

ga-du-gi

A DECADE OF WORKING TOGETHER
TO MAKE A DIFFERENCE

2002-2012

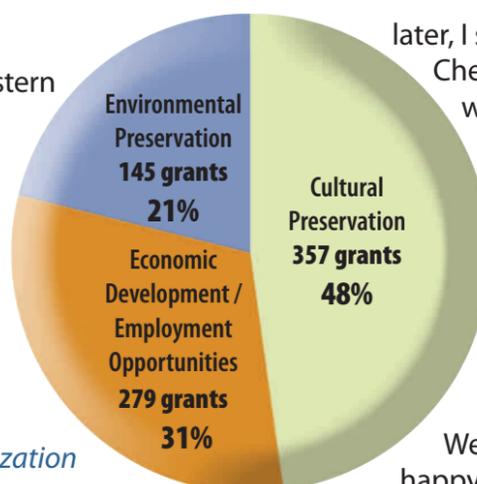
It has been a decade since Cherokee Preservation Foundation began providing funding for projects and programs to improve the quality of life on the Qualla Boundary and the surrounding seven counties. This report to the community is a review of activities and key results from the investment of these charitable resources between 2002 and 2012.



ESTABLISHMENT OF THE CHEROKEE PRESERVATION FOUNDATION

Cherokee Preservation Foundation (CPFdn) was established on November 14, 2000, as part of the Second Amendment to the Tribal-State Compact between the Eastern Band of Cherokee Indians (EBCI) and the State of North Carolina. The Compact determined that a percentage of revenues from the newly inaugurated gaming enterprise would be used for broad community enhancement. CPFdn created a Board of Directors to guide its work, and hired Executive Director Susan Jenkins and other initial staff in 2002. A funding program was designed and the first grants were given that same year.

**Cherokee Preservation Foundation
Total Giving 2002-2012: \$58 million**



“Cherokee Preservation Foundation is a unique organization in every sense. No other Indian Tribe in the country carries a state compact mandating gaming proceeds are directed toward improving the quality of life of Tribal people and their neighbors. The Foundation has fulfilled this mandate responsibly and creatively - under wise and steady leadership. By adopting cherished Cherokee core values as guideposts, the Foundation has become a strong force for positive change.”

Ben Sherman, Oglala Lakota

ACHIEVING THE FOUNDATION'S MISSION

The mission of Cherokee Preservation Foundation is “to preserve our native culture, protect and enhance our natural environment, and create appropriate and diverse economic opportunities – in order to improve the quality of life for the Eastern Band of Cherokee Indians and our neighbors in western North Carolina.” This is achieved by balancing the ways of Cherokee culture and history with the pursuit of new opportunities. Over the past 10 years, almost half of CPFdn’s grants have supported cultural preservation programs that are reviving and enhancing artistic traditions, encouraging widespread learning of the Cherokee language, cultivating Cherokee youth, and teaching Cherokee heritage and culture. Significant investments have been made in building and diversifying the local economy, as well as preserving the natural environment that has sustained the Eastern Band for centuries.

GA-DU-GI 2002-2012

The Cherokee word ga-du-gi has multiple meanings: working together, helping hands, and community. It is the essence of the Foundation’s service to EBCI members and to the surrounding seven western counties. At the end of the last century, Governor James Hunt led the creation of CPFdn; he returned recently to check on its progress. “When I last visited Cherokee 10 or so years ago, the cultural organizations like Qualla Arts

and Crafts, the Museum, the Drama and Village had wonderful products and programs, but the facilities were dated and not up to par. Ten years later, I see a very different picture. With the support of the Cherokee Preservation Foundation and the Tribe, I see world-class facilities being used to deliver even higher quality programming and people who are pleased to see visitors and very accommodating. And I am extraordinarily pleased to see the Foundation’s focus on leadership development which is essential for continued progress.” Hunt concluded: “The crowning achievement in the Compact between the Tribe and the State was the idea for Cherokee Preservation Foundation to be established.”

We are happy to share this story about the steps forward that we are making together with our community.

On behalf of the Cherokee Preservation Foundation staff and board, past and present,

Susan Jenkins
Executive Director



Governor James Hunt pays a visit to see the results of Cherokee Preservation investments – in Qualla Arts and Crafts, around the Qualla Boundary and across the western NC region – over the past decade.

Brenda Ocumma



LOOK INSIDE . . .

WHAT THE FOUNDATION AND GRANTEES HAVE ACCOMPLISHED

Above the river timeline (that symbolizes the journey taken by CPFdn and the community) – Sections on Cultural Preservation (Leadership, Language), Economic Development (Cultural Tourism, Downtown Revitalization, Entrepreneurship, Financial Literacy, and 21st Century Schools), and Environmental Preservation (RTCAR and Generations Qualla)

HOW THE FOUNDATION WORKS

Below the river timeline – Sections on the varied and critical roles the Foundation plays (Partnerships, Community Planning and Convening, Capacity Building)

CULTURAL PRESERVATION PREPARING NEW CHEROKEE LEADERS



APPROACH: CULTURE-BASED LEADERSHIP DEVELOPMENT

To help ensure that the Cherokee way of life continues, new native leaders are being cultivated to assume future roles of responsibility. The Foundation has developed a culture-based, life-long learning continuum for teenagers through adulthood. The program

is grounded in Cherokee values (see box on page 3) and features local elders sharing Cherokee customs and history. **The result is a growing pool of citizens who embrace traditional Cherokee values and have a commitment to selfless leadership in the local community.**

PROGRESS IN LEADERSHIP

The first leadership effort by CPFdn was the **COSTA RICA CULTURAL EXCHANGE** program, started in 2005 as a challenging and rewarding experience for Cherokee and other western North Carolina youth, ages 14 to 17. Many of the participants have never been out of western North Carolina before they travel to Costa Rica on the 10-day eco-study tour, where they stay at EARTH University and learn renowned sustainability practices and visit with indigenous tribes to experience local cultures. Each year the students and chaperones hold multiple fundraisers and now are practicing the concept of ga-du-gi by sharing with indigenous tribes. Recent program participants delivered boots – purchased with funds they raised – to a Costa Rica school. The program is growing in interest and impact; last year the most applications ever (42) were received.

KEY RESULTS: Served 112 youth, who were accompanied by 40 chaperones. Participant evaluations report increased confidence, appreciation for their own heritage, and a desire to travel and be more involved in the world outside Cherokee.

PARTNERS: EBCI Extension Center; Cherokee Central Schools; and area schools.

The **CHEROKEE YOUTH COUNCIL (CYC)** was established in 2007 to empower local youth to have a voice on issues that matter to them. This local group has 12-20 youth members who helped create and participate in the Go-Green-Team recycling and community clean-up initiative, as well as a teen pregnancy prevention video project that has reached over 100 youth. The CYC attends the annual United National Indian Tribal Youth (UNITY)



Teenagers and adults are benefiting from the culture-based leadership development continuum created by Cherokee Preservation Foundation, which originated with the Costa Rica Cultural Exchange program (left) and now includes The Right Path program for adult EBCI members (inaugural group, above).

Photo left: Kevin Jackson. Photo right: Bear Allison

conference, which promotes leadership learning and development. Additionally, youth councils seeded three years ago by CPFdn in Swain and Graham counties are active and growing, and council-creation efforts are underway in Jackson, Macon, Haywood, Cherokee and Clay counties. The seven county youth councils along with Cherokee get together annually for leadership skills training and are planning a regional project.

KEY RESULTS: Youth councils in Cherokee and surrounding counties are actively addressing community issues, learning from one another, and working together on regional projects.

PARTNERS: EBCI Extension Center and NC Cooperative Extension offices throughout the region.

The **JONES-BOWMAN LEADERSHIP AWARD** was established in 2007 for college-age students, to honor the memory and leadership of Principal Chief Leon Jones and Jim Bowman, both members of the EBCI and founding members of the Board of Directors of Cherokee Preservation Foundation. Selected through a nomination process, Fellows each create an individualized leadership learning experience that includes training, volunteer service, academic pursuits, and travel. Each class of Fellows completes a community service project, such as the recent creation of rain barrels for Cherokee elders' gardens.

KEY RESULTS: 17 undergraduates have participated; seven have completed the Jones-Bowman program and graduated

“We’ve been struggling to preserve what’s important. Now, it’s wonderful what is happening with our young people – strengthening their leadership skills culturally, economically, historically, socially and through the language. It’s going to make them better leaders. The approach that the Cherokee Preservation Foundation is taking, it’s a good way to pass it on. A lot of this has been dormant, in the shadows... just wanting to come out. It’s like a storyteller who stopped talking... now we can go back in and finish the story.”

Marie Junaluska, EBCI Member

KEY MILESTONES OF CHEROKEE PRESERVATION FOUNDATION’S FIRST TEN YEARS

2002
Staff hired and first grants made

2003
First Community Celebration

First grant to cultural entities

ABOUT THE ILLUSTRATIONS

EBCI artist Shan Goshorn painted the flowing river timeline graphic (above) as well as the nine icons, which represent the major programs and initiatives Cherokee Preservation Foundation has helped establish in its first 10 years: Culture-Based Leadership Development, Cherokee Language Revitalization, Cultural Tourism, Downtown Revitalization, Entrepreneurship,

Financial Literacy (symbolized by a Cherokee wampum belt), 21st Century Schools, Revitalization of Traditional Cherokee Artisan Resources (RTCAR), and Generations Qualla, the newest program that encourages sustainable practices. The timeline on pages 2-11 shows key dates for program activities during the Foundation’s first decade.

Goshorn, who lives in Oklahoma and often visits her family on the Qualla Boundary, is an accomplished artist who addresses aspects of her heritage, from traditional spirituality to educating mainstream audiences about Native American people. She earned her B.F.A. from Cleveland Institute of Art.

from college, earning degrees in various fields; five program graduates continue as mentors to current and future Jones-Bowman Fellows.

PARTNERS: Volunteer mentors from the community; Cherokee Central Schools; EBCI Tribal Education office; surrounding high schools; Southwestern Community College and Western Carolina University's Cherokee Center.

The most in-depth CPFdn leadership endeavor has been creation of **THE RIGHT PATH**, a year-long adult leadership program that bridges past and present by exploring Cherokee cultural traditions while also introducing contemporary leadership development competencies. Right Path participants meet two days per month to learn about Cherokee cultural themes presented by elders and other experts. The program covers cultural values, Cherokee social systems and gender roles, the Cherokee language, governance, healthy living, artistic expression, the natural world and environment, sports and recreation, storytelling and humor, and indigenous peoples and their leadership initiatives, community programs and Tribal heroes. The Right Path also advances self-learning, through various assessment tools. The Right Path was launched in 2010, following research on native traditions. It will be an annual offering with the goal of nurturing Cherokee leaders for the future.

Brenda Oocumma



Sky Kanott



Top: Once mentored by Carmaleta Monteith (center), former Jones-Bowman Fellows Kevin Jackson and Sky Kanott are now Jones-Bowman Mentors themselves. Bottom: Cherokee Youth Council members learn new skills as they prepare to interview applicants who want to join the group.

- The following **CHEROKEE CORE VALUES** are taught throughout the CPFdn leadership programming:
- ◆ Spirituality
 - ◆ Sense of Place
 - ◆ Group Harmony
 - ◆ Strong Individual Character
 - ◆ Honor the Past
 - ◆ Educate the Children
 - ◆ Possess a Sense of Humor

KEY RESULTS:

- ◆ Seven adults were nominated and completed the inaugural Right Path program.
- ◆ Participants called The Right Path “transformative,” saying they have a deepened understanding of Tribal identity and how cultural values are developed and implemented throughout one’s life. To share and build on their learning, each graduate will conduct cultural presentations for future Right Path programs.
- ◆ The Right Path has a new home within the Oconaluftee Institute of Cultural Arts (OICA) at the Cherokee Southwest Community College building, and a newly appointed full-time director.

PARTNERS: Local Cherokee elders and leaders provide the content for this program.

Since 2005, CPFdn has spearheaded **CHEROKEE DAY OF CARING** each year, coordinating up to 300 volunteers to assist neighbors in need in 10 EBCI communities, and honoring local heroes. Projects include garden planting, home repairs, and other expressions of the ga-du-gi tradition.

KEY RESULTS: 1,200 volunteer participants have assisted with 68 projects

PARTNERS: EBCI Tribal government; Harrah’s Casino; Cherokee Boys Club; EBCI members.

REVITALIZING CHEROKEE LANGUAGE



APPROACH:
KITUWAH PRESERVATION AND EDUCATION PROGRAM

A study funded by Cherokee Preservation Foundation (CPFdn) in 2006 confirmed that the Tribe’s native language was threatened with extinction, due to there being just 400 living fluent speakers of Cherokee, the large majority of whom were elders. The Kituwah

Preservation and Education Program (KPEP) initiated a 10-year plan to identify and build programs that would revitalize the language as a central and enduring feature of Cherokee life. **Today, the Cherokee language is being renewed through new instructional materials, teacher education, an established immersion school and community-based classes.**

PROGRESS IN LANGUAGE

The Kituwah Language Revitalization Initiative is an ambitious effort to create from scratch the tools and techniques needed to introduce the complex Cherokee language into today’s education system. A first challenge in the overall effort was that very little Cherokee had been written as educational tools, so materials had to be created to



2004
Vision Qualla

Initial grant to Sequoyah Fund



Brenda Oocumma

Building partnerships has been critical to the success of programs and projects funded by CPFdn. Executive Director Susan Jenkins talks with EBCI Principal Chief Michell Hicks.

PARTNERSHIPS

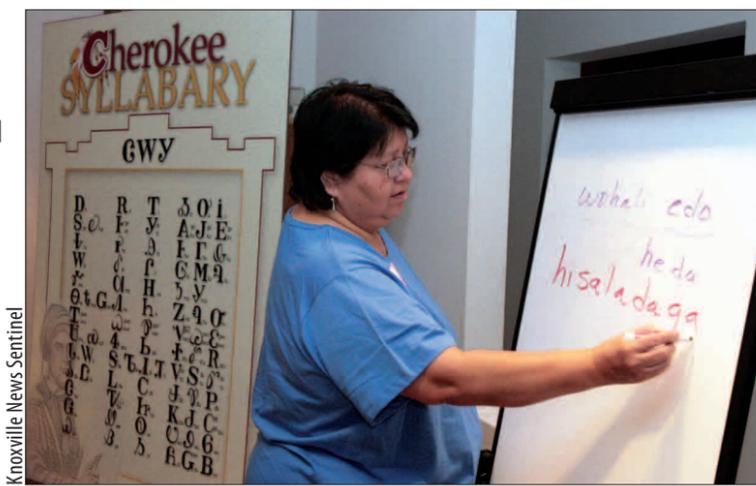
Cherokee Preservation Foundation was established in the spirit of partnership, under the Tribal-State Compact of 2000 that provided funding to improve the quality of life for people on the Qualla Boundary and in neighboring counties. The Foundation took the partnership approach to heart and at every step has sought to identify others who can bring varied knowledge, skills and

resources to the table. Additionally, it is required that all projects that receive Foundation funding have established partnerships with the Eastern Band of Cherokee Indians (EBCI), to ensure the local community is involved and will benefit. The partnerships serve a dual purpose – bringing others from the outside to Cherokee so they may experience the unique culture and people, and also helping connect Tribal members with the

Partnerships continued on p. 4

teach to current standards. This was accomplished by hosting gatherings of elder speakers, who generously provided words, phrases and stories that were crafted into instructional texts and resources. In the words of one local elder: "Speaking a language means we have a culture. Having a culture makes us significant. There's a lot of difference between people who have a culture and people with a history."

IMMERSION LEARNING – Language is typically learned at home and in the community, but that was not sufficient to address the urgent need to save the dying Cherokee tongue; the situation called for an intensive program of teaching in a structured school setting. CPFdn's first investment in language was in 2002 for pre-kindergarten immersion and later grants focused on the planning and design of Kituwah Academy, a total-immersion program that starts with infants and follows them through elementary school. The focus on immersion of children is based on the proven role of early language acquisition in learning and retention. Today, original attendees at Kituwah Academy have reached second grade and the school's leadership is developing materials for the third grade level. The EBCI has assumed financial support of the Kituwah Academy – including opening a beautiful school building in 2009 – but CPFdn continues support for instructional developments and future planning.



Revitalizing the Cherokee language includes community-based classes (top) and the Kituwah Academy language immersion program (below) that starts with infants and follows them through elementary school. CPFdn supports a range of language programming.

overall initiative's measurement of use and fluency of the Cherokee language. It is a goal of CPFdn to increase the number of community language classes and also the interest in using Cherokee as part of everyday life.

CURRICULA AND INSTRUCTION – A major barrier to the expansion of Cherokee language is the shortage of fluent and skilled language teachers. CPFdn has worked with Western Carolina University to create a Cherokee Language Program (see Key Results section, below). A significant success of the WCU program has been to work at the state level to get approvals and certifications, including obtaining an agreement with the state university system by which all 17-member schools will honor students who have taken Cherokee in high school with certified teachers as meeting college-level foreign language entrance requirements. The WCU program leaders have also done an excellent job of sharing successes, challenges, new technologies and practices related to saving indigenous languages with multiple interested parties near and far.

KEY RESULTS:

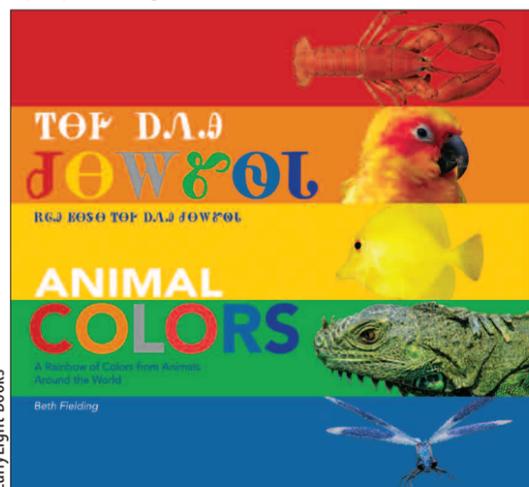
- ◆ First time identification, archiving and creation of Cherokee words and phrases for instructional use.
- ◆ Original Kituwah Academy class members are now in second grade, fluent in Cherokee, and being taught the N.C. Standard Course of Study in their native language.
- ◆ Community classes for second-language learners have increased in availability and enrollment.
- ◆ Through Western Carolina University,
 - A fully accredited post-secondary degree program and certification process for future teachers, which includes first-time Cherokee language textbooks, courses in grammar and conversational Cherokee, and scholarship support for participants;
 - Ongoing development of curriculum materials for use in Cherokee language education from birth through adulthood, through immersion and community-based techniques;

"The Cherokee language revitalization effort of the EBCI is not only unique, it is exceptional. It is, to date, in my experience, one of the best Tribal efforts to restore the mother tongue, and ensure culture continuity. I have great admiration and respect for the people engaged in the work. It is, to many, a sacred responsibility to reclaim and nurture the root of our culture and lifeways."

Gaby Strong
Dakota Wicohan

COMMUNITY BASED TEACHING AND LANGUAGE USAGE

– At the heart of the language revitalization effort are those who grew up speaking Cherokee in the coves and forests of the Tribe's homeland.



CPFdn supports the creation of new instructional tools – including this new book on colors – to teach Cherokee language.

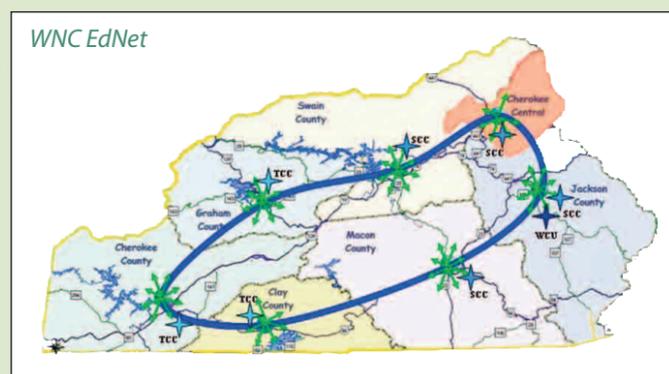
Shirley Oswalt is a native speaker who began quietly hosting Cherokee language classes in Little Snowbird, nestled in a pristine corner of the Qualla Boundary. Wanting to expand the program, Oswalt partnered with the Museum of the Cherokee Indian to offer summer camps where young people learn and practice speaking Cherokee. In 2011, the camp implemented a newly developed language acquisition assessment tool; this holds promise for the

2005
RTCAR

First Costa Rica Eco-Study Tour

KPEP receives grant for language revitalization planning

Partnerships, continued



broader region of western North Carolina and world.

Since inception, CPFdn has undertaken scores of partnerships, including:

- ◆ The **Qualla-T Customer Service Program** through area community colleges and the region's hospitality industry.
- ◆ **WNC EdNet** links public schools, colleges and governmental facilities around the

region with broadband internet, thanks to various funding partners.

- ◆ **Land Trust of the Little Tennessee and Wild South** are regional environmental organizations that are cooperating with EBCI people and programs.
- ◆ CPFdn joined other funders in the **Recession Response Fund** to help human service groups following the 2008 financial crisis.

– More than 350 students have taken entry level Cherokee language classes; 30 students have completed four levels of language instruction and represent a growing pool of potential teachers; two WCU students are now teachers at Kituwah Academy, and the Academy’s music teacher has created a new series of Cherokee songs, including a popular Christmas pageant; and two WCU students are now teaching Cherokee language at local high schools with the WCU-developed curriculum.

PARTNERS: KPEP; EBCI; Kituwah Academy; the many native and second-language speakers who are resources and instructors; Snowbird Community; Cherokee Central Schools; Smokey Mountain Elementary School, Swain and Graham High Schools, and other area schools; Museum of the Cherokee Indian; Western Carolina University.

ECONOMIC DEVELOPMENT CULTURAL TOURISM



APPROACH: ATTRACT VISITORS VIA AUTHENTIC CHEROKEE BRAND

Cherokee Preservation Foundation has used a two-part strategy to help cultural tourism grow into a local economic development engine. The Foundation has made major investments in the community’s treasured cultural attractions. A second major focus has been a coordinated marketing

program that promotes Cherokee as a destination for both family fun and high quality history and culture. **The result is that more visitors are expected in Cherokee during summer 2012 and they will have a noticeably improved experience from a decade ago – being greeted by appealing signage, banners, and artistically painted bears; and attending an array of new or renewed facilities and events with more culturally authentic programming and exhibits.**

PROGRESS IN CULTURAL TOURISM

A decade ago, the twin properties of the **CHEROKEE HISTORICAL ASSOCIATION** (CHA) – the Mountainside Theater (home of outdoor drama) and Oconaluftee Indian Village – were in poor repair and appearance. The facilities have since been transformed through CPFdn and EBCI investments in physical renovations including: new theater seating; improved accessibility for mobility-challenged patrons; upgrades to ticketing, concession, and restroom facilities; rehabilitation of stage production areas, lighting, audio and public address systems; and housing for seasonal performers. Support also has helped improve their artistic product – including training for performers and staff, a rewrite of the *Unto*



Shan Goshorn

CPFdn provides significant support for the Southeast Tribes Cultural Arts Festival and Festival of Native Peoples, which bring many visitors to Cherokee to enjoy an authentic experience.

These Hills script, and wardrobe replacements. CPFdn has also supported CHA’s internal organization with strategic planning, staff and board development, and financial sustainability analysis.

KEY RESULTS: An iconic Cherokee cultural institution now has upgraded facilities and a stable organization that is prepared for successful seasons ahead.

The oldest Native American artist cooperative – **QUALLA ARTS AND CRAFTS MUTUAL**, founded in 1946 – sparkles today with its upgraded gallery and sales space, funded in part by CPFdn. The baskets and pottery that fill the facility are locally made by Cherokee artisans who have demonstrated their skill to a selection committee that has responsibility for upholding high standards for quality. Qualla was founded with the purpose of creating a year-round market for Cherokee artisans and that mission is being realized in the 21st Century thanks to CPFdn grants that helped expand their website with an on-line store and point-of-sale

TRENDS AT CHEROKEE CULTURAL ATTRACTIONS

	Annual Visitation				
	2011	2010	2009	2008	2007
Cherokee Historical Association					
<i>Unto These Hills</i> outdoor drama	36,827	39,270	49,653	51,690	50,416
Oconaluftee Indian Village	57,122	66,068	77,612	63,407	69,204
Museum of the Cherokee Indian	72,798	76,717	83,205	82,179	91,383

Cherokee Day of Caring begins

WNC Nonprofit Pathways partnership forms

- ◆ An **Artist Exchange** with members of tribes in New England.
- ◆ **Carolina Business Assistance Providers** helped local businesses add websites to promote their products and services.
- ◆ CPFdn also brings in resources for **challenges outside the scope of its mission**, such as helping to address healthcare issues facing the EBCI.

Additional partnerships throughout this report focus on Cherokee language, artists and natural resources, marketing by Cherokee cultural attractions, and capacity building for community organizations.

COMMUNITY PLANNING AND CONVENING

Cherokee Preservation Foundation supports “laying the groundwork” for successful projects through planning and convening. CPFdn supported the following efforts to help groups plan, network and learn from each other:

Planning and Convening continued on p. 6

software that helps manage merchandising and accounting. In addition to selling, Qualla is dedicated to teaching Cherokee craftmaking so that the traditions are shared and continued. CPFdn has consistently supported Qualla's Crafts Education Program.

KEY RESULTS: Qualla has renovated its shop space to improve the experience of visitors, uses technology for marketing and sales, and hosts artist-led classes and demonstrations to promote and celebrate the unique and extraordinary talent and heritage of Cherokee crafts. Qualla has also increased its organization capacity with board development, committee structures, and operational effectiveness.

The **MUSEUM OF THE CHEROKEE INDIAN** has continually improved its quality and offerings over the years, the recent addition being an Education Wing that is filled with teaching and learning facilities, supported by CPFdn. Other highlights achieved over the past decade with support from CPFdn have been development of the Emissaries of Peace exhibit, archival facilities to store artifacts and crafts, and redesign of the Museum website. The Museum has also been instrumental in the CPFdn-funded Snowbird Cherokee Language Program and the annual Southeast Tribes Cultural Arts Celebration, which features arts and crafts, storytelling, and traditional dance. Additionally, CPFdn has funded several projects to improve the Museum's operational effectiveness, which helped increase fundraising success for the Education Wing.

KEY RESULTS: An expanded Museum of the Cherokee Indian now has ample educational and archival facilities. It launched the highly successful Emissaries of Peace exhibit – locally and on a nationwide tour – and continues to provide excellent outreach on Cherokee language and arts, as well as doing independent fundraising.

A large investment toward increasing cultural tourism has gone into marketing Cherokee as a destination. Today's coordinated advertising campaign is led by the **GREATER CHEROKEE TOURISM COUNCIL** which includes the entities above and now represents nine organizations



Flyfishingthesmokies.net



Dirck Klaas

Cherokee Preservation Foundation has helped tourism entities on the Qualla Boundary attract more visitors and provide a positive and authentic Cherokee experience. Support includes funding tourism marketing efforts (above) and the significant renovation of facilities such as the Mountainside Theatre.

important to the Cherokee tourism-based economy. The Council is taking a holistic approach – from tackling shared data collection for more targeted marketing to continually improving customer service – all to build the base of visitors who come and have a positive experience, then tell others and return to visit Cherokee again.

KEY RESULTS: In 2006, The Southeastern Tourism Society recognized Cherokee as the Travel Attraction of the Year and the EBCI for visual excellence of its tourism marketing effort, which was funded in part by CPFdn. Today, what started as isolated individual marketing efforts has become a collaborative and data-based effort among cultural partner organizations. The group is currently working at its highest level of cooperation and effectiveness, and the partners and the collaborative continue to get stronger.

PARTNERS: Cherokee Historical Association; Qualla Arts and Crafts Cooperative; Museum of the Cherokee Indian; EBCI Travel & Promotion; EBCI Transit; EBCI Parks and Recreation; EBCI Fish and Game; Cherokee Chamber of Commerce; Sequoyah National Golf Club; Blue Ridge National Heritage Area; Smoky Mountain Host.

REVITALIZING DOWNTOWN CHEROKEE'S CORE



APPROACH:

MAKE DOWNTOWN ATTRACTIVE FOR VISITORS AND LOCALS

With cultural tourism key to the Qualla Boundary's economic future, Cherokee Preservation Foundation has been working with the Eastern Band of Cherokee Indians (EBCI) Planning and Development Office to renovate the downtown and retail areas of Cherokee so they have a more traditional village appearance.

The result is a more vibrant and appealing downtown Cherokee that is seeing increased visitation and sales.

PROGRESS IN DOWNTOWN REVITALIZATION

It's hard to remember what the "horseshoe" area of downtown Cherokee looked like, now that it has been replaced with a welcoming fountain, plantings, and new building facades and stores designed to reflect local traditional styles. Downtown revitalization became a top priority as a result of the Vision Qualla planning process initiated and led by the Foundation in 2004. Community members participating in the planning effort determined that necessary improvements should include façade and roof renovations throughout downtown, pedestrian-friendly walkways, more plantings and seating, and directional signage. The Foundation provided resources to help the community address these initial priorities. CPFdn also invested in: upgrading the Cherokee Transit

2006
WNC EdNet

Cherokee Friends

Leadership program
convenings

Community Planning and Convening, continued

- ◆ **Vision Qualla (2004)** was the basis for future cultural heritage tourism and entrepreneurial development programming in Cherokee. Community participants articulated Cherokee values in writing for the first time, and the EBCI Tribal Council adopted them.
- ◆ A year later, the **Heart of Cherokee** community planning process produced a Cherokee brand based on traditional Cherokee values and

culture, to enhance the work of the three cultural entities and their joint marketing effort. This convening also spurred the Cherokee Friends program, Cherokee Chamber of Commerce, banners and signage throughout the cultural district, and an overall improved visitor experience in Cherokee.



Distinguished national guests came to a CPFdn convening to share their experiences and perspectives about culture-based learning for adults with local participants. Left to right are David Gipp, Joe Garcia, CPFdn Executive Director Susan Jenkins, Laura Harris, and Manley Begay.

ENTREPRENEURSHIP

APPROACH:

LENDING AND TRAINING FOR DIVERSE, LOCALLY OWNED BUSINESSES

To help build small businesses and a healthy local economy, the Qualla Boundary needed its own source for investment dollars and technical assistance. Cherokee Preservation Foundation helped create the Sequoyah Fund as a permanent, certified Community Development Financial Institution (CDFI) that helps local people in ways that traditional banks cannot. The Sequoyah Fund has grown to manage a loan portfolio over \$9 million, with \$5 million of the total amount provided by the Foundation and the remainder leveraged from federal government sources. **Today, the Sequoyah Fund helps start and support innovative small businesses and emerging industry sectors in order to provide good, sustainable jobs for local people in Cherokee and the surrounding region.**



“Through their support of the Sequoyah Fund, Cherokee Preservation Foundation has helped many people start businesses and manage their money successfully. In addition, they represent a long-term resource for the Eastern Band of Cherokee Indians and based on the successes of the last 10 years, I fully expect them to continue to support key leadership, economic development, financial education, and cultural preservation projects over the next 100 years.”

Sarah Dewees, First Nations Development Institute

PROGRESS IN ENTREPRENEURSHIP

When Cherokee Preservation Foundation helped launch the Sequoyah Fund in 2004, it initially provided a small number of low interest business loans to help downtown retail operators upgrade their exteriors. The Sequoyah Fund has since expanded to be not only a major source of business lending but a strategic, regional force in economic development. A hallmark of the Sequoyah Fund has been and will continue to be hands-on training and community-based development efforts, provided through a close partnership with the EBCI Business Development office. Specific programming offered includes:

- ◆ One-on-one assistance with coaching on business start-up and growth
- ◆ Hosting of a Business Plan Competition with three area community colleges, and helping the EBCI Business Development Office implement a Business Plan Competition at the Cherokee High School
- ◆ Business training for hundreds of participants on: Local Medicinal Herbs/Flora/Supplements; Government Programs and Certification;



Nancy Foltz

Downtown Cherokee has been transformed, with the Riverbend area developed by the EBCI and enhanced through grants from Cherokee Preservation Foundation -- including façade and roof renovations, a fountain, pedestrian-friendly walkways, landscaping, seating and other amenities.



Brenda Occumma

system so visitors and local residents can park and ride; decorative streetlamps and energy efficient lighting fixtures throughout downtown; and continuing greenway development. In a related effort during 2006, the Foundation helped establish the Cherokee Chamber of Commerce so local businesses could unite and develop new avenues of promotion and business development.

KEY RESULTS:

- ◆ The Riverbend area developed by the EBCI had its grand opening in 2008.
- ◆ The streetscape project in the cultural district is near completion.
- ◆ Utilities have been buried, and there is a noticeable improvement in the attractiveness and walkability of the main commercial area.
- ◆ Tribal levy (sales tax) income has risen every year since work on downtown revitalization commenced.
- ◆ Local and visiting children and families are enjoying the outdoor amenities

PARTNERS: EBCI; Cherokee Chamber of Commerce; Sequoyah Fund

“Cherokee Preservation Foundation has had a profound impact on efforts to revitalize downtown Cherokee and promote strategic economic development. Through their resources and support, multiple strategic efforts have culminated in highly successful projects. These projects resulted in opportunities for the Tribe and its members, while creating lasting impressions for visitors. We look forward to continuing to work with such a great partner.”

*Jason Lambert
EBCI Economic Development Director*

2007 Cherokee Youth Council

- ◆ The **Generations Qualla** (2008) convening brought together EBCI departments and others to explore how to reduce energy use and costs and have more sustainable practices on Qualla Boundary.
- ◆ **Mountain Landscapes** (2009) brought together citizens, local governments and funders to address the challenges of proper land use. In Cherokee, youth discussed redesigning the U.S.

- ◆ **Cherokee Language Symposia and Leadership Convenings** hosted representatives from across Indian Country, researchers and instructors from varied universities and programs to share their learning, challenges and successes – which helped shape the local language and leadership programming now being offered.

First Technology in the Classroom conference



Brenda Occumma

The Foundation funded sessions where students learned about regional planning and provided input about how the Highway 441 corridor should be developed.



FINANCIAL LITERACY



APPROACH:

TEACHING YOUTH MONEY MANAGEMENT SKILLS

With the arrival of the casino and the distribution of a percent of profits to enrolled EBCI members, the need for more knowledge about personal finances became critical. In response, CPFdn provided funding for creation of Qualla Financial Freedom. **The result is a**

long-term high quality and entertaining educational program about money management, which youth receive in school and also must complete before they can access their Tribal earnings.

SEQUOYAH FUND

Since inception, Cherokee Preservation Foundation has provided \$5 million to the Sequoyah Fund to invest in loans to local businesses and entrepreneurs. The Sequoyah Fund has received other funds for a total portfolio of \$9 million. This resource has created 568 jobs.

Business Type	# Jobs Created
Construction-Related	200
Construction-84; Façade-66; Home Rehab-12; Painting-10; Masonry-8; Trailer Park-8; Guttering-6; Plumbing-6	
Retail	48
Services	48
Daycare-10; Salon-8; Wrecker Service-8; Kennel-6; Dentist-4; Bookkeeping-4; Computer Sales and Repair-4; Services-2; Roadside Cleanup-2	
Accommodations	42
Motel-26; Campground-10; Cabin Rental-6	
Arts & Communications	38
Art Studio-8; Video Productions-8; Custom Printing-6; Publications-6; Dance Studio-4; Native Jewelry-4; Communications-2	
Entertainment	38
Attractions-22; Entertainment-12; Travel-4	
Manufacturing-Related	36
Manufacturing-16; Trucking-8; Logging-4; Paint Vehicles-4; Heavy Metal Customs-4	
Outdoor Services	30
Landscape/Lawn Care	
Dining	30
Restaurant-24; Internet Café-6	
Food	28
Grocery-20; Produce Company-4; Trout Farm-4	
Other	30
Funeral Home-10; Home Office-10; and 10 more	
TOTAL JOBS CREATED	568

Tribal Grounds coffee house and other local businesses are succeeding, thanks to the help of training provided by the Sequoyah Fund, a Community Development Financial Institution that receives much of its funding from CPFdn.

Indianpreneurship – Culturally-Based Skill Development; Financial Skills; Marketing; Getting Retail Right/Pricing/Projecting Sales; Business Start-up Basics; Small Business Taxes; and Bio Diesel, among other topics

KEY RESULTS: See chart for a list of jobs created in different businesses due to CPFdn support of the Sequoyah Fund. Ultimately, the Fund aims to reach \$20 million in assets so it can be self-sustaining with interest earned covering administrative costs while also continually growing the portfolio's value and jobs produced.

PARTNERS: Sequoyah Fund; Mountain Bizworks; Cherokee Business Development Center; Cherokee Central Schools; Community Colleges - Southwestern, Haywood and Tri-County

PROGRESS IN FINANCIAL LITERACY

When the casino was built in Cherokee in 1997, with it came opportunity and resources. A special challenge emerged with the establishment of the Minors Trust Fund, which provides for every EBCI member – from birth – to receive annual earnings that are released in a lump sum at the age of 18. One of the first grants made by Cherokee Preservation Foundation in 2002 was for Qualla Financial Freedom, including costs of start-up staff as well as program and curriculum development. A range of programs was created to help youth with handling financial choices. Creative and fun offerings were developed on how to budget, purchasing and financing a car, tax requirements, investing, and more. The EBCI funded a position that transformed the seed concept from Qualla Financial Freedom into an effective, ongoing financial education program called *Manage Your EBCI Money*. The web-based curriculum was developed for the EBCI with assistance from First Nations Development Institute.

KEY RESULTS: Qualla Financial Freedom (QFF) became a long-term partnership of N.C. Cooperative Extension and the EBCI ensuring, that that teaching financial management would be a core module in the Cherokee Central Schools curriculum. The EBCI Tribal Council took the step in 2010 to make *Manage Your EBCI Money* on-line a

Tammara Cole-Talley



Trent Huskey and James Shook learn about the complexities of buying real estate at a Money Mo\$h event that is offered as part of the Qualla Financial Freedom financial literacy program.

2008

Grand opening of Riverbend and Riverwalk

Generations Qualla

Jones-Bowman Leadership Award Program



Brenda Oocumma

During the annual Cherokee Day of Caring, Tribal members and other volunteers help neighbors in need in 10 local communities. Partners in the Day of Caring have included EBCI Tribal government, Harrah's Casino, Cherokee Boys Club, and EBCI members.

CAPACITY BUILDING

Cherokee Preservation Foundation provides the funding but it is up to the recipient organizations to implement projects. In an effort to help grantees be as successful as possible, CPFdn offers ongoing technical assistance, including skills training in planning, leadership, financial management, and other areas. The Foundation

requirement prior to youth having obtained their designated per capita funds (they must also graduate from high school). The QFF program has a bright future with a professional manager and a five-year strategic plan in place.

PARTNERS: EBCI Extension Center, which works with youth; OnTrack Financial Education and Counseling, which helps individuals get out of debt; and Western Carolina University's Cherokee Center; First Nations Development Institute.

21ST CENTURY SCHOOLS



APPROACH: BROADBAND TECHNOLOGY, CURRICULA AND CULTURE

While preserving Cherokee history and culture is critical, it is also essential to prepare the next generations to think and work effectively in the fast-changing 21st Century. Cherokee Preservation Foundation has made major

investments in regional broadband technology, local teacher training, and enhancements to the curriculum and campus at the new Cherokee Central Schools location. **The result is more technically savvy students, stronger curriculum and teachers, and a culturally enhanced school building.**

PROGRESS IN EDUCATION

CPFdn supported the construction of a dedicated broadband connection, **WNC EDNET**, that brings together 60 educational sites – primarily public schools, colleges and administrative offices – within the six westernmost counties of North Carolina and the Qualla Boundary. This partnership with Western Region Educational Services Alliance (WRESA) helps ensure that rural students in western North Carolina can achieve the same levels of learning as students in more urban areas and compete in our global society. In addition to providing the equipment, CPFdn is supporting training among regional educators and students in how to utilize technology in the classroom including Technology in the Classroom conferences, student technology competitions, projects in which students teach educators how to use Web-based tools, and school web sites with student-generated content.

During the past decade, the Foundation helped raise the bar on **CURRICULUM STANDARDS AT CHEROKEE CENTRAL SCHOOLS**. Beginning in 2004, CPFdn supported training for high school teachers in how to integrate course work in math, science and the humanities via a hands-on, project approach (spurred by a Bill and Melinda Gates Foundation program that CPFdn helped attract to Cherokee.) By fall 2009, when the new Cherokee Central Schools campus opened, all four



Brenda Oocumma

The Foundation funds technology tools and related teaching methods to help students in the region be prepared to compete in the global economy.

high school grades adopted the enhanced curriculum approach. Also at the new school, technology is a core learning and teaching tool, thanks to CPFdn funding for 400 student computer work stations as well as SmartBoards for teachers to use in the classrooms as a way to provide interactive learning.

Foundation grants also helped **INFUSE NATIVE CULTURE INTO THE PUBLIC SCHOOL SETTING**, with authentic Cherokee aesthetic touches throughout the new school building;

support for a vibrant music program; and a popular basket making class that has produced 12 young artisans who practice the challenging double-weave basketry method, which was previously threatened with extinction due to artisans passing on.

KEY RESULTS:

- ◆ Cherokee Central Schools have more accomplished teachers who surpass NC state regulations.
- ◆ Student test scores and graduation rates are on the rise.
- ◆ Technology is an active part of learning, and remote classrooms throughout western North Carolina have access to a whole world of information.
- ◆ Cherokee culture is a continuing part of the public school experience on the Qualla Boundary.

“The wisdom and long-term worth of Cherokee Preservation Foundation has been exhibited through hundreds of high-impact investments during its first 10 years of operation. Many of these projects – for example, the WNC Education Network – could not have come to life without Foundation funds and their leaders’ vision.”

*Bill Gibson
Executive Director,
Southwestern Commission*

PARTNERS: WRESA, Cherokee Central Schools; Bill and Melinda Gates Foundation; Southwestern Commission; Swain County Schools; Burroughs Wellcome Fund; NC Science, Math and Technology Education Center.

Cherokee Central Schools curriculum & technology grants

has developed two approaches to strengthening community organizations, based on the different targets they are trying to reach.

SKILL BUILDERS is a series of classes just for local Cherokee leaders, to address needs they identified. The Skill Builders program now has a nine-course curriculum and was launched in 2009, with the objectives of:

- ◆ Building capacity and capabilities within grantee organizations
 - ◆ Increasing individuals’ ability to plan projects, achieve best outcomes, and complete projects on time, within budget
 - ◆ Applying this learning for community benefit
- Since Skill Builders’ inception, there have been 217 enrollments, and Foundation applications and projects have steadily improved as a result.

2009 Energy audits of tribal buildings

Grant for significant reduction of energy consumption on the Qualla Boundary



Brenda Oocumma

Skill Builder participants work on a personality assessment exercise.

Capacity Building continued on p. 10

ENVIRONMENTAL PRESERVATION

REVITALIZATION OF TRADITIONAL CHEROKEE ARTISAN RESOURCES (RTCAR)



APPROACH: EXPANDING NATURAL RESOURCES NEEDED FOR CHEROKEE ARTS

A top priority at the Foundation's inception was to help protect and expand the making and marketing of Cherokee art and crafts including baskets, pottery and other items that embody and reflect the unique native culture. It was soon determined, however, that developing more

artisans meant more resources would be needed and the available river cane, white oak, clay and natural dyes (bloodroot and butternut, among others) were already insufficient. In 2004, this need gave birth to the initiative called Revitalization of Traditional Cherokee Artisan Resources (RTCAR), a multi-year investment to help restore the traditional Cherokee balance between maintaining and using natural resources. **Today, the result is a significant increase in awareness about the need for natural resources to support the arts, new partnerships, and a more reliable base of several plants used in Cherokee crafts.**

PROGRESS IN ARTISAN RESOURCES

RTCAR (pronounced "r-t-car") is different than other focus areas of CPFdn because it has required creating an initiative with staff, advisory board, and resources versus just giving grant money to an existing organization. The first task of RTCAR was to help people understand the problem and identify partners with the knowledge and skills to help address it. Over the past seven years, RTCAR has done research and programming on sustainable planting and harvesting techniques, as well as a variety of education efforts from youth classes to bringing experts together to create long-term solutions.

KEY RESULTS:

- ◆ RTCAR has helped identify approximately 8,000 culms, or stalks, of usable river cane for Cherokee artists; the goal is to provide at least 15,000 culms, determined to be an ample supply for the number of current Cherokee artists.
- ◆ Experimental plantings in river cane, white oak, bloodroot and butternut have had mixed



Beth Johnson

- outcomes but there is a major leap in new knowledge of how to successfully grow these resources.
- ◆ RTCAR is partnering with educational institutions to promote cross generational peer-to-peer sharing on traditional harvesting techniques. RTCAR continues to participate and host eight to 10 educational opportunities annually.
- ◆ RTCAR has worked with teachers and students to learn the biology and science around planting and harvesting traditional foods and materials such as river cane for artists to use when making a single and double-weave basket.
- ◆ It also continues to support the Cherokee Central Schools ethnobotany curriculum, the Cultural Summer School program, and basket weaving classes at Cherokee High School.
- ◆ In sum, a new network of leaders and organizations is dedicated to building awareness and addressing the need for Cherokee artisan resources over the long-term.
- ◆ RTCAR is also working on its own internal capacity, having moved into the EBCI Extension Center during 2010 and focusing on raising money from new sources to continue its work.



Dennis Desmond, LIT

RTCAR has expanded the supply of river cane available to EBCI basket makers and long-time artisans are sharing traditional harvesting techniques with newer ones.

PARTNERS: RTCAR is reliant on its partners to accomplish its goals. They include: Qualla Arts and Crafts; Land Trust of the Little Tennessee; N.C. Cooperative Extension; University of Tennessee; American Whitewater; Marble High School; Chattooga Conservancy; Cherokee Central Schools; EBCI (Cultural Resources); Hiwassee River Watershed Coalition; Watershed Association of the Tuckasegee River; U.S. Forest Service; Asheville Art Museum.

A new generation has learned to weave signature Cherokee baskets thanks to RTCAR's support of Cherokee High School's basket making program.

"The RTCAR program is unique in using a broad-based approach to ensure that traditional artisan activities aren't lost over time. The program invests in both human and natural resources. Knowledge can't replace the physical materials that are needed by the artisans. Therefore, the RTCAR program invests in projects to ensure the sustenance of crucial species that provide artisan materials – such as butternut, white oak, and bloodroot, all of which are important for Cherokee basketry. I believe that this balanced approach will have a significant positive impact on Cherokee artisans and keep cultural traditions alive within the Eastern Band of Cherokees. //

Scott E. Schlarbaum, Professor, Department of Forestry, Wildlife & Fisheries, University of Tennessee

2010 The Right Path

Initial business plan competition for community college students

Skill Builder classes begin

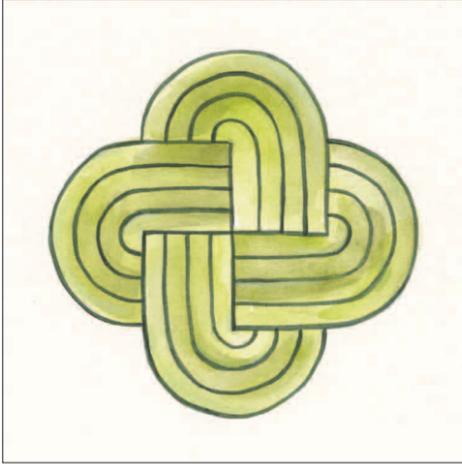
Capacity Building, continued

CPFdn helped start **WESTERN NORTH CAROLINA NONPROFIT PATHWAYS** in 2006 as a way to provide education and training for leaders of community organizations around the region. The motto of WNC Nonprofit Pathways is "strong organizations create strong communities." Pathways' offerings include Fundamentals courses on core topics (planning,

board leadership, advocacy, human resources, financial management, communications, fund development, and evaluation). Other services include on-site tailored consultancies to help organizations address specific needs from financial management to strategic planning. This "capacity building" support is offered free or low-cost thanks to the funding partnership of

CPFdn and other local philanthropies. Several Cherokee groups have taken advantage of these resources including Cherokee Historical Association, Qualla Arts and Crafts, Vocational Opportunities of Cherokee, and, most recently, Kituwah Academy.

GENERATIONS QUALLA



APPROACH: SUSTAINABLE PRACTICES TO PRESERVE AND RENEW THE NATURAL ENVIRONMENT

For generations, the Cherokee people have honored their natural environment. Cherokee Preservation Foundation is working alongside the EBCI to continue this practice – through programs that help ensure land is developed appropriately,

waste is reduced and recycled, energy is conserved, and air and water quality are protected. **Today, strategies and leadership are being put in place to expand upon the sustainable energy practices that have been started on the Qualla Boundary.**

PROGRESS IN ENVIRONMENTAL SUSTAINABILITY

In 2008, Cherokee Preservation Foundation launched the Generations Qualla action plan for environmental improvements on the Qualla Boundary – in support of EBCI Chief Michell Hicks' Qualla Environmental



Damon Lambert, chair of the EBCI's Strategic Energy Committee (center) explores a solar farm for ideas the EBCI could undertake in the future with Climate Corps Fellows Erin Evans and Daniel Brookshire.

Resource Proclamation (issued in 2006). Energy efficiency and conservation are a key component of the program, with the early focus being energy audits and retrofitting of Tribal departments. A minimum of 30 percent reduction in long-term energy use is expected, after Foundation dollars were matched by \$600,000 from combined EBCI and federal government support. All 20 buildings now have programmable thermostats and routine HVAC maintenance, as well as new, energy efficient lighting. Many received replacement heat pumps, low-flow bathroom fixtures, replaced or added

insulation, weather-stripping and door and window seals, added storm windows and occupancy sensors that control lighting, heat and air.

While the Qualla Boundary-wide program is just beginning, it has tremendous potential. The program should make a big leap with the recent investment by CPFdn in a newly created position of EBCI Energy Manager, who is charged with finalizing and implementing an expansive conservation program on the Qualla Boundary.

KEY RESULTS:

- ◆ More than 40 energy audits were performed on Tribal buildings, and the subsequent upgrades have brought their efficiency up by 30 percent or more

- ◆ An office-based recycling program has been instituted in Cherokee Tribal programs and departments, spearheaded by the Cherokee Youth Council
- ◆ Certificate program in sustainable building practices, now available by taking classes at Haywood Community College
- ◆ Solar panels and wind turbine demonstration projects planned for the Cherokee Welcome Center, along with kiosks to educate Tribal members and others about renewable energy and other energy efficient options.
- ◆ Development of EBCI Strategic Energy Committee, with a cross-section of different departments meeting to plan and implement conservation practices.
- ◆ As a demonstration project, CPFdn installed solar panels on its own building and has a Green Energy Committee, which have resulted in savings of nearly \$4,000 in its first year.

PARTNERS: EBCI, Cherokee Youth Council; Cherokee Children's Home; Land of Sky Regional Council; Museum of the Cherokee Indian; Hiwassee River Watershed Coalition; Watershed Association of the Tuckasegee River; Southwestern NC Resource Conservation and Development Council; Environmental Defense Fund; U.S. Environmental Protection Agency.

CPFdn has installed solar panels on its annex to demonstrate the importance of using alternative energy and to trim the Foundation's energy costs.



The Cherokee Youth Council's Go Green Team put the Cherokee symbol that means "endless" on its shirts and on the recycling bins it has distributed to EBCI departments to promote recycling awareness.

"Since its inception, the Cherokee Preservation Foundation has served as a national and regional model for both its work and how it works. Nationally, it is the model for the use of gaming revenues for community development in cultural preservation, economic and environmental programs. Regionally, it is the model for working in partnership with its grantees and other organizations. For the past 10 years, the Foundation has worked to assure that the values and the voice of the Eastern Band of the Cherokee have been and are represented 'at the table.'"

Becky Anderson, Founder of HandMade in America



2011
Solar and wind turbine demonstration projects funded

Former Governor James Hunt visits to see results of the Foundation's first decade of investments

2012
First Cherokee High School business plan competition



CPFdn is a co-founder of WNC Nonprofit Pathways, which helps nonprofits such as the Kituwah Academy strengthen their organizations by building their planning and other skills.

"With the creation of the Cherokee Preservation Foundation 10 years ago, the Eastern Band of Cherokee Indians and nonprofits in the seven far counties of western North Carolina received an active, caring partner. From the beginning, the Foundation's values and grantmaking investments have focused on improving the authentic Cherokee experience and way of life and on strengthening the capacity of the organizations that serve the far west."

Pat Smith, former President, Community Foundation of Western North Carolina, and co-founder of WNC Nonprofit Pathways

LOOKING AHEAD

Cherokee Preservation Foundation has spent the past 10 years carrying out a dedicated effort to improve the quality of life on the Qualla Boundary and in the surrounding counties. The preceding pages highlight the many programs and partners that are joining in this work. It is clear that considerable progress has been made in the three focus areas of the Foundation's philanthropy – Cultural Preservation, Economic Development, and Environmental Preservation.

Today, looking around the community – at the emerging leaders, revitalized downtown, improved cultural attractions, growing artisan traditions, and renewal of indigenous language, among many other things – you can see significant steps forward in protecting and

“Cherokee Preservation Foundation is nationally seen as a model for Native philanthropy. Their impact reverberates throughout Indian Country and is a steady resource for others working to strengthen Native communities. Through values-based leadership and capacity building approaches the Cherokee Preservation Foundation will continue to be a cornerstone of Native philanthropy for many years to come.”

Daniel Lemm (Lower Sioux) Native Americans in Philanthropy

enhancing the very special lifeways and homeland of the Cherokee. A strong foundation has been built through major investments in planning and implementing projects, and building the infrastructure needed to sustain improvement over the long term.

But the work has just begun. The CPFdn has been learning from experience and has updated its Strategic Plan to set out goals and strategies for a bright future. In addition, there is an increased expectation of Foundation grantees to work at a higher level of effectiveness. This combination

of clear direction and stronger organizations sets the stage for a continuation and expansion of the CPFdn's role and impact in Cherokee and the surrounding region.

“The Foundation has admirably served the people of the Eastern Band of Cherokee Indians and the counties in southwestern North Carolina. It has also been an excellent model for the development of new philanthropic efforts for many American Indian tribes and Native organizations.”

Margaret Peake Raymond Cherokee Nation



Cherokee Preservation Foundation's board and staff – past and present – recently came together to celebrate the Foundation's 10th anniversary.

WHAT THE FUTURE HOLDS — FOUNDATION GOALS FOR 2011-2016

Listed below are Focus Areas and Goals identified through a community input process as the most important areas of emphasis to achieve the Cherokee Preservation Foundation mission going forward. These represent a continuation of what has been accomplished in CPFdn's first decade of service to the community.

FOCUS AREAS AND GOALS

DESIRED RESULTS

CULTURAL PRESERVATION

- ◆ Expand broadly the learning of Cherokee language
- ◆ Enable the emergence of new leaders with new skills and cultural perspective to help communities address challenges and opportunities
- ◆ Engage youth and adults in learning about and preserving Cherokee culture

- ◆ Increased knowledge and use of Cherokee language in the community
- ◆ Expanded leadership, cultural learning and competencies over all life stages; new leaders stay connected and assume roles of responsibility that encourage civic participation and selfless leadership
- ◆ Youth and adults value Cherokee culture and strive to sustain their unique art, history, and way of life

ECONOMIC & WORKFORCE DEVELOPMENT

- ◆ Identify occupations/jobs needed for next 15-20 yrs. and promote business climate that encourages tribal and non-tribal investment
- ◆ Technology and skills are in place for future-ready workforce
- ◆ Work on the Qualla Boundary and in the WNC region to support comprehensive community planning
- ◆ Revitalize Cherokee's business and cultural districts
- ◆ Continue development of diverse, high-quality attractions that make Cherokee a vibrant cultural tourism destination
- ◆ Expand and enhance entrepreneurial business development for adults and youth
- ◆ Develop financial literacy programs and outreach through all life stages

- ◆ Jobs and work environment exists for local people to pursue and attracts others to return for quality employment in growing sectors
- ◆ Broadband use, digital literacy, and 21st Century work skills widely established
- ◆ Well-planned districts, gateways, signage, way-finding, pedestrian access, and transportation routes are established to improve local and visitor experiences
- ◆ Downtown and cultural districts achieve improved appearance, visitation and revenue through coordinated efforts and business-oriented practices
- ◆ Effective operation and marketing of cultural attractions produces high-quality experiences
- ◆ More locally-owned and operated businesses in targeted sectors; greater variety products and services available on Qualla Boundary
- ◆ EBCI members have strengthened financial skills, increased savings, and retirement planning

ENVIRONMENTAL PRESERVATION

- ◆ Work with EBCI and others to protect and renew natural resources through effective management practices
- ◆ Expand raw materials for local artisans and be a resource for perpetuating traditional Cherokee ways
- ◆ Expand environmental education on the Qualla Boundary and in the WNC region

- ◆ Increased energy efficiency, alternative energy, recycling, and other environmental initiatives practiced at individual, community and institutional level; more effective land and resource use leading to environmental and economic sustainability
- ◆ Increased artisan and heritage resources available and utilized through community-based projects, convening, training, and data sharing
- ◆ Demonstration projects and curriculum leads to increased understanding and use of environmental practices by youth and adults

MISSION: The mission of Cherokee Preservation Foundation is to preserve our native culture, protect and enhance our natural environment, and create appropriate and diverse economic opportunities – in order to improve the quality of life for the Eastern Band of Cherokee Indians and our neighbors in western North Carolina.