



Ashwabay Outdoor Education Foundation, LLC
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1.0 Executive Summary

Mt. Ashwabay Ski and Recreational Area offers Cross-Country and Alpine Skiing, Snowboarding, Terrain Park Runs and a Tubing Hill located in a magnificent setting. The area features stunning views of the Apostle Islands National Lakeshore and the Chequamegon National Forest. Mt. Ashwabay Ski and Recreational Area was purchased by the Ashwabay Outdoor Educational Foundation, LLC, (AOEF), a 501(c)3 non-profit organization committed to the community service programs and youth activities that are provided.

Mt. Ashwabay Ski Hill was established in 1948 and has operated as an active ski destination and community attraction continually through the years. A Chair Lift replaced the T-bar on the Alpine Runs and a Tubing Park was added in 2008. Cross-Country trails cover 40 km of wilderness trails with ratings from beginner to expert. All trails are groomed and tracked as needed. The beginner's trail is the picturesque Sugar Bush Trail. Intermediate terrain can be enjoyed on Anchor, Seagull and Raven trails. Advanced skiers can venture out on the longer 15 km loop, which combines Sugar Bush, Deer Path and Raven trails, returning to the Mt. Ashwabay chalet. Food, lounge, instruction and equipment rental are available at the chalet.

Mission Statement:

To develop, foster and encourage outdoor sports as a means of community service, healthful recreation and physical fitness.

The goal of our initial fund-raising drive is to retire the debit the Foundation incurred for the installation of the Chair Lift that was graciously donated to the Foundation by Jon Carlstrom and his family. The goal in phase one is to raise Five Hundred Thousand Dollars (\$500,000) to pay off this debt. The Foundation can operate in a revenue neutral (Break Even) status if the debt service can be retired.

AOEF will continue to expand our ties with the local school districts, Northland College and the area communities to incorporate and expand the Alpine, Nordic and Snowboard curriculums and programs. We also will work with the Red Cliff and Bad River Reservations. The Foundation works very closely with the CANSKI organization. The 4H-CANSKI Cross-Country ski club (Chequamegon Area Nordic Ski Club) is a partnership between Ashland and Bayfield County, 4-H and local schools. The mission of 4H-CANSKI is to promote fun, fitness, safety and excellence in the lifelong sport of cross country skiing.

The Foundation also works with the Friends of Lake Superior Nordic Trails and CHASTA to groom and maintain the Cross-Country trail system for these groups.

The next major fund-raising drive will be to obtain Matching Funds for the construction of a new "Environmentally Friendly/Green" Chalet that will reduce cost and greatly limit the impact on the local environment while still providing the community services that enhance the Bayfield area. This Fundraising Goal will not be started until the Chair Lift debit is retired and the ski hill is operating in revenue neutral or cash positive position. The Foundation will use Government Grants and Low Interest loans to bridge the gap between total cost and the donations raised.

ADDITIONAL OBJECTIVES:

- \$5,000 - Heat the existing Maintenance Building
- \$2,500 - Expansion of the Cross Country trail system
- \$5,000 - Continue to improve and grow the Alpine Racing program
- Volunteers - Expand the coaching/instructional programs
- \$100,000 - Purchase a Tucker Groomer to enhance the grooming of the Alpine and Nordic
- \$5,000 - Upgrade the rental equipment for Alpine, Nordic and Snowboard guest
- Volunteers - Start Snowboarding competitions and exhibitions
- \$35,000 - Light the Tubing Hill and Install a Tow-System

Mt. Ashwabay offers a "learn to ski" program: Mount Ashwabay Development Ski Program or "M.A.D. SKI". This program is under the direction of Steve Pierce, Mount Ashwabay's Training Program Director, a USSA licensed coach. The NASTAR racing program offers competitive racing for both area schools and clubs. Jim Bratley, Mount Ashwabay's Race Director is also a USSA licensed Coach. The program is continually updated to follow the latest techniques promoted by PSIA and USSA.

The Foundation plans to add a staff position of Program Director that will work with both volunteer directors and management to expand and improve the programs. The new Director will also create information programs and new opportunities to expand a healthful and well-rounded lifestyle.

The new Director will also work with area schools to provide a racing course for practice sessions and to hold racing events. Develop new training programs and school events and work with the community's youth. Community service and working with area youth are the primary goals of the Foundation.

The area youth are working on a terrain park for both snowboarders and skiers. They are building various features to enhance the free-spirited essence of the park and create an environment that encourages physical fitness and mental well-being.

The Foundation has also added a tubing hill to create a family destination for outdoor fun and the experience of enjoying the family unit. We hope to install lights and a tow system in the near future to better service our guest.

AOEF has created two new fund raising events that will assist us in reaching a positive cash flow position:

WINTERFEST BASH: This event is tied in to the Bayfield Winterfest and Polar Plunge. Mt. Ashwabay now holds an after plunge party at the ski hill. We provide a heated tent, live music, chili cook-off, beverages and food. The Tubing Hill is also lit and open during the event. We charge a gate fee and generate money from the sale of food and beverage. The live music is offered to us on a complimentary basis. This event raised \$5,000 in its first year, 2010.

APPLEFEST MT. BIKE RACE: This event has not yet been held. We are working with the county and CAMBA to develop a single track Mt. bike trail to conduct the race. CAMBA will construct the trail free of charge to us, using trained volunteers to develop the trail. The party that follows the race will be very similar to the Winterfest Bash.

AOEF provides a positive outdoor experience to the primary local market and to an increasing number of visiting enthusiasts from the surrounding region. A combination of smaller and major gifts will be needed to assure the success of the AOEF community-based effort. The plan will be to encourage gifts, grants and pledges from individuals, businesses, foundations and government organizations. AOEF has a list of past donors that will be contacted and mailings and e-mail blast requests will be utilized to farm for new donors. AOEF will also pursue individuals that would consider making an estate gift through a will of other estate plan. To make a donation or to obtain additional information please contact Executive Director, David C. Thie at davidthie@cheqnet.net or (715)699-0471



Long term growth is dependent on increasing revenues from the Ski Hill operations and summer activities. This will be accomplished through improved services, special events, programming, marketing, grooming and the optimum utilization of snow making capabilities.



1.1 Organization Summary

Mt. Ashwabay Ski and Recreational Area is located in a magnificent setting offering both cross-country and alpine skiing and a snowboard & ski terrain park. The features include stunning views of the Apostle Islands National Lakeshore and the Chequamegon National Forest. A tubing park was added in 2008. Mt. Ashwabay Ski and Recreational Area was purchased by the Ashwabay Outdoor Educational Foundation, LLC (AOEF), a 501(c)3 non-profit organization committed to the continued community service programs and youth activities that are provided.

A ski lift replaced the T-bar on the alpine runs in 2008. Cross-country trails cover 40 km of wilderness trails with ratings from beginner to expert. All trails are groomed and tracked as needed. The beginner's trail is the picturesque Sugar Bush Trail. Intermediate terrain can be enjoyed on Anchor, Seagull and Raven trails. Advanced skiers can venture out on the longer 15 km loop, which combines Sugar Bush, Deer Path and Raven trails, returning to the Mt. Ashwabay chalet. Food, lounge, instruction and equipment rental are available at the chalet.

2.0 Products and Services

Mt. Ashwabay Ski and Recreational Area offers cross-country and alpine skiing, tubing park and a terrain park all in a magnificent setting. The area features stunning views of the Apostle Islands National Lakeshore and the Chequamegon National Forest. A ski lift replaced the T-bar on the alpine runs in 2008. The Chalet offers equipment rental, retail sales, instruction and food. The T-Bar lounge offers adult beverages a pool table and darts.

Nordic skiing opportunities have expanded greatly during the past three years. Land acquisition by the state of Wisconsin, and the subsequent establishment of the 480 acre Nourse Sugarbush State Natural Area led to permanent trail easements on the former Nourse property. This protected major segments of the Sugarbush trail and Cabin trail. In addition this also led to the realignment and reopening of the 1.6 kilometer Black Bear Cut-off trail. During the same time period, Jerry Jolly donated 72 acres of scenic reaches of the Pike's Creek Watershed. This gift includes access to Star Route and permanent trail easements for 4 kilometers of skate and classic trails across the 160 acre parcel of land the family continues to own. In 2009 Mt. Ashwabay entered into a Special Recreational Use Agreement with the Bayfield County Forestry Department formalizing the establishment and maintenance of the outstanding cross-country trails located on adjacent County Forest land. In combination with the state natural area establishment, the Jerry Jolly donation and the purchase of Plum Creek land by the Bayfield County Forest, over 2,000 acres of land adjacent to Mt. Ashwabay property have been made available for the establishment and maintenance of an extensive cross-country trail system. Cross-country trails cover 40 km of wilderness trails with ratings from beginner to expert. All trails are groomed and tracked as needed. The beginner's trail is the picturesque Sugar Bush Trail. Intermediate terrain can be enjoyed on Anchor, Seagull and Raven trails. Advanced skiers can venture out on the longer 15 km loop, which combines Sugar Bush, Deer Path and Raven trails, returning to the Mt. Ashwabay chalet.

Mt. Ashwabay Ski and Recreational Area offers a, "learn to ski program": Mt. Ashwabay Development Ski Team, or, "M.A.D. SKI". This program is under the direction of Steve Pierce, Mt. Ashwabay's Training Program Director and a USSA licensed coach. The program teaches youth proper techniques which increases the enjoyment of the youth and drives them to continue to ski. This creates good mental and physical health and promotes a healthy lifestyle for our youth. Mt. Ashwabay Ski and Recreational Area also sponsor NASTAR, which is a racing series which offers skiers of all age groups the chance to compete in a fun and family friendly environment. The program is directed by Jim Bratley, Mt. Ashwabay's Race Director and a USSA

licensed Coach. The program is continually updated to follow the latest techniques promoted by PSIA and USSA.

The Foundation also works with area schools to provide a racing course for practice sessions and to hold racing events. Working with the community's youth is one of the primary goals of the Foundation.

The area youth are working on a terrain park for both snow boarders and skiers. They are building various features to enhance the free-spirited essence of the park and create an environment that encourages physical fitness and mental well-being.

The Foundation has also added a tubing hill to create a family destination for outdoor fun and the experience of enjoying the family unit. We hope to install lights and a tow system in the near future to better service our guest.



FUTURE OBJECTIVES:

- Expansion of the Cross Country trail system
- Continue to improve and grow the Alpine Racing program
- Expand the coaching/instructional programs
- Expand and enhance the grooming of the Alpine and Nordic trail system
- Upgrade the rental equipment for Alpine, Nordic and Snowboard guest
- Purchase upgraded equipment i.e.: (Snow Machines, ATV's, Groomers, Snow Guns etc.) for maintenance and upkeep
- Start Snowboarding competitions and exhibitions
- Light the Tubing hill & install a Tow-System

- Purchase upgraded equipment for maintenance and upkeep
 - Install a Disc Golf course
 - Construct an "Environmentally Friendly-Green" chalet that supports the community service mission.
- Develop a single track Mt. Bike trail system with the assistance of the county and CAMBA.

Ashwabay Outdoor Educational Foundation, LLC (AOEF) will continue to expand our ties with the local school districts, Northland College and the area communities to incorporate and expand the Alpine, Nordic and Snow board curriculums and programs.

3.0 Market Analysis Summary

The Ashwabay Outdoor Educational Foundation, LLC (AOEF) was established in 2002 to develop, foster and encourage outdoor winter sports, such as Alpine and Nordic skiing and Snowboarding. The foundation wants to create opportunities for citizens to participate in and contribute to the outdoor culture of the region. With Mt. Ashwabay Ski and Recreational Area as the base for activities, the Foundation has an outstanding venue for healthful recreation that enhances physical fitness. As a family-oriented, community-based organization, the Foundation promotes high standards of fair play and sportsmanship.

TARGET MARKET SEGMENT STRATEGY:

Cross-country Skiers: This group currently travels to Cable/Hayward and Ironwood to utilize the trails in those areas.

Alpine Skiers: Mt. Ashwabay offers the most scenic runs in the region with great vistas and views of Lake Superior and the Apostle Islands. The terrain and atmosphere are suited for beginners through experts with a focus on a family environment.

Alpine Racing: Mt. Ashwabay has developed an active racing program. USSA certified coaches are available to train racers of all levels from entry level through expert

Free-style Skiers and Snow Boarders: This group has a large up-side and will continue to grow with the expansion of the terrain park.

Tubing Hill: The tubing park has created a new user-group that can be expanded to both individuals and families.

MAD SKI Program: Mt. Ashwabay provides a "learn to ski program": Mount Ashwabay Development Ski Team, or, "M.A.D. SKI". This program is under the direction of Steve Pierce, USSA licensed coach. This 10 week program follows the latest techniques promoted by PSIA and USSA.

Mt. Bike Trails: Mt. Bikers are a great opportunity to increase awareness and traffic at the hill. This group has a very large up-side to create events and ski hill awareness.

Disc Golf: AOEF plans to install a Disc Golf course on the ski hill. This will offer the opportunity to create events and will also increase awareness and traffic at the ski hill.

4.0 Strategy and Implementation Summary

The overall strategy of the fund-raising plan will be to personally discuss the goals and objectives of the organization with a select group of individuals that the current board members are familiar with.

The Foundation will also contact a group of approximately 250 people that have donated to the organization in the past.

The third leg of the program will be an informational e-mail program to introduce potentially new donors to the programs and community services of the Foundation.

4.1 Competitive Edge

The nearest Alpine Ski areas are Spirit Mountain, Indianhead, Big Powderhorn, Blackjack and Whitecap. The nearest Cross-Country trails are the ABR Trails and the Telemark Trail System. Mt. Ashwabay Ski and Recreational Area is the only ski area that offers Alpine, Nordic, Snow Boarding and a Tubing Hill at a single area. This is a tremendous asset in marketing to the hectic and varied lifestyles within the community and the family network.

Mt. Ashwabay Ski and Recreational Area also operate the food and beverage service concessions for Big Top Chautauqua providing a consistent revenue stream during the summer months.

Marketing Strategy

- Attract experienced skiers and snowboarders with the racing program and terrain park.
- Develop interest in beginners with the MAD Ski program and Nordic lessons.
- Market to families with the previously mentioned programs and the Tubing Park and Cross-Country trails.
- The marketing effort must raise awareness about the existing facilities and the wide variety of ski, race, snowboard and tubing programs and promotions.

MARKETING OUTLETS:

- Updated and improved interactive web-site with the ability to update daily and with links to a variety of other sites.
- Utilize the Bayfield Chamber of Commerce to send e-blast updates to local businesses, local individuals and "White List" groups.
- Advertise in the local newspapers & targeted outdoor journals
- Ongoing Public Relations program that solicits 3rd party testimonials

4.3 Fundraising Strategy

Ashwabay Outdoor Educational Foundation, LLC (AOEF) is a 501(c)3 non-profit providing a positive outdoor experience to the primary local market and to an increasing number of visiting enthusiasts from the surrounding region. A combination of smaller and major gifts will be

needed to assure the success of the AOEf community-based effort. The plan will be to encourage gifts, grants and pledges from individuals, businesses, foundations and government organizations. AOEf has a list of past donors that will be contacted and mailings and e-mail blast requests will be utilized to farm for new donors. AOEf will also pursue individuals that would consider making an estate gift through a will of other estate plan.

AOEf has developed a plan to get Mt. Ashwabay Ski and Recreational Area into a cash neutral or positive position. We have developed a three prong approach to the goal.

PHASE 1:

The goal of our initial fund-raising drive is to raise \$50,000 to establish operating capital which will enable us to continue to provide the services and activities that AOEf provides. This initial fundraising plan will be directed at area business and community leaders. A drive will be launched to solicit commitments to donate funds as a source of operating capital.

PHASE 2:

The goal of phase 2 will be to create a fundraising drive to solicit commitments from donors for an Annual Donation Commitment for 3 years to raise \$500,000. This funding will be used to pay off the debt incurred to install the Chair Lift System.

PHASE 3:

Phase 3 will be to establish a permanent annual fundraising program that will provide annual income to make additional improvements. This will be through annual commitments by businesses and citizens that will be Supporting Members of AOEf.

The Foundation will develop a Membership Drive to establish an annual source of cash flow to assist in the creation of new programs and opportunities for our youth and communities.

The Membership Program will have three categories: Single, Family and Business. Each category will have three levels: Seagull, Deerpath and Port Way. The organization will solicit citizens, groups and business's to fund this program and ensure that AEOF can continue to deliver the training and education for our area youth and communities that develops both physical and mental health.

	<u>SINGLE</u>	<u>FAMILY</u>	<u>BUSINESS</u>
<u>SEAGULL</u>	\$100	\$250	\$1,000
<u>DEERPATH</u>	\$75	\$175	\$750

PORT WAY \$50 \$100 \$500

There are numerous ways to donate. Some of the programs are as follows:

- Sponsor a Chair Lift Tower: Your information will be placed on a Chair Lift Tower. Cost-\$5,000
- Sponsor a Chair Lift Chair: A picture of you or your business will be placed on one of the Chair Lift Chairs. Cost-\$1,000
- Purchase Ad space on the Mt. Ashwabay sign. Ad space faces the parking lot. There are 5 spaces available. Cost-\$1,000 per sign per year.
- Sponsor new vehicle or machinery. Your name or business will be placed on the unit. Cost-Varies by machine.
- Donate specifically to the M.A.D. Ski program that teaches skiing techniques and skills that enhance the skiing and outdoor experience for the area youth.
- Donate specifically to the NASTAR Race Weekend. This program sponsors the race program which develops dedication, commitment and good sportsmanship.
- Donate directly to the Chair Lift Fund. This fund pays off the debt incurred to install the Chair Lift.
- Sponsor the Lift/Tow at the Tubing Hill. Your information/company information will be placed on the Tubing Hill Tow. Cost-\$25,000
- Sponsor lighting at the Tubing Hill. Your information/company information will be placed at the entrance to the Tubing Park. Cost-\$10,000
- Donate directly to the Cross Country Trails for grooming and/or machines. Your donation will be used to keep the trails in the best condition in the Northland.

Long term growth is also dependent on increasing revenues from the Ski Hill operations and summer activities. This will be accomplished through improved programming, special events, marketing, superior grooming and the optimum utilization of snow making capabilities.

5.0 Management Summary

The Board of Directors of Ashwabay Outdoor Educational Foundation, LLC (AOEF) operates Mt. Ashwabay Ski and Recreational Area. The daily operations are managed by an Executive Director that oversees operations and fundraising. The Foundation employs 4 supervisory positions, the Ski Hill Manager, Sales & Service Manager, Program Director and Maintenance Manager. The remaining staff consists of lift operators, groomers, tubing hill staff, ski patrol personnel, snow making, retail, food concessions, bartenders, maintenance and volunteers. All positions receive an Employee Handbook and Job Description. Continual training and coaching will be ongoing.

6.0 Financial Plan

Mt. Ashwabay Ski and Recreational Area is in a unique position given its close association with Big Top Chautauqua which provides a consistent revenue stream during the summer season. The Foundation plans to add additional summer activities as funding becomes available, such as Single Track Mountain Bike Trails, DISC Golf and an Alpine Slide. The winter months will be expanded by increasing existing programs and expanding facilities such as installing a Rope-Tow

and Lighting at the Tubing Park and expanding the Terrain Park. Operations will support the organization once the debt incurred to install the chair lift system can be retired.

