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our story

OVERVIEW

The North Fork Valley Creative Coalition, Inc (NFVCC) is a nonprofit 501(c)3 organization in the state of Colorado, working to strengthen a strong, balanced economy through the creative industries. The NFVCC administers several programs and events in the North Fork Valley, including: Paonia Creative District, Colorado Creative Corridor Paonia, Space to Create Paonia, Final Friday Frolics, NFV Art+Ag Tour, Kids’ Art Activities at Pickin’ in the Park, Member Mixers, and Art Talks professional development workshops.

We envision a thriving community where art and ag meet. Our mission is to grow economic activity, nurture creative community networking, create opportunities for our youth, encourage self-sufficiency, and increase the beauty of our public spaces while celebrating our local heritage and character.

We strive to be a financially stable organization capable of delivering services to our members and governing the Paonia Creative District. We promote arts and cultural events through strategic marketing campaigns. We continue to increase local awareness and appreciation of the Paonia Creative District. We partner with other established organizations to develop relationships and activities that create prosperity in our Western Slope mountain community.

HISTORY

In the heart of the Western Slope lies a fertile land where artists, farmers, ranchers, miners, and outdoor enthusiasts live. The North Fork of the Gunnison River carves a path between the West Elks mountain range and an expansive valley. The North Fork Valley of Delta County comprises the towns of Paonia, Hotchkiss, and Crawford. With an approximate population of 9,000 people, the NFV is a desirable place to live a slow paced, high quality life.

Historically, the towns have operated independently, each having its own Board of Trustees, schools, libraries, and churches. Each town has unique characteristics and personality. This uniqueness makes them interesting and, since they are very small towns, makes their long-term sustainability challenging. In the last decade, citizens and governing entities have recognized the need for more collaboration and resource sharing. The future viability of Paonia, Hotchkiss, and Crawford depends on new innovative ideas, diversified economic streams, and authentic communication.
In a series of conversations called North Fork Vision 2020, citizens identified opportunities for five sectors of the community (arts, agriculture, energy, health, tourism + recreation) to come together to use their collective strengths to build a balanced and diverse economy. Following the Vision 2020 convenings in 2010, the arts sector continued to meet regularly, and so the North Fork Valley Creative Coalition was born.

The North Fork Valley Creative Coalition, Inc. incorporated as a nonprofit organization in the state of Colorado in early 2012. During this time, the NFVCC was invited by Colorado Creative Industries to apply for the Colorado Creative District program. In May 2012, the North Fork Valley Creative District came to life. As an emerging Creative District, the NFV received funding and technical assistance resources to develop the organization, capacity, brand and identity. The NFVCC hired its first staff person and completed its first Strategic Plan in March 2013. In June 2013, the North Fork Valley was designated a Certified Creative District. The NFVCC completed its By Laws and received IRS 501(c)3 status in August 2014.

At present, the NFVCC continues to develop its identity, membership, programs, partnerships, influence and economic impact. Over the past five years, NFVCC has faced challenges in managing a tri-town Creative District. Each town has their own specific needs and resource deficits. Also, Colorado Creative Industries (CCI) has changed the guidelines for what constitutes a Creative District. According to CCI, Creative Districts must “comprise a geographically contiguous area.” This new distinction and the need to recertify in 2018, makes it clear that the North Fork Valley Creative District must shrink its geographic boundaries and rebrand as the Paonia Creative District.

We believe this shift will allow the NFVCC to have greater success in reaching our fundraising goals, while implementing our mission and programs. Paonia Creative District will continue to represent the best of arts and culture in the valley and will be a successful model for the other towns of Delta County. NFVCC plans to develop Paonia’s downtown as a creative hub through creative placemaking, wayfinding and signage, events and programming.

Through Space to Create Paonia, NFVCC has formed a positive working relationship with the Town of Paonia. It is clear that collaboration with and resources from the local municipality are vital to our Creative District’s success. Space to Create Paonia is in the first year of exploratory work through a feasibility study and arts market survey. In Fall 2018, we will go into pre-development and know more about how the project will be funded. Paonia has identified a need for affordable live/work space for creatives, as well as a need for resources to diversify a shifting economy.
VISION
A thriving community where art and ag meet.

VALUES
We believe in the value of creativity.

MISSION
Our mission is to impact the local economy by supporting and expanding creative industries.

PROGRAMS
- MEMBER SERVICES
- PAONIA CREATIVE DISTRICT
- SPACE TO CREATE PAONIA

EVENTS
- MEMBER MIXERS
- FINAL FRIDAY FROLICS
- NFV ART+AG TOUR
- CELEBRATE THE FORK DINNER
our goals

GOAL 1: PROGRAMS + EVENTS
Over the next three years, we will develop and deliver relevant programs that meet our membership’s needs and have a positive impact on the local economy.

MEMBER SERVICES
- By Summer 2018, we will assess the needs of our membership. We will plan and design activities and projects for the next three years that are educational and that promote membership and the organization.
- NFVCC will continue to increase our membership numbers, building upon the previous year’s goals.
- NFVCC will host our membership meetings in the Fall annually to include our membership in our successes, opportunities to improve, Board elections, and provide a platform for our partners to share updates.

PAONIA CREATIVE DISTRICT
- By March 2018, NFVCC will apply for recertification of the Creative District.
- By May 2018, we will launch Colorado Creative Corridor with our partners in Carbondale, Crested Butte, Ridgway and Salida.
- By Summer 2018, we will create a comprehensive wayfinding and signage plan for the Paonia Creative District. This plan will be implemented in three phases from 2018 to 2020.
- By the end of 2018, NFVCC will restructure the Paonia Creative District model and develop measurable outcomes for tourism and economic impacts.

SPACE TO CREATE PAONIA
- NFVCC will work with the Town of Paonia on Feasibility Studies (completing by Fall 2018), pre-development (completing by Summer 2019) and development phases (2019-2020).

SIGNATURE EVENTS
- NFVCC will continue to grow our signature events through marketing, community engagement, collaboration with partners and sponsors, and effective fundraising.
GOAL 2: BOARD + OPERATIONS
Over the next three years, we will assess and modify leadership and board development.

Structure and operational practices of NFVCC’s board of directors are key to sustainability and success. To achieve optimum business practices, the BOD will assess governance and general operations (GAP analysis). Once GAPs are identified, the BOD will take action to rectify any discovered GAP issues. Part of the GAP analysis will be a review, and if necessary, an update of the BOD structure and procedural documents starting with the By-Laws. The BOD will implement a formal nominating committee and orientation for new Board Members including a booklet containing policy and procedural documents such as Privacy, Whistle Blower, Grievance, Non-Discrimination, and an IT and Social Media Security policy. To further identify GAPs, a “needs” assessment will be conducted of the BOD in addition to reviewing the practicality and effectiveness of Action Team structures.

To fully meet member and community needs, NFVCC will review and expand its staff to include a VISTA employee for Space to Create and Creative District (shared with Town of Paonia), and an Executive Director by 2020. NFVCC will ensure that Staff and Contract labor employee definitions follow Federal regulations, and that human resources practices are reviewed periodically to ensure compliance with State and Federal regulations as well as industry best practices. This oversight will include reviews and necessary updates to job descriptions for the Board of Directors, Officers, Executive Director, Program Manager, and VISTA. Additionally, these procedures will ensure optimal flow of information between BOD and staff. NFVCC will implement adequate and affordable technology and software to aid staff and volunteers in their effectiveness and efficiency.

GOAL 3: ALLIANCE + PARTNERSHIP
Over the next three years, we will develop a formal alliance with major arts nonprofits. This is our Big Hairy Audacious Goal.

NFVCC recognizes that a handful of major arts nonprofits in Paonia may benefit from a formal, working alliance where staffing, marketing, and financial resources could be shared to increase operating efficiency and overall organization sustainability. These nonprofits are Blue Sage Center for the Arts, Paradise Theatre, Elsewhere Studios, Mountain Harvest Creative, and NFVCC. By Summer 2018, we will research the legalities of forming an alliance, assess the pros and cons, and engage our nonprofit partners in visioning meetings. We will define our roles and desired outcomes and hire a legal specialist to assist with logistics and finances. By 2020, alliance partners will see increased community engagement and overall financial security.
GOAL 4: FINANCE + SUSTAINABILITY

Over the next three years, we will meet and exceed our financial resiliency goals.

With an Annual 2018 Budget of $55,000, our budget demonstrates growth of 10% annually. To increase membership, we will review membership levels, and brainstorm our target audiences based on income differentiation.

We plan to implement a cash flow worksheet, reserve and exceed our financial goals, sustain our numbers, activate an auditing/finance committee, recruit a financial manager to serve on our governing board. We will focus on fundraising by identifying donors, developing appealing donor packages, and meeting with potential donors through scheduled appointments.

NFVCC will diversify our funding streams to have a more balanced income from membership, donors, grants, events, and local government funding.
THE FINANCIAL PLAN

To ensure success, we will increase our Budget by 10% annually, so that we reach our Strategic Plan goals.

2018 BUDGET = $55,000

2019 BUDGET = $60,500

2020 BUDGET = $66,550

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Net Income | -2,959.00 | -2,199.00 | -2,694.00 | -7,614.00 | -7,859.00 | -8,274.00 | -2,859.00 | -3,174.00 | -4,559.00 | 2,759.00 | 2,559.00 | 5,232.00 |
## Organizational Three-Year Financial Summary 2017-2019

**Applicant Name:** PAONIA CREATIVE DISTRICT

### INCOME

#### Actual Income (last fiscal year)
- **Earned Income**
  - **Ticket Sales & Admissions**
    - Last FY 17: $1,343
    - Current FY 18: $2,400
    - Next FY 19: $4,000
  - **Memberships**
    - Last FY 17: $6,287
    - Current FY 18: $7,500
    - Next FY 19: $8,000
  - **Merchandise/Concession Sales**
    - Last FY 17: $50
    - Current FY 18: $150
    - Next FY 19: $200
  - **Facility Rental**
    - Current FY 18: $300
  - **Program Fees**
    - Current FY 18: $50
  - **Other Earned Revenue** (explanation required)
    - Current FY 18: $1,000

- **Total Earned Income**
  - Last FY 17: $7,680
  - Current FY 18: $10,050
  - Next FY 19: $12,500

#### Grants/Contracts Income
- **Public Support Income**
  - **Federal**
    - Last FY 17: $24,308
  - **State** (DO NOT INCLUDE Colorado Creative Industries Grants)
    - Last FY 17: $10,000
  - **Colorado Creative Industries Grants**
    - Last FY 17: $10,000
  - **County or Local Government**
    - Last FY 17: $2,500
  - **Scientific & Cultural Facilities District (SCFD) Grants**
    - Last FY 17: $2,000

- **Total Public Support Income**
  - Last FY 17: $24,308
  - Current FY 18: $12,500
  - Next FY 19: $13,000

#### Foundation & Corporate Support
- **Individual Contributions**
  - Last FY 17: $8,183
  - Current FY 18: $10,000
  - Next FY 19: $10,000
- **Foundation Grants**
  - Last FY 17: $5,000
  - Current FY 18: $20,000
  - Next FY 19: $20,000
- **Corporate Support/Sponsorships**
  - Last FY 17: $5,000
- **Special Events**
  - Last FY 17: $213
- **Total Support Income**
- Last FY 17: $13,396
- Current FY 18: $32,700
- Next FY 19: $35,000

- **Miscellaneous Income**
- Last FY 17: $0
- Current FY 18: $0
- Next FY 19: $0

## Total Operating Income

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**Value In Kind Contributions**

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<td></td>
<td></td>
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<td>Office expenses</td>
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<td>Events expenses for NFV Art and Ag Tour</td>
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<td>Cash and Wages</td>
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<td>Notes (if needed) Text Cannot Exceed 80 Characters</td>
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**EXHIBIT 4** Actual expenses for the most recently completed fiscal year as of the submission date; b. Indicate Year or Fiscal Period b. Indicate Year or Fiscal Period

**EXHIBIT 5** Projected expenses for next fiscal year. Includes all previous budget categories. C. Indicates Year or Fiscal Period

**EXHIBIT 6** Проектные расходы на следующий финансовый год. Включает все предыдущие бюджетные категории. D. Указывается Год или финансовый период.
THE MARKETING PLAN

SMALL TOWN, BIG PERSONALITY!

NFVCC’s marketing objective is to broadly optimize the effort and dollars spent in promoting the more than 90 members of our organization in the North Fork Valley of Delta County. As the organization managing the Paonia Creative District (formerly North Fork Valley Creative District), our goal is to promote our creative community which in turn is an important and vital component of our economic base.

The North Fork Valley is a section of Delta County in Western Colorado, an area historically dominated by agriculture and mining. The NFV is comprised of three small towns, Paonia, Hotchkiss and Crawford with populations of approximately 1,500, 1,000, and 360 respectively. The unincorporated areas of the North Fork Valley add about another 7,000 people.

The NFV is a tapestry of farmers, ranchers, miners, winemakers, small businesses, artisans and retirees. It is an eclectic gathering of old timers and newcomers and maintains the small town feel of the old West. It is home to the West Elks American Viticultural Area (AVA) which is a federally defined region for its unique geography, geology, agriculture and climate.

The NFV has been attracting an increasing number of visitors seeking agritourism, creative industries, and recreation and has gained recognition in state, regional and national publications.
NFVCC is invested in attracting visitors to our area by promoting the many events that take place in our community. These events are extremely diverse and include: The Paonia Fashion Show, Cherry Days, The BMW Motorcycle Rally, Paradise Theatre Film Events, Farm to Fiddle, Sheep Dog Trials, West Elk Wine Trails, Visionary Summit, Pickin’ in the Park, Mountain Harvest Festival, Celebrate the Fork, Pioneer Days, Gears and Beers, Cider Fest, Delta County Fair and ongoing Art and Agriculture Tours along with monthly arts events at the Blue Sage Center for the Arts, Elsewhere Studios and The Creamery Arts Center. All of these events include many sectors of our diverse community with a wide variety of ages and interests.

Our goal is to increase awareness of our creative offerings to a wider audience state-wide. We plan to accomplish this by:

- Contracting with professionals that focus on web development and social media marketing to include the entire Valley and the Western slope. This includes individual attention to our partners’ websites, analyzing SEO, and looking at Google analytics to more effectively reach a wider audience. Adding highly qualified subject specific consultants will expand the impact we are able to have in our branding efforts to attract new visitors to our region.
- Hiring a consultant to focus on blogging and creation of stories through press releases that create visual narratives describing the human component of our Valley and why it’s such an enticing place to visit. We will highlight all of the important as sets of our Valley including diverse art, film, music, agriculture and outdoor recreational opportunities that include hiking, biking, hunting and fishing, truly something for everyone.
- Planning several Art and Agricultural Tours in the North Fork Valley that encompass art studios, working farms, art galleries, wineries, demonstrations and farm to table meals. Because this is a fast growing sector of tourism we feel it can have a strong impact on visitor attraction.
- Advertising in major print publications highlighting the diverse events of the Valley, especially in areas within a 300 mile radius, for those that would be likely to drive to the North Fork Valley and stay for several days over the course of a particular event. We will produce a rack cards that provides information on that months activities to be placed in Chamber offices, airports, visitor centers statewide.
- Our objective overall is to increase visits to our area by 15-20% from 2016. Ultimately increasing the income to businesses and non profit organizations to support a thriving broad based economy.
- The combined focus of our partners gives us a strong team with a unified vision of what is possible for our Valley. We have in place a monthly creative directors meeting where we collaborate, share ideas and information so that we are not duplicating efforts, and maximizing the impact of our efforts.
2018 COLORADO CREATIVE CORRIDOR PARTNERSHIP

The very concept of the Colorado Creative Corridor provides tourism innovation for the creative industries by broaching into tourism product development. Our goal is to create the foundations for a product and experience which both the CTO and the CCI can promote and develop further in the future. We love the idea of Creative Corridor synergies with touring art programs and shows, benefitting and connecting the communities and destinations for more collective experiences.

The Colorado Creative Corridor reflects the strategic goals and Roadmap plan of the CTO in several ways:

- This collaboration and itinerary brings visitors to lesser-known, smaller rural communities where tourism economies are in need of additional boost and there is still a push to drive visitors.
- The itinerary also weaves through several regions across the state, aiming to disperse travelers and their spending.
- This partnership also demonstrates collaboration of arts/creative industries with tourism, as well as among regional neighbors who have common culture and assets, in addition to the need to grow and market their creative tourism product.

There has been wide support and interest in the promotion of the creative districts as a tourism product and we see FY18 as “phase one” of this project, with a second phase attracting more destinations, creating new events and ideas, product offerings and experiences in far-reaching corners of the state, providing connectivity, synergy and an unforgettable traveler experience of Colorado.

CREATIVE CORRIDOR GOALS

- Attract visitors to the Colorado Creative Corridor which is comprised of five Colorado communities – Carbondale, Salida, Crested Butte, Paonia and Ridgway – to drive economic growth and enhance rural tourism.
- Create synergy between tourism and creative district entities at a local level via the coalition of multiple destinations.
- Increase leisure visitation to the collective Corridor and to each destination.
- Raise the profile of Creative Districts in Western Rural Colorado.
- Educate visitors on the legacy of the Creative Districts within the communities and how it pertains to today’s economic and tourism sectors.
CREATIVE CORRIDOR STRATEGIES

- Promote the collaborative efforts between these likeminded communities, while highlighting the attributes and opportunities that each destination offers
- Create brand pillars for the overall Corridor (e.g. events and festivals, arts and galleries, crafts, design, craft beverage and culinary arts across all destinations)
- Communicate opportunities around the creative districts within each destination
- Highlight the businesses, organizations, institutions and people, makers and crafters within each community
- Develop a strategy for longterm implementation and support for the Colorado Creative Corridor, including funding at local destinations levels, and potentially through statewide organizations, along with potential expansion of the program (to include more Creative Districts in other regions)

CREATIVE CORRIDOR OBJECTIVES

- Identify channels to reach target audience based on interests and geography
- Build awareness around experiential opportunities within the Colorado Creative Corridor and offer experiences that highlight the vitality of the collective Corridor and each destination
- Create branding that supports and positions the Creative Corridor as a quality and unique visitor experiential offering and tourism product
- Implement engaging paid and earned media approach to effectively and efficiently reach target audience
- Apply campaign analytics for comprehensive measurement and evaluation
- Creative itineraries and multidestination “creative content” which can be used by all partners as marketing assets and content

CREATIVE CORRIDOR TACTICS

- Obtain creative assets (videos, stills, other existing advertising components) for use on DMO/creative districts’ websites, in e newsletters, for advertising campaigns and on social media. Assets including video and photography can also be sourced from the CCI.
- Create a calendar of key tactical timing for rollout of each advertising and editorial component
- Build a collection of compelling brand assets to utilize across all media platforms:
  > Develop logo, tagline, copy and visual aids including itinerary maps
  > Edit/combine existing video, broll and photography assets from the respective participating destinations to create compelling content to best tell the story and attract visitors
・Build itineraries that will appeal to various types of visitors (including families, activity-seekers, foodies and art enthusiasts) based on their respective interests; Itineraries will include recommended activities, events, locations to visit, lodging, dining etc. within each creative district destination; Potential itinerary themes:
  › Signature Festivals on the Creative Corridor
  › Creative Corridor Doors Open for OffSeason
  › Knife & Fork Journey of the Creative Corridor
  › Be a Maker: Classes and Workshops of the Creative Corridor
  › Cruise and Create: Combine a bike trail and arts experience along the Creative Corridor
  › Arts and Wellness experiences on the Creative Corridor

・Create seasonal campaigns to be suitable for the respective times of year:
  › Summer season kickoff ‘Passport’ program (May 2018)
  › Offseason digital advertising campaign (October 2018)
  › ‘Cruise the Creative Corridor’ traveling art show (hosted in each destination throughout 2018)
LEGAL STRUCTURE AND FUNCTION

The North Fork Valley Creative Coalition, Inc. was incorporated as a non-profit corporation in the State of Colorado on August 2, 2012. The organizing documents are the Articles of Incorporation filed on that date, and the ByLaws, which were adopted by the board of directors during the summer of 2012. Additional documents include: Conflict of Interest Policy, IT and Social Media Policy, and a Non-discrimination Policy. NFVCC received its non-profit status as an IRS 501(c)(3) on August 12, 2014.

ORGANIZATION AND MANAGEMENT

DESCRIPTIONS

GOVERNING BOARD OF DIRECTORS: The governing board of directors (BOD) consists of 6-13 directors representing the diversity of the creative sector of the North Fork Valley and possessing skills that benefit the organization. Directors serve for staggered three (3) year terms, and may be re-elected to serve up to three (3) consecutive terms. The board meets monthly to make policy decisions that fulfill, promote and sustain the mission and vision of the NFVCC. Directors are expected to attend each meeting.

Direction and Oversight: The governing board provides strategic direction and oversight by establishing the organization’s values, vision and mission and by planning strategic objectives and action steps to further that mission and vision. The BOD sets policies, delegates responsibility to committees, and supervises action teams to ensure the furtherance of NFVCC’s mission and strategic plan. The board provides continuity and organizational stability, develops the functional capacity of the organization, and evaluates board, program and staff performance.

Fiduciary Responsibility: The board has a fiduciary responsibility to ensure that the organization complies with legal requirements, is financially responsible (by reviewing periodic financial statements, annual audit of finances, and budgeting), and follows best practices for a non-profit organization.

Finance and Human Resources: The board ensures that the organization has sufficient and appropriate financial and human resources to fulfill its mission by contributing financial and in-kind support, actively participating in the fundraising process (including grant writing and meetings with donors), and recruiting qualified board and advisory team members. Additionally, the board is responsible for hiring, supervising and evaluating the executive director and program manager, and creating and maintaining an organizational culture that is welcoming, vital and rewarding for volunteers and members.
Community Relations: The board is actively involved in community relations. Directors educate the community about the organization and its mission. Board members determine and promote the ‘brand’ and ‘story’ of the organization, and respond to changing needs and issues in the community.

Organization Officers: Officers of the board are elected annually by the board of directors and shall hold office for one (1) year. The founding board officers are Sara Rodriguez (President), Susie Kaldis (Vice President), Annette Pretorius (Treasurer), and Joanne Tullis (Secretary). Officers at the time of the document’s 2018 revision are: Susie Kaldis Lowe (President), Patti Kaech (Vice President), Mary George (Treasurer), and Carol Newman (Secretary).

Officer responsibilities are as follows:

President
- Oversees board and executive committee meetings and prepares agenda items; Calls for special meetings as needed
- Works in partnership with board members and staff to ensure that board resolutions are carried out
- Ensures that all committees appoint a chairperson, and recommends who will serve on committees
- Works to recruit new board members, and conducts new board member orientation
- Oversees searches for staff members
- Conducts staff’s annual performance evaluation
- Periodically consults with board members on their roles and helps them assess their performance
- Acts as a spokesperson for the organization

Vice President
- Attends all board meetings
- Maintains knowledge of the organization and personal commitment to its goals and objectives
- Serves on the executive committee if one exists
- Carries out special assignments as requested by the President
- Understands the responsibilities of the President, and is able to perform these duties in the President’s absence
- Participates as a vital part of the board leadership
- Participates on at least one Action Team
Secretary
- Attends all board meetings
- Maintains knowledge of the organization and personal commitment to its goals and objectives
- Serves on the executive committee if one exists
- Ensures the safety and accuracy of all board records
- Reviews and submits for approval the board minutes
- Assumes responsibilities of the chair in the absence of the President and Vice President
- Provides notice of meetings of the board and/or committees when such notice is required
- Participates on at least one Action Team

Treasurer
- Attends all board meetings
- Maintains knowledge of the organization and personal commitment to its goals and objectives
- Understands financial accounting for non-profit organizations
- Serves as the chair of the finance committee
- Manages in conjunction with the finance committee, the board’s review of, and action related to, the board’s financial responsibilities
- Ensures that appropriate financial reports are made available to the board on a timely basis
- Presents the annual budget to the board for approval
- Reviews the annual audit and answers board members’ questions about the audit

Board of Directors: Board members participate in the evaluation of the effectiveness of the staff and organization in carrying out the vision and mission, and build organizational capacity. The board prepares documents or proposals for board approval and liaises with action teams. It is the duty of the BOD to amend bylaws as necessary or recommended by NFVCC’s attorney. The board is responsible for recruiting and approving members for the Advisory Team, committees, and the BOD. When new members are seated, it shall be among their first job to become familiar with the organization’s vision and its business plans. Board members are to participate on a committee and/or action team. The BOD shall meet monthly.

Standing Committees: The standing committees of the NFVCC are: Finance and Executive. Additional committees may be added to enhance the organization’s mission.

The Finance Committee will meet at least annually. It consists of the treasurer, executive director or program manager, and experienced financial advisors. The committee is responsible for:
- developing, revising, and monitoring a financial plan
- in-depth review of financial reports and trends (i.e. P&L, cash flow, comparison graph of financial progress from year to year)
• reviewing the final financial statements and tax forms; this task excludes the treasurer and executive director for checks and balances
• ensures that semi-annual audits are completed by a CPA

The Executive Committee will meet at least semi-annually. It consists of all officers. This committee is responsible for:
• assessing and setting priorities for the organization
• ensuring that the organization is in compliance with 501(c)(3) guidelines
• reviewing goals and deciding actions needed to meet those goals
• handling sensitive matters that impact the organization, BOD members, and staff

ADVISORY TEAM: The advisory team meets at least annually to celebrate achievements, lend support, and advise the BOD on its next strategic steps. This team serves as emissaries reporting to the community and bringing community feedback to the BOD. The advisory team consists of key community members who represent the diversity of the creative sector of the North Fork Valley and contribute insight and connections.

The primary purpose of the NFVCC advisory team is to provide advice to the organization’s BOD and staff on an as-needed basis in all areas that will help the NFVCC expand its profile, reach and visibility including, but not limited to:
• organizational development
• strategic planning
• valley-wide economic development and promotion
• fundraising plans and campaigns
• recommending organizations and individuals that can benefit the NFVCC
• referring speakers for membership meeting, seminars and workshops, and current issues important to the creative industry including agriculture and wine.

In addition, advisors are encouraged to:
• attend the annual or biannual advisory team meeting
• participate in and help promote events
• assist in fundraising by identifying new donor prospects and funding sources
• make introductions to potential stakeholders
• promote the NFVCC with their sphere of influence

Advisory team members are always welcome at board meetings and membership meetings, and are encouraged to participate on an action team. Each advisor commits to a one (1) year term of service and may opt to renew their service for up to three (3) years. Terms of service begin each calendar year. Team members are encouraged to recommend other potential advisors to the team.
**ACTION TEAMS:** The action teams meet monthly, or as needed, to implement the projects of the NFVCC to further our mission and strategic plan. All teams work in a collaborative way so that information is designated in a timely fashion for efficiency and success. Each action team consists of at least one board member and community volunteers. As needed action teams may be divided into project teams (i.e. fundraising committee’s membership drive). Action teams liaise with organization such as VOGA and West Elks AVA to help promote these sectors in the North Fork Valley and collaborate on marketing, promotional and tourism opportunities. The leader of each action team (who is not necessarily a board member) will report at least monthly to the BOD. Action teams for the NFVCC are:

**COMMUNICATIONS + MARKETING:** Promotes creative industries and NFVCC events and initiatives to increase the presence of the North Fork Valley creatives through broad communication, networking and nurturing a spirit of community among all sectors of the Creatives Industries. Responsibilities for this team include:
- Branding the North Fork Valley as a mecca for arts and artisans, wine and agriculture, learning and wholesome living, and consistently uses the brand in communications
- Ensuring that the website is user friendly and up-to-date to include the directory of creatives and calendar of events
- Contributing information for newsletters, and if needed, assisting the Program Manager in drafting and proofing communications
- Assisting in the creation and distribution of press releases
- Contributing information for social media and expanding exposure of posts by “liking” or “sharing” when NFVCC posts appear in committee members’ feeds
- Ensuring timely communications and execution of campaigns (i.e. projects and events)

**FUNDRAISING:** Works closely with the BOD, other teams, and staff while developing funding plans and projects to secure the sustainability of the organization into the future. Responsibilities for this team include:
- Working with the BOD to set and obtain fundraising goals
- Recruiting and retaining memberships in addition to providing feedback and/or recommendations to the BOD to ensure quality member relations
- Soliciting and sustaining donor relationships
- Soliciting and sustaining sponsor relationships
- Researching and applying for grants that further the NFVCC’s mission; submitting grant reports as required

**EVENTS:** Develops and sustains new and existing events, and public art opportunities. These events may be for fundraising, member professional development, and supports the organization’s vision and mission. Responsibilities for this team include:
- Planning and implementing major fundraisers
- Planning and implementing recurring events (i.e. mixers, art talks, etc.)
• Planning and implementing educational opportunities for members (i.e. workshops, demonstrations, etc.)
• Planning and implementing special events

STAFF

The NFVCC employs a staff that helps expedite the achievement of NFVCC vision and mission through administrative support. Staff member(s) know what every action team and committee is doing to avoid duplication and foster collaboration and accountability. Staff is to keep the BOD apprised of their progress on initiatives and duties on a monthly basis. As of the date of this revision, NFVCC employs a Program Manager on a part-time basis. It is the goal of the organization to expand the staff by employing an Executive Director when funding permits. Additionally, the organization periodically contracts with a grant writer.

PROGRAM MANAGER: The Program Manager reports to the President. This position works with the BOD to create and promote initiatives and programs that further the organization’s mission. Additionally, this position maintains the organization’s calendar and booking schedule, website and social media sites, develops and distributes member communications, answers questions, and maintains the free flow of information, and performs such other duties as the board delegates. The Program Manager manages expenditures associated with their duties in line with the NFVCC’s annual budget.

CONTRACT SERVICES

✦ LEGAL: Melissa Culotta
✦ FINANCIAL SERVICES: First Colorado State Bank, Paonia
✦ ACCOUNTING: Mary George
✦ STRATEGIC PLANNING: Nancy Murphy
✦ ORGANIZATIONAL CONSULTING: Elaine Brett
✦ GRANT WRITING: Kate Rawlinson; Elaine Brett; Susie Kaldis
✦ GRAPHIC DESIGN: Traci Kindred Schalow; Teresa Shishim; Susie Kaldis
✦ WEBSITE: Christy Eller
✦ VIDEO PRODUCTION: David Jacobson
✦ PHOTOGRAPHY: Teya Cranson; Jim Brett; Ben Lehman

INFORMATION TECHNOLOGY

✦ Website: http://northforkcreative.org
✦ Facebook: @NFVCreativeCoalition @s2cpaonia
✦ Instagram: @NFVCreativeCoalition @s2cpaonia
✦ Database: http://northforkcreative.org/north-fork-creative-directory/
✦ Newsletter: bi-monthly (MailChimp) e-newsletters to over 500 contacts
looking ahead...

The North Fork Valley Creative Coalition, along with the State of Colorado, recognizes that diversification of our industries is essential to a healthy economy, particularly in small rural towns. We know that a community rich in arts, culture and heritage is a thriving community where the quality of life is satisfying and the spirit of the people attracts visitors seeking a respite from their busy day-to-day routines.

Across America small towns are disappearing. Places that used to be rich in artisan crafts, independent thinking and ingenuity are being replaced by ghost towns or strip malls along the highway. Faced with losing our traditions and our spirit, communities like ours are catalyzing opportunities to ensure success.

The North Fork Valley Creative Coalition continues to learn our niche role in our community, how to implement our goals, and streamline our effectiveness. We are encouraged by the progress we make and the buy-in we receive. Paonia Creative District, Space to Create Paonia, and Member Services are our cornerstone programs. Focusing on these areas is our top priority.

Being a certified Colorado Creative District is a feather in our cap that draws attention to our local artists and the traditions that permeate our crafts and value-added agricultural products. In addition to having art that can be visited in galleries, studios or is present in our historic buildings in town, Paonia Creative District radiates art that is tangible. Our art can be tasted, breathed, and felt.

The Town of Paonia does not want to be a forgotten ghost town. Our hope is that the work we do to support our creatives and steward our Creative District is creating opportunities to grow our local economy and enhance a creative culture. By attracting more visitors and encouraging even more creatives to find their homes here, the North Fork Valley Creative Coalition is strengthening and preserving a quality of life that is very special.
supporting info

PAONIA CREATIVE DISTRICT MAP
MEMBERSHIP STRUCTURE

JOIN + GIVE
MEMBERSHIP LEVELS + BENEFITS

**MAKER $50 (Individual)**
- Webpage + Listing in Online Creative Directory
- Online “Maker” Map
- Professional Development Workshops
- Sales + Exhibit opportunities
- Art+Ag Tour opportunity to participate
- Newsletter + Social Media
- Vote at Annual Membership Meeting
- NFVCC sticker or window decal

**MAKER+1 $75 (Family or Nonprofit)**
- Maker Level for you+yours

**MONEY MAKER $125 (Business)**
- Maker Level Benefits +
- Networking + Mixer opportunities
- Newsletter + Social Media Marketing opportunities

**IDEA MAKER $250**
- Money Maker Level Benefits +
- Paonia Creative District Map (online + print)
- 1 Ticket to Annual Art+Ag Tour

**PLACE MAKER $500**
- Idea Maker Level Benefits +
- 2 Tickets to Annual Art+Ag Tour

**DREAM MAKER $1,000**
- Place Maker Level Benefits +
- 1 Ticket to Annual Celebrate the Fork Dinner
- Your Name/Logo on Website

**STAR GAZER $2,500**
- Dream Maker Level Benefits +
- 2 Tickets to Annual Celebrate the Fork Dinner
- Your Name/Logo on all Marketing Materials

**TRAIL BLAZER $5,000+**
- Star Gazer Level Benefits +
- 4 Tickets to Annual Celebrate the Fork Dinner
STAFF BIO

SPENCER LIGHTFOOT, PROGRAM MANAGER
In 2018 Spencer Lightfoot became Program Manager for the North Fork Valley Creative Coalition. Spencer has a background in arts non-profits and has previously been employed by the Phoenix Art Museum, Museum of Northern Arizona and Blue Sage Center for the Arts. She holds a BA in Art Studies from Arizona State University. Spencer is also a watercolor artist, working and showing at Second Story Studios in Paonia, Colorado.

CONTRACT WORKERS BIO

KATE RAWLINSON, GRANTS WRITER
Kate Rawlinson, recently became the owner of Plowed Table Farm in Paonia, Colorado, where she grows produce, fruit, flowers, herbs, and pasture raised eggs. Prior to her move she was assistant director for education and public programs at The Wolfsonian-Florida International University, an art and design museum located in Miami Beach. She led multiple research-based, arts education initiatives, including Teen Thoughts on Democracy; the Artful Truth—a Healthy Propaganda Arts Project; Artful Citizenship (U.S. DED funded arts-integration curriculum for grades 3-5); and Page at a Time (bookmaking curriculum focused on conflict and resolution). She has a BFA in printmaking and a MFA in painting, and has benefited from several artist residencies in her painting career. She taught at both university and high school levels. Forty years of art-making, teaching, and curatorial experience inform her practice as a farmer, manager, artist, and new board member at Elsewhere Studios.

BOARD OF DIRECTORS BIOS

SUSIE KALDIS LOWE, PRESIDENT
Susie Kaldis Lowe has worked with the NFVCC since 2011. She was the founding Executive Director (2012-2014) and is thrilled to now serve as the Board Chair. Susie has a Bachelors Degree in Fine Art media from the Art Center College of Design in Pasadena, CA. Professionally, Susie freelances as a graphic designer and is principal designer for her jewelry company, Theoni Designs. Susie has lived in the North Fork Valley since 2011. Since that time, she has been instrumental in forming the Creative District and increasing access to the arts for all.

PATTI KAECCH, VICE-PRESIDENT
As resident of Paonia, a mother of three, and a grandmother of four grandchildren, my family keeps me busy. When I was eleven years old my family immigrated to the Bay Area in California from Switzerland. It’s wonderful to have called some of the most spectacular places on earth home; Switzerland, California, Islamorada in the Florida Keys, Crested Butte and Paonia. In my free time I enjoy volunteering. I am a past board member of Friends of Montessori in Crawford, The Western Slope Conservation Center and the Lead Curator of TEDxPaonia. I spend my free time hiking, wildcrafting and searching for mushrooms. My youngest daughter and I often venture out camping in the surrounding mountain valleys and going to hot springs. My favorite mode of transportation is my trusty 1974 Schwinn three speed. I love cross country skiing on the ditches surrounding Paonia and on the Grand Mesa.
MARY GEORGE, TREASURER
After studying Zoology at University of New Hampshire, Mary has been self-employed for the past 27 years. She started a small café/bakery, which grew into a significant wholesale bakery operation, and is now operating as a commercial kitchen cooperative for small start-up food businesses. She moved to Paonia in 2011, opened a small coffee shop and grew it into a popular evening bistro. She is an artist working in glass, ceramics, jewelry, and fabric arts. She also works as an energy worker/healer, educated in plant spirit medicine and Mayan spiritual healing, as well as practitioner of cranial sacral work. Mary is currently working on a certification in French Aromatherapy. She is a lover of projects and new ideas.

CAROL NEWMAN, SECRETARY
For an art immersion, Carol Newman left a corporate career at Time Warner Cable where her tenure culminated as Senior Manager, Employee Relations. Her interest in art began at an early age, and as an adult, mosaic art became a passion after attending classes at Colorado Free University, Denver, CO, and Ciel Gallery, Charlotte, NC. In 2016, Carol combined her business and art knowledge by accepting an offer as Executive Director of the Blue Sage Arts Center, Paonia, CO. Their diverse programs and the thriving arts community enticed Carol’s move to the western slope. Carol's art advocacy began when art classes started to disappear from public schools. Her advocacy continues after leaving the Blue Sage by becoming board secretary of the North Fork Valley Creative Coalition (NFVCC). She has also held various board positions for the Civic and Cultural Arts Center of Pineville, NC. Additionally, Carol exhibits and teaches mosaic art.

NADINE O’BRIEN
Nadine O’Brien is an active printmaker, sculptor and painter. She was born and raised in Colorado and lives in Paonia with her husband and two children. She graduated from Colorado Mesa University with a BFA in studio art. Nadine is a proud recipient of the Reisher Scholarship which she earned for academic excellence. She is dedicated to making unique works that relate to the physical and non-physical world and uses a variety of mediums to celebrate those relationships. She is focused on building a repertoire of work that will relate to the viewer through spiritual expression.

MELISSA CULOTTA
DONORS ($250 & UP)
DELTA COUNTY COMMISSIONERS
DELTA COUNTY TOURISM
TOWN OF PAONIA
DAVID LIVINGSTON
ELAINE AND JIM BRETT
SUSAN KALDIS
LOUISE DAVIS
MARY GEORGE
MIKE AND DOROTHY KALDIS
PATTI KAECH
STEVE SMITH

PARTNERS
BLUE SAGE CENTER FOR THE ARTS
bluesage.org
CREAMERY ARTS CENTER
creameryartscenter.org
DELTA COUNTY TOURISM
deltacountycolorado.com
ELSEWHERE STUDIOS
elsewherestudios.org
HOTCHKISS CHAMBER OF COMMERCE
hotchkisschamber.com
HOTCHKISS FINE ARTS ASSOCIATION
facebook.com/hotchkissfinearts
MOUNTAIN HARVEST FESTIVAL
mountainharvestfestival.org
NORTH FORK VALLEY CREATIVE COALITION
northforkcreative.org
PARADISE THEATRE
paradiseofpaonia.com
THE LEARNING COUNCIL
thelearningcouncil.org
VOGA
vogaco.org
WEST ELKS AVA
westelksava.com
PAONIA CHAMBER OF COMMERCE
paoniachamber.com
TOWN OF PAONIA
townofpaonia.com

MAKERS
KASPAR KEIL, photographer
TARA MILLER & SAM BROWN, ceramicists
ROBIN ARTHUR, painter
THEONI DESIGNS, graphic designer and jeweler
SPENCER LIGHTFOOT, watercolorist
JEN SANBORN, painter
SHANNON RICHARDSON, painter
ELISABETHAN, fashion designer
JAY MORLEY, jeweler
RITA HINES CLAGETT, author and photographer
MAEVE EICHELBERGER, sculptor
MICHAEL GALLOWAY, sculptor
KATHERINE LAMPE, author
MONICA FOGUTH, mixed media artist
LEA PETMEZAS, painter and culinary artist
NANCY BECKER, painter
CAROL NEWMAN, mosaic artist
ERICK INGRAHAM, painter
JILL KNUTSON, painter
CEDAR KESHET, painter
DEVON ALVES, mixed media artist
BEN LEHMAN, photographer
JARED & NICOLE DAVIS, glass artists
RAVEN ROHRIG, painter
3CYCLE STUDIO, landscape, architecture and fabrication
CONNIE MATUSOFF, glass artist

NONPROFITS + ASSOCIATIONS
BLUE SAGE CENTER FOR THE ARTS
CITIZENS FOR A HEALTHY COMMUNITY
ELSEWHERE STUDIOS
MOUNTAIN HARVEST CREATIVE
NORTH FORK VALLEY CREATIVE COALITION
PARADISE THEATRE OF PAONIA
ROTARY CLUB OF THE NORTH FORK VALLEY
SLOW FOOD WESTERN SLOPE
SOLAR ENERGY INTERNATIONAL
THE LEARNING COUNCIL
VALLEY ORGANIC FOOD GROWERS (VOGA)
WEST ELKS AVA
WESTERN SLOPE CONSERVATION CENTER
SIGNATURE EVENTS + FESTIVALS
BLUE SAGE REGATTA
CHERRY DAYS FESTIVAL
CIDER FEST
GEARS & BEERS
MOUNTAIN HARVEST FESTIVAL
NORTH FORK UNCORKED
PICKIN’ IN THE PARK
WEST ELKS WINE TRAIL
VISIONARY SUMMIT

FOOD + BEVERAGE
AZURA CELLARS + GALLERY
BACKCOUNTRY BISTRO
BIG B’S FABULOUS JUICES AND HARD CIDER
BLACK BRIDGE WINERY
BLESSED FOOD AND BEVERAGE
CHRYSLIS BARREL AGED BEER
DELICIOUS ORCHARDS CAFE
DON’S MARKET
EDESIA COMMUNITY KITCHEN
FLYING FORK CAFE AND BAKERY
HIGHTOWER CAFE
INDIGO AUTUMN NATURAL FOODS
NELLE’S CAFE
LIVING FARM CAFE
LIZZY’S MARKET
LOUIE’S PIZZA
MOUNTAIN POPPY FOODS
ROOT AND VINE
REMEDY JUICE BAR CAFE
REVOLUTION BREWING

FARMS + WINERIES
AZURA CELLARS + GALLERY
DELICIOUS ORCHARDS
LIVING FARM
RANCHO DEL GALLO FARM AND DAIRY
SMALL POTATOES FARM
STONE COTTAGE CELLARS
TWISTED ROOTS FARM
INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: AUG 12 2014

NORTH FORK VALLEY CREATIVE
COALITION INC
PO BOX 52
PAONIA, CO 81428

Employer Identification Number:
46-2288267

IDES:
17053364389013

Contact Person:
CUSTOMER SERVICE

Contact Telephone Number:
(877) 829-5500

Accounting Period Ending:
December 31

Public Charity Status:
170(b)(1)(A)(vi)

Form 990 Required:
Yes

Effective Date of Exemption:
August 4, 2012

Contribution Deductibility:
Yes

Addendum Applies:
Yes

Dear Applicant:

We are pleased to inform you that upon review of your application for tax
exempt status we have determined that you are exempt from Federal income tax
under section 501(c)(3) of the Internal Revenue Code. Contributions to you are
deductible under section 170 of the Code. You are also qualified to receive
tax deductible bequests, devises, transfers or gifts under section 2055, 2106
or 2522 of the Code. Because this letter could help resolve any questions
regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified
as either public charities or private foundations. We determined that you are
a public charity under the Code section(s) listed in the heading of this
letter.

For important information about your responsibilities as a tax-exempt
organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar
to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities,
which describes your recordkeeping, reporting, and disclosure requirements.

Sincerely,

[Signature]

Director, Exempt Organizations

Letter 947
OFFICE OF THE SECRETARY OF STATE
OF THE STATE OF COLORADO

CERTIFICATE

I, Scott Gessler, as the Secretary of State of the State of Colorado, hereby certify that, according to the records of this office,

North Fork Valley Creative Coalition, Inc

is a Nonprofit Corporation formed or registered on 08/04/2012 under the law of Colorado, has complied with all applicable requirements of this office, and is in good standing with this office. This entity has been assigned entity identification number 20121427405.

This certificate reflects facts established or disclosed by documents delivered to this office on paper through 05/22/2013 that have been posted, and by documents delivered to this office electronically through 05/23/2013 @ 11:49:00.

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, authenticated, issued, delivered and communicated this official certificate at Denver, Colorado on 05/23/2013 @ 11:49:00 pursuant to and in accordance with applicable law. This certificate is assigned Confirmation Number 8548359.

Secretary of State of the State of Colorado

******************************************************************************End of Certificate******************************************************************************

Notice: A certificate issued electronically from the Colorado Secretary of State’s Web site is fully and immediately valid and effective. However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Certificate Confirmation Page of the Secretary of State’s Web site, http://www.sos.state.co.us/Cert/DocumentSearchCriteria.do, entering the certificate’s confirmation number displayed on the certificate, and following the instructions displayed. Confirming the issuance of a certificate is merely optional and is not necessary to the valid and effective issuance of a certificate. For more information, visit our Web site, http://www.sos.state.co.us/ click Business Center and select “Frequently Asked Questions.”

CERT_GS_D Revised 05/20/2008
RESOLUTION NO. 2013-04

A RESOLUTION IN SUPPORT OF THE NORTH FORK VALLEY CREATIVE COALITION AND DESIGNATION AS A CERTIFIED CREATIVE DISTRICT; AND AUTHORIZING AND DIRECTING THE APPROPRIATE TOWN OFFICERS TO SIGN THE NECESSARY DOCUMENTS; AND, SETTING FORTH DETAILS IN RELATION THERETO.

WHEREAS, the Town of Paonia, Colorado recognizes the significant contribution that the Creative Industries provide to the community in creating economic opportunity; and

WHEREAS, the North Fork Valley has a rich diversity of musicians, artists, artisans, actors, dancers, videographers, graphic designers, landscape designers, wineries, writers, craft brewers, agricultural and culinary artists, architects, leather workers, quilters, fashion designers, jewelers, weavers, and other creatives; and

WHEREAS, the Town of Paonia, Colorado recognizes that these creatives and the special events and festivals, productions, art galleries, performances, concerts and arts and cultural celebrations they produce, are an integral part of the fabric of our community and an important part of our economic base; and

WHEREAS, these activities provide local residents and visitors with enhanced quality of life; and

WHEREAS, the Town of Paonia, Colorado recognizes the potential benefits that designation of the North Fork Valley as a Certified Creative District could provide to the local citizens as well as visitors to the area; and

WHEREAS, the Town of Paonia, Colorado wishes to appoint a representative to the Board of Directors of the North Fork Valley Creative Coalition; and

WHEREAS, the Town Council of the Town of Paonia, Colorado believes it is in the best interest of the Town to appoint a representative to the Board of Directors of the North Fork Valley Creative Coalition;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF PAONIA, COLORADO, SHALL:

Article 1. Appoint a representative to the North Fork Valley Creative Coalition Board of Directors and to represent the best interests of the citizens of Paonia on said Board.

Article 2. Endorse the goal of economic development of said creative district.

Article 3. Endorse the goal of tourism development of said creative district within the context of contributing to the overall visitor development goal of the Town of Paonia.
Article 4. Authorizes the appropriate officials to draft and send a letter of support for the efforts of the North Fork Valley Creative Coalition to seek designation as a Certified Creative District in the State of Colorado.

Article 5. Directs town staff to assist in collection of pertinent data to support the North Fork Valley Creative Coalition meet the criteria for designation as a Certified Creative District in the State of Colorado.

Article 6. Directs town staff to actively support and cooperate with the governing board of the North Fork Valley Creative Coalition to develop and maintain said creative district.

Article 7. Requests all residents and business owners of the Town of Paonia to support, promote and help maintain activities and events in said district.

Adopted this 26th day of February, 2013 by the Board of Trustees, Town of Paonia, Colorado.

Voting Members Aye:

Absent
Trustee Corinne Ferguson
Trustee Amber Kleinman
Trustee Larry Wissbeck

Trustee Brian Ayers
Trustee Eric Goold
Absent
Trustee Ross King

Attest:
Barbara J. Peterson, Town Clerk
Neal Schwieterman, Mayor
### TOWN OF PAONIA - SALES TAX DATA

#### Annual Sales Tax Summary

<table>
<thead>
<tr>
<th>Year</th>
<th>Town Sales Tax</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$15,000</td>
</tr>
<tr>
<td>2017</td>
<td>$17,000</td>
</tr>
<tr>
<td>2016</td>
<td>$19,000</td>
</tr>
<tr>
<td>2015</td>
<td>$21,000</td>
</tr>
<tr>
<td>2014</td>
<td>$23,000</td>
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<tr>
<td>2013</td>
<td>$25,000</td>
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<td>2012</td>
<td>$27,000</td>
</tr>
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<td>2011</td>
<td>$29,000</td>
</tr>
<tr>
<td>2010</td>
<td>$31,000</td>
</tr>
<tr>
<td>2009</td>
<td>$33,000</td>
</tr>
</tbody>
</table>

#### Town Sales Tax

![Graph showing town sales tax for different years](image-url)
PROPERTY VALUE TRENDS 2005-2017

Average Sale Price for Residential Properties
Delta County Sales (as reported to the MLS)
Delta County vs. North Fork Area
2005 - 2017

NOTE: This graph combines the sales statistics of all office locations and independent offices of each multi-office or franchise organization according to data maintained by the Local Board or Multiple Listing Service for the geographic area indicated. The graph compares all those sales statistics during the period 01/01/05 - 12/31/17. This representation is based in whole or in part on data supplied by the Delta County Board of REALTORS and its Multiple Listing Services. Neither the Board nor its MLS guarantees or are in any way responsible for its accuracy. Data maintained by the Boards or their MLS's may not reflect all real estate activity in a market. Each RE/MAX office is independently - and locally - owned and operated.

Compliments of RE/MAX Mountain West
Snapshot of the Arts in Paonia Creative District
2016

Creative Vitality Index
1.98
CVI Value
United States CVI = 1.0

This regional snapshot report gives the big picture of a region's creative landscape. It provides an overview of creative jobs, industry sales, FDR grants, and Nonprofit revenues.

Past 5 years of CVI Performance

<table>
<thead>
<tr>
<th>Year</th>
<th>CVI</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>1.84</td>
</tr>
<tr>
<td>2013</td>
<td>1.72</td>
</tr>
<tr>
<td>2014</td>
<td>1.82</td>
</tr>
<tr>
<td>2015</td>
<td>1.91</td>
</tr>
<tr>
<td>2016</td>
<td>1.98</td>
</tr>
</tbody>
</table>

2016 Creative Jobs
165
Total Creative Jobs
There are 6 more creative jobs in the region since 2015

Occupations with greatest number of jobs

- Musicians & Singers: 25
- Writers & Authors: 24
- Fine Artists: 13
- Postsecondary Teachers: 8
- Art Directors: 8

2016 Creative Industries
$18.8M
Total Industry Sales

Industries with greatest sales

<table>
<thead>
<tr>
<th>Industry type</th>
<th>Industry Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breweries</td>
<td>$6.5M</td>
</tr>
<tr>
<td>Wired Telecomm carriers</td>
<td>$3.7M</td>
</tr>
<tr>
<td>Artists, Writers, &amp; Performers</td>
<td>$2.2M</td>
</tr>
<tr>
<td>Newspaper Publishers</td>
<td>$1.5M</td>
</tr>
<tr>
<td>Radio Stations</td>
<td>$1.4M</td>
</tr>
</tbody>
</table>

2016 Cultural Nonprofit
$1.7M
Nonprofit Revenues
There are $135 thousand more in revenues in the region since 2015

CVSuite does not have grant data for 2016.

DATA SOURCES: Economic Modeling Specialists International, National Assembly of State Arts Agencies, National Center for Charitable Statistics

CREATIVE VITALITY SUITE: The Creative Vitality Index compares the per capita concentration of creative activity in two regions. Data on creative industries, occupations, and cultural nonprofit revenues are indexed using a population-based calculation. The resulting CVI Value shows a region’s creative vitality compared to another region. For more information on data sources visit: learn.cvsuite.org

WESTAF © Creative Vitality™ Suite 2018 cvsuite.org Report created: 3/27/2018
Snapshot of the Arts in North Fork Valley: Crawford, Hotchkiss, Paonia

2016

Creative Vitality Index

1.01

CVI Value

United States CVI = 1.0

This regional snapshot report gives the big picture of a region's creative landscape. It provides an overview of creative jobs, industry sales, FDR grants, and Nonprofit revenues.

2016 Creative Jobs

231

Total Creative Jobs

There are 9 more creative jobs in the region since 2015

4%
since 2015

Occupations with greatest number of jobs

Musicians & Singers: 35

Writers & Authors: 34

Fine Artists: 18

Photographers: 13

Postsecondary Teachers: 10

2016 Creative Industries

$28.7M

Total Industry Sales

$57 thousand more in revenues in the region since 2015

Industries with greatest sales

Industry type

Industry Sales

Wired Telecomm carriers $10.8M

Breweries $6.5M

Artists, Writers, & Performers $2.9M

Newspaper Publishers $1.5M

Radio Stations $1.4M

2016 Cultural Nonprofit

$1.8M

Nonprofit Revenues

CVSuite does not have grant data for 2016.

3%
since 2015

DATA SOURCES:
Economic Modeling Specialists International, National Assembly of State Arts Agencies, National Center for Charitable Statistics

CREATIVE VITALITY SUITE:
The Creative Vitality Index compares the per capita concentration of creative activity in two regions. Data on creative industries, occupations, and cultural nonprofit revenues are indexed using a population-based calculation. The resulting CVI Value shows a region’s creative vitality compared to another region. For more information on data sources visit: learn.cvsuite.org

WESTAF © Creative Vitality™ Suite 2018 cvsuite.org
# Snapshot of the Arts in Delta County Region 2016

## Creative Vitality Index

<table>
<thead>
<tr>
<th>CVI Value</th>
<th>United States CVI = 1.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.56</td>
<td></td>
</tr>
</tbody>
</table>

This regional snapshot report gives the big picture of a region's creative landscape. It provides an overview of creative jobs, industry sales, FDR grants, and Nonprofit revenues.

## Past 5 years of CVI Performance

<table>
<thead>
<tr>
<th>Year</th>
<th>CVI Value</th>
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<tbody>
<tr>
<td>2012</td>
<td>0.57</td>
</tr>
<tr>
<td>2013</td>
<td>0.54</td>
</tr>
<tr>
<td>2014</td>
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<td>2015</td>
<td>0.53</td>
</tr>
<tr>
<td>2016</td>
<td>0.56</td>
</tr>
</tbody>
</table>

## Creative Jobs

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Number of Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Photographers</td>
<td>90</td>
</tr>
<tr>
<td>Musicians &amp; Singers</td>
<td>46</td>
</tr>
<tr>
<td>Writers &amp; Authors</td>
<td>44</td>
</tr>
<tr>
<td>Graphic Designers</td>
<td>40</td>
</tr>
<tr>
<td>Interpreters &amp; Translators</td>
<td>31</td>
</tr>
</tbody>
</table>

There are 18 more creative jobs in the region since 2015.

## Creative Industries

<table>
<thead>
<tr>
<th>Industry Type</th>
<th>Industry Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wired Telecomm carriers</td>
<td>$30.7M</td>
</tr>
<tr>
<td>Breweries</td>
<td>$12.9M</td>
</tr>
<tr>
<td>Ornamental &amp; Arch Metal Work</td>
<td>$5.6M</td>
</tr>
<tr>
<td>Newspaper Publishers</td>
<td>$4.4M</td>
</tr>
<tr>
<td>Artists, Writers, &amp; Performers</td>
<td>$2.9M</td>
</tr>
</tbody>
</table>

There are $38 thousand more in revenues in the region since 2015.

## Cultural Nonprofit

<table>
<thead>
<tr>
<th>Nonprofit Revenues</th>
<th>$1.8M</th>
</tr>
</thead>
</table>

CVSuite does not have grant data for 2016.