

# Applicant Information

Tracking Number: GRANT12918128

Application #: 1863220

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## Grants.gov Information

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**Category** Our Town  
**Name** City of Cherokee Village

## Organization Information

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**Legal Name (per your IRS Determination Letter)**

City of Cherokee Village

**Popular Name (if different)**

N/A

**Date organization was incorporated (if applicable)**

4/28/1998

**Applicant Organization Status \***

Municipal Government

**Applicant Organization Description: Select the primary description that is most relevant to your organization \***

Government

**Applicant Organization Description: Optionally, choose up to two additional descriptions**

**Applicant Organization Discipline: Select the primary discipline that is most relevant to your organization and, optionally, up to two additional disciplines. This refers to the primary artistic emphasis of your organization.**

**This selection will not be used in the review of your application. \***

Design

**Applicant Organization Discipline: Optionally, choose up to two additional disciplines**

**Briefly summarize the mission of your organization. For non-arts organizations (e.g., universities, human service agencies), summarize your mission as it pertains to your cultural programs or services. \***

The City of Cherokee Village is a progressive community dedicated to improving the quality of life and economic future of its citizens by strengthening neighborhoods, delivering superior services, embracing diversity and

supporting an active, safe and healthy environment to live and work while acting as the voice and fiscal agent of the people.

## Primary Partner Information

**Primary Partner Legal Name: \***

Arts Center of North Arkansas

**Primary Partner Popular Name (if different):**

ACNA

**Primary Partner's Taxpayer ID Number \***

47-2065475

**Primary partner date organization was incorporated (if applicable):**

1/29/2014

**Primary Partner Organization Status \***

Nonprofit Organization

**Mission/purpose of the partner organization: \***

The mission of the Arts Center of North Arkansas is to provide an inclusive place that seeks to enrich the greater regional community through collaborating and nurturing opportunities for creative expression.

**Primary Partner Proposed Role: \***

Arts and culture are often underutilized resources in rural communities. Because Sharp County's geography limits corporate investments and large-scale industry, arts and culture play a significant role in regional economic development with more than 20 percent of the labor force employed by tourism-related businesses. The Arts Center of North Arkansas is, therefore, a vital partner in the City's master planning initiative.

Arts center members will facilitate community visioning sessions, utilizing their unique position to build consensus and excitement among diverse groups of individuals, many of which are underrepresented in traditional strategic planning processes. They will also help artists in residence curate and facilitate design charrettes that allow property owners to envision new possibilities for integrating arts and culture into recreation assets and the Town Center complex. Artists will also participate in focused mapping meetings to identify cultural assets as well as connections between art and the Village's unique history. ACNA will organize public art, heritage and music programming that marks milestones, showcases progress and builds momentum. They will conduct heritage research and educate residents about history, art and the Village's cultural relationship with nature in order to strengthen community engagement. Finally, they will promote inclusiveness and transparency in order to inspire a collective vision for Cherokee Village's modern identity.

**Partner Organization Discipline: Select the primary discipline that is most relevant to your primary partner's organization and, optionally, up to two additional disciplines. This refers to the primary artistic emphasis of your primary partner's organization. This selection will not be used in the review of your application \***

Local Arts Agency

**Primary Partner Organization Discipline : Optionally, choose up to two additional disciplines.**

Arts Education Organization ;

**Primary Partner Organization Description: Select the primary description that is most relevant to your primary partner's organization \***

Arts Center

**Primary Partner Organization Description : Optionally. choose up to two additional descriptions.**

Presenter / Cultural Series Organization ;

### Organization Budget

	Most Recently Completed FY	Previous FY	Two FYs Prior
FY End Date (MM/DD/YYYY)	2018	2017	2016
<b>Income:</b>			
Earned	\$2,165,469	\$2,437,777	\$2,309,059
Contributed	\$0	\$0	\$0
<b><u>Total Income</u></b>	<b>\$2,165,469</b>	<b>2437777.00</b>	<b>\$2,309,059</b>
<b>Expenses:</b>			
Artisitic Salaries	\$0	\$0	\$0
Production/ Exhibition && Service	\$0	\$0	\$0
Administrative Expenses	\$2,029,038	\$2,247,348	\$2,206,852
<b><u>Total Expenses</u></b>	<b>\$2,029,038</b>	<b>\$2,247,348</b>	<b>\$2,206,852</b>
Operating Surplus and Deficit	\$136,431	\$190,429	\$102,207

In the space below, discuss the fiscal health of your organization. In addition, you must explain: 1) any changes of 15% or more in either your income or expenses from one year to the next, and 2) plans for reducing any deficit (include the factors that contributed to the deficit and its amount). \*

The financial health of the City of Cherokee Village is strong. As evidenced by the consistent annual operating surplus, the city council and department heads are fiscally responsible and have worked diligently for several years to increase and maintain general operating reserve funds. Departments like the Advertising and Promotions and Planning and Zoning have seen increased revenues from tourism

and building permits. The City's largest surplus and operating income can be seen in 2017. During that fiscal year, the city was awarded several grants to install storm sirens and update walking trails, which were completed in 2018.

It should be noted that the city is expected to see substantial revenue increases after 2019 due to Cherokee Village Suburban Improvement District's recent reassessment. The city plans to reinvest the funds into services such as fire and police protection and needed infrastructure improvements. This is crucial to the future comprehensive master planning process.

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## Project Information

### Project Information

**Our Town Project Type \***

- Community design

**Our Town Additional Project Type: select up to two**

**Project Activity Type: \***

- Identification/Documentation (e.g., for archival or educational purposes)

**Additional Project Activity Types: select up to two**

- Building Public Awareness - Activities designed to increase public understanding of the arts or to build public support for the arts
- Residency - Other - Artist activities in a nonschool setting

**Project Title**

To support cultural asset mapping and master planning for the City of Cherokee Village

**Project Description**

To support cultural asset mapping and master planning for the City of Cherokee Village in partnership with the Arts Center of North Arkansas, Cherokee Village Community Developer, local Suburban Improvement District along with citizens and cultural specialists. The Village, which was founded in 1954 as Arkansas's first planned recreational community, is historically rooted in Native American, Ozark and scouting culture. The proposed project will research the community's rich and diverse history, including how the natural landscape influenced the development of arts, culture and design traditions. The project will map heritage sites and assets in an effort to expand their impact and inform design opportunities to connect cultural arts with nature. The result will be a cultural community plan and exhibition. The project's output will align with the city's larger vision for infrastructure, housing and economic development in its first master plan and serve as a catalyst for growth.

## **Project Background and Context \***

Cherokee Village, Arkansas, is a 13,000-acre community nestled in the Ozark Mountain foothills that is deeply rooted in nature, arts and cultural history. Long before the Village was developed as the state's first planned recreational community, Native Americans of the Osage and Siouxan nations met on the banks of the nearby Spring River for hunting and sporting competitions. The area was established by the railroad in the 1880s and became a summer destination for Memphians escaping the unforgiving Delta heat. By 1920 four camps emerged including Kia Kima, which is still operational. John Cooper, whose son attended scout camp, began developing the surrounding land in 1954 with a vision to create an idyllic family retreat. Cooper built lakes, golf courses, recreation centers, parks, utilities, roadways and a central business district. He also supported vibrant cultural programming like the Arkansas Traveler Theater. Today, the Village has more than 4,700 residents and 10,000 property owners from every state and 20 countries.

Since the exit of the original developer, community development and investment has waned, resulting in persistent poverty and a stagnant population with high median age. Cherokee Village is distressed by a poverty rate of 21.3 percent, 4.8 percent unemployment rate and low per capita income of \$19,508. It also suffers from limited access to capital resources and low Broadband connectivity. Almost 65 years after being established, the city is embarking on its first comprehensive master plan, which will include infrastructure, housing and economic development in a way that is community-driven, authentic and reflective of diverse demographics. This proposal seeks to integrate the Village's cultural heritage back into the fiber of the community's development strategy through an artist-led asset map and cultural master plan that supports creative placemaking efforts, builds social cohesion and enables the city to forge a modern, collective identity.

## **Major Project Activities (This serves as the project narrative) \***

This project comes at an energetic and pivotal time as Cherokee Village celebrates its 65th community anniversary in June 2020. Since its inception in 1954, there has never been a comprehensive master plan that activates the entire community or emphasizes art and cultural heritage, which predates the Cooper family legacy. However, as we look to forge a collective, modern identity, it is also important to look back. Cherokee Village was, by all accounts, the result of a single man's vision for an affordable family retreat. It did not include a plan for diversity or opportunities for transparency and inclusion. It did not consider the complex history of the area or its indigenous peoples. A key part of this project will, therefore, be to research the cultural timeline of the Village, which falls under four key heritage movements -- Native American culture, Ozark folk and pioneer, camping and scouting along with mid-century community design. It will also closely examine the architectural landmarks designed by renowned mid-century architect E. Faye Jones (<https://arktimes.com/news/cover-stories/2001/02/09/arkansass-resident-genius-architect-fay-jones>) and the community's basal connection to the natural world and water.

This proposal seeks to produce a cultural asset map and strategic plan that fosters collaboration and inclusion, increases community engagement and yields transparency for future development. The Arkansas Folk and Traditional Arts Program will pilot a community scholars program, which provides training for local historians to document, interpret and disseminate cultural traditions and art forms through storytelling. Additional funding is requested to secure artists in residence through the Arkansas Artist Registry that will lead asset mapping, cultural heritage programming and community design charrettes. These site-specific events will explore community needs and challenge participants to align the artistic, historic and cultural identity of the Village with the surrounding natural world. These creative charrettes will also educate, foster pride, build social cohesion

and encourage participation in the larger master planning process so that arts and culture may be utilized as a catalyst for systemic change and economic growth. Artist feedback will also be a valued resource in the final community design.

Funding is also requested to hire community design consultants who will produce a cultural asset map and plan based on collective data yielded from interviews, surveys, GIS Mapping, site visits and charrettes as well as heritage and case study research. Design consultants will evaluate and reimagine public facilities with the help of cross-sector project partners and community members. They will also be expected to maintain a project website with video and audio recordings from the design process in order to promote inclusion and engagement.

This project will culminate with an exhibition of the cultural master plan, architectural renderings, historical images as well as recordings from the planning process. Among the envisioned key deliverables are a plan to transform charrette sites into unique cultural destinations, which will be strategically woven throughout the natural environment to narrate its unique history. The cultural plan will also include strategic recommendations for revitalizing and connecting cultural pastimes, such as scouting and camping (<https://www.acacamps.org/resource-library/camping-magazine/art-camp-how-arts-programs-fuel-self-expression-youth-development>), with the arts, tourism and economic growth. Finally, the plan will include recommendations to support diversity, arts and creative placemaking through local policy.

#### **Describe the significant dates in the project \***

##### **Project Prep: April 2020-July 2020 (3 months)**

Assemble key stakeholders for cultural asset mapping and planning. Outline stakeholder responsibilities and build project timeline. Release RFP for creative placemaking consultants, artists and architects. Announce award at community anniversary celebration. **(Not included in budget)**

##### **Community Heritage Research: July 2020-Jan 2021 (6 months)**

Award consultant and artist contracts. Folklorists will build community scholars program and lead heritage research with CV Historical Society. Host small focus groups and interviews.

##### **Cultural Asset Mapping and Planning: Sept 2020-Nov 2020 (3 months)**

Complete cultural asset mapping forums. Begin GIS mapping. Plan visioning workshops, community art and heritage events with core team, ACNA and artists in residence.

##### **Cultural Plan Engagement: Jan 2021-Sept 2021 (9 months)**

Host creative visioning and design charrettes with ACNA, artists in residence and subject-matter experts. Host forums and distribute surveys. Explore community authenticity and diversity as well as potential connections between art, nature, heritage and existing tourism industry. Examine case studies. Draft architectural renderings and cultural plan.

##### **Release Cultural Plan and Exhibition: Sept 2021- Jan 2022 (5 months)**

Finalize GIS mapping along with arts and cultural master plan. Utilize report history, graphics and recommendations to build a public exhibition that encourages engagement and reflects modern, collective community identity.

## Project Objectives

### Strengthening Communities Objective Narrative \*

This proposal will address economic and physical improvements as well as civic engagement and community capacity. The master plan will identify recommendations for physical improvements to cultural heritage sites and public facilities. The report will also serve as a catalyst for social cohesion and economic change through its support of business growth, cultural employment and tourism. The planning process will include professional development through a community scholars pilot and folklore training. The artist-led design will engage underrepresented residents and build community empowerment through digital transparency. The project will also promote community capacity for sustaining the arts through cross-sector partnerships. With arts and culture at the forefront of master planning, innovative strategies will include connecting cultural heritage and the environment, revitalization of public facilities, as well as mindful integration of arts and culture into local policy and funding.

### Performance Measurement \*

Performance measures weigh heavily on evaluating participant diversity and their responses to artist-led visioning sessions, charrettes and qualitative surveys. The administrator will examine physical and digital participation, document media coverage and review event feedback. Artists in residence and cultural experts will evaluate their experiences while providing engagement and inclusion recommendations. The CDC partner will compile surveys, folklorists interviews, charrette discussions and the cultural asset map, highlighting human capital as well as arts and cultural heritage sites, with GIS mapping to create a strategic master plan that will be presented as a public exhibition. Participant and stakeholder feedback regarding planning activities and final recommendations will be examined to assess shifts in the community's narrative, economic outlook and future revitalization efforts. Tourism data, cultural employment and arts support will also be used to evaluate long-term growth.

### Intended Audience/Participants/Community. Who will benefit from the project and how? \*

Cherokee Village has a population of 4,700 along with a diverse network of 10,000 property owners from every U.S. state and 20 countries. An additional 210,000 tourists visit the area annually for outdoor amenities, art and cultural heritage. This project will impact all residents and property owners and influence tourism. Cherokee Village is becoming recognized as a progressive and innovative rural community. By completing an artist-led cultural asset map and comprehensive plan, the core team anticipates several community benefits including **1)** stronger synergy among city governance, arts and civic groups; **2)** increased sense of inclusion, community ownership and engagement; **3)** greater integration between arts, cultural heritage and the natural world; **4)** increased awareness of creative placemaking and its impact on social cohesion, tourism and growth; **5)** a modern, authentic community identity that drives future planning efforts and **6)** stronger economic growth and cultural employment.

Have the intended beneficiaries been consulted in the development of this project?

Yes  No

### Community Engagement \*

The core team, artists in residence, cultural experts and state heritage organizations will collectively design charrettes and cultural events that promote inclusiveness and engagement with underserved groups. For example, ACNA will host discussions with students about access to the arts while they visit the state's mobile gallery (<https://www.arkansasartscenter.org/artmobile>). Traditional community forum meetings will not be utilized. Instead, project stakeholders will visit local groups and encourage participation at dynamic, community-building events like the annual pie festival ([www.arkansaspiefestival.org](http://www.arkansaspiefestival.org)). Heritage discussions with cultural experts will be designed with the goal of community interaction and take place at site-specific locations. To increase inclusiveness with marginalized groups, the project will include volunteer transportation. It will also include live digital broadcasts of charrettes and online access to reports, surveys and feedback forms. The goal for engagement will be a collective, community identity and vision for the future.

Comprehensive master planning and revitalization have been at the forefront of community development discussions for several years. Residents have participated in forums and grassroots civic activities that include public facility improvements and city beautification. The City, Cherokee Village Community Developer and Historical Society also collaborated on a rural innovation hub supporting entrepreneurialism, small business growth and access to arts and culture. Forums, along with several cultural events, were held to increase community understanding and engagement. The Arts Center of North Arkansas completed its first organizational plan in 2018, while the City included a need for comprehensive planning in its 2018 annual report. The Suburban Improvement District just completed the first step of community master planning with a \$200,000 reassessment. The resultant tax increase will provide updates to community, recreational and cultural amenities along with public infrastructure.

**Race/Ethnicity (choose all that apply)**

- American Indian or Alaskan Native
- Asian
- Black or African American
- Hispanic or Latino
- White

**Age Ranges (choose all that apply)**

- Children/Youth (0-18 years)
- Young Adults (19-24 years)
- Adults (25-64 years)
- Older Adults (65+ years)

**Underserved/Distinct Groups (choose all that apply)**

- Individuals with Disabilities
- Individuals below the Poverty Line
- Military Veterans/Active Duty Personnel

**Population for your Town/City/Tribal Land? \***

4700



**If appropriate, describe how the project will benefit the underserved community.**

Cherokee Village, though rich in culture and natural resources, is underserved. In addition to a high percentage of residents living in poverty, there is a high volume of disabled citizens and veterans. One anticipated outcome will be recommendations for improved accessibility at cultural facilities. These strategies will provide elderly and disabled residents with stronger mobility and access to arts and culture as well as opportunities for social cohesion. The artist-led engagement process will create an inclusive atmosphere for minorities, individuals living below the poverty line and veterans to discuss challenges and needs. It will also promote increased access to arts and culture. Last, the process will include meaningful exchanges about diversity and cultural authenticity, particularly as it pertains to indigenous peoples. In doing so, the plan will promote local engagement, collaboration, inclusiveness, sustainable support for the arts, tourism and increased cultural employment.

**Project Locations**

City	State	Zip	Action
Cherokee Village	Arkansas	72529	

**Work of Art**

**Description of Key Project Deliverables and/or Works of Art**

Briefly describe any key works of art (e.g., public art, festivals and performances, and notable public spaces) that will be involved in the project. Indicate the process and criteria for the selection of these works of art and, where relevant, describe the role these works of art played in the development of the project to date. Where key works of art remain to be selected, describe the selection procedures that you plan to follow and the qualifications that you seek. **For design projects**, the works of art can include the final designs or documentation of the community design/visioning process. **For cultural planning**, the works of art can include a plan or other community documentation.

There are several key deliverables in this cultural design and planning project. The first is a community scholars pilot in which the state folklorist trains local historians to document, interpret and disseminate local traditions and art forms. A cultural heritage series will promote engagement and inclusion. Next, the execution of design charrettes facilitated by local stakeholders and artists in residence that explore heritage, authenticity and diversity will allow residents to create a collective vision for how the Village's modern identity can be closely tied to heritage, art and the natural world. The project capstone will be a cultural asset map and master plan that will be unveiled at a public exhibition. The final plan will include GIS mapping, architectural renderings and strategic recommendations for modernizing and marketing the community's cultural identity and assets in a manner that clearly supports arts, diversity, tourism and economic development.

## Programmatic Activities

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**Year 1 \*** 2016-17

**Representative  
Examples Year  
1 \***

The City of Cherokee Village was recognized in 2016 as Arkansas Volunteer Community of the Year Award, the second time the City has received the award. Cherokee Village has a long history of volunteerism thanks to a dedicated and broad constituency of civic-minded citizens. The City has been a strong community advocate for volunteerism and community engagement through its support of the city-wide initiatives like the recycling program that depends on volunteers year-round. The City is also supportive of non-profit organizations like Village Pride that brings together volunteers to beautify the community through restoration of park areas, roadside litter clean up, dumpsite clean up, pocket park maintenance and adopt-a-spot program. In addition to these activities, the City of Cherokee Village carried out its \$2.3 million operational budget delivering a full range of public services including police and fire protection, animal control, planning and zoning, parks and trails, and roads and streets. The city also partnered with the Old Kia Kima Preservation Association to host the "100 Years of Camping" celebration. This event highlighted the camp's historic architectural restoration along with the cultural significance of camping and scouting history in the community.

**Year 2 \*** 2017-18

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**Representative  
Examples Year  
2 \***

The City of Cherokee Village carried out its \$2.4 million operational budget delivering a full range of public services including police and fire protection, animal control, planning and zoning, parks and trails, and roads and streets. During the summer of 2017, the City partnered with the Cherokee Village Historical Society to apply for a Delta Regional Authority (DRA) Creative Placemaking grant to help seed a small business innovation hub. The grant was awarded in 2017 and has been the spark needed to get the project off the ground. During the summer of 2018 the first phase of the Innovation Hub opened, which contains the small business incubator and co-workspace. The Spring River Innovation Hub has been established as a non-profit organization and will become Arkansas's smallest rural innovation hub supporting entrepreneurs, artisans and small businesses. During the year the City continued upgrading and improving the Tohi Trail and Park (dedicated in 2014) with the addition of a new pavilion. In 2017 the City applied for a grant to add outdoor exercise equipment at various points along the trail and completed the updates in 2018.

The Arts Center of North Arkansas launched a music and education series for the community, which focused on the cultural lineage of Ozark folk song. The organization also hosted a successful regional craft show called Treasures in the Ozarks, which was attended by more than 2,000 people. ACNA partnered with the Spring River Innovation Hub and the Highland School District to host the Arkansas Arts Council's mobile art museum in Cherokee Village. The weeklong event provided access to art to 937 students and community members, many of which had never visited an art museum. The arts center also hosted art lessons for students that coordinated with the traveling exhibition. They hosted more than 30 art education classes and exhibitions that were open to the public. With a growing membership and the need to expand reach, ACNA established a satellite location in a neighboring community. The satellite currently offers walk-in classes and retail gallery space for local artisans. This provides valuable resources for artists to showcase and sell their work. It also offers opportunities for members to confer and collaborate with fellow creatives.

In addition to overseeing the recreational amenities, the Cherokee Village Suburban Improvement District hosted several cultural community activities including the Golden Gates, a Russian Dance group. The group was also hosted by various residents of the community. Most notably, SID underwent its first reassessment in 30 years from 2017-2018. That reassessment ensures additional income to oversee and update public facilities throughout the Village and provides the City with extra income to revitalize infrastructure and increase public service resources.

**Year 3 \***

2018-19

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**Representative  
Examples Year  
3 \***

The City of Cherokee Village carried out its \$2.1 million operating budget and continued to deliver a full range of public services including police and fire protection, animal control, planning and zoning, parks and trails, and roads and streets. During the summer of 2018 the first phase of the Spring River Innovation Hub opened, which contains the small business incubator, co-workspace and community room that serves as the site for many cultural activities. During the year the City continued upgrading and improving the Tohi Trail and Park with the addition of public exercise stations.

The Arts Center of North Arkansas expanded a community music series, which focused on the cultural lineage of Ozark folk song, to eight weeks. The organization also hosted another successful regional craft show called Treasures in the Ozarks, which was attended by more than 3,000 people. ACNA also partnered with the Spring River Innovation Hub to host the Arkansas Arts Council's mobile art museum in Cherokee Village, again. The weeklong event provided access to art to 700 students and community members. The arts center also hosted art lessons for students that coordinated with the traveling exhibition. Finally, ACNA hosted more than 30 art classes and exhibitions that were open to the public.

The City, Arts Center of North Arkansas and the Spring River Innovation Hub partnered on several projects to promote Southern food heritage and culture within the last year. A community-wide Oktoberfest celebration was held to support arts and build civic pride. The City of Cherokee Village also partnered with the Spring River Innovation Hub to plan a statewide food and tourism festival called the Arkansas Pie Festival. The annual event, which launched in April 2019, saw more than 750 visitors and raised money for entrepreneurial, arts and cultural programming in the Village. The event also focused on traditional Southern culture and food heritage.

## **Project Participants**

### **Selection of Key Organizational Partners:**

This project will act as an integral component of the community master planning process that creates intersections among diverse organizations. By enlisting a distinct set of local and state partners with a shared goal to strengthen existing assets, this project will create a thriving rural community with arts and cultural heritage at its core. Active partners include the City of Cherokee Village, Arts Center of North Arkansas, Cherokee Village Community Developer, Cherokee Village Historical Society, Arkansas Folk and Traditional

Arts, University of Arkansas Community Development Center, Arkansas Department of Parks, Heritage and Tourism, Cherokee Village Suburban Improvement District, Arkansas Arts Council and Old Kia Kima Preservation Association. The City and Community Developer have organized the core team and each committed \$25,000 in funding along with in-kind staff resources. Each of the remaining partners have contributed human and information capital in support of the project.

<b>Organization Name</b>	<b>Description of the Organization</b>	<b>Organization Type</b>	<b>Proposed or committed?</b>
City of Cherokee Village	The City of Cherokee Village will lead comprehensive community planning efforts. They will provide significant funding along with human and information capital. As part of the core team, they will work to integrate arts and culture into every facet of the community. Various department heads will serve as subject matter experts during strategic planning and asset mapping. They will also facilitate visioning charrettes and cross-sector partnerships while aiding the final output design.	Local government agency	Committed

<b>Organization Name</b>	<b>Description of the Organization</b>	<b>Organization Type</b>	<b>Proposed or committed?</b>
Arts Center of North Arkansas (ACNA)	<p>The Arts Center of North Arkansas is dedicated to building community capacity through the arts, providing educational resources and serving as the local arts agency. Representatives will serve on the core team, providing significant human capital. They will organize and facilitate visioning charrettes with artists in residence and build local engagement through art and heritage events. They will aid in research and cultural asset mapping. ACNA will also help create the final plan and exhibition.</p>	Nonprofit arts organization	Committed

<b>Organization Name</b>	<b>Description of the Organization</b>	<b>Organization Type</b>	<b>Proposed or committed?</b>
American Land Company	<p>American Land Company is the community developer. The company controls a large lot inventory, development-ready property and the developer rights. The company is actively engaged in several community-building initiatives and cross-sector partnerships.</p> <p>Representatives will serve on the core team, provide placemaking and design expertise, facilitate visioning charrettes and aid in the final creation of a cultural asset mapping and master plan. They will also provide significant project funding.</p>	For-profit commercial organization	Committed

<b>Organization Name</b>	<b>Description of the Organization</b>	<b>Organization Type</b>	<b>Proposed or committed?</b>
Arkansas Folk and Traditional Arts	AFTA is dedicated to building cross-cultural understanding by documenting, presenting, and sustaining Arkansas' living traditional arts and cultural heritage. The organization will research the cultural heritage of the Village and support a community scholars program. AFTA will also help secure subject-matter experts and artists in residence for the project. Finally, they will provide heritage programming, build community engagement and provide recommendations for the cultural master plan.	College/University	Committed
Arkansas Department of Parks, Heritage and Tourism	Arkansas Parks, Heritage and Tourism's mission is to enrich the quality of life and improve the economy of Arkansas by generating travel and enhancing the image of the State. They will provide technical assistance for cultural asset mapping and master planning. They will help facilitate design charrettes and connect the core team to cultural experts. Finally, they will help the core team build a strategy to connect arts and culture with nature as a sustainable economic driver for the Village.	State government agency	Committed



<b>Organization Name</b>	<b>Description of the Organization</b>	<b>Organization Type</b>	<b>Proposed or committed?</b>
Cherokee Village Historical Society	<p>The Cherokee Village Historical Society is dedicated to recording the culture and history of the community, its residents and the area. They are also responsible for archiving and maintaining valuable documents. Finally, the CVHS is responsible for building engagement and awareness through cultural events. The Historical Society will aid strategic planning, research and cultural asset mapping. They will work closely with AFTA as community scholars, lead design charrettes and build the exhibition.</p>	Nonprofit community organization	Committed
Cherokee Village Suburban Improvement District	<p>The Cherokee Village Suburban Improvement District maintains the community's recreational amenities, which include golf courses, lakes, recreation centers and a number of parks, trails and other facilities. SID representatives will serve on the core team, providing reassessment research and human capital. They will also provide in-kind space for community design charrettes. Many of SID's amenities will also serve as potential redevelopment and cultural sites.</p>	Local government agency	Committed

<b>Organization Name</b>	<b>Description of the Organization</b>	<b>Organization Type</b>	<b>Proposed or committed?</b>
Old Kia Kima Preservation Association	The mission of OKKPA is to preserve the place, honor the vision of all who have shared in the spirit of the South Fork waters and provide an environment where elders may pass on knowledge and experience, enriching and shaping the lives of young people today. Its goals are to create awareness, restore original structures and implement leadership and service programs in order to preserve the camp's legacy. It will serve as a cultural asset planning site. Members will facilitate a planning event.	Nonprofit community organization	Committed
University of Arkansas Community Design Center	UACDC advances creative development in Arkansas through design, research and education solutions. Under the direction of Stephen Luoni, UACDC has become a national authority in urban design and shaping the built environment. UACDC will play an integral role in the process. They will work with local partners to evaluate cultural assets, lead design charrettes, and compile research. They will also be responsible for producing the completed cultural map, master plan and exhibition materials.	College/University	Committed

Organization Name	Description of the Organization	Organization Type	Proposed or committed?
Arkansas Arts Council	The Arkansas Arts Council seeks to advance and empower the arts for the benefits of all Arkansans. The City of Cherokee Village will partner with the statewide organization to host artists in residence that will serve as community builders, folklorists and subject-matter experts. They will also provide valuable insight and research into incorporating arts into community design and how art can drive economic growth.	State government agency	Committed

**Selection of Key Individuals: \***

Cultural master plans require diverse partnerships to be successful and impactful. Therefore, the project lead has assembled a core team that represents unique viewpoints and subject matter expertise. Jonathan Rhodes has an educational and professional background in urban and environmental planning while Graycen Bigger provides insight and experience in the economic impact of art and creative placemaking. Virginia Siegel and Angela Phipps each hold MFA's and are practicing artists. They, along with Sandy Farham, will lead the community scholars program while providing insight into the needs of artists. David Webb and Joe Waggoner have in-depth knowledge of community amenities and strategic planning. Waggoner and Mayor Russ Stokes also provide insight in policymaking and zoning requirements. Consultants will be added in phase one of the planning process through a response to an RFP. These cultural mapping and planning consultants will round out the core team and lead planning efforts.

Last Name	First Name	Project Role	Title	Bio including the proposed role in the project	Proposed or committed?
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Last Name	First Name	Project Role	Title	Bio including the proposed role in the project	Proposed or committed?
Bigger	Graycen	Grant Writer and Administrator, Subject Matter Expert, Facilitator	Project Lead, Cultural Planning Core Team Member	<p>Graycen Bigger is passionate about rural development and art. She holds an MA in Art Business. As the Director of Placemaking for Cherokee Village, she leverages art and culture to spur economic growth and improve quality of life. She is also the Executive Director of the Spring River Innovation Hub and the Northeast Arkansas Intermodal Authority along with adjunct professor for the Arkansas State University System. Graycen will serve as the placemaking subject matter expert and lead facilitator.</p>	Committed

Last Name	First Name	Project Role	Title	Bio including the proposed role in the project	Proposed or committed?
Luoni	Stephen	Cultural Plan Facilitator, Core Team Member	Community Design Expert, Lead Cultural Plan Writer	Stephen Luoni is Director of the UACDC where he is the Steven L. Anderson Chair in Architecture and Urban Studies and a Distinguished Professor of Architecture. Under his direction since 2003, UACDC's design and research have won more than 150 awards. Luoni's work at UACDC specializes in interdisciplinary public works projects combining landscape, urban, and architectural design. Luoni has a BS in Architecture from Ohio State University and a Master of Architecture from Yale University.	Committed

Last Name	First Name	Project Role	Title	Bio including the proposed role in the project	Proposed or committed?
Rhodes	Jonathan	Community Developer, Subject Matter Expert, Facilitator	Cultural Planning Core Team Member	As President of American Land Company, Jonathan Rhodes leads development in his hometown of Cherokee Village. Rhodes enjoyed a 15-year career in the public sector as an aide in the U.S. Senate and on overseas assignments with the United Nations World Food Program. He serves on the Sharp County Community Foundation, City A&P Commission and is Chairman of the Spring River Innovation Hub. With an MA in Urban and Environmental Planning, Rhodes will be a facilitator and design subject matter expert.	Committed

Last Name	First Name	Project Role	Title	Bio including the proposed role in the project	Proposed or committed?
Siegel	Virginia	Subject Matter Expert, Researcher, Facilitator	Folk Arts Expert, Cultural Planning Core Team Member	Virginia Siegel serves as the Arkansas folk arts coordinator for the Arkansas Folk and Traditional Arts at the University of Arkansas. Siegel earned her BFA in Historic Preservation from the Savannah College of Art and Design, which focused on the preservation of architecture. She then became an AmeriCorps service member for the Homeless and Housing Coalition of Kentucky. She will launch a community scholars program, conduct heritage research and facilitate charrettes as a core team member.	Committed

Last Name	First Name	Project Role	Title	Bio including the proposed role in the project	Proposed or committed?
Stokes	Russ	Mayor, Policy Expert, Facilitator	Cultural Planning Core Team Member	<p>Russell Stokes was elected Mayor of Cherokee Village in 2014 after serving on the City Council for 10 years and as Chair of the Roads and Streets Committee. He is an active member and past Chairman of Village Pride, a non-profit organization committed to promoting volunteerism and city beautification. He is also a retired school administrator from St. Louis, Mo. The Mayor will serve as the Project Chairman, policy expert and facilitator. He will act as liaison to the City and oversee the budget.</p>	Committed



Last Name	First Name	Project Role	Title	Bio including the proposed role in the project	Proposed or committed?
Waggoner	Joe	Planning and Zoning Liaison, Subject Matter Expert, Facilitator	Cultural Planning Core Team Member	<p>Joe Waggoner is Chairman of the City's Planning and Zoning Committee and a certified Arkansas Planning Official. He is also a Suburban Improvement District Commissioner and active member of Village Pride.</p> <p>Waggoner worked at the Southwestern Bell Corporation for 28 years and served as an adjunct professor at two state colleges. Joe will act as a liaison for the City and SID. He will provide subject matter expertise, act as facilitator and will work with consultants to complete cultural mapping.</p>	Committed

Last Name	First Name	Project Role	Title	Bio including the proposed role in the project	Proposed or committed?
Webb	David	SID Representative, Subject Matter Expert, Facilitator	Cultural Planning Core Team Member	<p>As General Manager, David Webb oversees all day-to-day operations of the local Suburban Improvement District. Webb holds degrees in Finance, Marketing and Golf Management and is a PGA Golf Professional. He began working for CVSID in 1992 as Head of Golf Operations. Webb has served as CVSID General Manager since 2014. Webb will work closely with consultants to complete the cultural map and strategic plan, lead site visits, provide data research on recreational assets and serve as a facilitator.</p>	Committed

Last Name	First Name	Project Role	Title	Bio including the proposed role in the project	Proposed or committed?
Farham	Sandy	Arts Center of North Arkansas Representative, Subject Matter Expert	Arts Volunteer Coordinator, Cultural Planning Core Team Member	<p>As President, Sandy Farham oversees volunteer and programming activities associated with the Arts Center of North Arkansas. Before moving to the Village, Farham owned and operated a massage and acupuncture business in Illinois that served hospitals, hospice facilities and doctor's offices. She was also an active United Way volunteer. Farham will serve as a facilitator and volunteer coordinator for ACNA. She will also aid in community outreach and provide recommendations for supporting the arts.</p>	Committed

Last Name	First Name	Project Role	Title	Bio including the proposed role in the project	Proposed or committed?
Phipps	Angela	Subject Matter Expert, Facilitator, Artist	Cultural Planning Core Team Member	Angela Phipps is the Campus Director at Ozarka Community College working to provide life-changing experiences through education. Angela holds a BFA from Savannah College of Art and Design. She is passionate about increasing access to education, woodworking and painting. Angela will help start the community scholars program, facilitate charrettes and provide valuable insight into the needs of artists. She will also help connect arts and education in the planning process as a core team member.	Committed

## Project Budget

### Project Expenses

**DIRECT COSTS: SALARIES & WAGES**

Title and/or Type of Personnel	Number of personnel	Annual or Average Salary Range	% of time devoted to this project	Amount
City of Cherokee Village (in-kind)	2	\$ 25,000	10	\$5,000
		\$`		\$0
		\$		
		\$		
		\$		
		\$		
		\$		
		\$		
<b>Total Salaries and Wages</b>				\$5,000

<b>FRINGE BENEFITS</b>	\$0
<b><u>Total Salaries and Fringe Benefits</u></b>	\$5,000

<b>DIRECT COSTS: TRAVEL</b>			
# of travelers	From	To	Amount
			\$0
<b><u>Total Travel Expenses</u></b>			\$0

<b>DIRECT COSTS: OTHER</b>	
Description	Amount

Grant Administrator Fee (Public Relations, Scheduling, Reporting, and Overall Coordination)	\$14,500
Arts Center of North Arkansas Volunteers (in-kind)	\$15,000
American Land Company Staff (in-kind)	\$6,000
Cherokee Village Historical Society Community Scholars Heritage Research Volunteers (in-kind)	\$8,000
Cherokee Village Suburban Improvement District Staff (in-kind)	\$13,000
Cherokee Village Suburban Improvement District Facility Rentals (in-kind)	\$3,000
Core Planning Team Grant Administration Travel & Lodging	\$4,000
Artists In Residence & Cultural Expert Fees	\$20,000
Artists In Residence & Cultural Expert Travel & Lodging	\$10,000
Community Design Consultants (Graphic Designers, Architects, Landscape Architects Salaries)	\$65,000
Geographic Information Systems (GIS) Mapping	\$22,500

Meeting Supplies - Handouts, Surveys, Advertising, Misc. Supplies	\$2,500
Cultural Planning Website Design Fee and Social Media Advertising	\$3,500
Final Report Production (Digital & Hardcopy & Exhibition Materials)	\$8,000
<b><u>Total Other Expenses</u></b>	\$195,000

<b><u>Total Expenses</u></b>	\$200,000
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<b>INDIRECT COSTS (if applicable)</b>	
<b>Federal Agency</b>	
<b>Rate Agency(.0000)</b>	0.00
<b>Base</b>	\$ 0.00
<b>TOTAL INDIRECT COSTS</b>	

## Project Income

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**Cash Project Income**

<b>Description</b>	<b>Amount</b>
City of Cherokee Village	\$25,000
American Land Company	\$25,000
<b><u>Total Cash</u></b>	<b>\$50,000</b>

**In-kind Project Income**

<b>Description</b>	<b>Amount</b>
American Land Company (Staff)	\$ \$6,000
Arts Center of North Arkansas (Volunteers)	\$ \$15,000
Cherokee Village Historical Society (Community Scholars Heritage Research Volunteers)	\$ \$8,000
Cherokee Village Suburban Improvement District (Facilities and Staff)	\$ \$16,000
City of Cherokee Village (Staff)	\$ \$5,000
<b><u>Total in-kind</u></b>	<b>\$ \$50,000</b>



**Amount Requested from the NEA**

\$ \$100,000

**Total Cost Share/Match for this project (Total CASH + Total IN-KIND)**

\$ \$100,000

**TOTAL PROJECT COSTS/EXPENSES (Total Direct Costs + Total Indirect Costs)**

\$ \$200,000

**TOTAL PROJECT INCOME (Total Cost Share / Match + Amount Requested from NEA)**

\$ \$200,000

**Uploaded Docs, Work Samples**

<b>Support Material</b>	<b>Title</b>	<b>Description</b>
APP 12918128 - Letters of Support.pdf	Letters of Support	The attached file includes a letter of support from each of the committed project partners.
APP 12918128 - Work Sample 1.pdf	Work Sample One - Heritage and Folk Research	The attachment contains a recent sampling from Arkansas Folk and Traditional Arts. Their mission is to document, present and sustain cultural traditions throughout the state. The breadth of work showcases various artistic mediums and cultural heritage. The exploration of culture and documentation of heritage in our Ozark community is integral to master planning. Not only must we look back at our rich, layered history to move forward, but we must train future generations to preserve traditions.

<b>Support Material</b>	<b>Title</b>	<b>Description</b>
APP 12918128 - Work Sample 2.pdf	Work Sample Two - Cultural Asset Mapping	The attachment contains examples of cultural asset mapping. The first is a 2018 cultural mapping report of Austin, Texas as part of comprehensive master planning. It includes maps, spreadsheets and economic impact analysis. It also provides valuable information regarding community engagement, timeline, methodologies and goals. Also included are maps that not only connect art, nature, culture heritage and recreation but illustrate how asset mapping can be utilized to support tourism and growth.
APP 12918128 - Work Sample 3.pdf	Work Sample Three - Cultural Master Planning	The attached sample was provided by partner U of A Community Design Center. It includes examples of planning analysis and architectural renderings that would be included in a master planning report and exhibition. One example includes reimagining mid-century design and connecting it to water. Another includes redesigning a strip mall into a neighborhood arts center. The final example is an NEA Our Town cultural planning project that connects, art, nature, housing, infrastructure and industry.