

# ***A Statewide Summary for the North Carolina Indian Economic Development Initiative***

## **APPENDICES**

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This document in its entirety represents the findings and recommendations of the Office of Economic Development of UNC's Kenan Institute for Private Enterprise to the North Carolina Indian Economic Development Initiative (NCIEDI). The opinions are those of the authors and do not necessarily reflect the official position of the tribe or association. The acknowledgments section of each report indicates the level of interaction we had with representatives of that tribe or association.

In any case, no substantive alterations may be made in the material presented herein without the written consent of the Office of Economic Development. These findings and recommendations are intended for review by the Indian tribes and organizations and may be incorporated, as deemed appropriate and with due attribution, into plans and actions to improve the status of economic development in North Carolina's Indian communities. However, such plans and actions are the responsibility of the economic development committees of the Indian Tribes and organizations and of NCIEDI and not the Office of Economic Development. To discuss technical assistance in using this report or associated information to create economic development plans or grant proposals please contact Leslie Stewart at the Office of Economic Development, Kenan Institute for Private Enterprise, 919/962-8871.

## APPENDIX A

# *Economic Development Practice and Resources in North Carolina*

**T**his appendix was excerpted and modified from a recent report that the Office of Economic Development was asked to prepare for the North Carolina General Assembly about the economic development delivery system in the state.<sup>1</sup> Much of the background material for that report is of general interest, particularly to those new to professional economic development or to North Carolina. Considerable information about various organizations and activities in the state is included as a starting point for the NCIEDI and its members.

### **The Practice of Economic Development**

The goal of economic development is to increase citizens' standard of living and quality of life. For example, the mission statement of the North Carolina Department of Commerce reads:

*"To improve the economic well-being and quality of life for all North Carolinians"*

That lofty objective is invariably measured in the short-run in terms of new business announcements, dollars of new investment spending, number of new jobs created, and value of new tax base generated. In the longer-term, those outcomes lead to higher per capita incomes, a lower incidence of unemployment and poverty, and better health.

Increasingly, places are emphasizing the quality of new jobs and investment, not just the quantity. For example, most economic developers are putting more emphasis on jobs that pay a "livable wage," and accordingly, do not actively promote unskilled service jobs, such as in fast-food restaurants. Most economic development professionals focus on developing or attracting investment in manufacturing, business services, health services, and other "value-added" sectors that create an additional flow of dollars into local economies rather than simply re-circulating local dollars.

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1. *Improving North Carolina's Economic Development Delivery System*, by Michael Luger and Leslie Stewart, March 2003. Available at [www.oed.unc.edu](http://www.oed.unc.edu) under Reports.

States and regions organize their pursuit of the economic development goal in many different ways, with an array of actors. In general, however, the practice of economic development can be divided into four sets of activities:

1. strategic planning, visioning, and coordination
2. industrial recruitment (domestically and internationally)
3. business retention and expansion, and
4. entrepreneurial development.

## **The Activities of Economic Development**

Each of the four activities listed above has a set of sub-activities that also differs from place to place. Those sub-activities include (but are not limited to):

- strategic planning, visioning, and coordination
  - periodic development of economic development strategic plans
  - periodic development of science and technology (S&T) strategy
  - development of on-going processes to evaluate the progress toward various plans' goals, and to revise the plans, as appropriate
  - assuring consistency of plans and related initiatives that are developed by different organizations
  - creating a clear brand to the external world
  - brainstorming sessions to explore new approaches and the applicability of successful strategies and programs used elsewhere
  - reducing the "seams" between government departments in the delivery of services and information related to economic development
- industrial recruitment
  - development of websites accessible to interested businesses and site selection consultants
  - calls on businesses and site selection consultants
  - developing and advertising financial incentives
  - trade missions to other regions of the country and abroad
  - customized job training
  - placement of favorable articles in the media
  - preparation of "mega-sites" appropriate for large projects
  - provision of certified sites, shell buildings, and industrial and research parks
  - regulatory reform, reducing red tape
  - focused efforts around pre-selected industry "clusters"
  - attention to other quality-of-life amenities, such as quality K-12 education, recreation, culture and sports

- business retention and expansion
  - routine visits by economic development professionals to existing businesses, to assess their situation and pre-empt any problems
  - technical assistance by various organizations, to solve particular problems, either in person or via “service centers”
  - job retraining and re-skilling assistance
  - marketing assistance for existing firms to find new domestic or international markets and develop strong local buyer-supplier linkages
  - provision of financial incentives, especially for modernization and expansion
- entrepreneurial development
  - assistance in the preparation of business plans
  - guidance on intellectual property matters
  - development of support networks of entrepreneurs
  - provision of early-stage and mezzanine financing
  - matching of entrepreneurs with venture and angel capital
  - development of incubators (accelerators, hatcheries) for new businesses
  - development of entrepreneur-friendly tax policy, including elimination of capital gains tax and an R&D tax credit

It is the norm for these sub-activities to be distributed among a wide variety of actors within a state. The actors involved in these activities are part of state, regional, and local governments; non-governmental, not-for-profit organizations; colleges and universities; and private, for-profit companies.

### **Key ED Actors in North Carolina**

Tables A.1 through A.4 list the major institutional actors in each of the four economic development activity areas identified above. Our listing is intended to be illustrative rather than exhaustive, as a way to make the Indian communities aware of the rich landscape of organizations and people who have a professional interest in economic development. Any of these organizations may be a natural partner for the NCIEDI or individual tribes and associations, for example, in carrying out a particular project for entrepreneurs or existing employers, or at the strategy level. The ones highlighted seem of greatest relevance and thus include web site addresses for more information.

**TABLE A.1**  
**Strategic Planning, Visioning, and Coordination**

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❖	N.C Economic Development Board (EDB): Appointed by: the Governor (23), the Speaker of the House (7), and the President Pro Tempore (7); recently produced North Carolina’s 2002 Economic Development Strategic Plan; <a href="http://www.nccommerce.com/econbrd">www.nccommerce.com/econbrd</a> .
	N.C Department of Commerce: Lead agency in staffing the work of the EDB and in executing the plan.
	N.C. Board of Science and Technology: Appointed by the Governor (15), by the Speaker of the House (1), and by the President Pro Tempore (1); sets policy on state investments in science and technology.
	North Carolina Partnership for Economic Development: Includes presidents and chairs of the seven regional commissions; serves as a platform for their collaboration. Co-chaired by the Secretary of Commerce.
	Legislative caucuses: Currently being convened by Senator Basnight and Speaker Morgan; discussing possible legislative actions required to support the state’s economy.
	Office of the Governor: regular cabinet-level meetings with the Secretaries of Commerce, Revenue, and Transportation to coordinate state policy and responsiveness to business.
	Future Clusters Task Force: Chaired by former Governor Hunt; developing a new vision for competitiveness in the Research Triangle region.
❖	Community colleges, UNC Board of Governors, Commerce and regional Partnerships: Required by SB1115 (S.L. 2002-126) to develop a five-year vision plan for each region. Go to <a href="http://www.ncleg.net">www.ncleg.net</a> to search for this bill.
❖	North Carolina Economic Developers Association (NCEDA): “the voice of economic development in NC” representing over 600 practitioners and allies statewide; its board is active in agenda-setting with the legislature on creating a better toolbox for selling the state. A membership organization with annual dues of \$160; <a href="http://www.nceda.org/ncedabro.pdf">www.nceda.org/ncedabro.pdf</a> .

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❖ = likely partner for NCIEDI efforts

**TABLE A.2**  
**Recruitment of New Industry**

❖	North Carolina Department of Commerce, Raleigh: Business and Industry (B&I); Marketing; International Trade & Development; Tourism, Film and Sports Development; <a href="http://www.nccommerce.com">www.nccommerce.com</a> .
	North Carolina Department of Commerce field offices: employ developers in each of the seven regions of the state.
	North Carolina Department of Commerce, Commerce Finance Center: administers tax credits, industrial revenue bonds, loans, and other financial assistance to prospective businesses.
	North Carolina Department of Revenue: certifies businesses that have applied for tax incentives; now has dedicated staff person to work with prospects on tax matters.
❖	Local economic developers; housed in county offices, chambers of commerce, or non-profit economic development corporations.
❖	Regional economic development commissions or "Partnerships" (7): market multi-county regions and provide research to respond to prospects' requests; <a href="http://www.investnc.com/helping/partner.asp">www.investnc.com/helping/partner.asp</a> .
	N.C. Community College System (58 colleges plus satellite campuses): New and Expanding Industry Training program, customized to each client.
	Office of the Governor: administers the discretionary One North Carolina Fund to close deals (had \$15 million in FY2002, after several years at \$1 or 2 million).
	Economic Investment Committee (Secretaries of Commerce and Revenue, Director of the state budget office, public members representing Senate and House): decides on up to 15 Job Development Investment Grants per year.
	Board of Science and Technology: currently housed within the Department of Commerce, assists the Secretary of Commerce in recruiting technology-oriented companies.
	NC Department of Transportation: has funds and crews to build or improve roads to help site a company.
❖	= likely partner for NCIEDI efforts

**TABLE A.3**  
**Retention and Expansion of Existing Industry**

❖	North Carolina Department of Commerce field offices: Business and Industry Division regional staff call routinely on existing industry to help address competitiveness issues; B&I is also pilot-testing a “service center” web site for existing companies in 10 western N.C. counties. <a href="http://www.nccommerce.com/servicenter/">www.nccommerce.com/servicenter/</a> .
❖	North Carolina Department of Commerce, International Trade and Development Division (Raleigh): helps companies with export promotion and identifying new global markets; <a href="http://www.exportnc.com">www.exportnc.com</a> .
❖	Local economic developers: some offices include a deputy-level position focused primarily on serving existing industry.
❖	N.C. Community College System (58 colleges): customized industry training programs including the Focused Industry Training program; <a href="http://www.ncccs.cc.nc.us/Business_and_Industry/focused_.htm">www.ncccs.cc.nc.us/Business_and_Industry/focused_.htm</a> .
❖	Industrial Extension Service: consists of various free and fee-based programs to enhance the profitability and competitiveness of manufacturing companies statewide; receives some federal support through the Manufacturing Extension Partnership; <a href="http://www.ies.ncsu.edu/">www.ies.ncsu.edu/</a> .
❖	Small Business and Technology Development Centers (SBTDCs): administered by the University of North Carolina system and housed in each of the 16 campuses, these tend to focus on companies that already have a business plan and/or a technology focus; <a href="http://www.sbtcdc.org">www.sbtcdc.org</a> .
❖	North Carolina Biotechnology Center: provides training, networking, technical assistance to pharmaceutical and life sciences companies statewide; <a href="http://www.ncbiotech.org">www.ncbiotech.org</a> .
❖	N.C. Department of Agriculture and Consumer Services: provides assistance to farm-based companies in marketing; provides USDA funds for technical assistance and infrastructure; <a href="http://www.ncagr.com">www.ncagr.com</a> .
❖	N.C. Department of Transportation: has funds to build or improve roads to help a company expand; <a href="http://www.ncdot.org">www.ncdot.org</a> .
❖	N.C. Citizens for Business and Industry: a statewide association representing business interests and working closely with local chambers of commerce; <a href="http://www.nccbi.org">www.nccbi.org</a> .
❖	= likely partner for NCIEDI efforts

**TABLE A.4**  
**Entrepreneurship Development**

❖	Small Business Center Network, at each of 58 community colleges: assists existing and prospective entrepreneurs with free seminars, assistance in writing business plans, marketing, bookkeeping, etc.; <a href="http://www.ncccs.cc.nc.us/Business_and_Industry/sbcnmainpage.htm">www.ncccs.cc.nc.us/Business_and_Industry/sbcnmainpage.htm</a> .
❖	Small Business and Technology Development Centers (SBTDCs): administered by the University of North Carolina system and housed in each of the 16 campuses, tend to focus on companies that already have a business plan and/or are higher-tech. <a href="http://www.sbtdc.org">www.sbtdc.org</a> .
	Technology transfer offices at universities: provide assistance in patenting and licensing, to increase the commercialization of knowledge from faculty and staff.
	N.C. Biotechnology Center and MCNC: assist with technology transfer in specialized areas of life sciences and information technology, respectively.
❖	N.C. Technological Development Authority: helps support incubators and other programs to foster entrepreneurship in N.C. communities; <a href="http://www.nctda.org/nctda/">www.nctda.org/nctda/</a> .
	Board of Science and Technology: currently housed within the Department of Commerce, advocates and coordinates state policy related to science and technology and R&D.
❖	Council for Entrepreneurial Development, Piedmont Entrepreneurs Network, and Blue Ridge Entrepreneurship Council: in three regions of the state; offer conferences, access to capital, and training seminars to assist currently and potentially high-growth companies; <a href="http://www.cednc.org">www.cednc.org</a> ; <a href="http://www.pentriad.org">www.pentriad.org</a> ; <a href="http://www.awnc.org/business-enterprise.html">www.awnc.org/business-enterprise.html</a> .
❖	N.C. Rural Economic Development Center: advocates and coordinates policy for communities in rural parts of the state; administers micro-enterprise loan and rural entrepreneurship programs; <a href="http://www.ncruralcenter.org">www.ncruralcenter.org</a> .
❖	Institute for Minority Economic Development: non-governmental not-for-profit organization that provides technical assistance, construction co-op and other programs for minority entrepreneurs; <a href="http://www.ncimed.org">www.ncimed.org</a> .
❖	Self-Help Credit Union: non-governmental not-for-profit organization that acts as a community development lender; provides capital for micro-enterprises; <a href="http://www.selfhelp.org">www.selfhelp.org</a> .
❖	Dogwood Equity: provides venture capital for viable investments in rural N.C.; <a href="http://www.dogwoodequity.com">www.dogwoodequity.com</a> .
❖	= likely partner for NCIEDI efforts

Tables A.1–A.4 illustrate the complexity of the system, not only by the sheer number of actors involved in each activity, but also, by the fact that those actors reside in different public and quasi-public agencies and organizations and at different levels of government. The actors listed in tables A.1–A.4, and others, contribute to the development of incentives, services, and other programs that propel economic development in this state. Table A.5 shows some of the organizations involved in that product development. Again, our list is meant to be illustrative rather than exhaustive.

### **Grant Sources for Economic Development Projects**

Several organizations listed in the tables above offer small grants for economic development initiatives, including the N.C. Rural Center, the Division of Community Assistance (N.C. Department of Commerce), the Rural Internet Access Authority, ForENC, and Golden LEAF. In addition to these, there are several foundations that serve the state and/or specific regions and offer competitive grant funds and technical assistance, including the Foundation for the Carolinas, Progress Energy Foundation, the Duke Endowment, the Z. Smith Reynolds Foundation), and the like. Their web addresses are:

[www.fttc.org](http://www.fttc.org)

[www.progress-energy.com/community/foundation/index.asp](http://www.progress-energy.com/community/foundation/index.asp)

[www.dukeendowment.org](http://www.dukeendowment.org)

[www.zsr.org](http://www.zsr.org)

Several metro areas and regions have community foundations as well, such as Triangle Community Foundation, Cumberland Community Foundation, and Charlotte-Mecklenburg Community Foundation.

**TABLE A.5**  
**Product Development**

	N.C. General Assembly and N.C. Dept of Commerce's Finance Center: State tax credits for job creation, worker training, R&D; job development grants.
❖	Numerous state and non-profit workforce development programs to enhance skilled labor (which is still the #1 factor in location decision for most businesses).
❖	N.C. Department of Commerce, Division of Community Assistance: technical assistance and federal grants to communities, primarily with a rural focus; <a href="http://www.dca.commerce.state.nc.us">www.dca.commerce.state.nc.us</a> .
❖	North Carolina Rural Economic Development Center: leadership development, infrastructure grants, and technical assistance to 85 rural counties; <a href="http://www.ncruralcenter.org">www.ncruralcenter.org</a> .
	N.C. Department of Transportation, airport and port authorities: Transportation Improvement Program and other initiatives to upgrade the current road, air and other transportation infrastructure.
❖	Rural Internet Access Authority — housed in the Rural Center: various programs to improve the accessibility and affordability of telecommunications services in rural areas; partnering with private sector telecom to bring broadband Internet access to entire state by December 2003; <a href="http://www.e-nc.org">www.e-nc.org</a> .
❖	North Carolina Community Development Initiative — purpose is to strengthen the capacity of mature community development corporations to increase the impact and sustainability of community economic development; <a href="http://www.ncinitiative.org/home.cfm">www.ncinitiative.org/home.cfm</a> .
	Federal grant programs — e.g. Economic Development Administration, Community Development Block Grant (HUD), Appalachian Regional Commission, U.S. Department of Agriculture, Manufacturing Extension Partnership.
	Golden LEAF — foundation that manages 50 percent of N.C.'s tobacco settlement: grants to tobacco-dependent communities to transition to other economic bases.
	Regional Partnerships: grants to improve sites and infrastructure in communities.
	Councils of government (COGs): land use planning and infrastructure development.
❖	ForENC — foundation devoted to the improvement of business climate, leadership development and philanthropic investment in the 41 N.C. counties east of I-95; <a href="http://www.forenc.com">www.forenc.com</a> .
❖	= likely partner for NCIEDI efforts



## APPENDIX B

# *Best Practices Relevant to Indian Economic Development*

**T**his appendix is provided as a tool for the NCIEDI, as well as individual North Carolina tribes and associations, in designing economic development strategies based on successful models elsewhere. The tribe-specific reports include references to various resources and best practices as part of their recommendations (Section 3 of each report).

Here we provide best practices examples within four broad headings of interest to several tribes and/or the statewide Initiative:

- Programs to strengthen existing businesses;
- Leadership and mentorship development programs;
- Arts and crafts cooperatives; and
- Community development financial institutions.

The examples provided are a combination of those specific to Native Americans or other minorities and those in practice in North Carolina or other places similar to this state's tribal communities.

### **Programs to Strengthen Existing Businesses**

The United States, whose economy is based on the free enterprise system, has a rich array of programs to help people become entrepreneurs and run profitable businesses. There are thousands of such programs, only a few of which are highlighted in Table B.1.

**TABLE B.1**  
**Examples of Resources for Native American Business Owners**

	<u>Specifically for Native Americans</u>	<u>Open to American Indians</u>
<i>National level</i>	<p>U.S. Small Business Administration's 8A loan program: <a href="http://www.sba.gov">www.sba.gov</a></p> <p>National Indian Business Association: information and services for Indian business owners nationwide: <a href="http://www.nibanetwork.org">www.nibanetwork.org</a></p> <p>National Center for American Indian Enterprise Development: dedicated to developing Indian self-sufficiency through business ownership: <a href="http://www.ncaied.org">www.ncaied.org</a></p> <p>American Indian Science and Engineering Society: educational and career advancement opportunities in science, engineering and technology fields for Indians: <a href="http://www.aises.org">www.aises.org</a></p> <p>National Native Internet Communications: affordable web design services for Indian businesses and non-profits: <a href="http://www.nnic.com">www.nnic.com</a></p> <p>U.S. Department of the Treasury's Native American CDFI Development program: <a href="http://www.cdfifund.gov/programs/NACD">www.cdfifund.gov/programs/NACD</a></p>	<p>Other SBA loan programs, administered through state-level SBCs and SBTDCs</p> <p>Microenterprise Fund for Innovation, Effectiveness, Learning and Dissemination (FIELD): best practices on microenterprise as an anti-poverty intervention; <a href="http://www.aspeninst.org/eop">www.aspeninst.org/eop</a></p> <p>Corporation for Enterprise Development: asset-building strategies for low-income communities; <a href="http://www.cfed.org">www.cfed.org</a></p>
<i>State level</i>	<p>North Carolina Indian Economic Development Initiative (NCIEDI)</p> <p>North Carolina Commission on Indian Affairs, Economic Development Program; <a href="http://www.doa.state.nc.us/doa/cia/edp.htm">www.doa.state.nc.us/doa/cia/edp.htm</a></p> <p>North Carolina American Indian Chamber of Commerce – newly begun in Oct. 2002; <a href="http://www.ncaicc.org">www.ncaicc.org</a></p>	<p>Small business Centers, at each N.C. community college</p> <p>Small Business and Technology Development Centers, at each UNC campus. One program is for government procurement; <a href="http://www.sbtcd.org">www.sbtcd.org</a></p> <p>N.C. Institute for Minority Economic Development, Inc.: contractors' resource center, education &amp; training, financing programs; <a href="http://www.ncimed.com">www.ncimed.com</a></p> <p>Self-Help Credit Union; <a href="http://www.self-help.org">www.self-help.org</a></p> <p>Microenterprise Loan Program; <a href="http://www.ncruralcenter.org">www.ncruralcenter.org</a></p> <p>N.C. Rural Entrepreneurship through Action Learning (NC REAL); <a href="http://www.ncreal.org">www.ncreal.org</a></p>

At least 16 states, including Minnesota, Wisconsin and Oklahoma have chambers of commerce dedicated to American Indians. They provide networking, advocacy, and training for their members, which are primarily (or solely) Native American-owned businesses. Here we highlight the Minnesota one as a best practice.

**The Minnesota American Indian Chamber of Commerce** was incorporated in August, 1986, as a non-profit organization and given its 501c(3) tax status in January of 1989. It has approximately 150 member businesses, and over 70 percent of the member business are American Indian-owned and operated. The member businesses employ over 18,000 people and contribute over 150 million dollars to the state's economy.

The goals of the MAICC are:

1. To provide entrepreneurial support to its members and other Indian-owned businesses
2. To assist American Indian communities in developing resources and capacities that will foster a positive business climate
3. To facilitate coordination within the Indian community, and between the Indian and broader communities, and to assist with special projects that strengthen our communities

Its programs and services include:

- An American Indian business resource directory
- Working with municipal and state governments on access to government contracts
- Assisting Indian communities with telecommunications infrastructure and other improvements to local business climate
- High school and college internship program for Native American students to get good work experience, mentorship and contacts while in school

The Minnesota chamber has a very professional and informative web site that was developed by Native Americans: [www.maicc.org/maicc/main.html](http://www.maicc.org/maicc/main.html).

United States American Indian Chamber of Commerce (USAICC) was established in May 2002.

## **Leadership Development**

Many communities are currently facing critical challenges in this changing and fast-paced world. Their ability to address many of these challenges will depend on the existence of a broad base of leadership in place. The development of new leaders is critical to the future especially of many rural and Native American communities that depend on small numbers of people.

Below is a summary of some of the highly regarded leadership development programs in North Carolina. The UNC team recommends that the NCIEDI start by sending a few people to the Rural Center's program, because it is the most focused on economic development. All of these programs offer content training, process skills,

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and relationship-building with other professionals that can be invaluable lifetime networking.

### ***The Rural Center***

*Location:* Raleigh

*Web site:* [www.ncruralcenter.org/leadership/](http://www.ncruralcenter.org/leadership/)

*Mission:* “Provides participants with the knowledge, skills and insights they need to bring about positive change in today’s challenging economic environment.”

*Content:* The program encompasses all aspects of economic development — business development, workforce development, physical infrastructure and civic and social infrastructure. In each of these areas, participants explore critical issues, emerging trends and promising strategies.

*Time / Format:* Nine days of classes over a three-month period. Each three-day session includes lectures, discussions, learn-by-doing exercises, meals and socials. Sessions run from Wednesday afternoon through Friday afternoon. During the days between sessions, participants complete homework assignments and test out their new skills in their home communities.

*Cost:* \$495

*Target Audience:* The institute is designed for rural leaders who are active in decision-making roles in their communities. Elected and appointed officials, businesspersons, professional staff in economic and community development and civic and grassroots leaders are encouraged to apply. Space is limited to 30 participants. In the selection process, consideration is given to diversity of leadership roles, geographic area, cultural background and gender.

*Scope / Scale:* 30 participants per session; two sessions per year; 500+ graduates.

Coming soon, there may also be an opportunity for a few Native American leaders to get scholarships for the above and related programs. “The objective of the Leadership Opportunities Fund will be to provide needs-based scholarships to present and future rural leaders who wish to participate in leadership development programs. Emphasis will be placed on programs that provide training in community collaboration and comprehensive economic development. As a first step, the Rural Center will conduct an assessment to identify community leadership needs and eligible leadership programs.”

### ***Center for Creative Leadership***

*Location:* Greensboro

*Web site:* [www.ccl.org](http://www.ccl.org)

*Mission:* “Our mission is to advance the understanding, practice and development of leadership for the benefit of society worldwide. Our role is to help address the leadership component of both business and organizational challenges.”

*Content:* Program-specific (see web site). CCL does many customized programs for groups.

*Time / Format:* CCL offers a number of different types of programs, including: (1) open-enrollment, (2) custom programs, and (3) coaching. Most open-enrollment programs run for 5 days.

*Cost:* Open Enrollment programs range from \$1,450 (2 day program) to \$9,100 (5 day program). The average cost per program is \$1,200 per day.

*Target Audience:* Program-specific. NCIEDI could send several people together to a customized program, which would be expensive but targeted to specific needs and interests.

*Scope / Scale:* CCL has four locations (Greensboro, Colorado Springs, San Diego, and Brussels).

### ***Leadership North Carolina***

*Location:* Raleigh

*Web site:* [www.leadershipnc.org](http://www.leadershipnc.org)

*Mission:* “The mission of the Leadership North Carolina Program is to develop and engage informed and committed leaders by advancing their leadership qualities and broadening their understanding of and involvement in issues and opportunities facing our state.”

*Content:* Six monthly, two-day sessions give class members a broader understanding of the State, with a focus on issues in the topical areas of: Government, Education, Economic Development, Health & Human Services and the Environment. Participants learn about the critical issues in these areas through discussions with top officials of the state, professionals in the areas, field trips and experiential activities.

*Time / Format:* The program has six, two-day monthly sessions held between November and June. The sessions are held in six different cities across the State.

*Cost:* \$2,500

*Target Audience:* Adults; Open to all citizens of the State, LNC seeks a class of up to fifty leaders who represent the various geographic regions and communities of the State from the public, private and non-profit sectors. Special consideration is given to ensure diversity of race, gender, geography, and occupational backgrounds. The program is aimed at individuals who have demonstrated community and professional leadership experiences.

*Scope / Scale:* 500+ graduates

### ***Wildacres Leadership***

*Location:* Durham

*Web site:* [www.wildacresleadership.org](http://www.wildacresleadership.org)

*Mission and Content:* The Wildacres Leadership Initiative seeks to create a community of individuals committed individually and collectively to promoting improved hu-

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man relations among and expanded opportunities for all North Carolinians. The Initiative has two goals: to nurture committed individuals to pursue their ideas for a better future for our state's people and communities; and to build a diverse and sustained network across geographic, demographic, professional and ideological lines to address North Carolina's most pressing issues, particularly in the area of human relations.

*Time / Format:* 2-year program (expected to commit 5% of work time); Program consists of 6 seminars, individual learning plans and self-directed learning activities, and collaborative projects.

*Cost:* NA

*Target Audience:* Assists committed North Carolina residents with three to 15 years of career experience in the public, private for-profit, or private not-for-profit sectors in both strengthening their own leadership skills and working in collaboration with others who bring different perspectives, resources, and skills.

*Scope / Scale:* Founded in 1995.

### ***Leadership Charlotte***

*Location:* Charlotte

*Web site:* [www.leadershipcharlotte.org](http://www.leadershipcharlotte.org)

*Mission:* The mission of Leadership Charlotte is to develop and enhance volunteer community leadership by providing a diverse group of emerging and existing leaders with the opportunity to increase their community knowledge, civic networking, and service to the community. Leadership Charlotte embraces inclusiveness in our community.

*Content/Time / Format:* Annual, 10-month leadership development program in which a select group of 50 participants meets with community leaders, explores key issues with an impact on our region and undertakes a class service project.

*Cost:* \$1,000

*Target Audiences:* (1) Adults; emphasis shall be given to those who have held positions demonstrating leadership potential, who have made contributions outside their chosen career or field, who are motivated to embrace the Leadership Charlotte commitment, and who will continue their involvement beyond graduation. (2) Youth; 10 and 11<sup>th</sup> graders.

*Scope / Scale:* NA

### ***UNC Institute of Government – Rural Youth Leadership Initiative***

*Location:* Swain & Bertie Counties (pilot program)

*Web site:* [www.iog.unc.edu/programs/civiced/ruralityouth/overview.htm](http://www.iog.unc.edu/programs/civiced/ruralityouth/overview.htm)

*Mission:* "Develop model programs and training for local governments to more effectively involve youth, including those from diverse backgrounds, in their programs and decisions. . . . The Rural Youth Leadership Initiative is designed to help rural, economically distressed counties build future capacity for community and economic

leadership. It promotes leadership, civic involvement and economic awareness among young people in rural communities. It also fosters strong youth-adult partnerships as well.”

*Content/Time/Format:* see web site

*Cost:* NA

*Target Audience:* All youth in rural, economically distressed counties.

*Scope / Scale:* Currently in a pilot phase and eventually available statewide.

***Other resources for apprenticeships and mentoring:***

Many apprenticeship and mentoring programs are focused on specific types of professions. All are open to if not actively targeting minority and disadvantaged persons.

The **North Carolina Health Careers Access Program** is a university-affiliated program to identify, recruit, and motivate underrepresented minority and disadvantaged students for health training and professional health programs. See [www.med.unc.edu/ahec/hc\\_access.htm](http://www.med.unc.edu/ahec/hc_access.htm).

This program operates statewide but has Health Careers Centers located at the following institutions:

Elizabeth City State University  
(252) 335-3270

North Carolina Central University (Durham)  
(919) 530-7128

The University of North Carolina - Pembroke  
(910) 521-6673

These centers are set up to strengthen the academic and basic skills backgrounds of students, identify financial aid resources, and provide advocacy service for admission to graduate and health professions schools.

**Education Direct** offers apprenticeship programs in a number of areas including electrical/electronics, mechanical maintenance, construction and utilities. Education Direct is one of the oldest and largest distance learning institutions in the world. The mission of Education Direct is to empower adult learners to advance or change their careers, learn a new skill, or gain personal satisfaction. The school strives to fulfill this mission by providing breadth and depth of courseware, applicable technology, and a wide array of flexible services aimed at the needs of the adult learner. See web site at [www.workforcedevelopment.com](http://www.workforcedevelopment.com)

**Progress Energy** has training and apprenticeship programs for people who want to learn how to work in and operate a power plant: [www.progress-energy.com/aboutus/employment/college/powercareers.asp](http://www.progress-energy.com/aboutus/employment/college/powercareers.asp)

The **Institute of Minority Economic Development**, Inc., at [www.ncimed.com](http://www.ncimed.com), offers business development assistance to Native American and other minority firms, including in the construction trades.

## Arts and Crafts Cooperatives

Arts and crafts are a longstanding niche and strength of American Indians. Many tribes around the U.S. have attempted to create profitable markets for their indigenous crafts, and many have not succeeded. A few successful models and resources can make the difference for the NCIEDI and its partners in attempting a crafts co-op in the future.

In the creation of a cooperative, the **USDA's Rural Business-Cooperative Service (RBS)** would be one very helpful resource ([www.rurdev.usda.gov/rbs](http://www.rurdev.usda.gov/rbs)). It assists groups wishing to form a production and/or marketing cooperative. A cooperative is formed by a group of people to acquire services more effectively or cost-effectively than is otherwise possible. Craft cooperatives are businesses controlled, financed, owned, and operated by members for their own mutual benefit.

“The cooperative segment of RBS (1) helps farmers and other rural residents develop cooperatives to obtain supplies and services at lower cost and to get better prices for products they sell, (2) advises rural residents on developing existing resources through cooperative action to enhance rural living; (3) helps cooperatives improve services and operating efficiency, (4) informs members, directors, employees, and the public on how cooperatives work and benefit their members and their communities; and (5) encourages international cooperative programs. RBS also publishes research and educational materials and issues *Rural Cooperatives* magazine.”

The one Indian crafts cooperative listed currently in RBS' directory is in Cherokee, North Carolina. The **Qualla Arts and Crafts Mutual** store stands out like a gem against all the imported and non-Indian crafts sold in the town nearby. The cooperative is run by Jacquelyn Bradley (Eastern Band of Cherokee Indians).

Qualla Arts and Crafts Mutual, Inc.  
P.O. Box 310  
Hwy. 441  
Cherokee Indian Reservation  
Cherokee 28719  
8am-4:30pm daily, winter; hours extended in summer  
Telephone: 704-497-3103  
FAX: 704-497-4841

Products: woven, intricately designed river cane, oak splint, and honeysuckle baskets, both utilitarian and decorative; stone and wood carvings—animal figurines, masks; beadwork jewelry; colorful finger-woven sashes in traditional patterns; and Cherokee pottery, traditional and contemporary; dolls; metalwork. All materials and baskets are made from natural plant dyes. Catalog \$2.

Also in western North Carolina is the world-famous **Handmade in America**. This material is taken from its web site, at [www.handmadeinamerica.org](http://www.handmadeinamerica.org):

The seeds of HandMade in America were sown in 1993 when a handful of Western North Carolinians, struggling to find fresh approaches to economic development and renewal in their mountains, realized that the answer didn't necessarily lie in newly recruited industry, but could poten-

tially be found in the invisible industry of craftspeople already working steadily and exceptionally in shops, classrooms, studios, and galleries tucked away on small town main streets and back roads throughout the Blue Ridge Mountains.

HandMade has initiated programs in education, community and economic development for thousands of citizens in our region. Demonstrable results include a 10-15% increase in income for many of our craftspeople, and over \$11 million in investment in several of the region's smallest towns.

Its strategies include region-wide marketing materials, driving tours of quality-certified studios, business training for craftspeople, and much more. Handmade offers a Community Solutions Institute for other community leaders who are interested in learning about how to adapt this model to other regions.

The **Lakota Fund Arts and Crafts Marketing Program** evolved out of the Circle Banking Project of the Lakota Fund (see section below). Over 75 percent of the Circle Banking members were arts and crafts producers and the Marketing Program developed out of a need for special technical assistance geared specifically to this business sector. Many producers had not considered themselves "in business" and the Marketing Program provides an opportunity to introduce basic business concepts in an appropriate and relevant framework. It offers training, sells products retail and wholesale, operates a supply bank, and makes connections for local artists.

Another example of a successful crafts co-op and gallery, which has been combined with music, theater and other cultural arts, is **Tamarack** in West Virginia ([www.tamarackwv.com](http://www.tamarackwv.com)). This is a major visitor center on I-77 that also includes a quality restaurant affiliated with the Greenbrier resort.

### **Community Development Financial Institutions**

Lines of credit for small businesses are sometimes difficult to receive and maintain at major banks, which has led some American Indians and other minority groups to create their own community development finance institutions (CDFIs). Such organizations have less onerous reserve requirements than banks and their investments are focused within certain communities or populations. CDFIs include community development banks, credit unions, loan funds, venture capital funds, and microenterprise loan funds, among others.

CDFIs are specialized financial institutions that work in market niches that have not been adequately served by traditional financial institutions. They provide a wide range of financial products and services, including mortgage financing for first-time home-buyers, financing for needed community facilities, commercial loans and investments to start or expand small businesses, loans to rehabilitate rental housing, and financial services needed by low-income households and local businesses. In addition, these institutions provide services that help ensure that credit is used effectively, such as technical assistance to small businesses and credit counseling to consumers.

The Lumbee Tribe and the Lumbee Regional Development Association received combined grants of \$150,000 in 2002 to help establish a CDFI from the U.S. Department of the Treasury's Native American CDFI Development program. Web site is [www.cdfifund.gov/programs/NACD](http://www.cdfifund.gov/programs/NACD)

The best practices in CDFIs featured here are two tailored to Native Americans and two in North Carolina. The NCIEDI may want to consider crafting its own hybrid of these programs, in partnership with Self-Help, the N.C. Community Development Initiative, and the N.C. Rural Center. The four examples are:

- the Lakota Fund in South Dakota, which spun out of First Nations Development Institute;
- Four Times Foundation, an equity-granting organization serving five western Indian reservations;
- Latino Community Credit Union; and
- The Rural Center's Microenterprise Loan program.

### ***The Lakota Fund***

*Web site:* [www.lakotafund.org](http://www.lakotafund.org)

The Lakota Fund is a private nonprofit community development financial institution for the Lakota people of the Oglala Lakota Nation in southwestern South Dakota. The Lakota Fund was a project of the First Nations Development Institute of Falmouth, Virginia. On Dec. 6, 1992 The Lakota Fund had a separation ceremony and the Fund is now a community owned "Lakota" not-for-profit organization.

The Fund was started in 1986 and has made over a million dollars in loans to almost 300 tribal members to develop small businesses and microenterprises through its two lending programs. The average loan to date is about \$3,600.

The Lakota Fund was started in answer to a need for capital and technical assistance to help stimulate the private sector of the Pine Ridge Reservation, an area of roughly 2 million acres with a population of about 22,000. At the time the fund was organized Pine Ridge had fewer than 40 small businesses. Most were owned by non-Indians. There were no banks on the reservation; in the past three years two of the banks closest to it have been charged with discrimination in lending. And some 74 million dollars yearly were flowing off the reservation to neighboring towns because of the lack of a private sector.

Loans are now available through two lending programs: the Circle Banking Project (CBP) and TLF Small Business Loans. CBP provides an opportunity for both lending and savings to people who otherwise have little access to credit or savings institutions. The program allows 4-10 members of a community to join together in a "peer" lending group. After five training sessions, the Circle is certified and the Circle members decide who will receive loans of \$400-\$1000. The collateral for the loans is the circle members' commitment to formal training and as co-debtors for other members. Subsequent loans are dependent on successful repayment and regular savings deposits are made both as individual members and as a group.

Many of these activities are home-based and although the loans are small, the rewards have been great. For some, it is a first opportunity to receive a loan or hold savings. Others have been able to increase their incomes and create some financial stability in their households while increasing their business and personal development skills. Circle Banking is providing the entry point for many into business and economic development.

The Lakota Fund Small Business Loans are utilized primarily by individuals who are operating small formal businesses or start-ups with a feasible business plan. These loans are for amounts up to \$25,000. People just starting in business must attend a seven-week training course conducted by the staff of The Lakota Fund, which also provides ongoing technical assistance.

The Staff and Board have witnessed firsthand successes and believe that long-term social change will result from the initiatives of The Lakota Fund. Because of its success, The Lakota Fund has become a model for many other Indian and non-Indian communities.

### ***Four Times Foundation***

Web site: [www.fourtimes.org](http://www.fourtimes.org)

This material was so well written that it is excerpted directly from the web site above.

Four Times Foundation is a national non-profit organization that cultivates self-sustaining Native entrepreneurs who are committed to strengthening Tribal communities, economies, cultures, and sovereignty by giving back to their Nations “four times”.

*Four Times Foundation* strongly believes in the power of people to create change. Not only do we structure our grant-giving model to focus on finding and funding key individuals, we also invest in those who partner and contribute to strengthening *Four Times’* Mission. As an organization, we are honored by a dedicated staff and board of directors, both of whom make *Four Times* possible. In addition, *Four Times’* site coordinators are a remarkable community of committed volunteers who not only provide technical assistance to fellows and applicants, but who are also integral to strengthening the Fellowship program. The coordinators, in turn, cultivate a local resource team of dedicated volunteers who help mentor emerging entrepreneurs from their Nation and who evaluate these local business plans. Finally, we work with a national network of volunteers who serve as business evaluators, mentors, and trainers.

Our grant-giving model offers fellowships up to \$10,000 for individuals to pursue a business venture on one of our five reservation sites: Blackfeet Nations and Northern Cheyenne, Montana; Rosebud Lakota; White Earth Ojibewa, Minnesota; and Zuni Pueblo, New Mexico. Most Indian people on reservations lack the equity capital needed to start businesses. Without equity, potential entrepreneurs are unable to cover start-up costs and are generally ineligible for a loan. New forms of lending, such as micro lending and revolving loan funds, are emerging. *However, Four Times Foundation is currently the only organization within Indian Country who offers equity. Though the fellowship money addresses an otherwise unmet need, it is only a portion of our investment. Essential to the model’s success, which enables fellows to more strategi-*

cally utilize the capital, is on-going, one-on-one technical assistance, inclusion in an annual training conference, and connections to a larger community of Indian business leaders and mentors.

### ***Latino Community Credit Union***

*Web site:* [www.cooperativalatina.org](http://www.cooperativalatina.org)

In June 2000, in partnership with many local organizations, a Latino non-profit launched a new credit union in Durham, NC to provide affordable financial services to the area's growing Latino population. The Latino Community Credit Union (LCCU) will be the first financial services institution in North Carolina aimed at Latinos and only the second such credit union chartered in the Southeastern U.S. An array of local organizations supported the effort to launch LCCU, committing over \$2.5 million in deposits. Significant organizational assistance was provided by the NC Minority Support Center, NC State Employees' Credit Union, and Self-Help Credit Union. El Centro Hispano, which is one of LCCU's founders and will operate the credit union, is a nonprofit providing support and education to Latino residents in the Triangle.

The new credit union will provide savings and checking accounts, worldwide ATM and money order services, wire-transfers, and consumer loans to its members. Fees for these services will be low, especially important to low-income families struggling to gain an economic foothold. For example, check cashing and statewide ATM access for members is free, and wire transfers cost \$10 for amounts up to \$5,000 (compared with charges as high as 10% of the amount wired charged by some other firms). LCCU also will offer a financial literacy program to introduce its members to mainstream financial services.

### ***N.C. Microenterprise Loan Program***

*Web site:* [www.ncruralcenter.org/grants/micro.htm](http://www.ncruralcenter.org/grants/micro.htm)

In operation since 1989, the Rural Center's nationally award-winning Microenterprise Loan Program provides rural people with small business loans to help them become self-sufficient through business ownership.

The Microenterprise Loan Program works with individuals who have sound ideas for starting or expanding a small business but do not qualify for bank loans. These individuals may include women, members of minority groups, people with low incomes and limited assets, and people who live in rural areas.

The Microenterprise Loan Program provides loans up to \$25,000 in combination with business planning and technical assistance. The technical assistance is offered in partnership with Small Business Centers located at area community colleges and at the Small Business & Technology Development Centers.