limit to approximately 250 words)*

If Mt. Ashland is not awarded the full amount of this request, all of the award funds received will be allocated towards the Ski Shuttle bus service and any remaining funds over \$15,000 will be allocated towards promoting and expanding our Lift-Lodging program

5. Using the attached City of Ashland Policy for Economic, Cultural, Tourism and Sustainability Grants, Section III (page 12), please explain how you will measure success or desired outcomes. *(please limit to approximately 250 words)*

Mt. Ashland receives excellent reporting on ridership of the Ski Shuttle and will be happy to report ridership that occurs as a result of offering the service. For the Lift-Lodging program, Mt. Ashland will be able to track year-over-year use of Lodging coupons to gauge the increased amount that would result from stronger partnerships with local hotels and motels.

Thank you for your time and efforts in preparing this information for consideration by the Grants Committee.

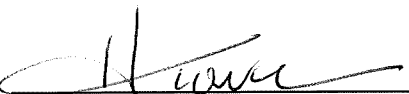
By signing below you certify that:

You, the grantee, understand that you must comply with all federal, state and local requirements applicable for the activities funded by this grant. Award of a grant by the City does not waive the grantee's obligation to obtain, at grantee's sole expense, all applicable permits that may be required for grantee's program or project.

And, that a grant may be conditioned on submission or other approvals to the City of a Certificate of General Liability Insurance in the amount of up to **\$1,000,000** naming the City of Ashland, its officers and employees as additional insured.

And, that you the undersigned have legal authority to submit the above information on behalf of the organization named above.

Name (print) Hiram Towle

Name (signature) 

Title General Manager

## ADDITIONAL SUBMITTAL INFORMATION & REFERENCE MATERIALS

The following requirements and forms are provided to assist applications in submitting a complete application package. Use of the form templates provided is not a submittal requirement, but rather an optional tool for the applicant to use if they choose to provide the required information in this format.

### I. Grant Requirements *(from 2012 Policy for Economic, Cultural, Tourism and Sustainability Grants)*

- A. Grantee shall be registered as a 501(c) non-profit \*
- B. Grantee shall be a non-government entity
- C. The minimum grant amount that can be applied for is \$5,000 and the minimum award granted is \$1,000 per category and \$5,000 per grant application
- D. Grant award shall be utilized consistent with the associated applicant proposal and shall be primarily oriented to the grantee's Ashland activities and programs. Grant funds may also be utilized for a proportionate share of Grantee's overall administrative expenses.
- E. An applicant can apply for grant funds from more than one category, however, it is the responsibility of the applicant to specify the categories and funds requested for each category and clearly describe how the proposal meets the criteria for each category.
- F. Grantees must submit the application to the City prior to the deadline, which is established each year by the City. **Absolutely no late applications will be accepted.**
- G. Incomplete applications (see application cover page) will NOT be forwarded to the grant review committee for consideration.
- H. Materials submitted beyond those required and listed on the application cover page and application form will NOT be forwarded to the grant review committee as part of the application packet.

### II. Grant Submittal

- A. Grant applications for BN2017-19 are due on **March 22, 2017 by 4:00 p.m.**
- B. Completed application packets can delivered in person to the Utility Billing offices at City Hall, 20 East Main St \*\* or mailed to:

City of Ashland  
c/o Diana Shiplet  
20 East Main St  
Ashland, OR 97520

- C. Questions regarding the BN 2017-19 Grant Program can be directed to Diana Shiplet, Administrative Analyst by phone at 541-552-2100 or [diana.shiplet@ashland.or.us](mailto:diana.shiplet@ashland.or.us).

*\*If your organization is being sponsored by or legally affiliated with a registered non-profit, a letter from that organizations Board of Directors recognizing the affiliation and a copy of the 501 (c) verification of the sponsoring non-profit*

*\*\* City of Ashland office hours are Monday to Friday 8:30am to 5:00pm.*



**Tourism**

As required by State law, a portion of the grant program funds must be awarded and utilized for specific tourism related activities. The grant program typically awards tourism funds in excess of the minimum amount required to meet Oregon Revised Statute (ORS) definition and criteria relating to tourism promotion.

Applicants requesting grant funds for activities that meet the ORS definition and criteria of tourism should highlight how the grant request meets the following ORS criteria:

§ 320.300 <sub>1</sub>
(6) 'Tourism' means economic activity resulting from tourists.
(7) 'Tourism promotion' means any of the following activities:
(a) Advertising, publicizing or distributing information for the purpose of attracting and welcoming tourists;
(b) Conducting strategic planning and research necessary to stimulate future tourism development;
(c) Operating tourism promotion agencies; and
(d) Marketing special events and festivals designed to attract tourists.
(10) 'Tourist' means a person who, for business, pleasure, recreation or participation in events related to the arts, heritage or culture, travels from the community in which that person is a resident to a different community that is separate, distinct from and unrelated to the persons community of residence, and that trip:
(a) Requires the person to travel more than 50 miles from the community of residence; or
(b) Includes an overnight stay.

**Applicant Organization Board Member Information Reporting Sheet**

<b>Name</b>	<b>Address</b>	<b>Phone</b>	<b>Occupation</b>	<b>Title</b>	<b>Term of Office</b>
Jarvis, Darrel	137 Oak Meadows Pl, Ashland OR 97520	(541) 941-9973	Attorney	President	2015-2018
Batzer, Annette	515 S 5th St, Jacksonville OR 97530	(541) 899-1218	Nurse Practitioner	Vice-President	2016-2019
O'Dougherty, Hank	588 S Mountain Ave, Ashland, OR 97520	(541) 840-0578	CFO, Darex	Secretary	2015-2018
Hague, Robert	284 Village Park Dr, Ashland OR 97520	(541) 779-8261	CPA	Treasurer	2015-2018
Burrill, Curt	2069 Blackhawk Dr, Medford, OR 97501	(541) 944-4633	Real Estate Broker		2016-2019
Cato, Katharine	760 W. Pebble Beach Dr., Ashland, OR 97520	(541) 482-3486	Director of Marketing & Sales for Ashland Chamber of Commerce & Director of Ashland Visitor & Convention Bureau		2015-2018
Cook, Chris	1272 Neil Creek Rd, Ashland OR 97520	(541) 601-0114	Consultant, Capiche!		2015-2018
Moody, Blair	564 Burgundy Cir, Medford OR 97504	(541) 773-2982	Retired Forester		2014-2017
Morris, Michael	1300 Tolman Creek Road, Ashland OR 97520	(541) 621-9406	Self-Employed	City of Ashland Representative	2017
Niva, Brad	PO Box 1110, Merlin, OR 97532	(541) 479-9554	Owner, Wine Hopper Tours		2015-2018
Wisnovsky, Michael	709 Widean Ln, Jacksonville OR 97530	(541) 531-9463	Co-Owner Valley View Winery		2013-2016



## City of Ashland Customer Demographic Profile

The primary goal of the grant award process is to allocate funds to organizations that are providing economic, tourism, cultural and/or sustainability programs, services or events that reach a demographically diverse customer base, both locally and from outside our region. The following questions are intended to provide guidance for the possible types of customer demographics that would help the grant review/award sub-committee understand the customer types that your application would likely reach.

*\* If your organization tracks this data or other related data, in other formats, please feel free to submit that format directly. This form is provided as a template and is not required to be completed in this format, but customer demographic information is an application submittal requirement.*

**Organization Name:** Mt. Ashland Association  
**Program/Event Name:** Mt. Ashland Events and Programs  
**For the Twelve month period of:** July 2017 – June 2018

I. Customer Age (percentage)		II. Staff Residence (percentage)	
Youth 0 to 17 years	9%	Ashland	54%
Adult 18 to 39 years	56%	Rogue Valley (not Ashland)	40%
Adult 40 to 64 years	31%	Other	6%
Adult 65 and over	4%		
Unknown		<b>Total</b>	<b>100%</b>
<b>Total</b>	<b>100%</b>		

II. Customer Residence (percentage)	
Ashland	36%
Rogue Valley (not Ashland)	40%
Other (within 50 miles)	8%
Other (greater than 50 miles)	16%

III. Of the Customers identified above, what percent do you estimate stayed overnight to attend your program, service or event? 12%

**CITY OF ASHLAND  
GRANTS PROGRAM BUDGET**

**Please use this form to identify costs associated with the program, activity or event that you are requesting funds for. This form is provided as a template to use. If your organization tracks grant related financials in a different reporting format, please submit in that format if you choose.**

APPLICANT/ORGANIZATION: Mt. Ashland Association

PROGRAM/EVENT TITLE: Ski Shuttle and Tourism promotion programs

PROJECT PERIOD: July 1, 2017 to June 30, 2018

<b>REVENUE</b>		
City of Ashland Grant Funds		\$ 20,000
Jackson County Funds /Identify:		\$ 0
Other State or Federal Funds /Identify:		\$ 0
Other Funds / Mt. Ashland Association Donors and Sponsors		\$ 5,700
Other Funds /Southern Oregon University (pending)		\$ 5,000
Other Funds		\$
		\$
<b>TOTAL REVENUE</b>		<b>\$30,700</b>
<b>EXPENDITURES</b>		
<b>A. PERSONAL SERVICES (List costs by job title or function)</b>		
Total Salaries	% of time to project	\$
1.Development Director	5%	5,000
2.Marketing Coordinator	15%	2,250
3. _____	_____ %	
4. _____	_____ %	
Total Benefits		\$
1.Development Director		\$1,000
2.Marketing Coordinator		\$450
3. _____		
4. _____		
<b>TOTAL PERSONAL SERVICES</b>		<b>\$8,700</b>
<b>B. MATERIALS &amp; SERVICES:</b>		
Shuttle Bus Service Contract – 30 days (estimated)		\$ 20,000
Printed Materials and Mailing Costs		\$ 800
Web Advertising		\$ 1,200
		\$
<b>TOTAL MATERIALS &amp; SERVICES</b>		<b>\$22,000</b>
<b>TOTAL EXPENDITURES</b>		<b>\$30,700</b>



**2012**  
**Economic, Cultural, Tourism and Sustainability**  
**Grants Policy**  
Program Goals, Categories, Criteria, and Requirements

The City of Ashland collects a Transient Occupancy Tax, from people who stay in overnight lodging within the City limits. Over half (58%) of those funds are reserved for the City's General Fund and are used to support Police, Fire, Community Development, and Municipal Court. Slightly more than a quarter (26.67%) of those funds are used to support the tourism industry. The tourist funds are either allocated directly to groups that market Ashland to tourists or are spent on capital facilities that enhance the tourism experience within the community. The remaining funds are dedicated to the City's annual grant program. The amounts that go to each of these programs are allocated prior to the beginning of each fiscal year by the Ashland City Council, generally in February.

The City of Ashland reinvests a portion of the funds generated by the Transient Occupancy Tax (TOT) in community non-profits through an annual grant program. Through the grant program, the City is purchasing specific services from non-profits that it might otherwise provide directly. The grant program has four basic goals:

- **Economic Development.** The grant program will support the creation, retention, and expansion of businesses and other ventures that enrich our community by creating goods and services that provide employment opportunities while maintaining and enhancing the overall quality of life. The 2011 Economic Development Strategy provides both policy level and action level guidance for eligible grant application programs and activities.
- **Cultural Development.** The grant program will support increased diversity of and accessibility to the creative arts and cultural opportunities in Ashland for citizens and visitors and will support the visitor economy, maintain and promote job growth in this sector and enrich the overall quality of life in the community.
- **Tourism.** As a long standing pillar of Ashland's economy, tourism programs support programs, activities and events that act similarly to more traditional traded sector activity in that dollars from outside the community are brought in and circulated locally to the benefit of our local businesses.
- **Sustainability.** The grant program will create and support programs and activities to further support efforts to ensure Ashland is environmentally, economically and socially resilient as a community.

## **I. GRANT CATEGORIES**

Non-profit organizations applying for grants must identify the category of funds that their application meets and will be evaluated and scored by the sub-committee using the attached scoring sheet. Applicants may request funds from multiple categories, but the justification for applying in multiple categories needs to be clearly spelled out in the application.

### **A. Economic Development**

Grant allocations in the Economic Development category will be made to support and implement the City's Economic Development Strategy.

#### Eligible activities include:

1. Specific implementing actions or programs identified in the economic development strategy. Those activities can be found at [http://ashland.or.us/files/Ashland\\_EconomicDevelopmentStrategy\\_Final.pdf](http://ashland.or.us/files/Ashland_EconomicDevelopmentStrategy_Final.pdf), on pages 8 through 22.
2. Programs and activities that foster and support the creation, expansion or retention of existing businesses in the community that
  - rely on and earn a competitive advantage from innovation, creativity, design, proto-typing and technology
  - produce specialty and value added goods or services with a market beyond our local economy
3. Programs and activities that improve the coordination, communication and collaboration among local and regional economic development partners.
4. Programs and activities that promote and/or provide and increased availability of investment capital for local business.
5. Programs and activities that improve local educational & technical skills to match local business workforce needs.

#### Criteria for evaluation

The City seeks to accomplish the desired outcomes from the economic development strategy (page 23) through the grants, and therefore these outcomes will be used to evaluate applications. Applications for the Economic Development Grants will be evaluated based on the following criteria:

- Likelihood that the proposed activity will increase or support an increase in total employment within Ashland.

- Likelihood that employment and businesses being served by the grant will be added in enterprises that rely on innovation, creativity (etc.) or produce a specialty good or service for export.
- Likelihood that the proposed activity will support and assist existing businesses within Ashland in expanding or remaining in the community.
- Likelihood that the proposed activity would support and foster an increase in jobs that are at or above the median income for Ashland.

## **B. Cultural Development**

Cultural development grants are intended to support the retention and growth of Ashland's unique cultural offerings, both to residents and tourists alike. Leveraging and expanding Ashland's cultural assets such as creative, performing and visual arts, historic preservation and education, brings creative community prosperity and adds to the overall quality of life of the community. Ashland's visitor economy also thrives on the cultural and performing arts sector, so increasing the diversity of cultural opportunities for visitors strengthens the tourism economy overall. The City's grant program is designed to strengthen existing cultural activities, increase the number and diversity of cultural activities, maintain and expand job growth in this sector, and increase both resident and visitor access to these activities.

### **Eligible activities include:**

1. Programs or activities that create cultural offerings unique from existing local offerings, activities or programs.
2. Programs or activities that ensure the long-term success of local cultural groups.
3. Expansion in size or scope of existing cultural offerings, activities or programs.
4. Expansion of audience access to those existing offerings, activities or programs.
5. Support services targeted to existing or proposed cultural offerings, activities or programs.

### **Criteria for Evaluation.**

Grant applications for cultural development monies will be evaluated based on the following:

- Likelihood that the proposed activity will diversify the number, type, or availability to cultural service, activity or program proposed compared with existing local cultural opportunities.
- Likelihood that the proposed activity ensures long-term access to an important aspect of the visual or performing arts or other local cultural attraction.
- Degree to which the proposed activity will collaborate with an existing cultural program or will leverage another cultural opportunity.
- Likelihood that the proposed activity will increase access to cultural programs or activities, particularly by those who may not otherwise have access such as low income residents, children, or minority groups.

## **C. Tourism**

As a long standing pillar of Ashland's economy, tourism programs support programs, activities and events that act similarly to more traditional traded sector activity in that dollars from outside the community are brought in and circulated locally to the benefit of our local businesses.

### **Criteria for Evaluation.**

Grant applications for tourism monies will be evaluated and scored based on the following:

- Likelihood that the proposed activity or event will increase hotel/motel occupancy or increase local restaurant and retail business sales.
- Likelihood that the proposed activity will increase the total number of jobs in tourism, hotels, restaurants, and retail businesses in Ashland.
- Likelihood that the proposed activity will increase hotel/motel occupancy and restaurant/retail business in Ashland in the months of October through April.
- Likelihood that the proposed activity will create or support a new non-traditional tourism related event.

## **D. Sustainability**

The goal of the sustainability grants process is to support the exploration and expansion of efforts to ensure that Ashland is an environmentally, economically, and socially resilient community now and into the future.

### **Eligible activities include:**



1. Program development, education & training, and outreach related to: local renewable energy supply, production and use; energy efficiency and conservation; water use efficiency and conservation; local food supply; local natural resource or ecology; resource reclamation, reuse and recycling.
2. Programs and activities that assist local businesses in energy, water, waste reductions, and supply chain efficiencies.
3. Programs and activities that support and increase local to local purchasing either by businesses or by retail consumers.

#### Criteria for Evaluation.

Grant applications for sustainability monies will be evaluated based on the following:

- Likelihood that the proposed activity will contribute to reduced consumption of a critical resource by citizens or businesses in the community. Resources include fuel, electricity, water, land, air, or other natural resources.
- Likelihood that the proposed activity will be "transferable." That is, the lessons and experiences gained through the program or activities can be transferred to another resource, organization, or community.
- Likelihood that the proposed activity will reduce citizen or business dependence on food, goods or services shipped in from outside the Rogue Valley, i.e. "buy local" efforts.
- Degree to which the proposed activity provides quality sustainability related educational opportunities to the community.

## **II. GRANT APPLICATION AND AWARD REQUIREMENTS**

Grant applicants and corresponding grant applications must adhere to the following program requirements:

1. Grantee shall be registered as a 501(c) non-profit\*  
 \*If your organization is being sponsored by or legally affiliated with a registered non-profit, a letter from that organizations Board of Directors recognizing the affiliation and a copy of the 501 (c) verification of the sponsoring non-profit
2. Grantee shall be a non-government entity.
3. The minimum grant amount that can be applied for is **\$5,000** and the minimum award granted is **\$1,000** per grant category and **\$5,000** per grant application.
4. Grant award shall be utilized consistent with the associated applicant proposal and shall be primarily oriented to the grantee's Ashland activities and programs. Grant funds may also be utilized for a proportionate share of Grantee's administrative expenses associated with the Ashland activities and programs proposed.
5. An applicant can apply for grant funds from more than one category, however, it is the responsibility of the applicant to specify the categories and funds requested for each category and clearly describe how the proposal meets the criteria for each category.
6. Grantees must submit the application to the City prior to the deadline, which is established each year by the City's Administrative Service Department. **Absolutely no late applications will be accepted.** The City is aware that sometimes "life" intervenes; therefore applicants are advised to have a backup plan to ensure that the application is not late.
7. Incomplete applications (see application cover page) will not be forwarded to the grant review committee for consideration
8. Materials submitted beyond those required and listed on the application cover page and application form will not be forwarded to the grant review committee as part of the application packet.

## **III. GRANT REPORTING**

Grant award recipients shall submit a written report to the City of Ashland at the end of grant period. Report requirements include:

#### Report Content

1. Financial summary of the utilization of grant funds towards the objectives set forth in the grant award application.
2. Statistical summary of the positive economic, cultural or sustainability impacts associated with the utilization of grant funds based on the scoring categories used to make the grant award. Applicants should provide actual data on one or more of the following outcomes:
  - Number of actual jobs created as a direct result of the City grant.
  - Number of new business licenses issued as a direct result of the City grant.
  - Median wage of actual jobs created as a direct result of the City grant.
  - Number of people who travelled to Ashland from over 50 miles away as a direct result of activities funded by the City's grant.
  - Number of additional overnight stays in Ashland transient lodging businesses as a direct result of the City's grant.
  - Number of additional events offered in Ashland as a direct result of the City's grant.
  - Number of additional people who attended a cultural event in Ashland as a direct result of the City's grant.

- Number of additional children, seniors, or low income residents who attended a cultural event in Ashland as a direct result of the City's grant.
- Amount of conservation or reduction in use of a critical natural resource by Ashland residents, businesses or visitors that is directly attributable to the grant. Document the resource and the evidence that the grant activity resulted in its conservation.

3. Any other program or activity specific data associated with the grant award.

Report Submittal

1. End of Grant report shall be submitted to the City Administrator's Office by October 1<sup>st</sup> following the end of the grant award period (July 1-June 30).
2. Failure to submit an acceptable End of Grant report by the required due date disqualifies the grantee from future grant application eligibility.

INTERNAL REVENUE SERVICE  
DISTRICT DIRECTOR  
2 CUPANIA CIRCLE  
MONTEREY PARK, CA 91755-7406

DEPARTMENT OF THE TREASURY

Date: DEC 20 1996

MT ASHLAND ASSOCIATION  
P.O. BOX 220  
ASHLAND, OR 97520-0008

Employer Identification Number:

Case Number:

Contact Person:

EO CUSTOMER SERVICE

Contact Telephone Number:  
(213) 894-2289

Our Letter Dated:  
September 30, 1993

Addendum Applies:  
No

Dear Applicant:

This modifies our letter of the above date in which we stated that you would be treated as an organization that is not a private foundation until the expiration of your advance ruling period.

Your exempt status under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3) is still in effect. Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Code because you are an organization of the type described in section 509(a)(1) and 170(b)(1)(A)(vi).

Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(1) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the part of the organization that resulted in your loss of such status, or if he or she acquired knowledge that the Internal Revenue Service had given notice that you would no longer be classified as a section 509(a)(1) organization.

If we have indicated in the heading of this letter that an addendum applies, the addendum enclosed is an integral part of this letter.

Because this letter could help resolve any questions about your private foundation status, please keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown above.

Sincerely yours,

Steven A. Jensen  
District Director

Letter 1050 (DO/CG)



## **MT. ASHLAND ASSOCIATION BYLAWS**

### **MISSION STATEMENT**

The mission of the Mt. Ashland Association is to provide a quality, affordable winter recreation experience that renews and enhances the lives of people in Southern Oregon and Northern California.

### **ARTICLE I: CORPORATE OFFICES**

**1.1 Offices.** The corporation shall have its principal offices in the County of Jackson, State of Oregon, and may have such other offices in such other places as the board of directors may from time to time designate.

### **ARTICLE II: PURPOSE AND LIMITATIONS**

**2.1 Purpose.** The purpose for which the corporation is organized and shall be operated is to perpetuate, enhance and facilitate the use of the Mt. Ashland Ski Area for the promotion of skiing, snowboarding and other recreational and educational activities.

**2.2 Limitations.** The following limitations shall regulate the governance of the corporation:

- (a) No portion of the net earnings, assets or funds of the corporation shall inure to the benefit of any director, officer or employee of the corporation, except that reasonable compensation may be paid to any individual (other than a director of the corporation) for services rendered to the corporation. No director, officer or employee of the corporation, or any other private individual or entity, shall be entitled to share in the distribution of any of the corporation's assets upon dissolution, and all net assets of the corporation remaining upon dissolution and liquidation of the corporation, shall be distributed to the City of Ashland.
- (b) No portion of the net earnings, assets or funds of the corporation shall be paid, used or invested in a manner which would jeopardize the carrying out of the corporation's purposes or its status as an exempt organization under Section 501(c)(3) of the Internal Revenue Code.

### **ARTICLE III: BOARD OF DIRECTORS**

**3.1 Generally.** The business and affairs of the corporation shall be managed by the board of directors, and all corporate powers shall be exercised by and under the authority of the board of directors, subject to the limitations of law, the Articles of Incorporation, and these Bylaws. The board of directors may authorize general, limited or special power to the officers and employees of the corporation to transact general or special business of the corporation, and may give a power of attorney to agents of the corporation to transact any special business requiring that authorization.

**3.2 Number And Qualification Of Directors.** The maximum authorized number of directors of the corporation shall be fifteen (15). The directors shall not be obligated under Section 3.3 to fill a vacancy on the board unless the number of acting directors drops below eleven (11). Any natural person over the age of eighteen (18) shall be eligible to serve as a director.

**3.3 Election of Directors.** Any vacancy occurring on the board of directors (whether a result of death, resignation, removal, expiration of a director's term, or any other cause) shall be filled by a vote of the directors. Any director elected to fill a vacancy resulting from the death, resignation or removal of a director, shall hold office for the unexpired term of the replaced director. Each director shall serve for a term of three years, with the terms of the directors being staggered so as to minimize the number of directors elected in any one year.

The term of each director shall begin on the date of the meeting when elected after that director is elected and appointed and each director shall hold office until the director's term expires and his or her successor is elected and appointed, or until death, resignation or removal as a director, whichever occurs first. During the existence of any vacancy on the board, the remaining directors shall possess and exercise all of the powers of the full board.

**3.3.1 Advisory Board Members.** The Board of Directors may, at its discretion, appoint to an advisory board, retired Mount Ashland Association Board members who have retired in good standing. Advisory Board members are not voting members of the MAA Board and shall serve a one- (1) year term beginning from the end date of their last term on the MAA Board of Directors.

**3.4 Limitation On Terms.** No person shall be eligible to serve as a director for more than nine years in any one continuous period. No person may be elected to serve as director if that person could not then complete a full three-year term without violating the preceding sentence.

**3.5 Resignation.** Any director may resign from the board at any time, and the resignation shall take effect when accepted by the board.

**3.6 Removal.** Any director may be removed from office, with or without cause, by the affirmative vote of not less than two-thirds of the directors.

**3.7 Annual Meeting.** There shall be an annual meeting of the board of directors which shall be held on the first Thursday of October, or within sixty (60) days thereafter, at a time and place to be designated by the board at least ten days prior to the meeting.

**3.8 Monthly Meetings.** There shall be a monthly meeting of the board of directors which shall be held at a time and location to be designated by the board at least two days prior to the meeting.

**3.9 Special Meetings.** A special meeting of the board of directors may be called by the President or by any three directors upon two days' written notice to each director. Only matters specified in the written notice of a special meeting may be transacted at the meeting.

**3.10 Quorum.** A majority of the acting directors shall constitute a quorum for the transaction of business by the board of directors. No action may be taken by the board in absence of a quorum, although in such instance, the board may meet for information and discussion purposes.

**3.11 Board Action.** Any action by the board shall require the affirmative vote of not less than a majority of the acting directors present. Every act or decision done or made by the affirmative vote of at least a majority of the acting directors shall be considered to be an action of the entire board and shall be binding upon the corporation. Notwithstanding the two preceding sentences, the affirmative vote of two-thirds of the acting directors present shall be required in order for the board to remove a director pursuant to Section 3.6 or alter, amend, repeal or suspend the Bylaws (deletion).

**3.12 Board Action Without Meeting.** Any action required or permitted to be taken by the Board may be taken without a meeting and with the same force and effect as by a two-thirds vote of the Directors, if all members of the Board shall individually or collectively consent in writing to that action.

**3.13 Adjournment.** A quorum of the Directors may adjourn any Directors' meeting to a stated day and hour. Notice of the time and place of holding an adjourned meeting need not be given to the absent Directors if the time and place is fixed at the meeting adjournment.

**3.14 Conduct of Meetings.** The Board President shall preside at Board meetings, or in his or her absence, the Vice-President or any director selected by a quorum of the Board shall preside at Board meetings.

**3.15 Notices.** No notice of any annual or regular monthly meeting of the Board of Directors is necessary, although the President shall attempt to give written notice of each annual and monthly meeting whenever possible. Diligent effort shall be made by the President to give each director written notice of any special meeting of the Directors, specifying the time and place of the meeting and the matters to be discussed and/or acted upon at the meeting. Each director shall be entitled to receive written notice of a special meeting) Notice shall be deemed to have been given to a director when deposited for mailing to the director by first class U.S. Mail, postage pre-paid, addressed to the Director's residence address on file with the corporation. Any Director shall have the right to waive the requirement that he or she receive written notice of a particular meeting. Any such waiver shall be in writing and may be given either before or after the holding of the meeting in question.



**3.16 Compensation.** The board may authorize reimbursement to a director for reasonable expenses incurred by the director on behalf of the corporation. No Director shall be entitled to receive a fee for serving as a Director. No Director may receive any compensation from the corporation for services provided to the corporation, including but not limited to services provided as an officer, employee, agent or independent contractor.

**3.17 Committees.** The President, with Board approval, shall have authority to create one or more committees and to designate the members of committees. Committees and committee members approved by the board shall have whatever duties and responsibilities as may be assigned by the board.

**3.18 Open Meeting.** Except as provided in Section 3.19, all meetings of the Board of Directors and of any committee appointed by the board, at which a quorum of members is present, shall be open to the public. Whenever reasonably possible, all such open meetings shall be preceded by making notice available at corporate offices at the start of each year. Under Oregon law, "the Public Meetings Law is a public attendance law, not a public participation law. The right of public attendance guaranteed by the Public Meetings Law does not include the right to participate by public testimony or comment." As provided under Oregon law, the presiding officer, in this instance, the President, "has inherent authority to keep order and to impose any reasonable restrictions necessary for the efficient and orderly conduct of a meeting. If public participation is to be a part of the meeting, the presiding officer may regulate the order and length of appearances and limit appearances to presentations of relevant points. Any person who fails to comply with reasonable rules of conduct or who causes a disturbance may be asked or required to leave and upon failure to do so, becomes a trespasser."

**3.19 Exceptions to Open Meeting Requirement.** The Board of Directors may exclude members of the public from meetings of the Board of Directors or any committee appointed by the Board when considering matters relating to the following: individual employees of the corporation; proprietary information; litigation and other matters requiring the confidential advice of counsel; commercial or financial information obtained from a person on a privileged or confidential basis; or the purchase or sale of property or services whenever the premature release of information concerning the purchase or sale would compromise the business interests of the corporation. Exclusion of the public also may occur for any other purpose deemed appropriate by the Board of Directors. If a meeting is closed in accordance with the provisions of this paragraph, the Board shall make available to the public, within a reasonable period of time after the closed meeting, a written statement explaining the reasons for closing the meeting.

**3.20 Chairman.** If the Board of Directors appoints a chairman of the Board, it shall be the duty of the Chairman to preside at all meetings of the Board, and to perform such other duties as may be assigned by the Board.

## **ARTICLE IV: OFFICERS**

**4.1 Generally.** The officers of the corporation shall consist of a president, one or more vice-presidents, a secretary and a treasurer, each of whom shall be elected for a term of one (1) year by vote of the Board of Directors at the annual meeting of the Board. All officers shall hold office at the pleasure of the Board of Directors, and may be removed by the Board at anytime and for any reason.

**4.2 Vacancies.** A vacancy in any office may be filled by the Board of Directors at any meeting.

## **ARTICLE V: DUTIES OF OFFICERS**

**5.1 President.** The President shall perform the usual duties pertaining to the office and shall perform such other duties as may be assigned by the Board of Directors.

**5.2 Vice President.** In case of absence of the President for whatever reason, a Vice President shall perform, and be vested with, all the duties and powers of the President until the President's successor shall have been elected and qualified or until the President shall have returned to his/her duties. A Vice President also shall perform whatever other duties may be assigned to him/her by the Board.

**5.3 Secretary.** The Secretary shall perform all duties pertaining to the office and such other duties as may be assigned by the Board of Directors.

**5.4 Treasurer.** The Treasurer shall have custody of all the funds and securities of the corporation and perform the duties pertaining to the office. The Treasurer shall deposit the corporation's funds to the credit of the corporation in whatever banks or depositories the Board of Directors may designate. The Treasurer shall render a statement of the accounts of the corporation whenever required by the Board of Directors. The Treasurer shall serve as chair of the Association's Finance Committee.

**5.5 Checks.** All checks of the corporation shall be signed by the person or persons designated by resolution of the Board of Directors.

**5.6 Other Documents.** The Board of Directors shall designate the person or persons who shall have authority to sign and execute documents on behalf of the corporation, and the signature or execution by the person or persons so designated shall be binding upon the corporation.

## ARTICLE VI: WAIVER OF NOTICE

**6.1 Waiver of Notice.** Whenever any notice is required to be given under provisions of the statutes of the State of Oregon or of these Bylaws, a waiver thereof in writing signed by the person or persons entitled to the notice, whether given before or after the time stated therein, shall be equivalent to the giving of the notice.

## ARTICLE VII: AMENDMENTS


**7.1 Amendments.** Any or all of these Bylaws may be altered, amended, repealed or suspended by the affirmative vote of not less than two-thirds of the directors then in office.

## ARTICLE VIII: INDEMNIFICATION OF DIRECTORS AND OFFICERS

**8.1 Indemnification.** The Board of Directors may authorize the corporation to indemnify any person as permitted under the laws of the State of Oregon, and to provide insurance for purposes of indemnification.

I CERTIFY under the penalty of perjury that I am the duly elected and acting secretary of the corporation which adopted the foregoing Bylaws, that those Bylaws were duly adopted at a duly held meeting of the Board of Directors of the corporation, and that the corporation is an Oregon non-profit corporation.

EXECUTED effective the 15<sup>th</sup> day of September, 2008

  
Joan Thorndike, Secretary



**Return of Organization Exempt From Income Tax**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.  
▶ Information about Form 990 and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

**2015**

**Open to Public Inspection**

Department of the Treasury  
Internal Revenue Service

**A For the 2015 calendar year, or tax year beginning** 7/01 , 2015, and ending 6/30 , 2016

<b>B</b> Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C</b> MT. ASHLAND ASSOCIATION P.O. BOX 220 ASHLAND, OR 97520-0008	<b>D</b> Employer identification number [REDACTED]	<b>E</b> Telephone number (541) 482-2897
<b>F</b> Name and address of principal officer: <b>DARREL JARVIS</b> SAME AS C ABOVE		<b>G</b> Gross receipts \$ 2,648,369.	
<b>I</b> Tax-exempt status <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		<b>H(a)</b> Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No if 'No,' attach a list. (see instructions)	
<b>J</b> Website: ▶ WWW.MTASHLAND.COM		<b>H(c)</b> Group exemption number ▶	
<b>K</b> Form of organization: <input type="checkbox"/> Corporation <input type="checkbox"/> Trust <input checked="" type="checkbox"/> Association <input type="checkbox"/> Other ▶		<b>L</b> Year of formation: 1992 <b>M</b> State of legal domicile: OR	

**Part I Summary**

	<b>1</b>	Briefly describe the organization's mission or most significant activities: <u>THE MISSION OF THE MT. ASHLAND ASSOCIATION IS TO PROVIDE AND PROMOTE A HEALTHY QUALITY EXPERIENCE IN AN ALPINE ENVIRONMENT WHILE REMAINING A VALUED COMMUNITY RESOURCE THAT PROVIDES RECREATIONAL, EDUCATIONAL, AND ECONOMIC OPPORTUNITIES FOR FUTURE GENERATIONS.</u>		
<b>Activities &amp; Governance</b>	<b>2</b>	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	<b>3</b>	Number of voting members of the governing body (Part VI, line 1a).....	<b>3</b>	12
	<b>4</b>	Number of independent voting members of the governing body (Part VI, line 1b).....	<b>4</b>	12
	<b>5</b>	Total number of individuals employed in calendar year 2015 (Part V, line 2a).....	<b>5</b>	199
	<b>6</b>	Total number of volunteers (estimate if necessary).....	<b>6</b>	60
	<b>7a</b>	Total unrelated business revenue from Part VIII, column (C), line 12.....	<b>7a</b>	0.
	<b>7b</b>	Net unrelated business taxable income from Form 990-T, line 34.....	<b>7b</b>	0.
<b>Revenue</b>	<b>8</b>	Contributions and grants (Part VIII, line 1h).....	<b>Prior Year</b>	<b>Current Year</b>
	<b>9</b>	Program service revenue (Part VIII, line 2g).....	421,809.	195,206.
	<b>10</b>	Investment income (Part VIII, column (A), lines 3, 4, and 7d).....	682,495.	1,953,059.
	<b>11</b>	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e).....	789.	826.
	<b>12</b>	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12).....	1,257,006.	2,375,387.
<b>Expenses</b>	<b>13</b>	Grants and similar amounts paid (Part IX, column (A), lines 1-3).....		
	<b>14</b>	Benefits paid to or for members (Part IX, column (A), line 4).....		
	<b>15</b>	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10).....	637,714.	988,798.
	<b>16a</b>	Professional fundraising fees (Part IX, column (A), line 11e).....		
	<b>b</b>	Total fundraising expenses (Part IX, column (D), line 25) ▶ 18,913.		
	<b>17</b>	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e).....	689,935.	1,031,868.
<b>Net Assets or Fund Balances</b>	<b>18</b>	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25).....	1,327,649.	2,020,666.
	<b>19</b>	Revenue less expenses. Subtract line 18 from line 12.....	-70,643.	354,721.
	<b>20</b>	Total assets (Part X, line 16).....	<b>Beginning of Current Year</b>	<b>End of Year</b>
	<b>21</b>	Total liabilities (Part X, line 26).....	2,304,540.	2,716,052.
	<b>22</b>	Net assets or fund balances. Subtract line 21 from line 20.....	1,116,328.	1,173,119.
			1,188,212.	1,542,933.

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

<b>Sign Here</b>	Signature of officer	Date
	DARREL JARVIS Type or print name and title.	PRESIDENT

<b>Paid Preparer Use Only</b>	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN [REDACTED]
	RICHARD W. BREWSTER, CPA	RICHARD W. BREWSTER, CPA			
	Firm's name ▶ RICHARD W. BREWSTER, CPA, PC	Firm's EIN [REDACTED]		Phone no. (541) 773-1885	
	Firm's address ▶ 670 SUPERIOR CT. #106 MEDFORD, OR 97504				

May the IRS discuss this return with the preparer shown above? (see instructions)  Yes  No

**MT. ASHLAND ASSOCIATION**  
**Statements of Activities**  
*For the Years Ended June 30, 2016 and 2015*

	<u>2016</u>	<u>2015</u>
<b>REVENUES AND SUPPORT</b>		
Service fees		
Sales	\$ 2,193,733	\$ 935,605
Rental income	241,214	42,963
Other income	<u>17,390</u>	<u>5,694</u>
Total service fees	<u>2,452,337</u>	<u>984,262</u>
Other support		
Contributions	267,771	596,265
Investment income	<u>826</u>	<u>289</u>
Total other support	<u>268,597</u>	<u>596,554</u>
<b>Total revenue and support</b>	<u>2,720,934</u>	<u>1,580,816</u>
<b>EXPENSES</b>		
Program expenses		
Tickets	358,429	124,569
Ski lifts	241,355	125,480
Ski patrol	83,386	33,896
Vehicles	235,365	167,549
Buildings and grounds	147,162	110,625
Lodge	26,311	6,914
Café	162,240	69,547
Bar	54,620	16,970
Howard Prairie	137	103,429
Retail	68,612	16,394
Rental shop	57,464	36,128
Ski school	103,147	51,267
Development	99,618	87,292
Youth and education	27,409	7,001
General and administrative	609,480	465,526
Marketing	<u>18,913</u>	<u>54,416</u>
<b>Total expenses</b>	<u>2,293,648</u>	<u>1,477,003</u>
Increase (decrease) in unrestricted net assets	<u>427,286</u>	<u>103,813</u>
Temporarily restricted net assets		
Contributions	25,374	78,030
Net assets released from restriction	<u>(97,939)</u>	<u>(252,486)</u>
<b>Total increase (decrease) in temporarily restricted net assets</b>	<u>(72,565)</u>	<u>(174,456)</u>
<b>Total increase (decrease) in net assets</b>	354,721	(70,643)
<b>NET ASSETS</b>		
Beginning of year	1,188,212	1,258,855
End of year	<u>\$ 1,542,933</u>	<u>\$ 1,188,212</u>

See accompanying notes and independent accountant's review report.