

“Going Local in Yellow Springs”

A Workshop with Michael Shuman

Summary Reports and Workshop Materials

*Prepared by the Yellow Springs Smart Growth Task Force
January 30, 2009*

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Appendices

Principles for a New Approach To Prosperity (Friday Night Presentation)

Practices to Achieve Greater Prosperity 1 (Saturday Workshop)

Practices to Achieve Greater Prosperity 2 (Sunday Workshop)

Pre-Workshop Activities

In preparation for the Shuman weekend, the Smart Growth Task Force¹ worked conscientiously to seek participation from all sectors of the community. The talk and the workshop were publicized via newspaper articles, letters to the editor, press releases to local media, flyers posted around town and a great deal of work personally contacting people who are involved in the economic health of our town as planners, policymakers, business people, community organizations, etc. The personal contacts included phoning, emailing and visiting businesses in town to discuss the event and encourage participation.

Shuman's fee was funded by Village Council, while Smart Growth was responsible for Shuman's other expenses, including airfare, motel, meals, food for the workshop, space rental, duplication fees and payment to videographers. To help us with these expenses we sought a grant from Yellow Springs Community Foundation and we were successful in getting their help. Additional expenses were covered by donations workshop participants paid, which was suggested at \$25.

Friday Night Presentation Summary

The weekend began with Shuman's talk at the Glen Helen building on Friday January 16th, 2009 at 7:30 pm. It was free and open to the public and attended by more than 200 people. The talk laid out the basic principles of his approach to economic development with witty and thought-provoking images in a Powerpoint presentation. He introduced the audience to two opposing viewpoints regarding economic development, "TINA" (taken from Margaret Thatcher's There Is No Alternative), which advocates recruiting, subsidizing and retaining large corporations and big box business as the route to a community's economic health, and "LOIS" (Local Ownership Import Substitution), which promotes investment in local business, local purchasing, and creating business to fill local needs, or "leakages," from the local economy. The talk included examples of other communities who were organized around "LOIS" principles as well as discussions of public policies and cultural mythologies that frequently tip the scales in favor of big business and make it appear that consumers have no choice but to patronize big business in order to take advantage of economies of scale.



See the PDF "Principles for a New Approach to Prosperity" for further detail. The talk paved the way for the weekend's workshop and also served as a very accessible and interesting way for those who could only attend the talk to become acquainted with his perspective. He emphasized throughout that his approach was not a "protest" but rather a statement for positive actions that could lead to a healthy, sustainable economy.

Workshop Summary

We had 91 official registrants for the workshop, which was held on Saturday January 17th and Sunday January 18th at the Mills Lawn Elementary School auditorium. Of those, approximately 80 people actually attended. Our efforts to contact a broad cross section of the community were successful (as you can see from the attendee list on pages 20-22) in that we had representatives from Village Council and Village Staff, Planning Commission, Chamber of Commerce, Community Resources, YSI, Creative Memories, Tecumseh Land Trust, Home Inc. Community Solutions, YS Credit Union, Energy Task Force, YSKP, YS Arts Council, Arts Center Committee, Glen Helen, several local businesses, faculty from McGregor and Nonstop Institute, Smart Growth Task Force, CSAs and many individuals just interested in our town's future.



¹ As of January 30, 2009 the Smart Growth Task Force consists of Dimitra Reber, Gina Paget, Megan Quinn Bachman, Marianne Welchel, and Ali Thomas and Rick Walkey.

who could "champion" it, what obstacles existed to realizing the idea and what the first steps would be for getting it underway (for more detail see pages 25-28 and the PDF "Practices to Achieve Prosperity-2"). Small group ideas were then shared with the larger group.

We ended there and paused briefly for refreshment. Then Shuman talked for about 25 minutes on the ways that public policy affected the success of re-localization and summarized the work of the weekend for those who had not been there.

Workshop Follow-up

The January 22, 2009 issue of the *Yellow Springs News* had a front page article, "Shuman workshop generates potential business initiatives," which covered the weekend (see pages 17-19). In addition the presentation and workshop were videotaped and will be made available at the Yellow Springs Library and on Public Access Channel 5. In addition, materials from the weekend will be posted to the website of Village of Yellow Springs, Chamber of Commerce and elsewhere for all citizens to review. We sent out an evaluation form to most participants, the report for which is on pages 29-34. Smart Growth is planning a follow-up meeting on February 22nd for those interested in discussing and pursuing ideas inspired by the weekend's events.

Special Thanks

We'd like to thank the Village of Yellow Springs and Village Council for their financial support and assistance, the Yellow Springs Community Foundation for its generous grant, and Community Solutions for its staff time and in-kind support.

– *Yellow Springs Smart Growth Task Force*

Greene County vs. United States Economy

The following charts show how Greene County performs economically, compared to a typical U.S. county with a similar size population. The data are drawn from the U.S. BEA's Regional Economic Information System (REIS) (<http://www.bea.gov/regional/reis/CA05Nfn.cfm>), and then adjusted for population and for per-capita income. The year of the data is 2006.

The charts on the following pages indicate – very roughly – the degree to which industries in each sector produce enough to meet local demand. They show the relative size of major sectors of the North American Industrial Classification Sector (NAICS) compared to the relative size of the same NAICS sector in the United States. A blank space indicates that proprietary data was withheld, or that the number was too small. Because the U.S. economy is relatively self-reliant, numbers above 100% indicate that a county is net exporting (though still possibly not self-reliant); numbers below 100% indicate that the county is importing and definitely not self-reliant.

These estimates are conservative, in that 100% really means that the county sector has a balance of trade identical to the U.S. as a whole. In virtually every sector, the U.S. imports something – which means that there are still further opportunities for import substitution.

Two caveats about the NAICS data are important. They do not include farmers or ranchers. Nor do they include self-employed individuals.

For further information, contact Michael H. Shuman by phone (202-669-1220), e-mail (shuman@igc.org), or mail (TDC, 6914 6th St., NW, Washington, DC 20012). See also his latest book, *The Small-Mart Revolution: How Local Businesses Are Beating the Global Competition* (Berrett-Koehler, 2006), available at www.smallmart.org. More detailed leakage analyses at the county or zip code levels, with or without an analysis of sectoral multipliers, can be prepared on contract.

NAICS Sector	Greene
Forestry, fishing, related activities, and other	n/a
Forestry and logging	7%
Fishing, hunting, and trapping	n/a
Agriculture and forestry support activities	n/a
Other	0%
Mining	n/a
Oil and gas extraction	3%
Mining (except oil and gas)	n/a
Support activities for mining	n/a
Utilities	n/a
Construction	46%
Construction of buildings	55%
Heavy and civil engineering construction	23%
Specialty trade contractors	46%
Manufacturing	45%
Durable goods manufacturing	56%
Wood product manufacturing	n/a
Nonmetallic mineral product manufacturing	145%
Primary metal manufacturing	n/a
Fabricated metal product manufacturing	79%
Machinery manufacturing	32%
Computer and electronic product manufacturing	38%
Electrical equipment and appliance manufacturing	21%
Motor vehicles, bodies and trailers, and parts	n/a
Other transportation equipment manufacturing	n/a
Furniture and related product manufacturing	6%
Miscellaneous manufacturing	40%
Nondurable goods manufacturing	27%
Food manufacturing	n/a
Beverage and tobacco product manufacturing	0%
Textile mills	0%
Textile product mills	40%
Apparel manufacturing	n/a
Leather and allied product manufacturing	0%
Paper manufacturing	n/a
Printing and related support activities	107%
Petroleum and coal products manufacturing	0%
Chemical manufacturing	n/a
Plastics and rubber products manufacturing	26%

NAICS Sector	Greene
Wholesale trade	39%
Retail trade	81%
Motor vehicle and parts dealers	77%
Furniture and home furnishings stores	110%
Electronics and appliance stores	73%
Building material and garden supply stores	80%
Food and beverage stores	67%
Health and personal care stores	50%
Gasoline stations	49%
Clothing and clothing accessories stores	79%
Sporting goods, hobby, book and music stores	79%
General merchandise stores	140%
Miscellaneous store retailers	87%
Nonstore retailers	37%
Transportation and warehousing	n/a
Air transportation	1%
Rail transportation	0%
Water transportation	n/a
Truck transportation	50%
Transit and ground passenger transportation	10%
Pipeline transportation	0%
Scenic and sightseeing transportation	0%
Support activities for transportation	41%
Couriers and messengers	n/a
Warehousing and storage	n/a
Information	43%
Publishing industries, except Internet	44%
Motion picture and sound recording industries	51%
Broadcasting, except Internet	n/a
Internet publishing and broadcasting	0%
Telecommunications	23%
ISPs, search portals, and data processing	165%
Other information services	n/a
Finance and insurance	35%
Monetary authorities - central bank	0%
Credit intermediation and related activities	73%
Securities, commodity contracts, investments	n/a
Insurance carriers and related activities	n/a
Funds, trusts, and other financial vehicles	0%
Real estate and rental and leasing	47%
Real estate	43%
Rental and leasing services	73%
Lessors of nonfinancial intangible assets	0%

	Greene
Professional and technical services	131%
Management of companies and enterprises	14%
Administrative and waste services	52%
Administrative and support services	47%
Waste management and remediation services	116%
Educational services	117%
Health care and social assistance	55%
Ambulatory health care services	63%
Hospitals	n/a
Nursing and residential care facilities	90%
Social assistance	n/a
Arts, entertainment, and recreation	31%
Performing arts and spectator sports	n/a
Museums, historical sites, zoos, and parks	n/a
Amusement, gambling, and recreation	52%
Accommodation and food services	72%
Accommodation	25%
Food services and drinking places	89%
Other services, except public administration	57%
Repair and maintenance	58%
Personal and laundry services	57%
Membership associations and organizations	61%
Private households	36%
Government and government enterprises	279%
Federal, civilian	875%
Military	445%
State and local	96%
State government	n/a
Local government	n/a

Employment in Yellow Springs

The following data show the number of establishments in Yellow Springs zip code (45387), broken down by number of employees, for 2006. An "establishment" can be a branch office or store that is part of a larger firm or chain store. The raw data come from the U.S. Census and can be found on the web at <http://censtats.census.gov/cbpnaic/cbpnaic.shtml> . The data, based on annual self-reporting by each establishment, can be incomplete or inaccurate, and no effort was made to correct possible errors.

The total number of employees is calculated by from the midpoint in each range, and then adjusted so that the total number of employees matches the reported total of 2,180 employees.

NAICS	Industry Code Description	Total Estabs.	Employees					Est. Total Employees
			'1-4'	'5-9'	'10-19'	'20-49'	'50-99'	
	Agriculture, Fishing, and Forestry							
	Utilities							
	Construction							
236115	New single-family general contractors	1	1	0	0	0	0	2.5
236117	New housing operative builders	1	1	0	0	0	0	2.5
236118	Residential remodelers	2	1	1	0	0	0	9.5
238110	Poured concrete structure contractors	1	1	0	0	0	0	2.5
238220	Plumbing and HVAC contractors	1	0	0	1	0	0	14.5
238320	Painting and wall covering contractors	1	1	0	0	0	0	2.5
238910	Site preparation contractors	1	0	1	0	0	0	7.0
238990	All other specialty trade contractors	1	1	0	0	0	0	2.5
		9						56.4
	Manufacturing							
315999	Other apparel accessories & other apparel mf	1	1	0	0	0	0	2.5
323110	Commercial lithographic printing	1	0	0	0	0	0	124.5
325991	Custom compounding of purchased resins	1	1	0	0	0	0	2.5
326291	Rubber product mfg for mechanical use	1	0	0	0	1	0	29.5
331524	Aluminum foundries (except die-casting)	1	0	0	0	0	1	74.5
332212	Hand & edge tool mfg	1	0	0	1	0	0	14.5
332812	Metal coating/engraving (exc jewelry/silverw	1	1	0	0	0	0	2.5
333511	Industrial mold mfg	1	0	1	0	0	0	7.0
334514	Totalizing fluid meter & counting device mfg	1	0	0	0	0	1	74.5
334516	Analytical laboratory instrument mfg	1	0	0	0	0	1	74.5
339112	Surgical & medical instrument mfg	1	1	0	0	0	0	2.5
		11						530.2

NAICS	Industry Code Description	Total Estabs.	Employees					Est. Total Employees
			'1-4'	'5-9'	'10-19'	'20-49'	'50-99'	
	Real Estate, Rental, & Leasing							
531110	Lessors of residential buildings & dwellings	1	1	0	0	0	0	2.5
531210	Offices of real estate agents & brokers	3	3	0	0	0	0	7.5
		4						13.0

	Professional, Scientific, and Technical Services							
541330	Engineering services	2	2	0	0	0	0	5.0
541430	Graphic design services	1	0	0	1	0	0	14.5
541511	Custom computer programming services	1	1	0	0	0	0	2.5
541512	Computer systems design services	2	2	0	0	0	0	5.0
541519	Other computer related services	1	1	0	0	0	0	2.5
541611	Admin management & general management c	3	3	0	0	0	0	7.5
541612	Human resources & executive search consultin	1	1	0	0	0	0	2.5
541613	Marketing consulting services	1	1	0	0	0	0	2.5
541710	Research & development in the phys, engineer	2	1	1	0	0	0	9.5
541850	Display advertising	1	1	0	0	0	0	2.5
541940	Veterinary services	1	1	0	0	0	0	2.5
541990	All other professional, scientific, & techni	1	0	1	0	0	0	7.0
		17						82.3

	Corporate, Subsidiary, & Regional Management							
551114	Corporate, Subsidiary, & Regional Management	1	0	0	1	0	0	14.5
		1						18.8

	Administrative, Support, and Waste Management							
561320	Temporary help services	1	0	0	0	0	1	74.5
561599	All other travel arrangement & reservation s	1	1	0	0	0	0	2.5
561730	Landscaping services	4	3	1	0	0	0	14.5
562112	Hazardous waste collection	1	1	0	0	0	0	2.5
								121.9

	Educational Services							
611110	Elementary & secondary schools	1	0	1	0	0	0	7.0
611310	Colleges, universities, & professional schoo	4	0	0	1	1	0	168.5
611620	Sports & recreation instruction	1	0	1	0	0	0	7.0
		6						236.6

	Health Services and Social Assistance							
621111	Offices of physicians (except mental health	4	2	1	0	1	0	41.5
621112	Offices of physicians, mental health special	1	0	0	1	0	0	14.5
621210	Offices of dentists	2	1	1	0	0	0	9.5
621310	Offices of chiropractors	3	3	0	0	0	0	7.5
621330	Offices of mental health practitioners (exce	2	2	0	0	0	0	5.0
623110	Nursing care facilities	1	0	0	0	0	0	124.5
623220	Residential mental health & substance abuse	1	0	1	0	0	0	7.0
624110	Child & youth services	1	1	0	0	0	0	2.5
624120	Services for the elderly & persons with disa	1	0	0	1	0	0	14.5
624410	Child day care services	2	1	0	1	0	0	17.0
		18						315.7

NAICS	Industry Code Description	Total Estabs.	Employees					Est. Total Employees
			'1-4'	'5-9'	'10-19'	'20-49'	'50-99'	
	Arts, Entertainment, and Recreation							
711110	Theater companies & dinner theaters	1	0	1	0	0	0	7.0
711510	Independent artists, writers, & performers	2	2	0	0	0	0	5.0
713940	Fitness & recreational sports centers	1	0	1	0	0	0	7.0
713990	All other amusement & recreation industries	1	0	0	1	0	0	14.5
		5						43.4

	Accommodation and Food Services							
721110	Hotels (except casino hotels) & motels	1	1	0	0	0	0	2.5
721214	Recreational & vacation camps (except campgr	1	1	0	0	0	0	2.5
722110	Full-service restaurants	4	1	0	1	1	1	121.0
722211	Limited-service restaurants	4	1	0	2	0	1	106.0
722213	Snack & nonalcoholic beverage bars	1	1	0	0	0	0	2.5
722410	Drinking places (alcoholic beverages)	2	1	1	0	0	0	9.5
		13						316.3

	Other Services							
811111	General automotive repair	1	0	1	0	0	0	7.0
811310	Com & industrial mach & equip (exc auto/elec	1	0	1	0	0	0	7.0
811412	Appliance repair & maintenance	1	1	0	0	0	0	2.5
812112	Beauty salons	1	1	0	0	0	0	2.5
813110	Religious Organizations	6	4	2	0	0	0	24.0
813211	Grantmaking foundations	2	2	0	0	0	0	5.0
813312	Environment, conservation, & wildlife organi	1	1	0	0	0	0	2.5
813319	Other social advocacy organizations	1	1	0	0	0	0	2.5
813910	Business associations	1	1	0	0	0	0	2.5
813990	Other similar org (exc business, professiona	1	1	0	0	0	0	2.5
		16						75.2

99----	Unclassified							
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Estimated Leakage for Employee Businesses

This chart compares the zip-code data above to the U.S. average for all businesses with employees.

Sector	Actual Employees	Self-Reliant Economy	Extra Jobs Possible
Ag, Fishing, & Forestry	0	3	3
Mining	0	10	10
Utilities	0	11	11
Construction	56	136	80
Manufacturing	530	253	
Wholesale trade	29	112	83
Retail trade	270	293	23
Transportation and Warehousing	3	80	77
Information	41	63	22
Finance and Insurance	27	123	96
Real Estate, Rental, & Leasing	13	41	28
Professional, Scientific, & Technical Services	82	150	67
Corporate, Subsidiary, & Regional Management	19	54	35
Administrative, Support, & Waste Management	122	186	64
Educational Services	237	55	
Health Care & Social Assistance	316	306	
Arts, Entertainment, & Recreation	43	37	
Accommodation & Food Services	316	211	
Other Services (except public administration)	75	101	26
Unclassified	0	1	1
	2,180	2,227	627

Estimated Leakage for Nonemployee Businesses

This chart compares Greene County data on businesses without employees (often deemed “the self-employed”), scaled to Yellow Springs’ zip code population, to the U.S. average. These data can be found at the U.S. Census Bureau, at <http://www.census.gov/epcd/nonemployer/> .

Sector	Actual Employees	Self-Reliant Economy	Extra Jobs Possible
Ag, Fishing, & Forestry	2	4	3
Mining	0	2	2
Utilities	0	0	0
Construction	43	38	
Manufacturing	6	5	
Wholesale trade	5	7	2
Retail trade	36	34	
Transportation and Warehousing	14	15	1
Information	4	4	0
Finance and Insurance	10	12	3
Real Estate, Rental, & Leasing	35	35	0
Professional, Scientific, & Technical Services	49	47	
Administrative, Support, & Waste Management	20	6	
Educational Services	12	27	15
Health Care & Social Assistance	27	16	
Arts, Entertainment, & Recreation	19	4	
Accommodation & Food Services	3	46	42
Other Services (except public administration)	42	0	
	328	304	66

Possible Meta Businesses for Future Action

P-Category	Business Opportunities	Revenue Model
Planning	Consulting	Fees
People	Courses & Small Business Centers	Fees
	Mentorship Programs	Sponsorships
	Learning Companies	Fees
	Commercialize IP	Fees/Equity Gains
	Super-incubators	Fees/Equity Gains
Partners	Local Business Alliance	Dues
	Health Insurance	Fees
	Flexible Manufacturing Networks	Fees
	Joint Procurement	Fees
	Local Business Mall	Fees
	Local Delivery Service	Fees
Purse	Community Credit Union	Interest
	Community Loan Fund	Interest
	Angel Investor Recruiter	Fees
	Venture Fund	Fees/Equity Gains
	Small Stock TA/Underwriter	Fees/Equity Gains
	Small Stock Market/Clearinghouse	Fees
Purchasing	Directory/Discount Book	Ads, Sales
	Debit/Credit Card	Fees
	Gift Card	Fees
	Time Dollar Enterprise	Fees
	B2B Contracting	Fees
	B2G Contracting	Fees
Policy	Think Tank	Fees
	Efficiency Bank	Fees

Shuman workshop generates potential business initiatives

By Diane Chiddister, *Yellow Springs News*, January 22, 2009

A Yellow Springs energy service company that offers villagers energy audits and also supports new start-ups that produce technology for alternative fuels.

A co-operative commercial loan fund that offers both financial support and mentoring for start-up businesses.

A local farm/garden cooperative which provides both workshops and opportunities for local farmers and gardeners to share equipment.

A discount card for local shoppers who frequent local stores.

A Time Banking system in which villagers barter goods and services.

These were a few of the possible new business opportunities that came out of "Going Local," a weekend workshop with economist Michael Shuman. About 200 people attended a standing-room-only keynote talk last Friday night at the Glen Helen building, and 70 villagers took part in the workshop on Saturday and Sunday. Such a high turnout bodes well for the village's ability to follow through with these and other new business ideas, Shuman said at the end of the event.

"I believe the presence of 70 people in a town of this size for a two-and-a-half day workshop is remarkable evidence of commitment and what is possible," he said.

Yellow Springs also has the assets of "a lot of smart people, beautiful land, and terrific financial resources," he said. "You have a leg up over most towns, even though you took some body blows in the past years."

An attorney and the author of *Going Local* and *The Small Mart Revolution*, Shuman was brought to town by the Smart Growth Task Force and Village Council. On Friday night, he laid out the principles of his approach to economic development, which contends that small, locally-owned businesses are the key to a healthy and dynamic economy.

"It's all about growing your economy through an expanded array and power of local businesses," he said.

His approach also empowers citizens in a way that traditional economic development does not, Shuman said.

"The ability to solve our economic problems is not the responsibility of city council or the chamber of commerce," he said. "It is everyone's collective responsibility."

Plug the leaks

On Saturday morning, Shuman passed out information on a "leakage analysis" that he had created for Greene County and Yellow Springs, identifying economic sectors in which the village is losing money because villagers are frequenting out of town businesses to fill their needs. Identifying these leaks and creating small businesses to fill them is the most effective way to make a local economy more sustainable, according to Shuman.

"The greatest boost for an economy is finding the biggest leaks and filling them," he said.

Using employment figures from 2006, Shuman stated that in the village "in almost every sector of the economy there are profound leaks," and the largest leaks are in the financial sector. Filling the leaks could potentially create about 500 jobs, he said.

The largest leaks in many communities are in the sectors of finance, energy use and food consumption,

Top 10 local leaks

The easiest way to strengthen the local economy is for villagers to make their big ticket expenditures in town, according to economist Michael Shuman at last weekend's "Going Local" workshop. Following are the largest household expenses for American families, followed by the average annual amount spent.

1. Drink locally (\$800 annually).
2. Localize your car service (rental, wash, repair: \$1,000 annually).
3. Make charity donations local (\$1,200).
4. Cut your energy bill in half (\$1,300).
5. Buy local fresh food (\$1,700).
6. Use local health care (\$1,900).
7. Find local entertainment (\$2,100).
8. Eat out locally (\$2,300).
9. Cut auto use in half (\$2,400).
10. Own your home (\$7,800).

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according to Shuman, who said that one of the relatively easy ways to strengthen an economy is to find ways to produce and consume more locally-grown food, rather than import food from outside.

On Saturday, Shuman shared many strategies that other communities have used to find ways to plug economic leaks and to strengthen existing businesses. Many of these strategies are used by members of the Business Alliance of Living Local Economies, or BALLE, a network that he helped to found. There are about 70 members of BALLE, and about 20 of them are of a similar size to Yellow Springs, he said.

"The key to a small community like Yellow Springs is to search for small scale models of success in every sector and learn from them," he said.

An example of one strategy was that of Powell, Mont., a small community in which residents sold community stock to raise money to start a general store, to fill the need of a place to purchase everyday items. The venture has thrived, Shuman said, and has also enhanced residents' pride in the community and attracted tourists.

Other strategies include Local First campaigns and festivals, Buy Local weeks, local currency, Buy Local coupon books, Buy Local debit or credit cards, or Buy Local gift cards. Some communities have instituted community stock to raise money for business needs, commercial loan funds or venture funds to link investors with entrepreneurs. Other towns created local shopping malls for entrepreneurs to sell their products or began local delivery of goods or services to offer convenience that big box stores don't provide.

Workshop participants were invited to meet in small groups to identify possible business opportunities to fill economic leaks in Yellow Springs. Along with the examples mentioned above, participants suggested creating a general store, as in the Montana example, starting a commercial kitchen, opening a spa and wellness center, creating an arts and recreation space and starting a center to support entrepreneurs, among others.

A non-traditional approach

Shuman's local-based approach goes against the traditional approach to economic development, in which municipalities create new jobs by attracting large outside businesses to a community. Most municipalities attempt to lure big box retailers or global businesses with huge tax breaks, while offering little incentive to the small local businesses that in fact are the bedrock of a local economy, Shuman said.

Small locally-owned businesses are better for a community for many reasons, including their stability and commitment to the town, Shuman said. Also, when people shop local, their dollars circulate in the community in what economists call the "multiplier effect," so that dollars spent at locally-owned businesses have three times the impact on a local economy than dollars spent at a chain store or business, he said, citing a 2003 Austin, Texas study.

Locally owned businesses also have a smaller environmental footprint, and a variety of small, locally-owned businesses add uniqueness and dynamism to a community, Shuman stated.

"People are drawn to uniqueness," he said. "A creative economy is rooted in small businesses and entrepreneurial opportunities."

Recent world events, including the fluctuation of oil prices, global warming, the shrinking dollar and the global economic crisis, have created additional reasons to rethink traditional economic models, Shuman said. The current economic crisis resulted from attempts by financial institutions to "de-link place from investments." However, he said, small banks and credit unions firmly rooted in a community have fared relatively well in the economic turmoil.

"Place-based investment is the key to financial prosperity," he said.

What stands in the way?

On Sunday workshop participants talked about the challenges they envision in moving ahead with creating new local business opportunities.

People are already too busy to take on another significant project, several said. Stating that he had just finished two years of giving countless hours of volunteer time with the Electric System Task Force and felt exhausted from the effort, Pat Murphy said, "If we're so clever and smart, why don't we hire someone at the Village level?" to help implement the ideas.

Past community conflicts have led some villagers to lose trust in others in Yellow Springs, and to take on projects of this size, people need to collaborate, according to Marianne MacQueen.

"To be effective, we have to work smarter rather than work more," she said.

Villagers need to feel threatened before they take strong action, according to Richard Zopf, who said that the effort to save Whitehall Farm worked because villagers felt threatened by an imminent loss of green space. Without a feeling of threat, Zopf said, "we'll just talk about it."

Most who attended the workshop didn't want to just talk about it, according to participants. Rather, they felt energized by the workshop and wanted to move ahead.

"Between tomorrow afternoon and five years from now, how can we be successful?" asked Benji Maruyama.

Villagers can move ahead immediately with the ideas they sparked over the weekend, Shuman said. And the event provides a framework that will serve Yellow Springers well when the Village moves ahead with a visioning effort within the next few months, said Village Manager Mark Cundiff.

"I see this process as a first step," he said.

Contact: dchiddister@ysnews.com

Workshop Attendees (Sat & Sun)

Lisa Abel	YSI
Ed Amrhein	Village of Yellow Springs
Byron Arnett	Visioning Task Force
Doug Bailey	Environmental Commission
Fred Bartenstein	
Paul Beck	
Jill Becker	Nonstop Liberal Arts Institute
Naomi Bloom	
Ellen Borgensen	College Revival Fund
Nick Boutis	Glen Helen
Carole Braun	Nonstop Liberal Arts Institute
Bob Brecha	Energy Task Force
Brooke Bryan	
Carl Bryan	
Sylvia Carter-Denny	
Joan Chappelle	Interfaith Council/Human Relations Commission
Diane Chiddister	YS News
Eric Clark	Springs Motel
Rob Content	Community Solutions
Denise Cox	
Dr. Joseph Cronin	Antioch University McGregor
Mark Cundiff	Village of Yellow Springs
Denise Cupps	
Tony Dallas	
Patti Dallas	
Mary Donahoe	
Rick Donahoe	
Ted Donnell	
Billie Eastman	
Joan Edwards	
Helen Eier	
Susanne Fest	Antioch University - McGregor
Emily Fine	Fine Solutions
Barbara Forster	Wright State
Dayna Foster	YSIC
Carol Gasho	Community Resources
Caeli Good	
Saul Greenberg	Antioch University - McGregor
Kipra Heermann	
Judy Hempfling	Village Council
Michael Herington	
Kathryn Hitchcock	
Don Hollister	
Ellen Hoover	Chamber of Commerce
Joan Horn	
Jennifer Horner	
Lisa Hunt	YS Kids Playhouse
Ellis Jacobs	

Marianne MacQueen	"Home, Inc."
Amy Magnus	
Andrew Manieri	Heartbeat Community Farm
Benji Maruyama	ESTF
Joe McCarthy	
Nancy Mellon	
Aida Merhemic	YS School Board
Carmen Milano	"WAYS, Cozy Critters"
Kurt Miyazaki	Emporium
Pat Murphy	Community Solutions
Miri Nasoff	Pass It On Kids
Susanne Oldham	Arthur Morgan House B&B
Virginia Paget	Smart Growth Task Force
Cathy Paige	
Rhonda Painter	Xenia Township
Megan Quinn Bachman	Community Resources
Hassan Rahmanian	Nonstop Liberal Arts Institute
Dimi Reber	Smart Growth Task Force
Matt Reed	Planning and Visioning
Reynolds	
Alice Roberish	
Linda Rudawski	
Paul Sampson	
Gail Sampson	
Cindy Sanford	YS Credit Union
Al Shlueter	
Joel Smith	
Lynn Sontag	
Tim Sontag	
Lamar Spracklen	
Reggie Stratton	Creative Memories
Jerry Sutton	Community Resources
Ali Thomas	Smart Growth Task Force
Kathryn Van der Heiden	Village Council
Todd Van Lehn	Van Lehn Const. Sus. LLC
Rick Walkey	Smart Growth Task Force
Marianne Whelchel	Smart Growth Task Force
Mary White	
Cindy Wineburgh	
Karen Wintrow	Chamber of Commerce
Saul Young	
Richard Zopf	Tecumseh Land Trust

Presentation Attendees

Lori Askeland
Charlotte Battino
Rubin Battino
Mike Breza
Jane Brown
Laura Carlson
Carl Champney
Doug Christen
Kat Christen
Jason Clark
Abigail Cobb
Shelley Colbert
Jenny Cowperthwaite
Connie Crockett
Ellen Dawson Witt
Joyce Dressler
Dennie Eagleson
Jan Edwards
Joel Goldberg
Jamie Green
Dionne Greenberg
Mollie Greenberg
Marie Hertz
Chris Hill
Bill Huston
Bob Huston
Tia Huston
Kitty Jensen
Eric Johnson
Len Kramer
Peggy Koebernick
Lori Kuhn
Evelyn LaMers
Hank Lapp
Kim Lapp
Ellen Lauricella
Sandy Love
Geno Luketic
Krista Magaw
Mitzi Manny
Brian Maughan
Dennis McClure
Nevin Mercede
Faith Morgan
Chris Murphy
Dave Neuhardt
Sharen Neuhardt
Dennis Painter
Larry Palmer
Kingsley Perry
Wesley Quick
Chris Ravndal
Janeal Ravndal
Bronwyn Reece
Roger Reynolds
Christine Roberts
Jeff Robertson
Katie Seidl
Jason Shea
Moya Shea
Louis Sims
Mary Sims
Barbara Singleton

Miscellaneous Workshop Notes

Meta-Business Rankings

People

- Incubators – 21
- Learning Companies – 8
- Courses – 2

Partners

- BALLE – 15
- Local Delivery – 12
- Local Mall – 7
- Joint Procurement – 1

Purse

- Local Exchange – 12
- Community Loan Fund – 11
- Small Stock Underwriter – 5
- Venture Fund – 4
- Credit Union – 2
- Angel Recruiter – 0

Purchasing

- Gift Card – 9
- Business-to-Business Marketplace – 9
- Discount Book – 8
- Business-to-Government Contracting – 6
- Debit Card – 3

Group Reports on Indicators/Assets/Leakages – Sat. Morning

Group 1: Performing Arts and Wellness Center

Indicator: A large venue for community uses (recreation, performing arts) supported by revenue from “values-driven” rehab. A retreat center on land that produces local food for export.

Assets: Land, unutilized facilities, knowledge of food, rehab, wellness, CSAs, education facilities/facilities already committed to wellness.

Leakages: People now go to non-YS gyms, performing arts centers, YMCA’s, etc. Now there’s a lot of eating/shopping/growing outside of YS.

Group 2: Energy Services

Indicator: Energy/oil independence

Assets: Brains, labor, community interest

Leakage: Money to energy suppliers, brain power travels out to other jobs

Businesses: Renewable energy R&D (solar and wind), Retooling previous local industry, Installations

Group 3: General Ideas

Assets: Land for agriculture (100 acres available), Tecumseh Land Trust, labor (well educated, expertise, Energy Task Force, green building experience), investment capital (Credit Union)

Leakages: Finance/Insurance/Investing, Energy, Food

Businesses: Banks to provide services to small business, insurance, accounting/tax services, energy (renewable sources, ESCO, green building services and supplies), local labor for building and demolition, food and processing (Antioch and permaculture)

Group 4: Holistic Health

Indicator: Holistic, population seeking alternative healthcare and solutions

Assets: Knowledge (holistic), nature, culture, 500-1000 visitors to the community, nature/bike trail

Leakages: Lodging

Business: B&B/Spa/Holistic Healthcare linked to local businesses/marketing, ideas for "insurance" covering community and healthcare needs

Group 5: Local Food and Hotel

Indicators: Food production and consumption, vacant buildings/housing/land, in-town overnight accommodations/meeting space

Assets: Local agricultural land, Antioch Company/Vernay/CBE, etc., Yellow Springs "brand"

Leakages: Food purchases/imports, everyday retail/services, energy

Business: Local food production/commercial kitchen for rent, in-town hotel/conference center, elder hostel destination

Group 6: Energy Services (2)

Indicator: Carbon footprint and energy consumption

Assets: Technical knowledge, land, wind and sun

Leakages: Imported energy

Businesses: Local energy-efficient building and renovation and renewable energy production

Note: Need to consider finance and equity issues and how to make these work to support the above.

Group 7: Small Business Loan Funds

Indicators: Numbers of local loans to small businesses

Asset: Credit Union, human and financial capital

Leakage: Money going elsewhere for financing

Business: Mutual co-op small business loan funds

Group 8: Entrepreneurial Support

Indicator: Number of people who live and work in YS

Asset: Countercultural/contrarian population

Leakage: Agriculture and food processing

Business: Entrepreneurship support (microloans and equity, legal support, accounting, business planning, insurance)

Group 9: General Ideas

Indicators: Tax base, utility funds, money spent locally on goods/services

Assets: Power system, work force, vacant square footage, sense of community, educational/intellectual population, cultural (arts), professional services, land not cultivated

Leakages: Banking, food buying/processing, residents working outside of town, perception, services not provided

Businesses: Office supplies, micro-brewery, alternative energy component manufacturing, eco-based tourism, pest control, linen service, printing kiosk

Group 10: Energy Services (3)

Indicator: Self-reliant re: energy

Assets: Motivated/creative population

Leakage: Energy comes from far away

Business: YS Energy Service, funded by YS Energy Venture and nurtured by Antioch incubator and business plan competition

Miscellaneous Ideas

Indicators: School enrollment, vacant buildings/housing, property tax, income and tax revenue, sales tax, salaries exported, in-town overnight accommodations, available office space, local food production and consumption, number of health care practitioners, tourism, impact of loss of small manufacturing and Antioch, age ranges, media hits, real estate values, rental and affordable housing, income levels, numbers and types of businesses and entrepreneurs, types of employment, number of people who both live and work here, number of people who work but don't live here

Assets: Antioch Campus/Vernay/CBE, diversity of expertise (local brainpower), underemployed/unemployed, retirement income, arts programs/community, holistic health practitioners, Yellow Springs "regional" image/brand, access to local agriculture production, young people, old people, educational institutions, high degree of educated folks, NonStop, YSI, engineers, cultural diversity, skilled labor, research and development, natural areas, high quality of life, artists, alternative contrarian lifestyle, local media, investment money, access to airport, entrepreneurial culture,

Leakages: Food purchases/imports, everyday retail, energy, printing services, exercise facilities, job training, recycling, scientific services, accommodation, financial services, basic goods, insurance, transportation, energy efficiency/rehab, construction,

Businesses: Elder Hostel destination, coop printing services, commercial kitchen for rent, local "truck" farm, teen temp agency, artisan food shop, local "green" power, in-town hotel/conference space, exercise facility, power generating plant, micro loan investments, entrepreneurial support, performing arts center, insurance company, food production and processing.

Group Reports on Business Ideas – Sunday Morning

Local Transportation/Delivery

Revenue Model: Service charges

Scale: Distributed business (room to grow), goal to serve several hot spots (downtown, south town, Young's.

Joint Business (rent small cars/bikes, deliver goods

Funding: Grants, public, investors, angel funding

Obstacles: Identify initial customer base, maintenance, manpower, insurance, sustainability

Co-op Commercial Loan Fund

Best Revenue Model:

- Credit Union
 - o Presence – vested
 - o Expertise/Infrastructure
 - o Special board – Mentoring (financial management, management)
- Capital
 - o Existing
 - o New – Public (revolving loan, ODOD, Fed)
 - o New – Private Investments
- Loans (not equity)
- Rate of Return (term duration)

Scale: Geographic – YS or 387

Fund: \$250K

Champion: Credit Union board chair and members

Obstacles: Inertia, Credit Union buy-in, too many cooks

First Step: Get Credit Union on board, define/refine concept, ID key personnel and expertise

YSVP (YS Venture Partners)

2 classes of partners

- General – involving management
- Limited
- Each partner contribute \$25K cash, \$25K credit

Objective:

- Mentor and fund technology-driven entrepreneurial business
- Fund – Round 1 (concept to prototype < \$50K), Round 2 (Prototype to 1st Application \$50K < x < \$100K)

Process

- Periodic/ad hoc review of business loans
 - o Array essential talent
 - o Screening
- Detailed review/critique/refinement
- Formal agreement
- Periodic review of progress, schedule, cost (NLT quarterly)
- Confidentially agree not to compete

Energy Services Company

Scale: Yellow Springs and surrounding areas

Funding: \$50,000 – \$1,000,000

Champion: Local businesses, Electrical Systems Task Force, Village of YS, AMP-Ohio

Obstacles: Getting champions

First Step: Investigate legality of Village loan fund and/or assessment program, Business plan competition

Local Farm and Garden Cooperative

A network of farmers and gardeners working to share resources (labor, expertise, seed, compost, trucks, equipment, etc.). They also are educational through demonstrations and workshops.

Funding: A membership organization with a fee to join. May be revenue-generating through the direct sale of produce or arranging contracts with local restaurants, stores and schools. Also may make money with a local food festival. There may be spin-off businesses like a lawns-to-gardens consultancy. Finally, grants may be sought.

Scale: Yellow Springs and the surrounding area

Obstacles: Defining our mission and target audience, determining the level of interest in the community and amongst farmers and gardeners, determining how to generate funding.

First Step: Talk to local CSA farmers and local gardeners.

Other Misc. Local Food Ideas: School nutrition programs, farm-to-school projects, school gardens (educational and fun), community composting, local gardening knowledge-sharing, garden tours, youth as garden-workers (incorporated into school classes/clubs/community service), farmer apprenticeships, education about

native plants, working with the Tree Committee, local food gardens on village property/Mills Lawn to reduce mowing, reaching out to local industrial farmers.

Performing Arts Center

Definition: 1) Multi-purpose arts center or 2) Arts and Recreation Center (drawing funds from both constituencies and used by local and regional groups)

Scale: Art Center – Multi-use theater with 200 seats, art gallery, dance/yoga/aerobic studio, large multi-use room, lobby/café

Recreation Center – pool, two gyms (basketball and indoor soccer), outside ice skating rink, weight room

Funding: Sell shares, investors from region, partner with college and university

Champion: Arts Council, YSKP, local groups, Chamber music, etc., College, University, townspeople

Obstacles: Inadequate funding, exhausting volunteers

First Step: Open discussion to regional allies, open meeting with local allies (area schools, Arts Center group, Arts Council, YSKP, Chamber music, University, College), seek large donors and government support

Business Incubator and Learning Center

Investment model with accountability and payback.

Scale: Start with five

Funding: Venture capital, skills/facilities, foundations, municipal. Manager + part-time skills \$75,000

Champions: Rotating champions – successful entrepreneurs, networkers, DeWine

First Steps: Find champion, consultant, outreach, original committee.

Local Discount Card

Local serving locals – consumer discount card which benefits retail businesses, service providers and non-profits (a non-profit competition with leftover cash)

Funding: Grant or donation (RSVP, Americorps), selling of cards

Scale: Local, anything with a monetary exchange

Champion: Chamber and Village

Obstacles: Buy-in from business owners, administrative issues, getting locals to buy locally

First Step: 25 – 50 businesses on board, getting logo, securing funds

Time Banking

Funding: \$30.00 per year membership

Scale: Whole village

Funding to Start: Investment from Miri Nasoff and membership fees

Champion: The Village, Miri Nasoff, Laurie Dreamspinner

Obstacles: Computer savvy people, follow-through, professionals feeling displaced

First Step: Miri is promoting it already through handouts and public meetings

General Store

Revenue: Sales, community shareholders (like "The Merc" in Powell, WA)

Scale: Regional – how to draw people from outside YS

First Step: Study how Merc's work, survey of needs/market analysis

Champion: Person who wants to start a business

Obstacles: Supply chain, competition from other stores, space

Health, Wellness and Healing

Opportunities and experiences to promote health, wellness and healing. Existing practitioners and professionals within Village such as Wellness Association of Yellow Springs (WAYS), local professionals, educators. Bring people to the village – will spend their money in town (possible future businesses/homeowners)

Scale: Regional/local

Funding: \$3,000 to \$5,000 to start

Champion: Program partner with Friends Care Center, WAYS, physicians and therapists

Obstacles: Staying focused, staff support

First Step: Develop program with FCC, WAYS to develop and implement the model

Workshop Evaluation Results

Total Responses: 25

1) The presentation and/or workshop changed my perspective on economic development.

Strongly Disagree (1)	Somewhat Disagree (2)	Neutral (3)	Somewhat Agree (4)	Strongly Agree (5)	Score
2	1	4	12	6	3.76

- I had hoped for more out of this weekend.
- Some very good, new info!
- I think if I were at a different time in my life (younger) I would be more inclined to start or be involved in business rather than to remain in Emergency Nursing.

2) The weekend served as a "call to action" to get more involved in activities to strengthen our local economy.

Strongly Disagree (1)	Somewhat Disagree (2)	Neutral (3)	Somewhat Agree (4)	Strongly Agree (5)	Score
1	0	2	8	14	4.36

- Maybe it did for others; it did not for me, as I am already a local volunteer, but I was glad to see council and village staff represented. I thought there could have been more churches involved (maybe there were, but they weren't introduced by Dimi at the beginning, if so), more school board members/staff, and I'm not sure I saw anyone from the new Antioch efforts.

3) The information presented during the weekend was relevant to Yellow Springs.

Strongly Disagree (1)	Somewhat Disagree (2)	Neutral (3)	Somewhat Agree (4)	Strongly Agree (5)	Score
1	3	3	6	12	4

- I could probably even make this a (1), as I was not impressed. He didn't have relevant facts (and some of those he presented were false).
- I thought it was excellent.
- I'm not sure that the leakage analysis was so accurate since I don't think Michael was really able to get info directly related to YS.

4) What were the most valuable ideas you took away from the Shuman weekend?

- The benefits of supporting local businesses.
- We, the participants, haven't as yet been privy to the resultant conclusions, even in the summary written form. The facilitator did not summarize and report out the ideas during his concluding remarks, no OPR was assigned -- the energy of 11-12 hours of 60 individual's efforts was left suspended in the ether. It is not possible to assess the values of the somewhat random ideas generated in 15 minutes by a random group & briefed in 3 minutes to the body. The prior community forums were facilitated, structured, summarized & concluded & they resulted in a list of actionable items. I've yet to see the result of this investment of public funds & private energy so am not able to weight their relative merits.

- I always try to get something from a presentation, and I am always happy to come away with one new item, or even one verified outcome that hasn't been tried or could be tweaked and tried here; that is what I would consider a successful weekend. Here, however, I really didn't come away with anything like that and I know for a fact that some of his ideas have already been explored and dropped for valid reasons. I felt he was not very prepared, he used old data without checking it to make sure it was valid (easy enough to have done by asking his contacts what they thought of the his handouts), he didn't read any local websites to learn if there was valuable insight (clear because of comments he made to me privately), used this forum to push himself as a future consultant, and could not provide me demonstrable and comparable stats on his recommendations. Lastly, I've been to many local presentations, open meetings, council meetings, watched the township meetings, and school board meetings, smart growth presentations, etc. and his "recommendations" aren't even new. Some of his ideas have already been at the least explored, or tried and failed, due to 1) lack of interest or 2) lack of viability.
- That we need to really focus on building from what's here and supporting the things that fit who we are. The conversations between all the groups that occurred during the weekend sound like they were very helpful.
- That a methodology exists for developing and strengthening our local economy.
- A "big picture" perspective for what is going on in Yellow Springs as well as nationally.
- Local action is possible. Local action can work. There needs to be an ongoing local organization to implement ideas that are applicable to Yellow Springs.
- A better understanding of economic development. The challenges and opportunities for economic development and inspiration to take all that home to my local community in Cincinnati.
- The list of ten best ways to strengthen our local economy. Also, that "financial services" is the biggest leak.
- Invest locally.
- Distinction of locally owned substitutions for imports.
- That economic development basics can be taught to ordinary citizens. Leakage analysis with all the SIC codes is one way.
- The fact that the community itself needs to take personal responsibility regarding some of the changes it wants rather than thinking that the governance alone can do it . That there needs to be a spirit of entrepreneurship in the citizens as well as support via a variety of sources for that. The community he presents is one that already exists in YSO and that it just needs some tweaking. That "going local" does not mean being isolationist but instead that the local part needs to include the county and possible surrounding municipalities.
- Awareness of leakages very key to me. Also, looking at ways to bring businesses together to various shared goals.
- The idea of a meta-organization with no mission of its own but to network other missions and provide organizational/administrative/planning support; a new focus on incubating/funding new small business or providing funds for capacity building for current very small businesses (what I understood the economic revolving loan fund was meant to do) such that home based business can move into a storefront with an employee or two and new home businesses can be cultivated.
- It is possible for village residents to move towards greater local self-reliance by marshaling their own knowledge of the community, and prioritizing their ideas for mobilizing "assets" such as their private pensions, and for reducing "leakage" of local resources to purchase energy and food from great distances.
- The overall economics of economic development. TINA vs. LOIS.
- It's time for action, albeit long overdue.
- That we can make a difference locally; looking at what "local" means both in terms of how far we spread the net as well as how "purely" we define local
- Making good use of, building on our assets and what we have to offer; i.e. our green identity, creativity, attractiveness, our individualism and independence.
- The idea of money leakage - specifically in the form of investments in the community and in our retirement funds. I also have been intrigued by the idea of using the College property to base a learning institute about energy issues and /or larger community issues. Also, when Shuman said that we don't really need to

build more spaces for expanding our local economy, that we could utilize what we have in the form of homes and existing office spaces etc... I thought that was wise. It seems that often we, human's in general, put things off until the setting is perfect – perfect building and office spaces – and things get put off that way.

- This community continues to have creative, dedicated people, so perhaps there will be situations develop to employ people, and in creative ways.
- Investment of local pension funds was fascinating – a bit frightening, but important. The need for repeat measures that can be analyzed over time was a strong point. I think we need a “satisfaction with quality of life” survey that is repeated every year or two. Also, setting goals for retention and new jobs, and tracking those numbers over time, would be good. Same thing with housing goals.

5) Are there specific ideas which you hope to see implemented by the Village Council, local organizations, or citizens? If so, what?

- Incubator with shared resources/space – for businesses and/or nonprofits – possibly in conjunction with higher education.
- Local capital available & particularly Venture Capital -- neither of these lend themselves to the public arena for a number of reasons, not the least of which is the privacy of the debtor & the corporate structure of the lender or equity partner. My participation, if any, would be at a private level.
- I would like to see council take some action, starting with simple actions that are not expensive. I'd like council to set ED goals this year that are doable, not far reaching. I would like to see Council agree to meet with CIC and Chamber to learn exactly what their goals are, and what actions they can take on or are willing to start. I'd like the loan fund re-funded. I'd like to start real energy conservation on the part of the Village offices (rooms are overheated, lights are energy eaters) and move to offer free energy audits for businesses (like DPL did about 15 years ago) with already existing MTFD equipment. Energy costs in our older business buildings are or will be probably one reason businesses have trouble staying afloat this year. It would be costly to aid businesses with insulation devices, but perhaps a discount negotiated at our local hardware store for participating businesses in the audit? I'd like to see more collaboration among the many groups that do or could do ED now or who could help fund it (the two foundations, for example). I know there's some collaboration going on, but not between all the possible groups. I'd like to see more folks from Smart Growth volunteering with all these organizations that already exist to help give input and energy to this work (CIC, Chamber, Plan Board, MT Plan Board, C. Foundation, Arts Council all come to mind). I have never seen that, but I don't know why.
- Supporting efforts around economic localization, and working from the local out to the global, rather than hoping for a miracle to come from outside and save us. I hope we can really support community agriculture and new local energy sources..
- a) Make the village more friendly for startup businesses, b) A business incubator, c) I would love to see Yellow Springs generate our own green energy, d) Starting a local general merchandise store using local funding (shares).
- There needs to be a follow-up local organization that coordinates the localization ideas that the conference developed, and provides resources for their implementation.
- The capital fund presented by Jerry Sutton and others.
- Support local business, develop stronger agricultural economy (of diverse, organic, foods), year round farmers market
- Local gift card, “chamber bucks...” Encourage local food production & distribution as a strategy that is consistent with open-space preservation.
- Village hire an economic development director or farm it out to a non profit to do.
- I am hopeful that there will be work done at the level of the credit union regarding industrial loans and possibly micro loans. This will take some time to set up but should be followed up on.
- That citizens will follow through on their ideas for economic growth and make things happen...seeking out the support that they need, that the council will support the efforts of the ESTF while being cognizant that

we will be relying on coal for our baseline production at the same time that we are looking into energy alternatives, that the community at large will ask what they can do to improve things in the village and work cooperatively to make the changes, that the visioning will happen, that the council will work with the various entities in the village like Community Resources and the various groups already working to make changes and that the dialogue will support diversity and respectful dialogue with the entire community, that Community Solutions will continue to provide the excellent education in the community and including the county regarding peak oil, that the chamber of commerce will make a catalogue of economic resources that are currently available, i.e. land available for development, businesses in town etc....

- Thorough leakage analysis. I know Michael's was done quickly and there is much more to uncover and validate. Also, moving us to a much more sustainable community in terms of our utilities, growing local food for daily consumption.
- I would like to see a task force on Cottage Industry that would do the research and put out a white paper identifying the legalities and opportunities in home-based cottage industries focused on local production and/or locally provided services. I would like to see a task force or committee on Small Industry and Trades that focuses on economic development beyond the retail/tourist sphere. I would like to see a database of all locations of physical spaces in town available for rent for services/classes/workshops/salons which also identifies the potential for long-term lease of this space-within-a-space (moving towards the incubator idea and the meta-org idea). I would like to see feature stories (mag style) discussing these types of issues and solutions in more detail.
- Energy and food are at the top of my list, with retrofitting local houses not far behind. I'd like to see the Council, local businesses, local non-profits, and individual citizens all involved. Perhaps three citizen-led umbrella organizations could be created to take on each of those key issues – energy, food, retrofitting.
- I would like to see village council be less involved. I think it would be a better idea for an economic development / business center to be responsible for growth of business in YS.
- No, not specific. Many of the ideas were good and almost any few would be a great start, as long as there is a critical mass of people sufficient for implementation.
- I would like to see more support for local businesses and people with entrepreneurial spirit. Mostly I see this coming through collaboration as opposed to seeking grants and bringing in outside businesses, etc. For example, the work Pat has done with FCC in regard to the Barr apartments has come about because of the expertise he has and the willingness for FCC to listen and act on that listening. If there is "low hanging fruit" that council can implement, they should do it and one of the easiest things for them to do is to support, rather than get in the way of, people who are doing things.
- So much of what was discussed over the Michael Schuman weekend came back, at least in my mind, to greenspace being one of our greatest assets, from tourism to economic development to growing our own food, and how important it will be, under increasing pressure from human glaciation, to preserve our village as a green and healthy place to live and work and play. What would we have to offer if we looked like everywhere else? If our bikepath wandered through parking lots and neighborhoods instead of greenspace? The economic health of our village, as we know it, will be tied directly to the health of our greenspace.
- I think there is potential – seeing how the organizing structure is already here – to utilize the Community Foundation to facilitate investing more locally. I am in favor of producing more food and energy locally and will enthusiastically participate in that effort as well.
- An energy business, another restaurant, an exercise facility with an all-weather swimming pool.

6) In which efforts would you like to be further involved?

- I am involved & will continue to be involved at various levels in a number of organizations both within the Village and the County. They likely will not be a direct result of this past weekend.
- I'm already involved.
- A business incubator, generate our own green energy, starting a local general merchandise store using local funding (shares).
- At present I am involved in too many other activities to be active in this group, but I would like to be kept informed.

- Any workshops by Community Solutions and for Antioch College.
- A capital fund to support business incubators, small business expansion. I am also interested in how we could set up a fund that would make loans for retrofitting. To fund it, might we focus on developing or start-up loans to businesses who would work on developing and manufacturing materials for retrofitting in the Village? I thought about this after the Home, Inc. meeting.
- No time now.
- Perhaps with conceptualization of local gift card.
- Understand and develop conceptual level ideas of economic development for citizens just as was done for energy and for visioning.
- None. I am in over my head with involvement already on council, GHEI and community resources.
- The possibility of being a part of BALLE or similar networks.
- Any of the above that at least one other person is enthusiastic about. I also have audio recorded from Friday night and Saturday that can be made available to the rest of the community. I think opening up conversations beyond "the meeting" is really important if you intend to engage a well rounded group of villagers. Online forums (with each topic assigned a mediator) would be a great start. See Dayton Most Metro forums as an example of an active online community: <http://www.dayton.mostmetro.com/forum/index.php> Also, a number of villagers have been involved with this group trained by Richard Florida <http://www.daytoncreate.org>
- All of them, but given a choice my own focus is likely to be on growing much more food locally and sustainably, and reducing the distance it travels before it is locally consumed. Growing a wide variety of highly nutritious foods, including staples such as potatoes, dried beans, and even some grains is a high priority for me.
- Fiscal efforts.
- I'd like to be informed of the efforts of others so that I can see if there is a way to support them.
- My main concern continues to be how we can take on more given that most people active in community life already have a full plate. I indicated I would research what other small communities have done. In doing that through the BALLE website I came across a group from Cape May (or Ann) that had started an independent nonprofit and then disbanded it because they found they were spending their time maintaining the new organization rather than doing the local economic activities that they wanted to do. My sense is that we need to think more organically - as an organization or system and see ways we can enhance that rather than creating a new entity. I plan on continuing to be involved in the visioning effort.
- Greenspace, wherever and whenever, and the amount of money allocated to our village greenspace fund.
- Food and energy projects, although I don't have technical expertise in them.
- Eco-friendly garden/yard design.
- I hope TLT can help promote businesses that connect agricultural inputs to businesses and expand outputs in the local area.

Additional Comments

- The event was very well done. I'm impressed by the work you, Dimi and the rest of Smart Growth did to pull this effort off with a very short planning cycle. I appreciate you working through Mark and Council as you did and hearing our concerns and adapting them to the program. The attendance was remarkable; lots of new faces that seemed very ready to be involved. There were too few local business owners, especially retail but I understand their inability to leave their work for such a long period of time. The next time something like this is done, breaking it down into segments that could be attended by more people should be considered.
- Regarding Shuman, I don't see that he was particularly relevant to YS. Michael's passion is fighting the big box, major corporations and typical economic development bureaucracy and methodology. None of those things apply to YS. We're a little town looking to survive major job and tax base loss that wants to serve its citizens in ways that will fulfill and enhance their lives. I was hoping for more real assessment of what kinds of small businesses citizens might be able to consider starting themselves or small steps that existing businesses could expand into to begin to fill some of those gaps; economic and business goals that are achievable and

make sense for YS. I think the ideas that were developed by the attendees on Saturday and further fleshed out on Sunday were great. Michael's meta-businesses were not understandable to most in attendance and I could not understand his reason for interrupting the flow of the discussion on Saturday to introduce them. By his own admission, they were untested, in their infancy and really understood only to him. It felt self-serving to me and that he really wasn't listening to the participants or picking up on the flow of the discussion. I was pleased that he decided to broaden the small group work on Sunday to include the business ideas from the participants, something I assume came at the encouragement of you or Dimi. I was disappointed in his lack of knowledge of YS and the region, despite the large quantity of information he had been supplied and his previous experience here. To not know that YS is rich in arts and entertainment is really hard to imagine. Even a cursory view of the Chamber site, something that he obviously didn't do, would have given him a wealth of knowledge. It didn't seem that he had done any review of the region to assess our geographic location or relationship to our neighbors.

· I consider the weekend a great success. It started the conversation and pulled together a broader constituency than we've often had in these discussions. The organizers delivered on what was asked by Council and the participants went away thinking about economic development and business opportunities. If it took bringing Michael Shuman in to be a catalyst to that, so be it. Sometimes it does take a broader effort to engage people. As I said, I appreciate the work of you, Dimi and the rest of the SGTF. I hope we can continue to work together on these kinds of ideas.