

A RESOLUTION TO ACCEPT AND CONSIDER RECOMMENDATIONS FROM  
THE LOCAL LIVING ECONOMY TASK FORCE  
Resolution No. 108/2009-10

WHEREAS, The Board of Aldermen established the Local Living Economy Task Force (LLETf) and charged it with investigating and evaluating strategies that the Town of Carrboro can use to help foster the further development of a sustainable, locally-owned and run economy; and

WHEREAS, the studies included, but were not limited to, strategies regarding "thinking local first" and plugging market leaks, mobilizing small businesses, entrepreneurship training, investor mobilization, and public policy reform; and

WHEREAS, sustaining the arts and creating more affordable housing were other issues the group was to look into; and

WHEREAS, the LLETf has met for a period of about eighteen months, read materials, consulted with knowledgeable people on the topics considered relevant by the group and now has formulated concrete ideas to share with the Board of Aldermen.

NOW THEREFORE, THE CARRBORO BOARD OF ALDERMEN RESOLVES:

Section 1. The Board requests that the recommendations of the LLETf be forwarded to the town staff for budgetary consideration and requests that the Economic Sustainability Commission follow up on the following projects:

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Section 2. This resolution shall become effective upon adoption.

## **LOCAL LIVING ECONOMY TASK FORCE Recommendations for the Town of Carrboro**

### **Task Force membership:**

Sammy Slade (Chair), Dan Coleman, Robert Dickson, Randee Haven-O'Donnell,  
Victor Jimenez, Gary Kramling, Peter Lee, Margot Carmichael Lester,  
Jenny McMillan and Chuck Willingham  
Staff Liaisons: James Harris and Steve Stewart

### **The charge:**

*The Local Living Economy Task Force was created by the Board of Aldermen to investigate and evaluate strategies by which the Town of Carrboro can help foster the development of a sustainable, locally-owned and -run economy. Its studies will include but not be limited to strategies regarding "thinking local first", identifying and plugging leaks, mobilizing small businesses, entrepreneurship training, investor mobilization, and public policy reform. Additional topics of interest identified by other Board members as issues the LLETF might look into include sustaining the arts and creating more affordable housing. It will provide reports to the Board of Aldermen at least every six months during this period which will contain recommendations about actions the Board could take to support the development of such a local living economy.*

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## INTRODUCTION

This document represents 18 months of work of the Local Living Economy Task Force. We are thankful to the Board of Alderman for giving us the opportunity to make these important suggestions for your consideration.

The Local Living Economy Task Force used Michael Shuman's book, *Small-Mart Revolution*, as the basis for its work. The LLETf divided into five teams of two to generate ideas for the following groups of citizens, based on chapters from the book:

- Entrepreneurs
- Consumers
- Investors
- Community Builders
- Policymakers

Each team shared ideas and received feedback from the Task Force. Agreed-upon ideas were outlined in a standardized format and voted upon for final consideration. The top six ideas, and supporting documentation, are included in this report. Other ideas that weren't highly ranked have been included as background information and for additional consideration by the Board.

## WHAT IS LOCAL?

The Local Living Economy Task Force grappled with what the term 'local' means. The difficulty of defining this term as it relates to localizing the economy stems from the fact that businesses vary in their degree of 'localness'. The main objective in defining this term is to maximize benefits such as those described in the 'WHY LOCAL?' top ten list found below. The BALLE website has a comprehensive, continuously updated resource list of the latest studies.

In the "Small-Mart Revolution" (Shuman's Purchasing Ladder: Michael Shuman *The Small-Mart Revolution* (Barret-Koehler Publishers, 2006) p. 112-113) Michael Shuman describes the 'Purchasing Ladder.' The following list is that Ladder which illustrates degrees of 'local' but is also a good guide consumers can use when choosing to buy local first.

1. **Buy Less.** In an era of increasing environmental problems and deteriorating life-support systems, the overriding objective is not to waste resources. To the extent that you can grow your own food, walk instead of drive, or avoid impulse purchasing, do it. A self-reliant community ultimately must be grounded in more self-reliant individuals, families and institutions.
2. **Buy Local – Triple Crown.** If you must buy, try to find (a) a locally owned store, (b) selling locally made goods, and (c) using locally found inputs. One of the challenges for a buy-local campaign is to help identify which goods and services score highest on all three scales so that consumers don't have to do this voluminous homework by themselves.
3. **Buy Local – Imperfect choices.** Finding the perfect storm of localness in everything you buy will not usually be possible. The next best step is to find at least one element that's local.
4. **Buy Regional –** If a reasonable local option is not available, perhaps a regional one is. The multiplier from buying regionally will be lower than if you bought locally, but it will not be irrelevant.
5. **Buy Bi-Local.** If you cannot possibly get a local or regional source for something, try to establish a direct relationship with a more distant 'locally owned and import substituting' (LOIS) business.
6. **Buy Fair Trade.** A variation of Bi-Local is "Fair Trade," which connects purchasers of basic products like coffee, cocoa, tea, and clothing in developed world with responsible producers in the developing world. Usually "responsible" means removing middle-people and improving labor conditions, but local ownership is, at best, an afterthought. Local First needs to collaborate with Fair Trade networks to change this.
7. **Everything Else**

## WHY LOCAL?

The Business Alliance for Local Living Economies outlines 10 good reasons to shop with locally owned businesses:

1. **Significantly more money re-circulates in your community when you buy from locally owned, rather than nationally owned, businesses:** More money stays in the community because locally owned businesses purchase from other local businesses, service providers, and farms. Purchasing locally helps grow other businesses as well as your community's tax base.
2. **Local businesses provide most new jobs:** Small local businesses are the largest employer nationally, and in most communities provide the most new jobs to residents.
3. **One-of-a-kind businesses are an integral part of a community's distinctive character:** The unique character of any town or region is what people love about it, and what tourists come to visit. Richard Moe, president of the National Historic Preservation Trust, says, "When people go on vacation they generally seek out destinations that offer them the sense of being someplace, not just anyplace."
4. **Local business owners invest in community:** People who own local businesses live in the community, are less likely to leave, and are more invested in the community's future.
5. **Customer service is better:** Local businesses often hire people with more specific product expertise for better customer service.
6. **Competition and diversity lead to more choices:** A marketplace of tens of thousands of small businesses is the best way to ensure innovation and low prices over the long term. A multitude of small businesses, each selecting products based not on a national sales plan but on their own interests and the needs of their local customers, guarantees a much broader range of product choices.
7. **Local businesses have less environmental impact:** Locally owned businesses can make more local purchases, requiring less transportation, and generally set up shop in town or city centers as opposed to developing on the fringe. This generally means contributing less to sprawl, congestion, habitat loss, and pollution.
8. **Local businesses' public benefits far outweigh their public costs:** Local businesses in town centers require comparatively little infrastructure investment and make more efficient use of public services as compared to nationally owned stores entering the community.
9. **Local businesses encourages investment in the community:** A growing body of economic research shows that in an increasingly homogenized world, entrepreneurs and skilled workers are more likely to invest in and settle in communities that preserve their one-of-a-kind businesses and distinctive character.
10. **Local businesses give more support to nonprofits:** Nonprofit organizations receive an average 350 percent greater support from local business owners than they do from non-locally owned businesses.

## **RECOMMENDATION 1: Think Local First Campaign**

The best way to influence buying habits that foster a sustainable, locally-owned, locally-sourced and -run economy is to educate the community via a Think Local First campaign.

We recommend a long-term initiative with multiple components designed to help citizens understand the importance of buying local and to showcase how easy it is to do. Elements of the campaign include:

- Creating a Think Local First brand
- Identifying and promoting local businesses through advertising
- Promotions and industry campaigns (i.e., natural health, automotive, trades)
- Community events including forums, yard sales and co-branding with other organizations

Every attempt was made to create events and initiatives that are inclusive and are of value to the many local business sectors and demographic subsets of the Carrboro community. In many cases, there are opportunities for volunteer involvement in the planning and execution of items.

These recommendations are based on concepts included in *Small-Mart Revolution* but were developed with an eye to leveraging Carrboro's unique character. Most items meet several objectives that have been established to improve local buying.

The success of each component and the overall campaign will be measured using a combination of owner-reported business metrics and participation data.

The members of the Local Living Economy Task Force respectfully ask the Board of Aldermen to look closely at this project and investigate items that could be led by the Town, enabling it to walk its talk on the local economy. We also ask members' help in continuing the dialog by reaching out to community and business groups to encourage them to participate in or take responsibility for a component of the campaign.

*See reference: Appendix A:*

**COMMUNITY BUILDERS: Think Local First Campaign**

## **RECOMMENDATION 2: Town to Consider Local Options for Banking, Investment, and Procurement**

A vibrant and sustainable local living economy requires exploration and support of more locally-based banking options for the Town's services and investments *and* to serve our residents and businesses.

Local banking options are key to:

- Keeping capital local
- Enabling more locally focused lending

Town exploration and support of locally-based banking services and increased procurement of local goods and services aligns political will with public need. Large institutions such as the Town have a significant impact on local banks and businesses. Directing Town banking and purchasing activities to them will make them more sustainable.

We recommend that the Town investigate:

- Options for local banking investment, including the possibility of becoming an institutional member of and depositing some town money with Latino Community Credit Union, which will open a new branch at Carrboro Plaza later this year.
- Support locally focused lending by charging the Economic Sustainability Commission to develop a methodology to follow and measure local lending (for shelter, transportation, college and business) by our locally-owned banking institutions
- Expand local procurement of goods and services by identifying needs and prioritizing local sources for procurement

Local focus can be measured by volume of local lending to residents and businesses and other behavioral measures.

*See reference: Appendix A:*

**POLICYMAKERS: Consider Local Options for Banking, Investment, and Procurement**

**INVESTORS: Promote Local Banking**



### **RECOMMENDATION 3: Town Maintenance and Promotion of the Revolving Loan Fund**

A sustainable, thriving local living economy requires partnership between the town, local business, and local investors. Small business (the creator of more than 50 percent of jobs in the United States) is in a credit crunch with low loan availability and high cost.

The Carrboro Revolving Loan Fund is the Town's most effective current method of stimulating the creation and development of locally-owned businesses. Continuous improvement of the loan process and an expanded scope and volume of loans are measurable means of Town support.

We recommend that the Town direct the Economic Sustainability Commission and the Economic and Community Development Office to:

- Conduct a full review of the CRLF qualification process and loan portfolio, including:
  - Measures of success
  - Identification and prioritization of new types of business compatible with local living economy that could be targeted through CRLF
  - Integration of business needs survey results
- Pursue stimulus funds for expansion of this program.
- Investigate the creation of a private investment fund for local business creation and development.
- Expand existing local business surveys to assess current needs (capital, land, space) for expansion and success.

*See reference: Appendix A:*

INVESTORS: Expand the Use of Small Business Loans

INVESTORS: Business Survey of Local Capital Needs

POLICYMAKERS: Review and Expand Carrboro Revolving Loan Fund

## **RECOMMENDATION 4: Town Pursuit of Stimulus Funds**

Federal and State stimulus funds are available to municipalities to aid in the creation, development, and support of small local businesses. Those municipalities who choose to apply for these funds will be taking a proactive step in supporting their respective local living economy.

Given the poor state of the U.S. economy and record level unemployment, the Federal Government instituted the \$862 billion American Recovery and Reinvestment Act of 2009 to stimulate the economy by increasing federal spending and cutting taxes. Approximately \$ 6.1 billion of this funding has been made available to North Carolina—35 percent of which is tax cuts. Funds awarded through contracts and grants are meant to shore up the North Carolina economy and provide jobs. A breakdown of the State's stimulus funds can be found here: [www.ncrecover.gov/investments/default.aspx](http://www.ncrecover.gov/investments/default.aspx).

We recommend that the Town begin by investigating the following funding opportunities:

- Community Development Block Grants (CDBG's): \$6.9M available
- Transportation/Infrastructure Improvements: \$70M available
- Energy Efficiency and Conservation: \$37M available
- Weatherization: \$131M available

In addition, the Town should make a concerted effort to publicize the services and resources offered by the following local business support organizations:

- The Small Business and Technology Development Center (SBTDC)
- Orange County JobLink Career Center
- Durham Tech's Small Business Center
- SCORE Chapel Hill Carrboro
- Council for Entrepreneurial Development (CED)
- Carrboro Revolving Loan Fund (CRLF)
- Orange County Small Business Loan Program
- Midway Business Center
- \$30 billion in federal Stimulus funds being redirected to community banks for small business loans

*See reference: Appendix A:*

**POLICYMAKERS: Pursuit of Stimulus Funds**

## **RECOMMENDATION 5: Town Branding and Marketing**

Effective branding influences consumer behavior. Everything else being equal, consumers will regularly gravitate to or embrace a brand which has come to embody the traits or characteristics they value most.

The consistent use and promotion of a Town graphic and tagline provides a visual hook to uniquely identify those businesses, programs, events, products, people and the physical environment that define our community. Properly developed, this graphic and tagline could embody the unique traits and characteristics of the community (i.e. quality, successful, unique, healthy, committed, beautiful, funky, leading edge, fun, historic, active.)

Brands can convey positive or negative feelings. A successful town brand is one which reflects the best attributes of a community. When a successful brand is applied to a new and unproven business, product, or event the goal is for the positive attributes of the brand to be passed on so potential consumers choose to engage, try, or participate.

We recommend that the Board contract with a professional advertising firm to develop a Town graphic and tagline and to advise on how it might best be used.

*See reference: Appendix A:*

**POLICYMAKERS: Branding and Marketing Effort**

## **RECOMMENDATION 6: Support of Local Economy Business Network**

Local business networks play a leading role in building and sustaining a local living economy. The Town should leverage these networks in all its initiatives as it seeks to strengthen and grow the local business economy.

It is imperative that local businesses take a leadership role in the development of a local living economy. Without their intimate involvement up front, initiatives undertaken by concerned citizens or local government often fail when not embraced by the business community.

An engaged, local economy business network is best able to take the pulse of the business community. It will likely have the most current information available, and is therefore able to accurately give voice to businesses needs while simultaneously addressing those needs in partnership with Town advocates, local government and the community at large.

The Town has a wealth of resources at its disposal to aid local business networks in their efforts to grow the local living economy.

*See reference: Appendix A:*

**Support Local Economy Business Network**

## ITEMS IN PROGRESS

The following items are currently being pursued or have had some degree of activity:

### Banking

- **Town Seeking Local Bank Services**

The banking contract is up for renewal this year. One of the two choices for banking is locally-owned. In addition, the Latino Community Credit Union is opening a branch at Carrboro Plaza later this year.

- **Revolving Loan Fund**

The Town's Revolving Loan Fund has long provided a much-needed source of capital for locally-owned businesses. We recommend an enhancement of the program and better promotion of its availability.

### Support of Local Business Network

- **LocalMotive BALLE Chapter**

A local chapter of the Business Alliance for Local Living Economies (BALLE) was formed in late 2009. Called LocalMotive, its mission is to provide a supportive atmosphere for local businesses and educate the local community on the importance of shopping locally.

- **Business Directory**

Carrboro has long recognized its responsibility to support and grow local businesses. The Town has regularly sponsored and paid for an annual paper-based business directory. (This year the Carrboro Citizen coordinated the research along with LLET and published the directory). An electronic database (in addition to paper) will make it easier for residents, visitors, and businesses to "do business" locally. There will be a cost for development and for maintenance (a local business tax specific for this effort? an advertising model?). Issues such as "privacy" for local business data must be addressed. We recommend that the Town create a RFP for establishing a publicly available, electronic local business data base with maintenance and update process and funding models, in partnership with Chamber, other local business networks, and potential local providers of service.

- **Business Survey**

An initial local business survey was undertaken by the Economic Development Office in 2009 to put together a list of the top 50 things to do in Carrboro. A second pre-requisite foundation piece for a successful local living economy is public understanding of what local businesses need to be successful, grow and expand. There is little additional first-hand data on what our local businesses need to be successful, grow, and expand. Having better data can better target Town support to identified need. It's about better meeting local business needs to make them more successful. The Town is best suited to engage in a comprehensive local business survey. And it must partner with local business organizations (Chamber, LocalMotive, Walk Carrboro, etc.). We recommend that the Town charge the Economic Sustainability Commission & Staff to:

- Develop survey process, methodology, time frame, and estimated cost.
- Once approved, develop the survey itself with input from local business (including for profit, not for profit, home based, located in downtown, those not

located in downtown, banks, services, manufacturing, media, etc.) and the Board itself.

- Once approved, carry out the survey/review results/present results

- **Entrepreneurship Training**

The Economic & Community Development Office regularly supports existing and emerging local businesses by developing and hosting entrepreneurship workshops. The ECD Office often partners with other business support organizations such as the SBTDC in providing these training opportunities. An example: In 2009, the ECD Office developed and hosted a "Going Green" series of workshops which offered emerging local businesses information on strategy and best practices in growing a vibrant, sustainable business.

- **Economic Asset and Leakage Analysis**

In 2006, the Board contracted with Regional Technology Strategies (RTS) to produce a report (*Creating Carrboro's Economic Future*) detailing Carrboro's economy, and to offer a series of recommendations aimed at improving the Town's economy going forward. Included in the report were an accounting of assets; those products, services, infrastructure, and resident capabilities available. Also included was a leakage analysis; those products and services not available in the community as well as any infrastructure deficits.

**APPENDIX A**

This section includes worksheets that outline the following recommendations:

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**COMMUNITY BUILDERS: Think Local First Campaign**

Description	Long-term campaign following BALLE local first manual
Purpose	Enhance the livability of our community, the stability and diversity of the local economy, and the retention and expansion of locally-owned businesses through increasing awareness about the personal, community, and economic benefits of choosing local first. Ongoing celebration of local business and information on businesses and products in Carrboro.
Next Step(s)	Research campaign details
By Whom	Town, Business network
Steps to Succeed	Sustained efforts, participation of businesses, engagement of community
Resources Needed (human and material)	Varies from item to item: costs for materials needed, volunteer time, coordination
Timeframe	Ongoing
Benefit	Increased support for local business
Cost	Varies
Fit with Items	<p>Appendix A: POLICYMAKERS: Support of Local Economy Business Network ENTREPRENEURS: Creation of Business Directory</p> <p>Appendix B: ENTREPRENEURS: Advocate for Partnership with Local Business Alliance COMMUNITY BUILDERS: Community Event Link-Ins COMMUNITY BUILDERS: Community Non-Profits Sharing In A Local First Campaign COMMUNITY BUILDERS: Future Community Based Businesses COMMUNITY BUILDERS: Growin' Green COMMUNITY BUILDERS: Local First Forum CONSUMERS: "Locally Owned" Ad Campaign CONSUMERS: Buy Local Card CONSUMERS: Create Unique "Think Local Carrboro" Logo/Brand CONSUMERS: Eco/Social Projects That Engage Community CONSUMERS: Educational Campaign on Local Businesses CONSUMERS: Educational Campaign to Establish Reasons for Buying Local CONSUMERS: Honor Junk CONSUMERS: Kick-Off Event on Local Living Economy CONSUMERS: Promote Local Banking, Heal Local, Thanks For Eating Local, Auto Local</p>
Measure	Survey impact of campaign on residents similar to poll done in Bellingham, WA: <a href="http://sustainableconnections.org/thinklocal/TLFStudy/Results%20of%20poll%20of%20TLF%20impact.pdf">http://sustainableconnections.org/thinklocal/TLFStudy/Results%20of%20poll%20of%20TLF%20impact.pdf</a>



**POLICYMAKERS: Consider Local Options for Banking, Investment, and Procurement**

Description	The Town should investigate a local banking option and increase their investments, and procurements with local businesses.
Purpose	By keeping their banking, investments, and procurements with local businesses to the degree possible, the Town of Carrboro will lead by example in supporting the local living economy, thereby encouraging local businesses and residents to do the same.
Next Step(s)	Recommend to the Board of Alderman that town staff and the appropriate advisory boards undertake the following: <ol style="list-style-type: none"> <li>1. Investigate local options for town banking</li> <li>2. Support legislation increasing ability of credit unions to loan funds to local businesses</li> <li>3. Investigate local options for town investment</li> <li>4. Investigate newly enhanced (Federal Stimulus) SBA loans available to local small businesses</li> <li>5. Patronize those institutions offering loans/investments to local businesses. Qualify these institutions through a behavioral questionnaire</li> <li>6. Procure items locally to the extent possible and legal. Small non-bid procurements are the lowest hanging fruit. Increasing the number of local town service contracts with local businesses should also be a goal</li> <li>7. Consider codifying procurement preferences (a la <i>affordable housing language</i> in LUA) to favor local businesses</li> </ol>
By Whom	Town staff, LLE investors
Steps to Succeed	Litmus test: Carrboro residents should ultimately benefit from any changes
Resources Needed (human and material)	Staff time, including attorney
Time Frame	Next two years
Benefit	<ul style="list-style-type: none"> <li>• Carrboro businesses benefit from increased patronage, investment</li> <li>• Carrboro residents benefit from a healthy and vibrant business community</li> </ul>
Cost	Cost of doing business locally should not be appreciably different than norm and should invoke local multiplier
Fit with Items	Appendix A: POLICYMAKERS: Promote Local Banking
Measure	Town banks locally; Measure Town procurements to local businesses; Measure Town investment

**INVESTORS: Promote Local Banking**

Description	Promote the benefits of banking locally
Purpose	Keep capital local
Next Step(s)	Create list of benefits and ways to communicate to citizens and businesses. Look toward local banks for things such as home mortgages, car loans and college accounts
By Whom	Task Force, Staff
Steps to Succeed	Complete list and create marketing tools
Resources Needed (human and material)	Time and \$ for promotional materials
Time Frame	3 months
Benefit	Localizing capital will increase local lending and spending power and enhance local businesses
Cost	Limited
Fit with Items	Appendix A: POLICYMAKERS: Consider Local Options for Banking, Investment, and Procurement
Measure	Promotional materials published

**INVESTORS: Expand the Use of Small Business Loans**

Description	Promote the use of Town and County Revolving Funds
Purpose	Provide working capital to local businesses
Next Step(s)	Link needs from business surveys to appropriate Fund
By Whom	Task Force/Staff/ESC
Steps to Succeed	Complete business needs survey and review with Fund managers
Resources Needed (human and material)	Staff time and promotional materials
Time Frame	Develop and conduct surveys over next six month
Benefit	Generate business growth in Carrboro
Cost	Time and promotional materials
Fit with Items	Appendix A: INVESTORS: Business Survey of Local Capital Needs INVESTORS: Review and Expand Carrboro Revolving Loan Fund
Measure	Track business participation and success

**INVESTORS: Business Survey of Local Capital Needs**

Description	A series of surveys to assess the needs of our local businesses.
Purpose	A survey of businesses can help identify the needs businesses have for integrating more with the local economy. By identifying and understanding the most pressing needs that Carrboro businesses may have, Carrboro can facilitate the establishment of a more vibrant local economy. Town support for businesses can be best when their needs are known.
Next Step(s)	<ul style="list-style-type: none"> <li>Identifying survey topics (capital needs, economic leaks, local economy attitudes)</li> <li>Create surveys and seek participants</li> <li>Analyze data</li> <li>Share with community at-large</li> </ul>
By Whom	Carrboro's Economic & Community Development Office and Economic Sustainability Commission. Partner with Chamber, LocalMotive, Walk Carrboro, etc..
Steps to Succeed	<ul style="list-style-type: none"> <li>Develop survey process, methodology, timeframe, and estimated cost.</li> <li>Once approved develop the survey itself with inputs from local businesses (including for profit, not for profit, home based, located in downtown, those not located in downtown, banks, services, media, etc..) and the BOA itself.</li> <li>Publicize survey plan and seek business owners to support/promote it.</li> <li>Identify survey topics</li> <li>Create and disseminate surveys</li> <li>Analyze data and review results</li> <li>Share with public at-large where appropriate (i.e. media outlets) and with business community.</li> <li>Compile survey results in one document and make available on the web</li> </ul>
Resources Needed (human and material)	Town staff, business community willingness to participate.
Time Frame	1 year
Benefit	Local businesses and the community gain a better sense of the state of our local economy.
Cost	?
Fit with Items	Appendix A: COMMUNITY BUILDERS: Think Local First Campaign
Measure	Survey participation and quality of feedback

**POLICYMAKERS: Review and Expand Carrboro Revolving Loan Fund**

Description	The Carrboro Revolving Loan Fund is probably our most effective current method of stimulating the creation and development of locally-owned businesses. Stimulus funds should be sought to either expand this program or to set up a similar one. Also, a parallel program funded by private investment should be considered. These additional funds could be offered under similar qualification requirements as the CRLF but at higher interest rates to make the program attractive to private investors. The process by which businesses apply for these funds should undergo a thorough review to ensure the types of businesses intended to receive such funding are being appropriately targeted.
Purpose	Review existing loan program to be certain intended businesses are being targeted; find additional revenue sources to grow fund
Next Step(s)	Recommend that the BOA direct the Economic Sustainability Commission and the Economic and Community Development Office to: <ul style="list-style-type: none"> <li>• Conduct a full review of the CRLF qualification process.</li> <li>• Pursue stimulus funds for expansion of this program.</li> <li>• Investigate the creation of a private investment fund for local business creation and development.</li> </ul>
By Whom	ESC
Steps to Succeed	Better define goals and rules so CRLF is effective and successful
Resources Needed (human and material)	Staff time and ESC time to conduct process review; legal work from Town Attorney to investigate feasibility of privately funded program.
Time Frame	As available CRLF funds are currently low, this would be an excellent time to conduct the process review while the funds build back up. Also, stimulus money is apparently available now. No time should be wasted in the pursuit of these funds.
Benefit	An expansion of the CRLF, or creation of something similar, could position Carrboro as a real center of entrepreneurial activity, leading to jobs for our residents and a significant expansion of our commercial tax base.
Cost	Additional staff time to manage a larger fund
Fit with Items	Appendix A: INVESTORS: Expand Use of Small Business Loans INVESTORS: Business Survey of Local Capital Needs POLICYMAKERS: Pursuit of Stimulus Funds
Measure	Track business participation; repayment success; business growth; job growth

**POLICYMAKERS: Pursuit of Stimulus Funds**

Description	Contract with professional grant writer/stimulus expert to seek and apply for stimulus funds available to Carrboro, particularly with an eye toward funds for small business creation, development and support.
Purpose	Provide a new source of revenue to aid in the creation, development, and support of local small businesses.
Next Step(s)	Recommend to BOA that this action be taken. This could be a project for the Economic Sustainability Commission.
By Whom	Economic Sustainability Commission
Steps to Succeed	Hire a professional well versed in the process of securing stimulus funds
Resources Needed (human and material)	Staff/ESC time to advertise and interview for this position. Also, staff time to serve as liaison between contractor and ESC.
Time Frame	This effort should begin as soon as possible in order to maximize the opportunities for finding funds.
Benefit	Funds received should provide jobs, business education and development and infrastructure improvements (paving, sidewalks, etc.). Ideally funds would be found to aid LLE efforts.
Cost	The contractor could be paid a base rate plus incentives for successfully securing funding.
Fit with Items	Appendix A: INVESTORS: Expand Use of Small Business Loans POLICYMAKERS: Review and Expand Carrboro Revolving Loan Fund INVESTORS: Business Survey of Local Capital Needs
Measure	Measure number of businesses and jobs created as a result of these new sources of funding.

**POLICYMAKERS: Branding and Marketing Effort**

Description	The Town of Carrboro already has a unique and successful brand. Much more could be done, however, to better define and promote the brand for the benefit of our local business community. In 2006, the Board received an economic report from Regional Technology Strategies, Inc. which recommended initiating a branding and marketing effort.
Purpose	The use and promotion of a town graphic and tagline would offer a consistent visual reminder for those participating in the Carrboro community and economy.
Next Step(s)	Recommend to the Board of Alderman that town staff and the appropriate advisory boards undertake the following: 1. ESC & Appearance Commission define process for hiring and managing a professional advertising firm to develop a graphic & tagline. The Town's

	<p>ECD Office will ultimately manage this work.</p> <ol style="list-style-type: none"> <li>Hire a professional advertising, marketing or branding firm to:</li> <li>Engage the Carrboro community RE: branding (possibly via Local First Forum)</li> <li>Develop graphic identity and tagline (consistent color, size, font, use)</li> <li>Publish various electronic versions on website for community use</li> <li>Offer most efficient and effective suggestions regarding use</li> <li>Examples: letterhead, publications, business directory, website, social media, promotional materials (posters, flyers, downtown flags, town entrance signs)</li> <li>Ask community event organizers who request Town facilities or require permitting to integrate graphic/tagline into their promotional materials</li> <li>Have Town ECD Office lead in putting graphic/tagline to use</li> </ol>
By Whom	<ul style="list-style-type: none"> <li>ESC &amp; Appearance Commission (define process)</li> <li>Professional Advertising Firm (creation of graphic/tagline; lead meeting; develop marketing campaign)</li> <li>Town ECD Office (put into use)</li> <li>Town IT Office (incorporate graphic/tagline files in website)</li> <li>Town Public Works Office (install new entrance signs)</li> </ul>
Steps to Succeed	Involve community and hire professional advertising firm
Resources Needed (human and material)	Town staff time, community participation, new entrance signs
Time Frame	Effort should start in next six months
Benefit	<ul style="list-style-type: none"> <li>New businesses and events will be drawn to Carrboro by the brand</li> <li>Visual brand will act as a reminder of <i>"All Things Carrboro"</i></li> <li>Entrance signs and downtown flags will help physically define Carrboro</li> </ul>
Cost	<ul style="list-style-type: none"> <li>\$5k-\$20k for advertising firm</li> <li>Entrance signs, downtown flags, website and social media development</li> <li>Little additional cost for conversion of letterhead, business directory, promotional materials, etc.</li> </ul>
Fit with Items	<p>Appendix B:</p> <p>CONSUMERS: Local First Forum</p> <p>COMMUNITY BUILDERS: Community Event Link-Ins</p> <p>CONSUMERS: Create Unique "Think Local Carrboro" Logo/Brand</p>
Measure	Measure graphic use by Town, local businesses, and local groups. Gauge familiarity of brand among Carrboro residents and others throughout region.

#### **POLICYMAKERS: Support of Local Economy Business Network**

Description	Provide tools and support in aid of local economy business networks, including an effective, up-to-date local business directory and partnerships with local groups such as LocalMotive in marketing, events and education promoting our local economy.
Purpose	Local business networks should be at the forefront of leading our local business economy. The Town can help foster the growth and development of

	our locally owned and operated businesses by providing support, expertise, and resources to these business groups.
Next Step(s)	<p>Recommend that the Board of Aldermen:</p> <ol style="list-style-type: none"> <li>1. Contract with a local data expert to create an up-to-date, searchable database of local businesses, using the existing Carrboro Business Directory as a starting point.</li> <li>2. Authorize the Economic &amp; Community Development Office to collaborate with local groups in planning a schedule of events and activities to promote local business.</li> </ol>
By Whom	LLETf and ECD Office
Steps to Succeed	Listen and respond to business community rather than act
Resources Needed (human and material)	<ul style="list-style-type: none"> <li>• Funds to pay for creation of business database. This would be a good use of LLE budgeted funds.</li> <li>• Staff time to maintain database once it's been created.</li> <li>• Staff time to work with local groups in step 2 above.</li> </ul>
Time Frame	These items can and should be approved by the BOA immediately upon recommendation by LLETf.
Benefit	The benefit of an up-to-date, web-based, searchable, heavily promoted business database should be significant in the creation of consumer-to-business and business-to-business contacts. Aiding local businesses in pooling their efforts to educate our community on the benefits of shopping locally will have both short and long term positive effects on the health of Carrboro's economy.
Cost	The cost of the creation and maintenance of the local business database should be covered by the Town. We estimate up to \$2000.00 for contracting the creation of the database. This task could possibly be performed by a graduate student from the UNC School of Information & Library Science. As a general rule, the Town's role should be one of support of local business networks, with the primary initiative and funding coming from sources other than the Town of Carrboro.
Fit with Items	<p>Appendix A:  INVESTORS: Business Survey of Local Capital Needs  Appendix B:  COMMUNITY BUILDERS: Future Community Based Businesses  COMMUNITY BUILDERS: Growin' Green  ENTREPRENEURS: Advocate for Partnership with Local Business Alliance  ENTREPRENEURS: Creation of Business Directory  ENTREPRENEURS: Provide List of Available Resources for Business</p>
Measure	Regularly track Town's support for our local business groups. Judge success by how well the Town partners with these organizations on initiatives rather than undertaking local economy support on its own.

## APPENDIX B

This section includes additional worksheets that outline the following recommendations:

COMMUNITY BUILDERS: Community-Managed Open Space*	24
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INVESTORS: Create "Micro" Venture Funds (using music & arts as an example)	42

\* Are items of Appendix B that were ranked highest for each section by LLETf members.



**COMMUNITY BUILDERS: Community Managed Open Space**

Description	Facilitating access to open space management by the community
Purpose	Encourage community development and empowerment through access to space.
By Whom	<ul style="list-style-type: none"> <li>○ The community manages open spaces in town that are made available from the Town, land trusts, non-profits, private citizens and business.</li> </ul> <p>The Town promotes community management opportunities.</p>
Steps to Succeed	<ul style="list-style-type: none"> <li>• I.D. Spaces in town currently self managed             <ul style="list-style-type: none"> <li>○ Inventory of spaces: Thomas [[Frances?]] Shetley bike path, MLK Community Garden, Residence on corner of Greensboro St. and Cheek St. (gardened easement that is responsibility of Public Works to manage), Invasive species clearing event/action by Friends of Bolin Creek</li> <li>○ Inventory of models for management: Grant dependent non-profits, autonomous community driven orgs, citizens, land trust collaborations, leasing, grants, etc..</li> </ul> </li> <li>• I.D. spaces in town with self-managing potential             <ul style="list-style-type: none"> <li>○ Examples include:                 <ul style="list-style-type: none"> <li>▪ Park lawns and medians for shepherd maintenance</li> <li>▪ Idle spaces (Edge of playfield) for use in Community supported Recreational, Agricultural, Energy production, skilling initiatives. i.e. solar panel installation, Community gardening, water catchment, green building structures (Community garden kiosks, tool sheds).</li> </ul> </li> </ul> </li> <li>• I.D. barriers impeding maximal sustainable community self-management potential of these spaces.             <ul style="list-style-type: none"> <li>○ Examples include:                 <ul style="list-style-type: none"> <li>▪ Barrier to marketing community garden surplus at farmers market</li> <li>▪ Ordinance against farm animals in town</li> <li>▪ Waive permitting fees when built structures are town capital improvement donations by the community</li> </ul> </li> </ul> </li> <li>• Implement actions to encourage community management of spaces             <ul style="list-style-type: none"> <li>○ Educational/marketing campaign to raise awareness of community management opportunities and benefits</li> <li>○ Process for auditing of town department community management opportunities with parallel process identifying community demand</li> </ul> </li> </ul>
Town's role	<ul style="list-style-type: none"> <li>○ Takes lead in making available more spaces for community managed open space initiatives i.e. MLK Community garden.</li> <li>○ The Town promotes community management opportunities.</li> </ul>
Resources Needed (human and material)	<ul style="list-style-type: none"> <li>• Open Spaces</li> <li>• Making available offset resources to the initiative (had government spent money or invested in capital improvements by contracting out, purchasing or doing job from in-house instead); an equivalent that factors both release of town responsibility of space maintenance and the benefit gained by the community in having the space available.</li> <li>• Community interest</li> </ul>
Timeframe	Current, on-going
Benefit	<ul style="list-style-type: none"> <li>• In this time of economic downturn this empowers community members</li> </ul>

	to be proactive in taking on functions traditionally supplied by the town. <ul style="list-style-type: none"> <li>• Encourages the community to think and generate better ways for doing things. (Example of leaf drop off in the fall)</li> <li>• Increases dynamism between the town of Carrboro and the community that it serves.</li> <li>• Offsets shortfalls of budget in times of economic duress</li> <li>• Created new economic opportunities and re-skilling.</li> </ul>
Cost	<ul style="list-style-type: none"> <li>○ Competes with government jobs? (i.e. job of mowing lawn)</li> <li>○ Danger of privatization/NGOizing of traditionally governmental functions/services</li> </ul>
Fit with Items	
Measure	Community participation and empowerment .

**COMMUNITY BUILDERS: Community Event Link-In**

Description	Local First Campaign Community Event and Holiday Link-ins
Purpose	Linking local businesses to local events for mutual benefit. Leverage impact of Think Local First campaign by bringing local angle to community events and holiday ad campaigns
By Whom	Town, LocalMotive and other networks with event organizers
Steps to Succeed	<ul style="list-style-type: none"> <li>• Identify events throughout the calendar year such as road races, festivals, Farm Tours, Art Walk, Carrboro Day, July 4<sup>th</sup></li> <li>• Meet with event organizers to discuss potential of linking with the Local First Campaign             <ul style="list-style-type: none"> <li>○ Identify the Local First component of the event to emphasize. Ex: Link to Fleet Feet's Thanksgiving Gobble &amp; Gorge Road Race –link to local food</li> <li>○ When an event uses Town facilities create a Local First link</li> <li>○ Discount charge for facility use when Local First campaign is linked.</li> <li>○ Publicize local first aspect of event</li> </ul> </li> </ul>
Town's role	<ul style="list-style-type: none"> <li>○ Provide Event Packet - Develop a Local First event resource packet</li> <li>○ Aid in promotion             <ul style="list-style-type: none"> <li>○ When a community event reserves a Town facility or requires town permitting, Carrboro will provide resources promoting Local First tie-ins.</li> <li>○ Information on Town Local First link incentives</li> <li>○ Local First Banners</li> <li>○ Local First information pamphlet (Pie-chart, 10 reasons to buy local)</li> <li>○ Business Coupon booklet</li> </ul> </li> <li>• Town Event Day: Event Specific activities and materials: Ex: Mayor : spin to win (Spin wheel win pg. 193) Carrboro Day &amp; July 4<sup>th</sup> (Local First-its Patriotic) Labor Day-Local Labor First</li> </ul>
Resources Needed (human and material)	Event calendar Team of Local First coordinators
Timeframe	Town Events-immediate

	Event Planning - follow the Local First Forum
Benefit	Links events to Carrboro's core economic development (Local First values)
Cost	Variable
Fit with Items	<p>Appendix A: Think Local First Campaign Town Branding and Marketing</p> <p>Appendix B: CONSUMERS: "Think Local Carrboro" Brand CONSUMERS: Educational Campaign on Reasons to Buy Local CONSUMERS: Locally-Owned Ad Campaign CONSUMERS: Kick-off Event on Local Living Economy CONSUMERS: Local First Forum</p>
Measure	Number of events participating. Could also include a question on the Think Local First campaign survey assessing how respondents heard about the initiative, with events listed.

**COMMUNITY BUILDERS: Community Non-Profits Sharing in a Local First Campaign\***

Description	Inclusion of non-profits in a Local First Campaign
Purpose	Linking local businesses to non-profits for mutual benefit.
By Whom	<ul style="list-style-type: none"> <li>• LLETf</li> <li>• Business Network</li> <li>• Non-profits</li> </ul>
Steps to Succeed	<ul style="list-style-type: none"> <li>• Identify non-profits who would benefit from a Local First Campaign</li> <li>• Identify linkages for non-profit organizations with local first campaign</li> <li>• Implement linkages</li> </ul>
Town's role	<ul style="list-style-type: none"> <li>• Provide meeting facility</li> <li>• Provide non-profit contact list</li> <li>• Direct Invitation Mailings</li> </ul>
Resources Needed (human and material)	<ul style="list-style-type: none"> <li>• Organizers</li> <li>• Town of Carrboro listing of Carrboro non-profits (see sampling below)</li> </ul>
Timeframe	<p>Town Events-immediate</p> <p>Event Planning-follow the Local First Forum</p>
Benefit	<ul style="list-style-type: none"> <li>• Expands information base on local economy</li> <li>• Engages and facilitates connectivity of non-profits with Local First programming.</li> <li>• Tie-in with potential GIVE LOCAL program</li> </ul>
Cost	<p>Direct mailings</p> <p>Materials</p>
Fit with Items	<p>Kick-off event</p> <p>Community Forum</p> <p>Investor item: A Carrboro-centric non-profit grant fund (Triangle Community Foundation)</p>
Measure	<ul style="list-style-type: none"> <li>• Enlistment and commitment of non-profit community Local First Campaign</li> </ul>

## **COMMUNITY BUILDERS: Conserving Communities**

by Wendell Berry

This was the Keynote address to WashingtonTilth's 20th Anniversary Conference, Portland, Oregon, November 11, 1994.

Subsequently published in Another Turn of the Crank (Counterpoint: Washington, DC: 1995

...The party of local community, then, is a real party with a real platform and an agenda of doable, real work. And it has, we might add, a respectable history in the hundreds of efforts, over several decades, to preserve local nature or local health or to sell local products to local customers. Now such efforts appear to be coming into their own, attracting interest and energy in a way they have not done before. People are seeing more clearly all the time the connections between conservation and economics. They are seeing that a community's health is largely determined by the way it makes its living.

The natural membership of the community party consists of small farmers, ranchers, and market gardeners, worried consumers, owners and employees of small shops, stores, and other small businesses, community banks, self-employed people, religious people, and conservationists. The aims of this party really are only two: the preservation of ecological diversity and integrity, and the renewal, on sound cultural and ecological principles, of local communities and local economies.

And now we must ask how a sustainable local community (which is to say a sustainable local economy) might function. I am going to suggest a set of rules that I think such a community would have to follow. This is obviously going to be a list that can be added to and subtracted from at length. And I hasten to say that I do not understand these rules as predictions; I am not interested in foretelling the future. If these rules have any validity, that is because they apply now.

Supposing the members of a local community wanted their community to cohere, to flourish, and to last, they would:

- 1) Always ask of any proposed change or innovation: What will this do to our community? How will this affect our common wealth?
- 2) Always include local nature (the land, the water, the air, the native creatures) within the membership of the community.
- 3) Always ask how local needs might be supplied from local sources, including the mutual help of neighbors.
- 4) Always supply local needs first. (And only then think of exporting products, first to nearby cities, and then to others.)
- 5) The community must understand the ultimate unsoundness of the industrial doctrine of "labor saving" if that implies poor work, unemployment, or any kind of pollution or contamination.
- 6) If it is not to be merely a colony of the national or the global economy, the community must develop properly scaled value-adding industries for local products.
- 7) It must also develop small-scale industries and businesses to support the local farm and/or forest economy.
- 8) It must strive to produce as much of its own energy as possible.

9) It must strive to increase earnings (in whatever form) within the community, and decrease expenditures outside the community.

10) Money paid into the local economy should circulate within the community for as long as possible before it is paid out.

11) If it is to last, a community must be able to afford to invest in itself: it must maintain its properties, keep itself clean (without dirtying some other place), care for its old people, teach its children.

12) The old and the young must take care of one another. The young must learn from the old, not necessarily and not always in school. There must be no institutionalized "child care" and "homes for the aged." The community knows and remembers itself by the association of old and young.

13) Costs now conventionally hidden or "externalized" must be accounted for. Wherever possible they must be debited against monetary income.

14) Community members must look into the possible uses of local currency, community-funded loan programs, systems of barter, and the like.

15) They should always be aware of the economic value of neighborliness—as help, insurance, and so on. They must realize that in our time the costs of living are greatly increased by the loss of neighborhood, leaving people to face their calamities alone.

16) A rural community should always be acquainted with, and complexly connected with, community-minded people in nearby towns and cities.

17) A sustainable rural economy will be dependent on urban consumers loyal to local products. Therefore, we are talking about an economy that will always be more cooperative than competitive.

These rules are derived from western political and religious traditions, from the promptings of ecologists and certain agriculturalists and from common sense. They may seem radical, but only because the modern national and global economies have been formed in almost perfect disregard of community and ecological interests. A community economy is not an economy in which well-placed persons can make a "killing." It is not a killer economy. It is an economy whose aim is generosity and a well distributed and safeguarded abundance. If it seems unusual for modern people to hope and work for such an economy, then we must remind ourselves that a willingness to put the good of the community ahead of profit is hardly unprecedented among community business people and local banks...

#### **COMMUNITY BUILDERS: Future Community Based Businesses**

Description	Assessment of specific businesses most promising for the community's future.
Purpose	
By Whom	<ul style="list-style-type: none"> <li>• LLETF</li> <li>• Economic Sustainability Development Commission</li> <li>• Business network</li> </ul>
Steps to Succeed	<ul style="list-style-type: none"> <li>• Identify economic leaks: Analysis of local goods and services that are purchased elsewhere and has potential to be local. Important to distinguish between:               <ul style="list-style-type: none"> <li>○ 'local' as described in top ten reasons to shop local vs.</li> <li>○ desire to promote local so as to increase Town of Carrboro tax base.</li> </ul> </li> <li>• Analysis of local assets</li> <li>• Conference organizing action teams per sector of the economy presenting the above findings and initiating process for teams to</li> </ul>

	<p>generate list of recommended business opportunities in their sectors</p> <ul style="list-style-type: none"> <li>◦ <i>Include growin' green action item here</i></li> <li>• Result of work presented in booklet <i>Carrboro First: Resources and opportunities guide</i></li> <li>• Parallel (lead up to <i>Carrboro First: Resources and opportunities guide</i>) with monthly <i>Local First</i> local paper supplemental containing a list of locally owned businesses, profiles of interesting entrepreneurs, and editorials about why residents should buy local. Goes with consumer item 'locally owned ad campaign (see appendix)</li> <li>• Have in place supportive structures (Town economic development dept resources, Business network, etc..) to facilitate interest by new entrepreneurs of the community in newly identified business opportunities</li> </ul>
Town's role	<ul style="list-style-type: none"> <li>• Town staff-compile: <ul style="list-style-type: none"> <li>◦ current leakage analysis of goods and services sought beyond local</li> <li>◦ assets</li> </ul> </li> </ul> <p>Suggested listing-see Shuman Table 4 pg. 108</p>
Resources Needed (human and material)	<ul style="list-style-type: none"> <li>• Town staff</li> <li>• Business network</li> <li>• Community participation</li> </ul>
Timeframe	Current, on-going
Benefit	Identify community demand and potential for support of successful community based businesses
Cost	Varied
Fit with Items	<p>Consumers list of 27 items pg. 116-117</p> <p>Growing green business</p> <p>Creation of local business network</p>
Measure	

**COMMUNITY BUILDERS: Growin' Green**

Description	Develop Carrboro's green economy initiatives
Purpose	
Next Step	
By Whom	Town of Carrboro Carrboro green businesses
Steps to succeed	<ul style="list-style-type: none"> <li>• Identify existing and incubating green business</li> <li>• Invite to the 'Future Community Based Business' Conference</li> <li>• Contextualize business opportunities with: <ul style="list-style-type: none"> <li>◦ Leakage analysis</li> <li>◦ Analysis of local assets</li> <li>◦ Environmental demands (e.g. GHG inventory)</li> </ul> </li> <li>• Outline plans to support green business</li> <li>• Implement Plans</li> </ul>
Town's role	Network green business with the business community in Carrboro
Resources needed (human and material)	Town staff Economic Development Commission
Timeframe	Current and on-going

Benefit	Expands green knowledge, information and use Supports growth and development of green business
Cost	
Fits with items	Future Community Based Businesses item Education-kick-off Local First forum Honor Junk
Measurement	<ul style="list-style-type: none"> <li>Statistics on number of 'Green' business currently in operation</li> <li>number in pipeline</li> <li>community use of local green business</li> </ul>

### COMMUNITY BUILDERS: Eco/Social Projects that Engage Community

Description	Fun events that educate and inspire residents
Purpose	Engage residents in activities that push the local economy message in a fun or educational way
Next Step	Identify initial projects
By Whom	Interested businesses
Steps to Succeed	Plan events like: <ul style="list-style-type: none"> <li>Honor Junk</li> <li>Healthy living expo</li> <li>Sidewalk art fair</li> <li>Business fair</li> <li>Safe Bicycling Week: Bring your bicycle helmet into these businesses and receive x% discount</li> <li>Sustainability scavenger hunt: find a sustainability tip at Carrboro businesses, fill out entry form, and mail to the citizen to enter drawing</li> <li>Business-led Carbon Reduction Challenge</li> </ul>
Town's role	TBD
Resources Needed	Organizers, volunteers, funding
Timeframe	Ongoing
Benefit	Engage/inform public in particular sectors
Cost	TBD
Fit with Items	Appendix A: Think Local First Campaign  Appendix B: COMMUNITY BUILDERS: Honor Junk CONSUMERS: Kick-off Event on Local Living Economy
Measure	Participation, attendance

**COMMUNITY BUILDERS: Honor Junk**

Description	A quarterly local event to encourage reuse, recycling, repairing and reselling in league with the Really Free Market and Recyclery. Give leftovers to Club Nova or PTA Thrift Shop.
Purpose	Expand the local marketplace by including residents, increase buying power of residents, and reduce impact on landfill
Next Step	Work with RFM to figure out how to combine efforts
By Whom	Town & County Solid Waste Division and Economic Development Office
Steps to Succeed	A critical mass of repair experts and yard sale aficionados
Town's Role	Primary organizer and promoter
Resources Needed	A focused promotional plan and tips for participating; creation and collection of baseline and follow-up metrics
Timeframe	Initial event could be part of Campaign kick-off event
Benefit	Grows client base for local landscaping, painting, electrical, construction, home repair and other trades; increases revenues for local businesses.
Cost	TBD
Fit with Items	COMMUNITY BUILDERS: Eco/Social Projects that Engage Community
Measure	Baseline and follow-up metrics for number of people participating, estimated amount of material diverted from landfill

**CONSUMERS: Educational Campaign on Reasons to Buy Local**

Description	Provide information to residents on benefits of supporting local business with particular tie-ins to national economic situation
Purpose	Change purchasing behavior through improved awareness of locally-owned options, and the impact of buying local on the Carrboro economy
Next Step	Develop strategy: methods for communication, Timeframe, materials
By Whom	Town, LocalMotive
Steps to succeed	Preparation and dissemination of regular information items that are accessible and of interest to residents.
Town's role	Chief sponsor and coordinator with other entities (e.g. County EDC, LocalMotive, Chamber, Visitor's Bureau)
Resources needed	Folks with public relations, design, and/or marketing skills who understand local living economy initiative. Funds to produce and disseminate materials. Other as identified.



Timeframe	Could start within 6 months, then on-going.
Benefit	Increased commitment to support local economy.
Cost	Varies
Fits with items	<p>Appendix A:  Think Local First Campaign  Town Branding and Marketing  Town Support of Local Economy Business Network</p> <p>Appendix B:  COMMUNITY BUILDERS: Community Non-Profits Sharing in al  Local First Campaign  COMMUNITY BUILDERS: Eco/Social Projects that Engage  Community  CONSUMERS: "Think Local Carrboro" Brand  CONSUMERS: Educational Campaign on Local Businesses  CONSUMERS: Locally-Owned Ad Campaign  CONSUMERS: Buy Local Card  CONSUMERS: Locally Owned Ad Campaign  CONSUMERS: Kick-off Event on Local Living Economy  CONSUMERS: Local First Forum  CONSUMERS: Heal Local  CONSUMERS: Auto Local  CONSUMERS: Thanks for Eating Local  ENTREPRENEURS: Creation of Business Directory</p>
Measure	If possible, survey residents before campaign and then again after to assess the following metrics: 1) awareness of buy-local campaigns, 2) determination to buy local, 3) importance of purchasing local food, 4) changes in level of local buying, 5) importance of purchasing/shopping that is unique to Carrboro.

### **CONSUMERS: Educational Campaign on Local Businesses**

Description	Provide information to residents on the many sectors in which they can buy-local and on particular businesses in each
Purpose	Drive more local purchasing by helping residents identify local sources
Next Step	Develop strategy: methods for communication, Timeframe, materials
By Whom	Business network (or town)
Steps to succeed	Preparation and dissemination of regular information items that are accessible and of interest to residents.
Town's role	Chief sponsor and coordinator with other entities (e.g. County EDC, LocalMotive, Chamber, Visitor's Bureau)

Resources needed	Folks with public relations, design, and/or marketing skills who understand local living economy initiative. Funds to produce and disseminate materials. Other as identified.
Timeframe	Could start within 6 months, then on-going.
Benefit	Increased patronage by Carrboro residents for local businesses of all kinds.
Cost	Varies
Fits with items	<p>Appendix A:  Think Local First Campaign  Town Branding and Marketing  Town Support of Local Economy Business Network</p> <p>Appendix B:  COMMUNITY BUILDERS: Community Non-Profits Sharing in al  Local First Campaign  COMMUNITY BUILDERS: Eco/Social Projects that Engage  Community  CONSUMERS: "Think Local Carrboro" Brand  CONSUMERS: Educational Campaign on Reasons to Buy Local  CONSUMERS: Locally-Owned Ad Campaign  CONSUMERS: Buy Local Card  CONSUMERS: Locally Owned Ad Campaign  CONSUMERS: Kick-off Event on Local Living Economy  CONSUMERS: Local First Forum  CONSUMERS: Heal Local  CONSUMERS: Auto Local  CONSUMERS: Thanks for Eating Local  ENTREPRENEURS: Creation of Business Directory</p>
Measure	If possible, survey residents before campaign and then again after to assess the following metrics: 1) awareness of buy-local campaigns, 2) determination to buy local, 3) importance of purchasing local food, 4) changes in level of local buying, 5) importance of purchasing/shopping that is unique to Carrboro. Also periodically survey businesses to assess increase in revenues.

#### **CONSUMERS: Kick-off Event on Local Living Economy**

Description	Combine a celebration of local economy with educational components on benefits of supporting local economy.
Purpose	Launch
Next Step	Discussion of kind of event, resources needed, outreach, timing
By Whom	Business network and LLE Task Force
Steps to succeed	Plan and promote event with an air of excitement for businesses and community, effective outreach, deliver with a great community event.

Town's role	Chief sponsor and coordinator. Contribute expertise in community events. Public venues (Century Center, Town Commons)
Resources needed	Group committed to planning event. Funds.
Timeframe	Planning should begin 6 months in advance.
Benefit	Generate community awareness, commitment, and excitement about Carrboro economy and businesses.
Cost	\$2000-5000
Fits with items	<p>Appendix A: Think Local First Campaign Town Branding and Marketing Town Support of Local Economy Business Network</p> <p>APPENDIX B: COMMUNITY BUILDERS: Community Non-Profits Sharing in al Local First Campaign COMMUNITY BUILDERS: Eco/Social Projects that Engage Community CONSUMERS: "Think Local Carrboro" Brand CONSUMERS: Educational Campaign on Local Businesses CONSUMERS: Educational Campaign on Reasons to Buy Local CONSUMERS: Locally-Owned Ad Campaign CONSUMERS: Buy Local Card CONSUMERS: Local First Forum CONSUMERS: Heal Local CONSUMERS: Auto Local CONSUMERS: Thanks for Eating Local INVESTORS: Promote Benefits of Banking Locally</p>
Measure	Good attendance, media coverage, evaluation forms at events

**CONSUMERS: "Think Local Carrboro" Brand**

Description	Identifier for locally owned businesses with promotion to establish it's meaning with public
Purpose	Make it easier for shoppers to identify local businesses; instill pride and provide marketing value for local business owners
Next Step	Identify interested parties
By Whom	LocalMotive, key businesses, Arts Committee
Steps to Succeed	Design logo, adoption by businesses, outreach to public
Town's role	Support from Economic Development office
Resources Needed	Design, networking, marketing

Timeframe	1 year
Benefit	Create local Carrboro brand
Cost	TBD
Fit with Items	Appendix A: Think Local First Campaign Town Branding and Marketing Town Support of Local Economy Network  Appendix B: CONSUMERS: Heal Local CONSUMERS: Auto Local CONSUMERS: Thanks for Eating Local
Measure	Use by business, recognition by public

#### CONSUMERS: Locally-Owned Ad Campaign

Description	Ad campaign celebrating locally owned businesses (e.g. different businesses each week in Citizen) perhaps with business profile at top, one of "10 reasons" beneath
Purpose	Help shoppers identify locally owned businesses; support Think Local First campaign; provide marketing value to participating businesses
Next Step	Identify interested businesses
By Whom	Town, Carrboro <i>Citizen</i> , LocalMotive
Steps to Succeed	Participation by businesses, development of procedures
Town's role	Chief sponsor and coordinator with other entities (e.g. County EDC, LocalMotive, Chamber, Visitor's Bureau)
Resources Needed	Contributions to ad
Timeframe	3 months
Benefit	Ties specific local businesses to local first philosophy
Cost	Cost of advertising
Fit with Items	Appendix A: Think Local First Campaign Town Branding and Marketing Town Support of Local Economy Business Network  Appendix B: COMMUNITY BUILDERS: Community Non-Profits Sharing in al Local First Campaign COMMUNITY BUILDERS: Eco/Social Projects that Engage Community

	CONSUMERS: "Think Local Carrboro" Brand CONSUMERS: Educational Campaign on Local Businesses CONSUMERS: Buy Local Card CONSUMERS: Educational Campaign on Reasons to Buy Local CONSUMERS: Kick-off Event on Local Living Economy CONSUMERS: Local First Forum CONSUMERS: Heal Local CONSUMERS: Auto Local CONSUMERS: Thanks for Eating Local ENTREPRENEURS: Creation of Business Directory
Measures	Benchmark sales of featured business for one month prior to ad and secure month-to-date (and week-to-date if possible) sales figures. Measure those against week and month after ad appears.

**CONSUMERS: Buy Local Card**

Description	Community card program through Interra Project
Purpose	Create a strong incentive for shoppers to buy local
Next Step	Identify interested businesses
By Whom	Town, LocalMotive
Steps to Succeed	Business and customer participation
Town's role	Chief sponsor and coordinator with other entities (e.g. County EDC, LocalMotive, Chamber, Visitor's Bureau)
Resources Needed	Outreach to businesses
Timeframe	6 month
Benefit	Ties support of local business to support of community non-profits; card use provides discount to customers and support to non-profits
Cost	TBD
Fit with Items	Appendix A: Think Local First Campaign Town Branding and Marketing Town Support of Local Economy Business Network  Appendix B: CONSUMERS: "Think Local Carrboro" Brand CONSUMERS: Educational Campaign on Local Businesses CONSUMERS: Educational Campaign on Reasons to Buy Local CONSUMERS: Locally-Owned Ad Campaign CONSUMERS: Buy Local Card CONSUMERS: Locally Owned Ad Campaign CONSUMERS: Kick-off Event on Local Living Economy CONSUMERS: Local First Forum CONSUMERS: Heal Local CONSUMERS: Auto Local

	CONSUMERS: Thanks for Eating Local ENTREPRENEURS: Creation of Business Directory
Measure	Cards issues, monthly transactions

**CONSUMERS: Local First Forum**

Description	Community Local First Forum, including a brief presentation followed by charette with invited community builders
Purpose	Educate residents on the importance of sustaining the local economy and motivate them to buy local
Next Step	Identify potential topics and speakers
By Whom	Town, LocalMotive
Steps to succeed	<ul style="list-style-type: none"> <li>• Choosing topics of high interest to community at large</li> <li>• Participation by key opinion leaders</li> <li>• Invitations</li> <li>• Presentation</li> <li>• It's Carrboro Video</li> <li>• Local Living Economy slide presentation based on chapters and 27 items for consumers.</li> <li>• Charette – Round-robin Table Talk (windows of time two time slots) using Shuman chapters</li> <li>• Think Local First campaign enlistment</li> </ul>
Town's role	Provide Century Center facility and business contact list; handle invitation mailings
Resources needed	Volunteers, speakers, event planning
Timeframe	6 month planning needed.
Benefit	Expands information base on local economy and engages and facilitates community interaction
Cost	Materials, mailings and banner
Fits with items	<p>Appendix A: Think Local First Campaign Town Branding and Marketing Town Support of Local Economy Business Network</p> <p>Appendix B; CONSUMERS: Kick-off Event on Local Living Economy CONSUMERS: Educational Campaign on Local Businesses CONSUMERS: Educational Campaign on Reasons to Buy Local CONSUMERS: Heal Local CONSUMERS: Auto Local CONSUMERS: Thanks for Eating Local CONSUMERS: Buy Local Card</p>

Measures	Good attendance at forum, evaluation forms at event, a vision formed from charette

**CONSUMERS: Heal Local**

Description	Program to promote Carrboro's healthcare and healing services
Purpose	To improve use of local healthcare providers, body workers, pharmacies, dentists, etc.
Next Step	Use Business Directory to survey local healthcare providers, body workers, pharmacies, dentists, etc., re interest
By Whom	The Town, Carrboro <i>Citizen</i> and interested people of the industry
Steps to Succeed	Critical mass of providers
Town's Role	Provide technical support (database mgt), advertising support in terms of finances, etc.
Resources Needed	Someone to make contact, develop a marketing plan and determine/collect baseline and follow-up metrics. Perhaps in partnership with Carrboro <i>Citizen</i> .
Timeframe	Anytime
Benefit	Grows clientele for local health/wellness businesses
Cost	TBD. Could be offset by coop-style participation.
Fit with Items	<p>Appendix A:  Think Local First Campaign  Town Branding and Marketing  Town Support of Local Economy Network</p> <p>Appendix B:  CONSUMERS: "Think Local Carrboro" Brand  CONSUMERS: Educational Campaign on Local Businesses  CONSUMERS: Educational Campaign on Reasons to Buy Local  CONSUMERS: Locally-Owned Ad Campaign  CONSUMERS: Buy Local Card  CONSUMERS: Kick-off Event on Local Living Economy  CONSUMERS: Local First Forum  ENTREPRENEURS: Creation of Business Directory</p>
Measure	Baseline and follow-up metrics for revenues and local customers recruited/retained

**CONSUMERS: Auto Local**

Description	Campaign and directory/coupon book to encourage residents to get their cars
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	served and fueled in Carrboro
Purpose	To improve use of local auto-related businesses
Next Step	Use Business Directory to contact businesses to determine interest
By Whom	The Town, Carrboro <i>Citizen</i> and interested people of the industry
Steps to Succeed	Recruit as many auto-centric businesses as possible to participate
Town's Role	Provide technical support (database mgt), advertising support in terms of finances, etc.
Resources Needed	Someone to make contact, develop a marketing plan and determine/collect baseline and follow-up metrics. Perhaps in partnership with Carrboro <i>Citizen</i> .
Timeframe	Anytime
Benefit	Brings business to Carrboro-based auto businesses instead of outside dealerships
Cost	TBD
Fit with Items	<p>Appendix A:  Think Local First Campaign  Town Branding and Marketing  Town Support of Local Economy Network</p> <p>Appendix B:  CONSUMERS: "Think Local Carrboro" Brand  CONSUMERS: Educational Campaign on Local Businesses  CONSUMERS: Educational Campaign on Reasons to Buy Local  CONSUMERS: Locally-Owned Ad Campaign  CONSUMERS: Buy Local Card  CONSUMERS: Kick-off Event on Local Living Economy  CONSUMERS: Local First Forum  ENTREPRENEURS: Creation of Business Directory</p>
Measure	Baseline and follow-up metrics for revenues and local customers recruited/retained

**CONSUMERS: Thanks for Eating Local**

Description	Thank-you card listing participating local eateries. "Thanks for dining with us. We hope to see you again here or at one of our other locally-owned establishments"
Purpose	Create an incentive to try new restaurants, differentiate Carrboro eateries from other options, increase same-store-sales and customer loyalty
Next Step	Determine interest from local eateries and bars
By Whom	The Town, Carrboro <i>Citizen</i> and interested people of the industry



Steps to Succeed	Critical mass of providers
Town's Role	Provide technical support (database mgt), advertising support in terms of finances, etc.
Resources Needed	Someone to make contact, develop a marketing plan and determine/collect baseline and follow-up metrics. Perhaps in partnership with Carrboro <i>Citizen</i> .
Timeframe	Any time
Benefit	Grows clientele for local restaurants, encourages repeat visits, further establishes Carrboro as the culinary Paris of the Piedmont, increases revenues for local eateries and food providers who serve them.
Cost	TBD
Fit with Items	<p>Appendix A:  Think Local First Campaign  Town Branding and Marketing  Town Support of Local Economy Network</p> <p>Appendix B:  CONSUMERS: "Think Local Carrboro" Brand  CONSUMERS: Educational Campaign on Local Businesses  CONSUMERS: Educational Campaign on Reasons to Buy Local  CONSUMERS: Locally-Owned Ad Campaign  CONSUMERS: Buy Local Card  CONSUMERS: Kick-off Event on Local Living Economy  CONSUMERS: Local First Forum  ENTREPRENEURS: Creation of Business Directory</p>
Measure	Baseline and follow-up metrics for number of customers who mention the card, and sales/covers month prior and week-to-date versus campaign period

#### Entrepreneurs: Creation of Business Directory

Description	Town maintained business directory that identifies locally owned businesses. This directory can be used by either the Town or the local business network to create an annual comprehensive 'locally owned business' directory for the benefit of all economic, local, community participants.
Purpose	<p>An electronic database (in addition to paper) will make it easier for citizens to know where they can participate in the local economy. The directory can also serve as a place for educating the community about the benefits of participating within the local economy.</p> <p>Buying local has three main scales. This 'triple crown' defining local businesses is:.</p> <ul style="list-style-type: none"> <li>(a) a locally owned store,</li> <li>(b) selling locally made goods, and</li> <li>(c) using locally found inputs.</li> </ul> <p>One of the challenges for a buy-local campaign is to help identify which goods</p>

	and services score highest on all three scales. A business directory can identify this for consumers so that consumers don't have to do this voluminous homework by themselves.
Next Step	<ul style="list-style-type: none"> <li>• Compiling the database</li> <li>• I.D. locally owned businesses</li> <li>• I.D. businesses selling mostly locally made goods</li> <li>• I.D. businesses using locally found inputs</li> <li>• Make database available online for public access</li> <li>• Maintaining and updating</li> <li>• Annually issue updated comprehensive paper 'local business' directory</li> </ul>
By Whom	Carrboro Economic development office and Economic Sustainability Commission. Business partner for printing directory.
Steps to Succeed	<ul style="list-style-type: none"> <li>• Create RFP for establishing a publicly available, electronic local business data-base with maintenance and update process and funding models in partnership with chamber, other local business networks, and potential providers of service.</li> <li>• Charge Economic Sustainability Commission &amp; Staff to put together RFP for Board's review and approval.</li> <li>• Identifying degree of localness for various businesses</li> <li>• Having a place for the database to reside online</li> <li>• Identify method and means for updating and maintaining the database</li> </ul>
Town's Role	Support from Economic & Community Development Office, IT dept.
Resources Needed	Staff to regularly maintain the database or an automated self-updating online system (i.e. linked to business registration).
Timeframe	1 year
Benefit	As citizens participate in the local economy by knowing which businesses are locally owned, an electronic database will make it easier for residents, visitors, and businesses to patronize locally owned businesses.
Cost	?
Fit with Items	Local First Campaign
Measure	The existence of a maintained database and issuance of annual directory.

**INVESTORS: Enhance Localization of Regional and National Banks**

Description	Enhance localization of mainstream banks using Community Redevelopment Act (CRA)
Purpose	Get regional and national banks to invest locally
Next Step(s)	Review business surveys and LLETTF recommendations with local bankers

By Whom	Staff/ESC
Steps to Succeed	Create comprehensive package including business survey to sell banks on needs to expand local presence
Resources Needed (human and material)	Time, convince banks to assist with funds for these projects
Time Frame	After completion of business needs survey
Benefit	Increase availability of funds to enhance local business
Cost	?
Fit with Items	Business needs survey and policymaker section on local banking
Measure	Increased bank presence and track business participation

**INVESTORS: Enhance Self-Help Presence in Carrboro**

Description	Enhance Self-Help presence working with local distressed businesses
Purpose	Assist local businesses through the financial downturn
Next Step(s)	Meet with Self-Help and create plan to identify and assist local distressed business to survive economic storm
By Whom	ESC/Staff
Steps to Succeed	Leave meeting with a strategy to assist businesses with funds and advice
Resources Needed (human and material)	Time and sources of capital
Time Frame	Schedule initial meeting
Benefit	Maintain business base
Cost	Time
Fit with Items	Promote local investment
Measure	Completed action plan; Ultimate measure will be the number of Carrboro businesses utilizing S-H resources.

**INVESTORS: Create "Micro" Venture Funds (using music & arts as an example)**

Description	Explore possibility of Carrboro Music & Arts micro venture fund
Purpose	Provide capital to enhance local music and arts community

Next Step(s)	Create an exploratory group to brainstorm ideas for citizens (consumers) to become "micro" investors (owners) in the Carrboro Music and Arts community
By Whom	ESC/Staff
Steps to Succeed	Create investment vehicle to allow people to invest
Resources Needed (human and material)	Time
Time Frame	6 months
Benefit	Grow and expand the number of local Music & Arts businesses
Cost	?
Fit with Items	Invest \$ locally and promote local business
Measure	Carrboro Music & Arts Stock Certificate