Formulating a Sustainable Economic Development Process for Rural America: Final Report

A Report for the WealthWorks Initiative of the Ford Foundation

July, 2015
Dedication
This report is dedicated to Wayne Fawbush, a true wealth creation visionary.

Acknowledgements
Yellow Wood wishes to acknowledge the hard work and dedication of the organizations and individuals that have put their shoulders to the wheel of Wealth Creation in Rural Communities (now known as WealthWorks). Without their willingness to try new ways of thinking and new ways of doing business and to take calculated risks, there would be nothing to write about! It has been an honor and a privilege to work with the staffs, partners, and associates of Communities Unlimited, Rural Action, MACED, Fahe, Central Appalachian Network, Deep South Community Agriculture Network, Emerging Changemakers, Community Development Corporation of Brownsville, and National Wildlife Federation. Thank you all for the opportunity to learn and grow. We also wish to acknowledge the substantial contributions of McIntosh SEED, Rural Support Partners, Dynamica Consulting, the Center for Rural Entrepreneurship, and the Aspen Institute Community Strategies Group to this initiative.

The contents of this report are based on information received by Yellow Wood through field visits, phone calls, emails, reports, and meetings held with Ford grantees involved in the WealthWorks initiative. All opinions expressed are those of Yellow Wood Associates except where otherwise noted. Any errors of fact or interpretation are the sole responsibility of Yellow Wood Associates.
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Introduction

WealthWorks is an experiment in inclusive capitalism designed to build wealth that sticks for economically marginalized people and places through market engagement. The three essential components that distinguish WealthWorks from other approaches to economic development are: 1) its guiding principles; 2) its use of the Wealth Matrix as a tool for assessment, planning, and measurement, and 3) its focus on systems change through demand-driven value chains as a vehicle for creating wealth that sticks at scale.

WealthWorks is not theoretical; this framework and approach has actually been tested and refined through the experiences of people putting it to use on the ground. It is being successfully applied in diverse sectors including housing, energy efficiency, renewable energy, food and agriculture, fisheries, forestry and wood products, financing, tourism, health care and transportation. While the focus of this initiative has been on building sustainable livelihoods through market inclusion of economically marginalized rural people and places in the United States, the framework has attracted attention from international development organizations including ActionAid and Heifer International. ActionAid has commissioned a Market Access Handbook based on WealthWorks that will be rolled out to their staff and partners around the world in 2015. WealthBuilders, a WealthWorks video game that introduces the concept of wealth creating value chains, has been translated into Chinese and is currently being translated into Spanish based on demand.

The Wealth Creation in Rural Communities initiative, now called WealthWorks, began in 2008 and Ford’s direct support will officially conclude in 2015. The intent of this initiative was to create and test a wealth creation approach to economic development in three of the poorest regions in the United States to see if it could create inclusive market systems that resulted in scalable opportunities for economically marginalized people and places to engage in the mainstream economy in ways that would redound to their lasting benefit. This initiative has provided a rare opportunity to see what can happen when different organizations in different places with different capacities all shape their interventions based on a common set of guiding principles and a common framework with the freedom to implement these as appropriate in their own context.

WealthWorks was not funding as usual; the place-based grantees that have participated in this work were asked to try something new without any guarantees of success. For most grantees, this was the first time they were encouraged to take a systems approach rather than a siloed approach to economic development. Grantees were free to do what needed to be done to build effective value chains and were held accountable for outcomes, not activities. Rather than receive a grant for a specific set of pre-determined activities like workforce development or building a warehouse, grantees received grants from Ford to explore and then construct value chains that are market driven. Grantees were allowed and encouraged to identify and then address the full range of gaps and barriers that stood in the way of success. This meant reaching out to entirely new partners, learning how business is done in the private sector, new ways of organizing production, and new vocabularies. It meant becoming experts at a deep level in the sectors in which they are working. They have risen to the challenge with courage and tenacity.
and have helped shape new ways of thinking and doing that are beginning to move the needle on wealth creation and sustainable livelihoods in some of the poorest rural regions in the United States.

**A Brief History of WealthWorks**

WealthWorks began as an initiative called Wealth Creation in Rural Communities. In 2008 and 2009, members of the Triple Bottom Line Collaborative and others conducted research on the status of rural development activities and outcome measures used in the field. Practitioners with experience in four distinct approaches to development: value chains, clusters, triple bottom line finance, and entrepreneurship convened multiple times to begin to formulate what has become the WealthWorks framework and approach.

In 2010, the Ford Foundation funded four non-profit organizations in Central Appalachia — Mountain Association for Community Economic Development (MACED), Federation of Appalachian Housing Enterprises (Fahe), Central Appalachian Network (CAN), and Rural Action — as collaborators in testing the framework on the ground. In 2011, a series of small grants were given to eight practitioners in the Deep South to explore wealth creation value chains. These were followed up by five larger grants to alt.Consulting (now Communities Unlimited), National Wildlife Federation (NWF), Sustainable Rural Regenerative Enterprises for Families (SURREF), Emerging ChangeMakers Network (ECN), and Rural Support Partners (to facilitate what has become the Deep South Community Agriculture Network). Two exploration grants were made in the Lower Rio Grande Valley in Texas in 2011 followed by larger grants to Community Resource Group (CRG) working in cooperation with Community Development Corporation Brownsville (CDCB). The timing of this work coincided with the most serious economic downturn in U.S. history since the Great Depression. Nonetheless, all but one of the WealthWorks value chains have progressed and shown measurable results, albeit at different rates and scales.¹

Yellow Wood began offering training in WealthWorks to practitioners around the country in 2013. To date, we have offered four WealthWorks Training for Coaches and Coordinators sessions and one Advanced Training for Coaches and have trained 57 people in 19 states. The majority of trainees received some scholarship support to attend the training, but they were not supported directly by the Ford Foundation in implementing WealthWorks. Many hundreds of other people have been introduced to WealthWorks through conference presentations, workshops, webinars, videos, articles, etc.

Although it is always risky to predict the future, the sense we have is that this work will continue to grow and spread based on the commitment and enthusiasm of current practitioners. This work has tapped into a widespread desire for a different approach to economic development, one that actually contributes to community and regional resilience instead of increasing

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¹ SURREF did not make sufficient progress to justify continued support; however Black Belt Treasures Cultural Arts Center in the Alabama Black Belt has used the WealthWorks framework and approach with some of the same regional partners.
vulnerability through exploitation of people and resources. Many who have been exposed to the framework have reported that it helps them to better articulate and execute the work they are already trying to do.

This report documents some of the outcomes of this work as well as a few lessons learned. In an effort to provide as complete an archive as possible to support future endeavors, appendices to this report also include:

- a list of many of the organizations that have been involved in this initiative;
- a list of events including conferences, convenings, and more; and
- a list of resources including publications and digital products supported by the Ford Foundation as well as other publications related to the work.

For more information about the WealthWorks framework and approach, please visit www.wealthworks.org or www.yellowwood.org. For a more detailed history of the development of this initiative, and lessons learned along the way, please see the first four interim reports on Formulating a Sustainable Economic Development Process for Rural America.²

Purpose of the Report

The purpose of this report is to begin to document outcomes and lessons learned in relation to intentions. It was the intention of this initiative to test the hypothesis that an alternative approach to economic development that was based on creating and maintaining multiple forms of wealth through demand-driven value chains could result in systems changes that improved livelihoods for economically marginalized people in economically marginalized places. The Ford Foundation limited its direct investment to non-profit organizations operating in economically marginalized places including Central Appalachia, the Deep South, and the Lower Rio Grande Valley in Texas. It was understood from the start that a reasonable timeline for significant measureable outcomes on the ground would be ten years. None of the value chains supported by Ford have been actively implementing WealthWorks for more than about five years (although several of CAN’s food-related value chains existed prior to this work) and the value chains in the Deep South have been active for about three years. While the path to livelihood impacts is clear in these value chains, and some impacts are already measurable, impacts at scale will take more time to materialize.

The WealthWorks framework and approach was designed to be adaptable to many different sectors and to value chains for both products and services, and the choices made by grantees have confirmed its flexibility across sectors. The sectors in which WealthWorks value chains

have been active include affordable housing, energy, food systems, forest products, and community development finance. (Other sectors to which WealthWorks is being applied by trainees include: tourism, fisheries, transportation, health care, boatbuilding, manufacturing, arts and culture, and craft beverages.) WealthWorks applies equally to product and service dominated value chains. We have learned that all value chains actually combine goods and services (at a minimum, customer service); yet many people have an easier time conceptualizing product-based value chains (e.g. food products or housing), than service-based value chains (e.g. tourism, transportation, health care, financing). This is one area in which we have found that developing a more complete understanding of the framework through training can be impactful.

Assumptions
The WealthWorks framework and approach derives from five core assumptions.

Wealth, broadly defined, is the foundation for prosperity.
The word “wealth” is most often associated with financial assets, yet healthy stocks of many forms of wealth, including intellectual, social, individual, natural, built, political, cultural and financial together are required for sustainable livelihoods and resilient communities. Each stock of wealth must be healthy enough to generate an “income” stream sufficient to meet present day needs as well as the need for ongoing investment in maintaining and growing the underlying stock. Ongoing investment is required because all stocks of wealth depreciate over time. Many resources are already degraded and will require investment to become a stock of wealth instead of a liability. A wealth-based economy is an economy based at least as much on investment as on consumption.

Economically marginalized people and places will stay poor unless they are connected to larger economies.
Poverty is a function of isolation. Isolation can take many forms including lack of access to ideas, places, people, power, equipment, skills, etc. Directing resources exclusively at poor people and places and expecting them to become less poor is, at best, a short term and unsustainable practice. If we can engender investment in underutilized people and places that generates a meaningful return to the mainstream economy in ways that do not result in exploitation of economically marginalized people or places, then we can claim progress toward inclusive capitalism. This means investing in connecting underutilized assets directly with market demand.

Economically marginalized people and places have assets which, if properly developed, can contribute to larger regional economies. Every place we have worked has underutilized assets that may include fertile land, labor, cultural heritage, know-how, built infrastructure, capacity to learn, and more. Often, existing assets are impaired in one way or another. The natural resources may be polluted, people may lack knowledge and skills, buildings may be badly equipped or abandoned, health issues may prevent many from engaging in work-related activities, mindsets may be defeatist, etc. Once the “sweet spot” between existing underutilized
assets and a specific market demand is identified, the many types of investment required to bring underutilized assets into productive use can become clear.

**Underutilized assets can be developed and linked to markets in ways that create multiple forms of wealth.**

The WealthWorks approach does not invest in general programming like K-12 education or workforce development. Rather, it focuses investment on what is required to meet market demand from particular demand partners for selected goods and services. WealthWorks investments are system-wide and often include investments in new ways of thinking, skill development, public and private policies, infrastructure, natural resource conditions, and social networks. WealthWorks investments are intended to result in behavioral changes in transactional partners (that actually produce the goods and services), support partners (that enable transactional partners to be more effective) and demand partners (that purchase goods and services). Investments in WealthWorks value chains are made in keeping with WealthWorks guiding principles and build measureable stocks of multiple wealths that stick in place. In this work, we often say, “It’s not only what you do, it’s how you do it,” to emphasize the importance of engaging underutilized assets to build wealth that is owned and controlled by economically marginalized people and places.

**Structures exist and can be created that will cause that wealth to stick in low-wealth areas instead of being extracted.**

There are a variety of shared ownership and control structures including public ownership, cooperatives, employee ownership, community land trusts, tribal ownership, community covenants and easements, and mission-controlled ownership that can allow the decisions regarding the accumulation, maintenance and use of wealth as well as the distribution of earnings from wealth to be determined by the intended beneficiaries of economic development. WealthWorks is intentional about using intelligent contracting, business structures, public/private agreements and other legal options to reinforce inclusive capitalism.

**Wealth that sticks in place leads to sustainable livelihoods.**

The Ford Foundation defines sustainable livelihoods as the ability to earn an income that enables the individual or the household to overcome vulnerability, maintain dignity, control their own lives, take risks to seize opportunities, and rebound from setbacks in everyday life by meeting needs and accruing assets. The most fundamental building blocks of sustainable livelihoods for rural people are assets — financial assets they build and control; skills they acquire through education, training and/or job experience; the natural or environmental assets they own and control both individually and collectively, as examples. WealthWorks emphasizes four ways to benefit economically marginalized people and places: 1) as business owners, 2) as employees, 3) as consumers (through avoided costs, asset appreciation, and improved access to beneficial products and services), and 4) as taxpayers (through avoided costs and investments in community wealth).
Households do not exist in a vacuum. Assets represent investments that are rooted in rural people and places. By accruing assets through investments in specific value chains created to meet real market demand, economically marginalized people and businesses develop productive working relationships with buyers in the larger economy based on a shared understanding of what those buyers want and need to be successful and what they want and need to help them be successful. Those relationships can provide an ongoing window on changing consumer preferences that creates resilience to fluctuations in market demand, resulting in sustainable livelihoods.

**Essential Components of WealthWorks**

WealthWorks is defined and may be differentiated from other approaches to economic development by three essential components: 1) its guiding principles; 2) its use of the wealth matrix as a tool for planning, assessment, and measuring progress; and 3) its use of value chains that are market-driven and designed to build multiple forms of wealth without undermining any as the main mechanism for re-shaping market forces toward greater inclusiveness. All this is done while promoting structures of ownership and control of wealth that help it stick with those that need it most.

**Guiding Principles of WealthWorks**

There are seven guiding principles of WealthWorks.

1) WealthWorks is intentionally inclusive of economically marginalized people and places.

2) WealthWorks is demand driven.

3) WealthWorks invests in underutilized resources to bring them into productive use.

4) WealthWorks builds multiple forms of wealth without undermining one to build another.

5) WealthWorks uses systems change to tie wealth to place through wealth creation value chains.

6) WealthWorks is place-based and flexible in application.

7) WealthWorks promotes structures of ownership and control that make wealth stick and benefit economically marginalized people and places.
The Wealth Matrix for Assessment, Planning and Measurement

The wealth matrix in its simplest form lists types of wealth and outcomes tied to interventions or activities for each type of wealth.

<table>
<thead>
<tr>
<th>Types of Wealth</th>
<th>Outcomes Tied to Interventions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual</td>
<td>How will your activities impact the stock of skills and physical and mental healthiness of people in a region?</td>
</tr>
<tr>
<td>Social</td>
<td>How will your activities impact the stock of trust, relationships, and networks that support civil society?</td>
</tr>
<tr>
<td>Intellectual</td>
<td>How will your activities impact the stock of knowledge, innovation and creativity?</td>
</tr>
<tr>
<td>Natural</td>
<td>How will your activities impact the stock of unimpaired environmental assets in a region?</td>
</tr>
<tr>
<td>Built</td>
<td>How will your activities impact the stock of fully functioning constructed infrastructure?</td>
</tr>
<tr>
<td>Political</td>
<td>How will your activities impact the stock of power and goodwill held by individuals, groups, and/or organizations?</td>
</tr>
<tr>
<td>Financial</td>
<td>How will your activities impact the stock of unencumbered monetary assets at the individual and community level?</td>
</tr>
</tbody>
</table>

WealthWorks Value Chains

A WealthWorks value chain is a value chain that is intentionally inclusive and managed to create multiple forms of wealth that stick for those who have been excluded from the mainstream economy.

A value chain is a set of relationships among the people and businesses whose skills and contributions are essential to produce a good or service valued by buyers in the market. The glue that holds value chains together is the self-interest and shared interest of the participating businesses.

Value chains are demand-driven. This means they begin with an understanding of the specific attributes of goods and services that are of greatest value to wholesale buyers in the market. These might include design features of the product itself, transparency with respect to the origin of the product, specific performance attributes, or specific services that make buyers’ lives easier. There are three types of demand:

1) Demand that already exists. For example, there is demand for collard greens grown by the Deep South Community Agriculture Network.
2) Ineffective demand that can become effective demand. MACED’s HowSmartKY makes ineffective demand into effective demand for energy efficiency retrofits.
3) Demand that can be created. Demand can be created through innovation based on what consumers would want if they knew they could have it. Innovative products such as StakWood, created by Appalachian Sustainable Development, are an example of that.
Value chains are comprised of three types of partners:

1) Demand partners are the wholesale buyers or demand aggregators that purchase goods or services for resale. While there is demand throughout the value chain since each business has a demand for something. Demand partners are those buyers closest to the final consumers who have their fingers on the pulse of what those consumers desire.

2) Transactional partners are the people, businesses, or organizations that play a direct role in producing the product or service. Transactional partners may include but are not limited to:
   a. Suppliers—Provide specific inputs to other value chain partners
   b. Producers—Create goods or services
   c. Aggregators—Bundle products to meet demand
   d. Distributers—Market and transport goods or services to wholesaler buyers.

3) Support partners are those people, businesses, or organizations that support the transactional partners and help make the value chain responsive, effective and efficient. Support partners may include but are not limited to: business and technical assistance providers, investors and financers, policy-makers and regulators, media, researchers, trainers, and insurers.

Each partner in a value chain performs specific functions based on their core competencies, without which the chain could not operate effectively. Often, when a new value chain is being developed, there are functional gaps that must be filled either by existing businesses or, in some cases, by entrepreneurs starting new businesses.

A fourth role in value chains may exist — that is the role of the value chain coordinator. Value chain coordinators are individuals or organizations that hold the vision for the entire value chain while building the relationships among the partners that are required to make the value chain work. Value chain coordinators understand the self-interests and shared interests of the value chain partners. Shared interests are the areas where two or more value chain partners see benefit for themselves in working together. Value chain coordinators must be trusted by all partners in the value chain.
Summary of Selected Outcomes by Sector

As a result of Ford’s investment, we have experience with WealthWorks in three regions and five sectors: housing, energy, forest products, agriculture, and financing. At least two grantees have worked in each sector, with the exception of community-based community development financing where only one grantee has been active. This report provides an opportunity to compare and contrast the approaches taken by different grantees and gain an appreciation of what is meant by the WealthWorks design principle of being place-based and flexible in application. There are many more details to the story of each value chain than are presented in this brief summary. It should be noted that all the progress reported below occurred during a period of the most severe economic recession in the United States since the Great Depression.

Housing

Both the Federation of Appalachian Housing Entrepreneurs (Fahe), based in Kentucky with 50+ non-profit housing developers as members serving six states, and Community Development Corporation of Brownsville, Texas, a non-profit housing developer, are in the business of providing affordable housing to low income families in rural areas. They have each applied the WealthWorks framework and approach to the housing sector based on the unique conditions and underutilized assets of the places in which they work.

Federation of Appalachian Housing Enterprises (Fahe)

Before Fahe began to apply the WealthWorks framework, all the houses built by its members depended on subsidies. Executive Director Jim King reflects, “It took us six months to figure out that the value chain was broken. The market didn’t reward production of energy-efficient homes.” Their challenge was to create a market-driven value chain for affordable housing.

Fahe began working to define the value chain for sustainable green affordable housing, only to discover that neither “sustainable” nor “green” were important to the families they serve. What was important was the cost of utilities. Anything builders could do to reduce utility cost by increasing energy efficiency was going to be well-received by homebuyers. That was the first major shift in Fahe’s thinking that came from using a demand-driven approach.

During the first year of value chain exploration (2009), Fahe identified a number of gaps or functions missing in the value chain that had to be filled to make progress. They found a lack of access to (BPI and HERS) certified inspectors within the rural areas of their region. Since then, Fahe has trained 37 Analysts, and 113 Analysts and 14 Auditors serving rural areas have been certified by Fahe’s training partner, Community Housing Partners Energy Solutions Research and Training Center. For-profit developers as well as non-profit developers are now seeking training.

There was no regional dialogue on energy efficient affordable housing. In 2012, Fahe convened an Energy Summit with four state Housing Finance Agencies that led to support for training

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3 Several grantees are CDFIs involved in community development financing; only one has focused exclusively on creating opportunities to support value chains through local investing.
appraisers. Fahe continues to follow up with the state Housing Finance Agencies to encourage adoption of consistent standards.

Within their own membership, there was no intentional opportunity for sharing of energy efficient building practices. Sharing of energy efficient building practices is now a regular feature of Fahe’s annual meetings, including awards for best practices. This is building intellectual, individual and social capital among the region’s nonprofit affordable housing developers.

There was no answer to the question of how to build housing to achieve the highest energy performance for the least cost based on the idea of an optimal energy rating. Fahe initiated a study that has informed a process of housing construction that enables builders to consistently achieve a HERS rating of 70 or better. In addition, Fahe has helped develop and test an effective and efficient approach to homebuyer education that teaches homebuyers what they need to know to get the best results from their efficient homes.

The deeper Fahe got into understanding the value chain system, the more apparent it became that one of the primary obstacles to demand-driven housing development was the fact that conventional appraisals were not capturing the added value of energy efficiency. Since then, a training program has been developed and supported by USDA Rural Development, and 33 appraisers in Tennessee and Kentucky have been trained in how to appraise energy efficient housing. Accurate appraisals add $9,000 on average to home value of which $7,500 is needed for energy efficient construction. USDA Rural Development has asked for training on the appraisal methodology.

With the combination of a replicable method of construction, trained inspectors, and accurate appraisals, Fahe was able to develop and trademark a platform called PowerSaver that provides a mortgage product tied to their construction methodology. Fahe financed 85 HERS rated homes that were delivered in 2014 with PowerSaver mortgages. FHA and USDA now provide mortgage guarantees for PowerSaver homes and Chase Bank buys the mortgages on the secondary market. The number of organizations able to facilitate financing grew from 1 to 16 within about a year and Fahe’s work has been recognized and supported by HUD. There is documented demand for 6,000 PowerSaver homes per year in the region Fahe serves.

Fahe’s work in bringing the value chain to scale is not over. They are planning to concentrate PowerSaver homebuilding in a few communities over the next year or so to create comparable sales that can be used by appraisers. The PowerSaver platform is not only for use by non-profit developers. As for-profit developers choose to build according to the standards Fahe has developed just because it is good business, and financing, building and purchasing decisions based on real and measurable energy efficiency become the new normal, Fahe’s vision will have been reached. In the meantime, Fahe is developing a new value chain for net zero affordable housing, and some of the people Fahe has trained are providing services to MACED’s energy efficiency retrofit value chain.
Community Development Corporation of Brownsville and Community Resource Group (now Communities Unlimited)

The Community Development Corporation of Brownsville (CDCB) is a non-profit housing developer operating in the Lower Rio Grande Valley of Texas, a region with one of the fastest growing populations in the country. They were the place-based partner selected by Community Resource Group (CRG) in Arkansas (now merged with alt.Consulting to become Communities Unlimited) to pilot a green affordable housing value chain. CRG had its own history of affordable housing work in the Valley that included construction and financing. The initial intent of the value chain was to figure out how to expand employment opportunities for rural contractors and subcontractors in building affordable energy and water efficient housing stock as the demand for housing in urban areas in their region continues to grow. However, as the value chain exploration and proof of concept unfolded, other aspects of the ongoing work of CDCB, including disaster housing and participatory design for housing in the colonias, were also incorporated.

CRG/CDCB identified eight links in the value chain that would need to be strengthened. These were:

1) Design that is culturally sensitive, energy and water efficient, and results in affordable homes;
2) Real Estate/Location for appropriate siting that reduces development costs and increases access to services and mobility;
3) Consumer preparedness including financial literacy, credit repair and home ownership training;
4) Labor trained and proficient in the use of appropriate construction techniques;
5) Affordable financing for new construction and home improvement that is less dependent on subsidies;
6) Regulatory consistency to promote efficient construction at scale across the Valley;
7) Construction materials and suppliers of equipment at affordable prices, including delivery and credit options;
8) Public policy to standardize and stabilize regulations, programming and subsidies and strengthen the voice of lower-income people in decision-making that affects their lives.

Their initial approach was to attempt to obtain support from high profile figures in the Valley (a “launch” group) and convene working groups around each of the links identified above. This proved to be cumbersome, slow and largely ineffective.

Over time, the work identified as “wealth creation” by CDCB has focused on: 1) Creating a mortgage product that better serves low income families; 2) Reducing the number of different building codes in use across the Valley by 25%; 3) Increasing the number of subcontractors and laborers hired by residential contractors in urban parts of the region; and 4) Increasing low-income families’ mortgage approval rates by expanding financial literacy training.

Creating a mortgage product that better serves low income families.

Substantial progress has been made in creating a mortgage product that better serves low-income families. CDCB created the Community Affordable State Assisted loan or CASA (which
means “house” in Spanish) and has been able to engage nine banks in the Valley in offering it. CDCB has become one of only 2 or 3 CDFIs in the country with authorization to deliver products to the Federal Home Loan Bank system; they had delivered over $3 million in mortgages by the end of 2014. The amount of subsidy required has been reduced from 100% to 10%. Mortgages now fund 90% of the value of the houses.

*Reducing the number of different building codes in use across the Valley by 25%.*

As of 2011, there were 4 different building code standards in use by different cities in the Valley and none of them included standards for “green” construction. Efforts to date to engage in discussions with the Small Cities Coalition and city managers around “greening” and/or standardizing building codes have not been enthusiastically received. CDCB has yet to make the case to municipalities about how and why “greening” and aligning building codes throughout the Valley is in their self-interest. A study that clarifies the aspects of municipal code development (and enforcement) and alignment that would have the greatest impact on reducing the cost, increasing the output, and improving the quality of affordable homes would probably be helpful, particularly if it included an outline of steps and costs associated with making the recommended changes. For example, if re-training is required for building inspectors, one course for all inspectors in the Valley would be likely more cost effective than a separate course for each municipality.

*Increasing the number of subcontractors and laborers hired by residential contractors in urban parts of the region.*

The barriers to engaging rural subcontractors and laborers in residential construction in urban areas are many and include the lack of: business expertise (often exacerbated by literacy limitations) on the part of rural subcontractors; reliable transportation; specific skills; and relationships with urban contractors.

While all three are significant, it is the fourth, the lack of relationships, networks and trust between urban contractors and rural subcontractors that has proven to be most telling. CDCB and CRG conceived of a registry as a tool to facilitate hiring, but discovered that contractors had no interest in it. Contractors hire subcontractors they know and trust. The window for building social capital between urban contractors and rural subcontractors related to Section 3 disaster recovery housing closed in 2014, at least for the time being. The one area in which progress has been made is in raising the consciousness of non-profit housing developers regarding opportunities to use rural subs and laborers. Although there has been limited progress to date, clarifying the real obstacles is an important step forward.

*Increasing low-income families’ mortgage approval rates by expanding financial literacy training.*

Financial literacy training is another area in which substantial progress has been made, though not as originally conceived. CRG assessed financial literacy training being offered in the Valley and concluded that it was not well matched to the basic needs of local families. Initially, CRG/CDCB made a connection with three Head Start programs in the Valley that had never worked together. Head Start keeps data on the housing circumstances of the families it serves and reported that 75% do not own a home. CRG worked to develop a financial literacy
curriculum that addresses basic needs in language and with examples that people can relate to.
The Head Start leadership saw the value in offering this financial literacy training to their
clients, and CRG was prepared to train their staff to do so. In practice, however, it became
evident that the staff needed the training themselves and were not equipped to provide it.
Instead, the financial literacy curriculum has become part of CDCB’s adaption of the financial
empowerment center model to the Valley. The Center, called La Puerta, offers tax refund
preparation to get people in the door and also provides assistance in signing up for health
insurance, applying for student loans, one-on-one counseling, financial literacy training, and
mortgage assistance. Two sites in Cameron County are open all week and the goal is to take La
Puerta region-wide through partnerships with United Way and Affordable Homes of South
Texas. CDCB is also offering alternatives to payday loans through employers in the Valley. It is
too soon to know whether the services offered by La Puerta, including financial literacy training,
will result in an increase in eligible mortgage applications, but that is the hope and systems are
in place to track outcomes.

Summary
Many factors beyond the scope of this report contributed to differences in the approaches taken
to creating WealthWorks value chains in housing in Central Appalachia and the Lower Rio
Grande Valley, not least of which is the history, capacity and interests of the implementing
organizations. What is interesting are the similarities and the need to make ineffective demand
into effective demand, whether by changing appraisal practices (Central Appalachia), or
improving financial literacy and reducing dependence on subsidized mortgages (Lower Rio
Grande Valley). In both instances, intellectual capital (new ideas such as a model for how to
build affordably to high energy efficiency standards and how to offer financial literacy training
in a format that makes sense to the people that need it most) provides leverage in shaping
market forces toward inclusiveness.

Building social capital is also critical, whether between state Housing Finance Authorities,
builders and appraisers, or rural subcontractors and urban contractors. The absence of social
capital inhibits market inclusiveness. Strong social capital that includes marginalized and non-
marginalized participants in the value chain is the foundation for political capital needed to
influence resource allocation decisions such as the decision by the Federal Home Loan Bank to
accept mortgages from the Valley and the decision by USDA as well as the Federal Housing
Administration to guarantee PowerSaver mortgages.

Training to improve individual capital (skills and health) is needed not only for economically
marginalized subcontractors, laborers and homebuyers and homeowners, but for appraisers,
builders and other participants in the value chains if the chain is to function effectively.

Natural capital, or the health and functioning of natural resources, is impacted in the housing
sector through design that results in energy and water efficiency, as well as through siting
practices, waste management, and types of materials used in construction.

Both place-based value chain coordinating organizations, Fahe and CDCB, have used this
opportunity to adopt a systems approach to market-driven change to innovate and create
products and services that simultaneously address the self-interests of their own organizations while expanding access to high quality affordable housing.

Energy
The Mountain Association for Community Economic Development (MACED) in Central Appalachia and Communities Unlimited (CU, formerly alt. Consulting) in the South have applied the WealthWorks framework and approach in the energy sector in very different ways based on opportunities in their respective regions. MACED has focused on energy efficiency residential and commercial retrofits, renewable energy (mainly solar) and statewide energy policy, while CU has focused on growing a community-based biofuels value chain at a regional scale.

Mountain Association for Community Economic Development
MACED has made progress with respect to energy efficiency retrofits, renewable energy, and statewide energy policy.

The Energy Efficiency Retrofit Value Chain
When MACED began this work in 2009, there were limited options for low-income households to reduce their electric bills because of the financial capital necessary to invest in energy efficiency retrofits. Although Kentucky’s utility rates are among the lowest in the country, the average cost of electricity per household is among the highest. This discrepancy is largely due to the inefficient housing stock prevalent across eastern Kentucky, as well as the diminished incentive to seek energy efficiency measures. MACED recognized that low-income Kentuckians could not afford the upfront costs of energy efficiency retrofits but stood to benefit greatly from lower utility bills. In searching for a market-driven solution, MACED identified the practice of on-bill financing, in which utility companies pay for retrofits and are paid back over time through a portion of the savings on customers’ bills.

In the beginning, it was unclear how or whether MACED could successfully engage the member-owned rural electric cooperatives in this work since the cooperatives function in areas where their members are strongly supportive of coal mining and energy production. However, when MACED approached the co-ops to learn about their “pain points” (a technique for connecting with demand introduced by WealthWorks), what they discovered was surprising. The distribution cooperative members of the Eastern Kentucky Power Cooperative (EKPC) system that distribute power throughout eastern Kentucky were troubled by the increasing difficulty their customers, who are also their members, were having paying their bills. The co-ops saw the potential benefit in partnering with MACED to provide access to energy efficiency measures to their member-customers and help them reduce their bills. This is a powerful example of a market-driven innovation in which a non-confrontational approach, such as is embodied by WealthWorks, was critical.

In a multi-year process of introducing, piloting, and institutionalizing on-bill financing with rural electric cooperatives in eastern Kentucky, MACED developed a replicable process and package of on-bill financing services to co-ops called How$martKY. As of early 2015, six distribution cooperatives had joined How$martKY, and MACED continues to pursue conversations with other potential partners. The PSC approved the pilot co-ops’ application for a
permanent tariff for How$martKY in 2013, effectively laying the groundwork for more co-ops to participate in the program. In 2014 MACED worked closely with former general counsel of the PSC to create an application template that has reduced the amount of time it takes co-ops to pass the PSC’s tariff regulatory process. The first application for the permanent tariff took more than a year, but Farmers RECC’s application was approved in five months and Licking Valley’s in just three.

At the same time, MACED has strengthened its ties with Eastern Kentucky Power Cooperative. MACED was invited to join the East Kentucky Power Cooperative Demand Side Management (DSM) and Renewable Energy Collaborative in part because of its experience pursuing energy efficiency (through E3 and How$martKY) and its interest in state policies that would advance implementation of renewable energy. The end result of the Collaborative’s official, court-mandated lifespan in October 2013 was a series of recommendations for increasing renewable energy and demand side management initiatives. As of December 2015, at least five actions have been implemented, including three new DSM programs approved by the PSC; researching solar financing options; and an agreement to continue the Collaborative as a way in which utilities, public interest groups and others can advance the work of transforming Kentucky’s energy landscape.

The former MACED staff member who designed How$martKY’s back end data system that interfaces with the co-ops took a position with EKPC and has been a strong advocate for How$martKY. MACED is slowly working toward a goal of 10 or more of the 16 owner-member cooperatives in the EKPC system participating in How$martKY and scaling up the number of completed retrofits accordingly.

MACED took an important step in helping EKPC and its member cooperatives see their self-interest in participating in How$martKY by developing a financial model that can account for various factors in determining the money made or lost over the life of a retrofit job. MACED has been able to demonstrate to the co-ops that they are in fact likely to make money on most jobs over the life of the retrofit. This has been a useful tool in encouraging new potential partners to join the program and in countering unfounded co-op beliefs that they lose money on How$martKY jobs. It is also a critical step in helping mitigate the perceived risk for rural electric cooperatives in borrowing money to invest in customers’ property and addressing the long held belief that selling ever more power is their only reliable source of revenue.

One of the many gaps MACED has had to address in the residential energy retrofit value chain is the lack of skilled contractors with experience meeting How$martKY standards. As a baseline, 43% of retrofits tested by MACED failed the first quality assurance test, but with feedback and training from MACED staff, contractors were able to reduce their average failure rate to 3%. Contractors do not receive payment until the homes they have worked on fall within the acceptable range of energy efficiency, as verified by a third party.

Between 2011 and the end of 2014, 173 homes were improved through How$martKY, at a total cost of $1.37 million. All the contractors that provide services to How$martKY are low-to-moderate-income earners, and this investment reflects a new income stream for them.
Approximately 50% of the improved homes belong to low-moderate-income owners. As of 2014, homeowners have saved an estimated total of $239,911, savings which continue to accrue each year. These savings reflect an impact on natural capital in the reduction of 1,836 metric tons of greenhouse gas, based on a reduction of 2.66 million kilowatt-hours of electricity used. These reductions will continue to accrue each year.

**Commercial Work and Renewables**

MACED’s Energy Efficient Enterprises program (E3) works on energy efficiency for commercial entities as well as renewable energy. Work on renewables has recently focused on solar energy installations. MACED supported the Berea, Kentucky, municipal utility in installing a solar farm, the first of its kind in the state and now in its fourth phase of expansion. Berea’s solar farm is a demonstration of what is possible and has provided an example for other utilities around the state. EKPC is in fact exploring the possibility of installing its own solar farm to provide clean energy to its co-op customers. In the small, rural town of Benham, a former coal company town, the municipal power board has considered installing solar panels on the roof of its coal museum. As part of an exploratory process with the Benham Power Board and MACED ally KFTC, MACED conducted an energy efficient retrofit on a home with electric bills of hundreds of dollars per month. A review of the demonstration home showed savings of half to two-thirds on monthly electric usage.

MACED’s commercial energy work focused largely on energy efficiency and renewables for grocery stores and other businesses in small communities. Grocery stores are anchor institutions for small communities and have significant energy costs. MACED reached out to grocery store owners one by one to develop and pilot this value chain.

Between 2010 and the end of 2014, MACED improved the energy performance or installed renewable systems in 156 commercial structures at a total cost of $4.16 million. The impact on natural capital has been a reduction of an estimated 12,356 metric tons of greenhouse gas, relative to a reduction of 17.9 million kilowatt-hours of electricity used. The annual reductions will continue to accrue each year. MACED has seen an increase over time in the number of coal-fired kilowatt-hours reduced due to renewable energy, mostly solar installations. MACED has also assisted several farmers in purchasing and installing solar powered irrigation pumps.

In general, MACED has found it difficult to convert commercial energy audits into retrofits, in part because businesses may need to close for several days to accomplish the retrofit, and owners tend to be debt averse. MACED is striving to learn more about the value propositions of commercial entrepreneurs.

**Policy Work**

In addition to its work with the Public Service Commission and EKPC, MACED has worked as part of a coalition aiming for the adoption of a renewable energy portfolio standard for Kentucky. Through WealthWorks, MACED hired a research group to examine the economic impact of a renewable energy portfolio standard on Kentucky. As an executive committee member of the Kentucky Sustainable Energy Alliance (KYSEA), MACED helped crafted the Clean Energy Opportunity Act and tweaked it several times in response to legislator concerns.
MACED facilitated bringing contractors to the legislature to testify based on their experience with How$martKY, commercial retrofits, and renewable energy installations to demonstrate the economic benefits of clean energy. KYSEA has developed relationships with key legislators. The dialogue continues as new federal regulations on CO2 emissions from power plants have been proposed, and the idea of redefining “least cost” as the standard for power generation is debated. MACED expects that a tipping point will emerge and will take advantage of it when the time comes. Successful policy change work takes time and requires the capacity to analyze policy impacts, craft legislation, build relationships with legislators, bring together coalitions of interested parties, present compelling testimony, and track progress and opportunities in an ever-changing landscape over time. While working toward a renewable energy portfolio standard, the coalition has also succeeded in facilitating legislation that enables larger scale commercial energy efficiency financing.

The abrupt collapse in the coal industry in recent years since MACED began wealth creation work continues to create opportunities for introducing new ways of thinking at the federal and state levels. For example, the social capital and long-term collaboration between MACED and Kentuckians for the Commonwealth (KFTC) led the executive directors of the two organizations to attend a convening hosted by the White House to make the case for increased philanthropic investment at the community level to address the impact of coal’s collapse. MACED and KFTC continue to work together to encourage acceptance of new federal assistance for economic and workforce development to frontline communities. This requires agreements at both the federal and state levels. Their success in taking the Just Transition Framework for Appalachia to national policy-makers and bridging the gap between state and federal perceptions is a stunning example of the transformative power of political capital that can result from long-term collaborations between economic development organizations, grassroots organizing groups, and utility companies working within the context of inclusive capitalism and market-driven solutions.

Communities Unlimited (formerly alt. Consulting)
Communities Unlimited (CU, formerly alt. Consulting) is a non-profit, economic development organization that has served the Arkansas Delta for the past 15 years. alt. Consulting was certified as a Community Development Financial Institution in March of 2011. CU is the value chain coordinator for the Arkansas Green Energy Network (AGEN). AGEN is transforming low-wealth, Delta communities from energy consumers to independent energy producers through a farm-to-fuel value chain, growing and refining camelina, a non-food crop that can be grown during the winter months, and waste vegetable oil into a biofuel.

When alt. Consulting began its value chain exploration in 2011, towns in the Arkansas Delta were experiencing significant outmigrating, resulting in fiscal stress that was eroding their capacity for economic development. Towns in the Delta were increasingly isolated from the mainstream economy, including access to new developments in bio-tech and renewable energy. Although rich in entrepreneurial spirit, the knowledge and skills to produce biofuels locally at a scale sufficient to meet the region’s needs was lacking. The bulk of “green energy” efforts in Arkansas were concentrated in the Central and Northwest parts of the state that are more urbanized with majority white populations.
alt. Consulting formed AGEN by enlisting technical colleges and universities, farmers, lenders, investors, businesses, policy advocates, state and local government, input suppliers, and others as partners, helping diverse groups recognize their self-interests and shared interest in promoting a community-based renewable energy economy in the Delta. What differentiated this effort from others was its vision of community-scale production that was intentionally inclusive of small, rural communities as well as minority and low resource farmers.

Among the underutilized assets of the Delta are rich farmland that lies fallow in the winter and waste vegetable oil. Taking these into consideration, AGEN identified an oil rich crop, camelina, which was already being converted to biofuel in Montana and could be grown during the winter in the Arkansas Delta, and a homegrown technology that could convert camelina seeds and waste vegetable oil from restaurants into biodiesel at a community scale. In 2011, there were no municipal leaders in the Delta working on bio-energy and no camelina being grown in the Delta.

In 2012, the City of DeWitt became the first municipality to commit to use biofuels for city equipment. In 2013, alt. Consulting purchased a micro-refinery and leased it to an entrepreneur in DeWitt. The entrepreneur installed the first micro-refinery in DeWitt, converted an environmental hazard into a viable business complex and incorporated his existing animal feed business. In 2014, DeWitt designed and built a waste vegetable oil collection truck for $37,000 to be used to pick up waste vegetable oil. Fifteen restaurants and convenience stores in DeWitt and two surrounding towns provided their waste vegetable oil for free. Restaurants are being recognized through a website designed by local students to increase their patronage and make communities aware of the contributions they are making.

In 2015, the entrepreneur purchased an additional refinery in order to increase his production capacity. 250 gallons of biodiesel were produced in 2013, 1,000 gallons in 2014 and 1,500 gallons in the first half of 2015. All the biofuel is being used locally in city and farm equipment. Fuel sales are expected to start in 2015. More local supporters, including the City Water Department, are supporting the value chain, and getting behind waste oil recycling efforts at the household level to save the city tens of thousands of dollars in waste oil clean-up costs.

From 2011 to mid-2015, eleven farmers in and around DeWitt have experimented with growing camelina and four partners have engaged in harvesting and transporting the crop from field to processing plant. Almost all the participating farmers are small scale and minority farmers. Up to 150 acres have been planted with mixed results due mostly to weather fluctuations and unexpected late season ice storms. More work in identifying appropriate varietals is needed. The lack of feedstock is a bottleneck in the value chain at present. However, the technical support required to introduce a new crop successfully, including plant selection, seed stock, agronomic advice, customized planting equipment, environmental impact assessment, and GIS mapping of camelina fields are all coming online. Experimental plots are being maintained at Arkansas State University and Phillips Community College, DeWitt Campus. New partners such as Arkansas Heirs Property, EnerGynetics, and Envirosces Ecological Consulting are getting engaged. The system of support is beginning to extend to other crops with high energy potential including sugar beets. Interest in other forms of renewable energy, including solar, is growing with farmers investigating solar irrigation pumps and Arkansas County organizing a
public/private partnership to install a solar farm. Arkansas State University is also involved in treating and testing the byproducts of biofuels production.

CU is considering a new approach to overcoming the short-term bottleneck in raw materials supply by engaging demand partners in growing and/or acquiring their own biofuels feedstock. Groups like farmers’ cooperatives, trucking companies, or school districts would be able to contract with the processor in DeWitt to process whatever feedstock they supply into biodiesel for their own use. Camelina and waste vegetable oil are not the only alternatives; sunflower seed, sesame seed, and low-grade soybeans could also be used. By relaxing the link between local farms and processing in the short run, and allowing demand partners to supply their own feedstock, CU hopes to be able to demonstrate the profitability of the value chain for all concerned. The work to develop fuel crops that can be produced locally will continue.

CU’s vision that has AGEN’s support is to expand the network of communities producing biofuels in the Arkansas Delta to at least 25. To support that vision, CU created a brand, Delta Bioenergy, to differentiate the value chain from Communities Unlimited and a website to give people a place to go and learn more. CU hopes the brand will be used by many bioenergy-related businesses in the Delta to enhance their collective visibility and impact. Currently it is being used to build community support for participants in the value chain including farmers, restaurants, waste oil recyclers, transporters and others.

The Southeast Economic Development District is working with Delta Bioenergy to engage additional communities. As of 2015, three communities, including one in Alabama, have expressed interest in producing their own biodiesel as well as a transportation business in Texas (part of CU’s service area). A farmers’ cooperative is also interested in producing their own biodiesel from member crops for use on member farms. CU continues to learn through doing about how best to provide assistance to interested communities so that the value chain can be successfully replicated and thereby scaled up to a regional level. They recognize that each community will have different assets and different capacities so the implementation process must remain flexible and responsive. However, the network of partnerships built to date will reduce the time required for new communities to get up and running. As new communities become biofuel producers, the local market for biofuels crop production will grow and there will be more byproducts to aggregate to develop markets for animal feed and glycerin.

As this work gains visibility and the DeWitt example is more widely shared, investors are emerging. To date, DeWitt has received investment from five local investors, the Southeast Arkansas Economic Development District and the Delta Regional Authority, and the State of Arkansas General Improvement Fund. Investors are interested in supporting the spread of this approach to additional communities.

In 2011, there was only one group engaging the Arkansas legislature in energy policy and there were no legislators willing to sponsor renewable energy legislation. The focus in 2011 was on a feed-in tariff bill that never made it out of committee. In 2015, there are six groups actively networked and working together to educate legislators with respect to renewable energy policy; 40 senators and representatives have sponsored and co-sponsored eleven different pieces of
Formulating a Sustainable Economic Development Process for Rural America
Final Report to the Ford Foundation on WealthWorks

legislation to support renewable energy and energy efficiency. In 2013, six pieces of legislation passed, and in 2015 three more pieces passed including policies related to energy efficiency for municipalities, power purchase agreements, and net metering. Legislation was introduced to provide a tax credit for small-scale biofuels producers in support of the Farm to Fuel value chain work. As the opportunities for renewables begin to be demonstrated on the ground, new partners, including utility companies, are beginning to come forward, include two members of the U.S. Congress whose staff visited DeWitt after viewing the WealthWorks video shared by DeWitt’s mayor.

There are still technical, regulatory, and expansion issues to be worked through, but the benefits of the biofuels value chain are compelling and include:

- Revenue generation for municipalities that own equipment leased to entrepreneurs.
- More stable prices for fuel for farmers, municipalities, transporters and other users.
- New entrepreneurial opportunities along the value chain.
- Increased revenues for small and minority farmers.
- Reduced costs of waste disposal and water treatment by removing waste oil from the waste stream.
- Opportunities for local investment in stronger regional economies.
- A change in mindset from a purely extraction-based agricultural economy to one looking for value added products that can be produced in the Delta.

In addition, demand for biofuels exists at a scale that could begin to be reached by a cooperative of many communities working together or by a combination of communities and entrepreneurs operating at relatively small scales using a distributed energy model that keeps processing close to raw material supply and eliminates transportation costs from the value chain. Valero, FedEx, and the state fuel dealers association all have self-interest in supporting biofuels development in the Delta to help them meet their own goals. There are also opportunities to supply markets for animal feed and glycerin at increasing scale over time. Federal policies and initiatives to support biofuels continue to emerge. Political capital and strong value chain coordination will be an essential ingredient in insuring that the benefits from scaling up accrue to the communities and people of the Arkansas Delta.

Summary
MACED and CU have taken very different approaches to building WealthWorks value chains in the energy sector and yet there are some similarities. Both began by developing and introducing new intellectual capital into their regions in the form of on-bill financing and a farm to fuel model, based on a market-driven paradigm in which demand was either ineffective (MACED) or had to be created through innovation (CU). Both built strong social capital among diverse value chain partners that has been effectively deployed as political capital. Both are investing in individual capital through training and technical assistance to contractors (MACED) and farmers (CU). CU has invested in developing relationships with diverse supporting partners required to successfully introduce new energy crops into the Delta. These were the bases that needed to be covered before both MACED and CU could create wealth in the form of built
capital, add value to natural capital, and begin to generate financial capital in the form of savings and re-investment.

Both MACED and CU have balanced a commitment to region-wide impact with attention to community-level impact, recognizing the two can complement each other, especially if community-level implementation is actively used to demonstrate regional potential. Both value chain coordinator organizations are looking into using the intellectual capital they have created as income-generating tools to sustain the expansion of the value chains in which they play critical coordinating roles. CU is actively using the lessons learned from applying WealthWorks in the energy sector to their work in other sectors including food, crafts, and tourism.

One big difference between the MACED and CU value chains is the time it takes to get to proof of concept (where goods and services are flowing through the value chain in exchange for payment) when all parts of the value chain are new and based on innovative technologies as in the Arkansas Delta (CU) versus in Kentucky (MACED) in which some of the value chain structure, for example the relationship between utility companies and their customers, is already established and curricula for training in energy efficient retrofitting are already available.

**Food Systems**

Three organizations, the Central Appalachian Network (CAN), the Deep South Community Agriculture Network (DSCAN), and the National Wildlife Federation (NWF), have implemented WealthWorks value chains in the agriculture and food sector. The first two organizations are both examples of networks of value chains working together across state lines to meet demand for locally produced products. Most recently, the two networks have begun to work together across regions to take advantage of season extension opportunities, share approaches to regulatory challenges, and explore the possibility of connecting distribution networks. Funding from the Ford Foundation made it possible for each network to employ an independent consulting firm, Rural Support Partners, as a network facilitator. Rural Support Partners (RSP), in turn, employed McIntosh SEED (McSEED) as the network facilitators for DSCAN. Network facilitators have been crucial in building effective communications, implementing measures of progress, and, particularly in the case of DSCAN, providing hands-on assistance to value chain partners at every step of value chain exploration, construction, and moving toward scale. Both RSP and McSEED have worked hard with the value chains in their respective networks to institutionalize the measurement process within each value chain coordinator, who now have immediate access to the information they need to make decisions. In both instances, value chain coordinators have gained appreciation for the value of institutionalized measurement in their work and have benefitted from the ability to clearly demonstrate impacts to potential partners and investors. Both CAN and DSCAN have been successful in securing follow-on funding from other sources to continue to work with network facilitators. How and when network facilitators will either work themselves out of a job or be able to be compensated through internal investment by the value chain members remains an open question. However, value chains are increasingly self-reliant and several coordinator organizations are approaching financial self-sufficiency.
CAN existed as a network of non-profit members for twenty years before they began to engage with WealthWorks. Individual CAN members have histories of work in the food and agriculture sector, including, in some cases, value chain development, but WealthWorks provided the first opportunity for all CAN members to agree to focus their work together on a single sector using a common framework. In contrast, DSCAN members were involved in agriculture to varying degrees, but had never worked together toward shared goals prior to WealthWorks. The National Wildlife Federation added an agricultural value chain to provide additional income generating opportunities to forest landowners as a complement to their work on forest products. CAN’s value chain network embraces a wide range of raw and processed products, DSCAN’s value chain network is for fresh and frozen produce, and NWF’s value chain is for meat.

Central Appalachian Network
CAN’s six members, Mountain Association of Community and Economic Development (MACED), ACEnet, Rural Action, Appalachian Sustainable Development, Natural Capital Investment Fund, and Community Farm Alliance, work in a region of persistent poverty that receives 33% less federal spending per capita than the national average (www.arc.gov/research). Average farm size in the region is less than 100 acres and the mountainous terrain makes commodity production impractical. CAN members seek to connect the underutilized agricultural resources of the region with the growing demand for locally-grown food in ways that redound to the benefit of small and mid-sized farmers and their rural communities. The focus of CAN’s WealthWorks value chain network has been on expanding access to wholesale markets where the demand for local and regionally produced food exceeds the available supply.

Expanding supply with a base of small to mid-sized producers means investing in increasing their capacity to produce to market specifications while at the same time educating buyers regarding purchasing opportunities. CAN as a network and its individual members have engaged in a wide variety of interventions to build WealthWorks value chains, among them: wholesale and institutional buyer engagement, mini-grants and annual gatherings for value chain partners, producer training and technical assistance, assessments of built and social capital, infrastructure investments, financing for food and farm businesses, policy education advocacy, and research into regional branding and logistics. CAN has documented the impacts of four years of value chain development work, from 2010 through 2014, using 2009 as a baseline.

Since 2009, across all CAN member value chains, there has been an increase of 80% in the number of wholesale buyers engaged in the value chains over four years, and an increase of close to 258% in the value of their annual purchases. The average value of annual purchases per wholesale buyer has increased from $35,175 in 2009 to $69,840 in 2014. Total wholesale purchases increased from $1,794,000 in 2009 to $6,425,317 in 2014.

In 2009, CAN value chains worked with a total of 51 wholesale buyers, many of which were very small restaurants and the like. In 2014, CAN value chains worked with 94 wholesale buyers including regional/national grocery chains, restaurants, local groceries, schools and universities and others. The largest growth has been in sales to regional and national grocery chains. This avenue offers a path to scale. To meet buyer needs, CAN members have had to work with
growers to maintain consistent production, meet safety and certification standards, build trust to weather setbacks, and develop distribution networks. Some CAN members are further ahead than others, offering potential for learning within the network. Institutions, including public schools, are also buyers that can represent a path to increasing scale, but there are hurdles to overcome. CAN has increasingly engaged wholesale demand partners in its data collection efforts, by working out systems that track purchases from CAN member value chains.

There has been an increase from 96 to 286 producers participating in CAN-supported value chains. Total gross revenue to these producers from value chain sales was $10,703,690 in 2014. This represents an increase of 199% over 2009 revenue. CAN tracks participation by three “tiers” of producers, those with annual wholesale farm revenue of less than $10,000, $10,000 – $100,000 and over $100,000. Producers earning less than $100,000 in wholesale revenue are likely to be dependent on multiple sources of income for their livelihoods. There are a total of about 40 mid and larger tier producers participating. CAN recognizes the need to balance the scale of production with wealth creation objectives. “While the growth in number of value chain producers is due to the participation of smaller farms, the overall growth in producer sales across the region is driven by a core group of established producers who are strong partners in the value chain. These larger producers have benefitted greatly from the support structure of the value chain and now return the favor by acting as ‘gazelles’ for other producers, exploring new markets and pulling buyers into the chain.”

The amount of farmland contributing to CAN-supported value chains has increased from 2,178.3 acres to 7,286.75 acres from 2009 to 2014. This represents an increase of 5,207.45 acres, or 234%, over 2009 acreage. 816 acres were certified organic, 326.5 acres were working towards certification, 3456.5 acres were chemical-free but uncertified, 2600.75 acres were conventional/other, and 88 acres were unspecified. The proportion of conventional/other/unspecified acres went from 62% in 2009 to 37% in 2014, probably as a result of improvements in measurement practices combined with actual changes in production practices. This category remains problematic because it includes many Amish farmers that are not certified organic or working toward certification and do follow sustainable practices, but do not categorize themselves as doing so.

In 2014, 69 organizations, agencies, philanthropies, and individuals invested in the development of CAN-supported value chains. The approximate value of these investments totaled $2,710,717.00, an increase of 84% over 2009 totals. Impressively, $1,318,507.00 of investment came from internal sources, including value chain buyers, producers, local extension services, and community members. This investment represents nearly 50% of the total investment in the value chains this year, seven times more than in 2009. The trend toward increasing internal investment is a promising indicator of the potential for increasing self-sufficiency and less reliance on philanthropic and government financial support over time.

In 2014, value chain producers provided 470.45 year round jobs, 147.70 seasonal jobs, 14.5 volunteer/intern positions, and 49 self-employment or supplemental jobs, for a total of 881 jobs in value chain production across the region. This represents a 48% increase from 2012. This only includes jobs directly related to production in CAN member value chains, and does not
include employment throughout the value chain in processing, transportation, retail, etc. These numbers also do not capture the other types of contributions producers make through sharing products with neighbors and those in need, keeping land in production and contributing to the working landscape, and building the knowledge and skills of a next generation of producers.

Through yearly assessments and targeted investments, CAN has worked to address built capital infrastructure within each sub-regional value chain. Some of these gaps were in processing, aggregation, distribution, and other shared-used infrastructure. In other cases, on-farm infrastructure was needed, often in the form of high tunnels for season extension or cooling, washing and packing facilities for post-harvest handling. CAN has succeeded in filling gaps in several value chains through shared use facilities and equipment including processing equipment, walk-in coolers/freezers, warehouse equipment, and a tractor trailer. One new business, producing hoop houses, has emerged in response to on-farm infrastructure gaps. The nature of built capital requirements changes as value chains scale up. For example, the lack of cost effective solutions for aggregating and transporting products from remote and isolated rural producers to processors and consumers is one key gap in value chains connecting underutilized resources to market demand. CAN applied to the MIT Wealth Creation Clinic for support in researching this logistical challenge by engaging conventional operators and leveraging conventional logistics solutions and infrastructure. This is an example of inclusivity that cuts both ways; rather than expect small, limited resource growers to solve their own aggregation and transportation challenges, reaching out to existing businesses with expertise in this area has the potential to generate innovative, sustainable, win-win solutions.

CAN built social capital in sub-regions and across five states. The social capital built through value chains includes strong ties between businesses, farmers, consumers, investors, certifiers, trainers, researchers, schools, public officials, and community leaders. Mini-grants and annual meetings of grant recipients have built social capital across the larger region and CAN’s collective focus on the agriculture sector has led to CAN members working more directly with each other as well. CAN uses value chain maps to assess and track the extent and strength of the social capital it builds. The maps provide a visual representation of the robustness of each value chain that can be compared across the network. Each map is accompanied by a list of all the actors in the value chain by function. This list shows what the map really means in terms of relationships. A comparison of lists helps identify key partners present in one state that could be approached in another. A comparison of maps over time shows the areas where relationships have been strengthened and functional gaps in value chains like cold storage and supporting gaps like training or media coverage have been filled.

**Deep South Community Agriculture Network**

“This is the work of changing the system so people can connect with the real economy.”
— John Littles, McIntosh SEED.

DSCAN is a network of five organizations in Mississippi and Alabama, two of the poorest states in the country. Poverty rates in the rural counties in which DSCAN is active are even higher than state averages. DSCAN’s Mississippi partners include Southern Rural Black Women’s Initiative, Broader Horizons, and MileSton Cooperative. Alabama partners include The United Christian
Community Association (TUCCA) and The Cottage House. Each partner serves as a value chain coordinator for its own value chain. The network has formed as a direct result of WealthWorks in response to newly discovered opportunities to work together to strengthen their individual and collective capacities to meet market demand.

In 2010, several organizations that later became DSCAN founding members, received small, one year value chain exploration grants from Yellow Wood Associates. In 2011, none of those organizations had made sufficient progress in identifying market demand with a viable strategy for connecting it to justify additional funding. However, the potential for building value chains in the Deep South related to agriculture and food was too great to turn away from. With input from Yellow Wood, the Ford Foundation chose to make a grant to Rural Support Partners to work with multiple organizations in Mississippi and Alabama to further explore wealth creation potential in the agriculture sector. Rural Support Partners brought in McIntosh SEED, a non-profit organization owned and staffed by African Americans with extensive experience in the agriculture sector, to work with the groups that had been involved in exploration. The value chains moved into proof of concept in 2012.

Between 2012 and 2014, the value of products sold through DSCAN by its members to wholesale buyers grew from a baseline of zero to $168,065. In 2014, 16 wholesale buyers including restaurants, schools, grocery stores, and distributors, purchased from DSCAN value chains. At the same time, producers adopted uniform growing protocols for the first time. In the second year, growers that used the uniform protocols were able to produce around 2,200 pounds of collard greens per acre compared with 300 pounds per acre for growers not using the protocols. In 2014, a single value chain was able to use the uniform growing protocols to produce 26,200 pounds of marketable collards. By using standard protocols, the different value chains were able to combine product to meet market demand. Social capital developed among the value chains has led to experimentation with crop diversification, shared access to new markets, and shared infrastructure.

In 2012, 39 producers dedicated a total of 82.5 acres to growing for the value chains. In 2014, 34 producers dedicated 185 acres to growing for the value chains. In 2012, production techniques were not classified. By 2014, DSCAN had begun to track impacts on natural capital. They discovered that, of the 185 total acres, 84 were cultivated conventionally, 20 were certified organic, 24 used little or no chemicals, and 57 used energy efficient production methods. One of the constraints in bringing more acres into produce production has been the labor required. DSCAN is addressing this constraint by hiring youth to work in the fields. Youth receive leadership training as well as training in agricultural production and earn income for their work. Youth will be hired by DSCAN farmers for the second season in 2015.

DSCAN has been able to attract external investment on behalf of its members. In 2014, DSCAN received $640,080 from 27 different organizations, universities, state and federal agencies, community actors, value chain partners, and philanthropies. Twenty-six percent of those investments were internal investments made from sources within the value chain. One of the strong indicators of success in building financial capital is the ability of value chain participants to re-invest in the value chain over time.
None of this would have been possible without dedicated and knowledgeable facilitators willing to step in and help at every step of the way. DSCAN illustrates the power of the WealthWorks framework in illuminating all the gaps that need to be filled to have a successful value chain. DSCAN’s success comes from learning to take nothing for granted. A focus on buyer relationships, growing protocols, sorting, grading, packing, production planning, grower certification, and infrastructure would avail nothing without ongoing investment in organizational development and capacity building of the individual member organizations and trust-building between them. Facilitators have provided guidance in basic skills like how to run meetings, how to handle interpersonal conflicts, and how to be accountable. Market participation requires levels of accountability far different than those most nonprofits have experienced.

DSCAN is gaining visibility beyond Alabama and Mississippi. It was one of the case studies featured in the Citizen-Led Sustainable Change conference put on by the COADY International Institute at St. Francis Xavier University in 2013 and, as a result, the “Deep South” has developed relationships with the Tracadi community in the “Deep North.” DSCAN was the first example mentioned by Jay Williams, U.S. Assistant Secretary of Commerce for Economic Development, at the Rooting Opportunity conference in 2015. DSCAN has explored the possibility of moving products north to Detroit which is one of many northern cities with substantial African American populations with southern roots that value southern food. DSCAN has also connected with a small farmers’ cooperative in Georgia willing to serve as a mentor to several of its members.

DSCAN and CAN are currently working together to identify opportunities for mutual benefit through season extension and the ability to offer greater diversity of products to their buyers. This is an example of cross-regional value chain cooperation that is beginning to emerge as value chains gain traction and mature. Demand for the products DSCAN member value chains can produce is significant; the challenge is one of capacity building to achieve and maintain inclusivity. Fundamental to that challenge is changing the mindsets of farmers to believe in the possibility of being valued and respected partners in a larger economy.

National Wildlife Federation Southeast Regional Center
The Southeast Regional Center office of the National Wildlife Federation (NWF) began looking into the potential for a value chain for grass-fed beef as a way to open up new revenue generating opportunities for small and limited resource landowners also engaged in forestry (see more below). Initial exploration helped NWF determine that, although a market could be readily identified for grass-fed beef, the high start-up and maintenance costs associated with beef ranching would limit its inclusivity. However, in the process of exploring the grass-fed beef value chain, NWF identified a company that processes beef, pork, goats and sheep, and had plans to focus more on beef and less on smaller animals, leaving the growers’ cooperative that supplied them with pork, goats, and sheep with a smaller market.

NWF decided to work with the A+ Cooperative that had been supplying animals to the processing company, to identify and connect with new buyers. The demand they identified is for Halal goats for the Muslim population. To test this market, the 33 member cooperative sold 600
live goats to Muslim individuals and processed the animals on farm. They were able to sell these animals at a 10% premium above the state average. Compared with cattle, goats require less land and the cost to raise and maintain a herd is considerably lower, making them an excellent choice for small and limited resource landowners. This is a good example of using the WealthWorks principles of inclusivity and ownership to decide which value chain to focus on. But encouraging minority and limited resource landowners to raise animals only makes sense if the connections to buyers and the value chain to aggregate, process, and transport are developed.

Interest in the goat meat value chain has expanded to include the Deep South Food Alliance and TUCCA as well as A+ Cooperative. NWF supported an experiment in sourcing one truckload of goats from the Deep South Food Alliance (DSFA), processing them in Alabama, and sending frozen processed products back to DSFA to be test marketed. Currently, DSFA is allowing entrepreneurs to market the meat on consignment. A+, TUCCA and DSFA are all providing education and outreach on naturally-raised goat production to minority landowners. Buyers in the Halal community are now considering opening a retail outlet for Halal meats that would provide another market opportunity for growers.

When this work began, 30 producers and one organization (A+) were involved; two years later there are three organizations engaged and 3 new producers have joined A+. This would not have happened without the work that went into opening up the Halal market opportunity. Relationships are also being built with the Alabama Farmers’ Federation (ALFA). This is significant because there was no African American presence or voice at the state level regarding goat and sheep production and market opportunities prior to this work. Historically, ALFA has been comprised of and served white male farmers. Andrew Williams of TUCCA, an African American, is now President of Meringo County’s first State Sheep and Goat Committee and has established relationships with members of the Alabama Farmers’ Federation board of directors. Two minority professors at Tuskegee University and the Dean of Alabama A&M University, encouraged by Mr. Williams and A+, have also joined ALFA. “With the addition of these high-profile agricultural minority leaders, plans are in place to promote other minority individuals to join ALFA. These gains will result in increased social and political capital for minority farmers.” — NWF re-measurement report.

NWF has prioritized building relationships (social capital) with buyers, between organizations and with individual minority landowners as the foundation for an inclusive value chain. Being able to demonstrate the capacity to tap into market demand, albeit at a small initial scale, has been instrumental in gaining the attention of potential value chain partners. Other stakeholders and partners are beginning to step up to build on these early efforts.

Summary

All three agriculture/food sector initiatives are benefitting from the nationwide trend toward increased consumer demand for locally and regionally grown food. But connecting small, limited resource, and minority farmers to wholesale markets is no easy task, even when demand is there. All three initiatives have had to build multiple forms of wealth at the same time to succeed. Harder even than building the capitals is changing the mindset and sense of what is
possible, particularly among African Americans in the south that have experienced racial discrimination for centuries. Each positive market interaction helps build confidence in the possibility of a better economic future for themselves, their children, and their communities that is theirs to create.

**Forest Products**

The National Wildlife Federation Southeast Regional Center (NWF) and Rural Action with Appalachian Sustainable Development (ASD) in Central Appalachian have each applied the WealthWorks framework to the forest products sector. NWF was drawn to the WealthWorks framework to provide the economic underpinning that would help restore long leaf pine to the Southeast by engaging socially disadvantaged landowners to advance sustainable natural resource opportunities to improve their livelihoods and communities. WealthWorks has required NWF to move beyond the organization’s comfort zone in environmental protection and delve deeply into economic development. Rural Action and ASD have extensive experience in community economic development and in the forest sector, but had not previously partnered in developing a wealth creating value chain.

**National Wildlife Federation Southeast Regional Center**

Prior to NWF’s value chain work, all the FSC certified pulpwood used in Alabama was being imported from overseas. As part of their wealth creation work, NWF established the first Forest Stewardship Council (FSC) group certification certificate in the southeast in 2011. In that year, a total of 6,000 acres were certified through the group certificate. Since 2011, other FSC group certificates have been established, but NWF’s remains the only FSC-Certified Family Forest Group in the Southeast. As a Family Forest Group, NWF has focused on including small, minority landowners as well as larger landowners in the benefits of group certification. By 2015, a total of 70,790 acres owned by a total of 27 landowners were covered by NWF’s certificate. Eleven, or 41%, of participating landowners were underserved/minority landowners. All the underserved and minority landowners that joined the group certificate initially have remained enrolled and new underserved and minority landowners are joining. The volume of timber delivered to market during 2015 was 42,000 tons, all of which received a price premium of 10–30% over average pulpwood prices. Price premiums are written into a pulpwood contract with Boise Cascade that sells FSC certified paper products to Office Depot. The supply of FSC certified pulpwood provided by this value chain allowed a mill in Jackson, Alabama to remain in operation while many other mills in the region closed their doors. The Jackson mill employs approximately 600 people.

In the absence of a group certificate, which significantly reduces the cost of certification, small minority landowners would not have access to pulpwood markets or premium prices. In the first year of FSC certification, the group certificate was held by the Alabama Treasure Forest Association (ATFA) and was largely promoted to its members. In the second year, LRLEAN and TUCCA, two minority based organizations, relaunched certification efforts among small minority landowners. In 2014, the Alabama Farmers’ Federation (ALFA) absorbed ATFA and became involved in certification outreach efforts. Landowners that join the group certificate receive management plans and connections with designated foresters that help them apply best
management practices on their land. For many underserved and minority landowners, this was the first time their properties have had management plans. Landowners have gained new knowledge and skills in specific land management practices such as establishing buffers for water protection, food plots of wildlife, and tree marking for selective harvest, all of which result in improvements to natural capital. Through their engagement, landowners are educated in the important role they have to play in the value chain by enhancing natural capital and providing sustainable flows of raw material.

Boise Cascade was the first buyer to engage in the value chain for pulpwood. ALFA is currently reaching out to International Paper and other potential pulpwood buyers to diversify markets for landowners. NWF is also working with partners including ALFA (holder of the FSC group certificate) to identify and develop markets for additional products such as pine straw and meat (see the write up of NWF in the Food Systems section above) to provide ongoing income streams for landowners. NWF has developed social capital among and between participants and helped each participant to clearly understand where they fit in the value chain and how they can enhance their connections with others for mutual benefit.

NWF’s wealth creation approach to the forest sector has resulted in significant changes in policy by buyers that has sparked debate throughout the southeast. Specifically, Boise Cascade’s decision to purchase FSC certified wood from the southeast set it apart from others in the industry that favor other, generally less rigorous, certification programs. FSC certification provided an early competitive advantage for family forest owners and Boise’s support of FSC, particularly in the face of industry criticism, has been instrumental.

NWF’s success in connecting LRLEAN and TUCCA, two minority-led organizations, with ALFA, an historically white organization representing Alabama farmers that is considered to be highly influential politically, has brought minority voices into play in new ways. ALFA’s adoption of the FSC group certificate is expected to influence the opinions of other organizations over time. One area open to influence is decision-making with regard to LEED building. Alabama, Mississippi and Georgia have banned LEED from government construction projects, arguing that FSC materials can only be sourced from outside the region. LEED provides points for FSC certified wood and wood that is locally sourced. Now that there is a supply of FSC certified materials available within the region, some of which could be used in construction for the benefit of underserved and minority landowners as well as others, NWF is hopeful that ALFA will advocate for changes in policies that strengthen the value chain.

Financial investment in NWF’s forest sector value chain has come from many partners. In taking over the FSC group certificate, ALFA agreed to absorb all future costs related to maintaining it. ALFA also chose to return portions of their contractual fee to NWF so that NWF could continue to develop the pine straw “chainlet.” LRLEAN/TUCCA has absorbed the costs of minority landowners to enter the group certificate. The forester that works with NWF has also contributed in-kind labor to the value chain. All participants including landowners, forester, landowner groups, and the owner of the group certificate are committed to this value chain for the long term and prepared to make the financial commitments to sustain it beyond Ford funding.
Rural Action and Appalachian Sustainable Development

Rural Action is a member-based development organization that has worked to foster social, economic and environmental justice in Appalachian Ohio for the past 20 years, including a history of work in non-timber forest products. Appalachian Sustainable Development (ASD), is a non-profit community economic development organization with past experience in forest product production and marketing that informed their work together. Rural Action/ASD have been working together and with other partners in the Central Appalachian Forest Alliance to build a green, FSC certified wood products value chain by connecting regional/urban demand to supply of regionally manufactured products from sustainably managed forests in Central Appalachia. Rural Action had a vision of a value chain that would supply Appalachian grown and processed products to meet growing demand for Leadership in Energy & Environmental Design (LEED) certified green buildings in urban areas. LEED awards points for FSC certified wood products.

The construction sector was particularly hard hit by the recession, resulting in many business closures. LEED building was one of the few growth areas in the construction sector. Mills in the region that remained in business were operating well below capacity when this work began.

In exploring baseline conditions for the value chain, Rural Action determined that the costs of FSC certification for smaller private landowners, loggers, mills and secondary processors were prohibitive. At that time, no certification center existed to improve access to individual and chain of custody certifications in Central Appalachia. As a result of work accomplished through the Central Appalachian Forest Alliance (CAFA) with added support from Ford, a Center for Wood and Forest Certification is now fully operational at the University of Kentucky. MACED, a member of CAFA, is the lead manager of the certification center. As of early 2015, 60 members are under the Center’s group certificate, and an additional 10 are individually certified. Over 68,000 acres, mostly individual family parcels, are now under sustainable management.

However, the way FSC manages its program in the U.S. keeps the costs high and makes it more difficult to achieve the desired outcome of more acres under sustainable management. By and large, few buyers, with the exception of pulpwood buyers, are willing to pay a premium for FSC certified wood, so the economic rewards for improved management do not flow back to the landowners. To the extent that economic rewards exist in solid wood products, it is the retailers that are realizing them. Businesses may obtain certification for particular customers, but once they realize the costs involved and the lack of price premiums, many drop out. From the perspective of the Rural Action/ASD value chain, the goal is to have mills certified. If Rural Action/ASD can develop new markets for FSC certified products that go through mills, demand by mills for certified wood is expected to drive landowner certification as well as create new jobs. No one is currently working on how to improve returns on FSC certification for landowners.

After recognized the need for a wood products broker that would make it easier for buyers to find, order, and receive the products they were looking for, Rural Action/ASD began WoodRight Forest Products, an independent LLC (http://www.woodrightproducts.com/), as a brokering platform for Central Appalachian manufacturers of building products such as flooring, stair parts, trim, and casework, as well as furniture and furnishings. WoodRight products are made from numerous Appalachian hardwood species grown in FSC certified forests. WoodRight
provides a shared system that centralizes core business functions such as branding, product development, sales, logistics, and customer service to allow suppliers to focus on production and invest in their production systems. Research has shown that very few small to midsized wood products producers in the region maintain a web presence or use social media to market their products. WoodRight provides a model of modern marketing to these businesses. It also provides product specification assistance and education to architects and spec writers, and product sourcing assistance to contractors, subcontractors, and homeowners. Manufacturers working with WoodRight can obtain financing through MACED and Natural Capital Investment Fund as well as training in website design and hosting through the National Network of Forest Practitioners.

Beginning with a baseline of zero, the value chain had engaged 2 buyers by the end of 2011. From 2012–2013, the focus was on establishing relationships with potential buyers and strategic partners including architects and specifiers and the US Green Building Council. A total of 43 such partnerships had been cultivated by the end of 2013. With WoodRight up and running, achieving sales became a focus in 2014 and the beginning of 2015. Nineteen new partnerships leading to 14 sales leads were established in that period. Sales to date have reached $375,000 with $18,000 in reinvested earnings (financial capital). Fourteen buyers have placed a total of 24 orders. Based on purchases to date, WoodRight has prioritized relationships with resellers and designers rather than contractors and subcontractors.

StakWood, the newest product developed and trademarked by WoodRight, has received support from numerous partners including sales leads and potential for partnering with a national distributor of green products for distribution to building design professionals.

Beginning with a baseline of zero at the start of 2010, by 2015, 10 regional mills had been retained in the value chain and 9 mills and secondary processors added. Not every mill is interested in pursuing new market opportunities that require FSC chain of custody certification, but there is an expanding core group of engaged mills and secondary processors. At least half of these partners have significantly changed their behaviors as a result of participation in the value chain. One critical change in partner behavior has been in sales and marketing practices, particularly of secondary processors. Partners have developed new skills (individual capital) among their sales forces and new promotional materials that increase consumer awareness about green product lines. Rural Action/ASD has supported these changes by developing and offering accredited Continuing Education courses and targeted outreach to design professionals. In addition, several production partners have invested in new product development by contributing ideas, drawings, mock-ups, samples, improved installation methods, and custom knives. Collective development is beginning to occur with companies in different locations with different equipment and expertise working together to bring a new product, StakWood, to market. A primary mill is accumulating scrap material that would otherwise have been burned or exported, another mill is cutting pieces to length, and a third business in another state is using its finishing facility to make final preparations before boxing. This is an excellent example of horizontal integration of small firms within a value chain and illustrates the development of intellectual, individual, and social capital.
Rural Action/ASD and WoodRight continue to participate in outreach and networking events including trade shows and USGBC events. Participating in events has proven more cost effective, by and large, than convening their own. For example, a statewide USGBC presentation to over 100 building professionals for continuing education credit was evaluated as one of the best presentations offered by the North Carolina chapter of USGBC in the past couple of years. This type of market exposure is critical to growing demand for green products and is beyond the capacity of individual wood products firms to achieve. The more Rural Action/ASD learn about the disconnects between small wood products manufacturers and the growing demand for their products, the better able they are to target and implement effective interventions. For example, understanding that project specifiers look to trade magazines, print media, web, and social media to source products and for new design ideas while few small manufacturers invest in these (or often any) promotional channels, makes pathways to inclusive markets clearer. These include improving manufacturer’s understanding of market dynamics and their marketing skills.

The Appalachian Partnership for Economic Growth (APEG) in Ohio, a group responsible for supporting sector growth and business clusters, became an investor in WoodRight in 2013. APEG is also providing manufacturing and marketing assistance to mills in the region. The Appalachian Regional Commission has also become an investor. Moving forward, ASD will take primary responsibility for growing WoodRight and developing StakWood and other new products, while Rural Action builds on its relationship with APEG in Ohio to explore new value chain opportunities in the forest sector, in particular for green furniture in relation to the furniture cluster APEG is supporting. A value chain approach will connect small mills with furniture producers with market demand. Rural Action will also focus on broader sector needs such as improved product development capacity, modern marketing, professional education, and monitoring consumer trends. Rural Action and ASD will continue to jointly support WoodRight and will work together to market WoodRight products and services.

Summary
Both NWF and Rural Action/ASD envisioned forest sector value chains focused on FSC certified products. However, the market for FSC certified pulpwood is different than the market for FSC certified construction materials connected with LEED. In the pulpwood market, FSC certification confers a market advantage; in construction, FSC certified materials are still competing with other commodity products. In the pulpwood market, buyers are relatively close by; the market for FSC certified construction materials is largely urban and outside the boundaries of Central Appalachia as defined by the Appalachian Regional Commission. This has made market development for FSC construction material significantly more challenging and has led Rural Action/ASD into designing innovative products to call attention to the WoodRight brand and move beyond commodity markets. NWF is exploring the possibility of an FSC certified pine straw product to add to their value chain.

Both Rural Action/ASD and NWF identified numerous gaps in their respective value chains, beginning with lack of access to FSC certification. Because Rural Action was already part of a multi-state network focused on the forest sector, they were able to benefit from an initiative to create a certification center serving Central Appalachia. NWF was able to develop the first FSC
group certification in Alabama and attract partners to help offset the cost of certification for underserved and minority landowners.

Both Rural Action/ASD and NWF have taken responsibility for filling other functional gaps as well. Rural Action/ASD chose to fill the gap presented by lack of an aggregator/broker/marketer of regional forest products by starting their own enterprise, WoodRight that currently shares Rural Action's nonprofit status. NWF has filled the gap in expertise in sustainable forest management, market development, and technical assistance to underserved and minority landowners by employing a forester qualified to fill those functions. Over time, Rural Action and ASD expect WoodRight to become a stand-alone business. The future of NWF’s support for the forestry function is less clear, but, as membership in the group certificate continues to grow, there may be a revenue stream sufficient to offset at least a portion of those services.

Both value chains have demonstrated the ability to build multiple forms of wealth and be intentionally inclusive of struggling rural manufacturers on the one hand and underserved and minority landowners on the other while still meeting (and shaping) market demand.

**Place-based Community Development Financing**

The Emerging ChangeMakers Network (ECN) applied the WealthWorks framework to the community development finance sector, with the intention of developing a value chain that would connect place-based investors with place-based and value chain affiliated entrepreneurial opportunities, particularly in agriculture and healthy food access.

**Emerging ChangeMakers Network**

The Emerging ChangeMakers Network (ECN) was established in 2007 in Alabama to connect innovative emerging leaders with inspiring ideas to change the conditions that create economic inequality within historically marginalized communities in the Deep South. ECN has focused its wealth creation efforts on mobilizing local financial capital to support value chains and businesses within them. Their intent is to help fill the gap that exists in financing for minority-owned businesses. According to a March 14, 2014 article in the *Wall Street Journal*, black-owned businesses got 2.3% of the SBA’s roughly 54,000 loan in 2013 compared to 11% in 2008. Alabama in particular lacks CDFIs, grant-makers and angel investors. Increasingly strict SBA lending requirements, the small size of average loan requests, choice of lending criteria, and lack of and/or negative prior borrower experience with the formal financial system are among the barriers that have to be addressed. ECN is working to create a value chain in financing that addresses gaps and barriers, resulting in improved financial and technical support for existing and emerging businesses, with an emphasis on minority-owned businesses.

This work has required ECN to develop its own intellectual capital with respect to business financing and community development financing. The support of the Ford Foundation was critical in transferring knowledge of community development financing and exposing ECN to a variety of different models for community development and business financing without which

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this work could not have moved forward. As intellectual capital was built, three significant gaps 
emerged: 1) lack of supporting policy for healthy food access and related value chains at the state 
level; 2) lack of technical and financial support for existing and potential value chain partners 
and; 3) lack of vehicles to engage non-accredited investors in community economic 
development. ECN’s work has begun to address all three.

As of 2012, the State of Alabama had no policy related to healthy food access. ECN’s interest in 
food-related value chains in Alabama coincided with the interests of Alabama Voices for Kids 
and American Heart Association, two organizations with advocacy missions and resources. 
Together, they created the Alabama Healthy Food Access Coalition in Alabama to promote 
legislation to support healthy food access including appropriate financing. As of April 2015, 71 
organizations have signed a pledge card as members of the Coalition. Organizations have written 
op-ed pieces, hosted meetings to discuss local food issues, and several have gotten their boards 
to formally adopt healthy food access as part of their annual platforms. A healthy food access bill 
passed the Alabama House and Senate and was signed into law by the Governor in June 2015. 
Leaders of the Coalition have since met to discuss appropriations.

ECN’s role has been to share research and knowledge with coalition partners. The paper, Fresh 
Food for All: Improving Access to Healthy Food in Alabama, prepared by the MIT Wealth Creation Clinic 
on behalf on ECN was instrumental in educating stakeholders and framing the legislation. ECN 
has also reached out to the Alabama Department of Economic Development and Community 
Affairs to share ideas and offer support related to implementing the new law. As a result of their 
engagement at the state level, ECN has been named as the Alabama stakeholder for the Healthy 
Food Financing Initiative with Policy Link, Food Trust and the Reinvestment Fund and is 
providing education on financing for healthy food at the national level.

ECN’s research revealed a need for wrap-around assistance for minority entrepreneurs that 
would help them build financial, management and marketing skills and relationships with each 
other as well as introduce them to the range of business development resources already available 
and provide assistance in navigating access to those resources. ECN decided to develop business 
accelerators as a way to address this need. Twelve farmers were admitted into the first 
accelerator class and eight chose to participate. Accelerators are now operating in Selma and 
Birmingham and three classes of 10 participants each went through the accelerator program in 
2014–2015. Each accelerator is run by a separate organization using the curriculum developed 
by ECN. The program has expanded to include farmers and non-farmers. Community partners 
include local banks, SBA/SBDC, the Black Belt Commission, churches and the City of 
Birmingham. Partners provide referrals, space, expertise, and assistance in outreach to groups 
in underserved areas. ECN plans to approach banks and other funders for financial resources to 
maintain accelerators beyond Ford funding.

Each accelerator class is forming a cohort that wants to stay together and give back to new 
cohorts as they form. Building on this inclination, ECN has been approved to replicate Mission 
Asset Fund’s Lending Circles program for building credit for low-income, underbanked people. 
Lending Circles provides a structure within which participants in an accelerator cohort will learn 
to save more and invest in their own enterprises through a social lending program. Lending
Circles are set up so that transactions are recognizable to credit bureaus, allowing participants to establish and/or improve their formal credit scores through their participation in their Lending Circle. ECN sees this as one more step toward preparing accelerator participants for external financing.

ECN receives requests from groups around Alabama and beyond that would like to replicate the accelerator program in their places because it is more comprehensive than the business assistance programs currently available. ECN is considering the possibility of branding and trademarking their accelerator program and offering it to others on a franchise-type basis. Revenue from the use of the accelerator model would help fund ECN’s ongoing work.

ECN has been experimenting with place-based investment clubs as vehicles to engage non-accredited African American investors in community economic development by fostering intentional investments in local businesses tied to value chains. No socially responsible investment clubs for non-accredited investors existed in Alabama when ECN began to explore this avenue in 2012. ECN has completed the research required to understand how investment clubs are set up and managed; now the work is to understand what African American investors need to be involved. Two focus groups with potential investors in two investment clubs revealed a need to seed clubs with at least one member that is a financial professional with investment experience and expertise. These may or may not be from the local area, but their availability is critical to building a club’s confidence with respect to investment decision-making. Secondly, club members want to be recognized for their engagement through access to people, ideas, and organizations they would not otherwise come into contact with. To begin to address this need, ECN began a series called “Entrepreneurs and Investors” that brings high-level established minority entrepreneurs to talk with potential investment club members about entrepreneurship and investment. Graduates of the accelerator program were also invited to attend.

As with many of the WealthWorks initiatives, Jessica Norwood, ECN Executive Director, is becoming recognized nationally for her experience in community-based financing. She has been honored with a BALLE Fellowship and a Nathan Cummings Foundation Fellowship focused on community investing for African Americans. She is creating a team to think about what it can mean for African Americans to intentionally invest in gaps that would not otherwise be filled for beneficial economic development in their own communities. ECN will continue to experiment with solutions to aggregating resources within the African American community for targeted and high impact local returns.

“I am able to look up and down an entire value chain  
—I will always have that now, and I can share it with others.”
—Jessica Norwood
Lessons Learned with Examples from the Field

The first four interim reports on Wealth Creation in Rural Communities document many lessons learned along the way. This report highlights two lessons that are only becoming clear now that more WealthWorks value chains are further along the path to scale. These lessons pertain to 1) WealthWorks, political capital and political change; and 2) WealthWorks as a framework for changing the way we produce.

WealthWorks, Political Capital and Policy Change

WealthWorks defines political capital as the ability to influence resource allocation decisions. Building political capital is critical to achieving inclusive markets because attempting to create inclusive markets at scale without engaging in policy change is like trying to catch a train where the tracks don’t run; it doesn’t get you very far. But it is only as you get deeper into actual value chain implementation that the specific policy barriers and opportunities become clear. For example, Communities Unlimited reflects, “The deeper we get into this work barriers and challenges are being exposed that could prevent the value chain from reaching its full potential, such as high costs associated with software to report fuel sales and regulatory issues around fuel production.”

Policies relevant to any given sector and value chain are generally quite fragmented between (and within) federal, state, local, private and public sectors. For example, as Fahe discovered, there is no consistent definition of “green” or “energy efficient” in federal guidelines related to affordable housing finance. This means it takes time and actual experience in attempting to construct value chains to identify the real leverage points. The leverage points could be in local, state, federal, public and/or private sector policies or likely some combination of the above, and will vary from place to place. As CAN observes, “It is worth noting that political capital is the more situational form of capital that CAN has tracked; its measure of progress must be entirely adaptable to the needs and circumstances of each sub region.”

The WealthWorks framework and approach, focused as it is on making real business transactions happen in ways that benefit economically marginalized people and places, provides a way to identify and affect those leverage points since they often show up as barriers to a successful value chain. Being able to demonstrate to policymakers the difference that a change could make in real time is compelling.

The focus on a particular value chain creates not only a shared interest in well-aligned policies, but a shared language and concept around which to rally (see the example of Emerging ChangeMakers contribution to healthy food access policy for the State of Alabama described above). Because the WealthWorks approach leads practitioners to develop relationships (social capital) all along the value chain with buyers, transactional partners, supporting partners, and investors, once policy-related barriers are identified, it is relatively easy to bring social capital to bear as political capital and exert effective influence on resource allocation.
The social capital created through this approach seems to translate quite effectively into political capital. For example, within only a few short years, MACED’s work resulted in a significant change in public policy through the Kentucky Public Service Commission as well as complementary changes in the policies of Eastern Kentucky Power Corporation. It is the social capital developed throughout the value chain using the WealthWorks approach that makes this work successful. MACED would not have been successful without the support of the utility companies, contractors, municipalities, and homeowners with which it worked.

Specific policy wins attributed to CAN’s work include changes to poultry processing limits and Farm to School expansion in West Virginia, increased state investment in Ohio, and increasing interest in local foods from governor’s offices, USDA, and ARC. For example, West Virginia state policy that restricted the number of birds that could be slaughtered on farm to 2,000 was limiting the potential to scale up. That limit has now been expanded to 20,000 as a result of the work of the West Virginia Farm and Food Coalition, supported by NCIF, a CAN member.

Identifying policy barriers through real world experience of attempting to create inclusive markets seems to increase awareness of the distinctions between policies, regulations, and administration. Understanding these distinctions, in turn, allows advocates to focus their political capital where it will make the greatest difference. Sometimes that doesn’t require a change in policy, just a change in the way it is implemented or enforced. The same skills of understanding self-interests and shared interests in relation to value chain development translate effectively into the exercise of political capital.

As CAN observes, “Proactively working to identify these potential (policy-related) opportunities and barriers, and making these leverage points the focus of building political capital can help prepare a value chain intermediary to be well-positioned when the need to exert influences arises.” We have more to learn about how best to increase the capacity of value chain coordinators to understand, respond to, and influence the policy frameworks that affect their value chains. This includes learning to identify appropriate partners with expertise in advocacy and learning how best to contribute to advocacy efforts.

So far, there is reason to be optimistic that, with those capacities in place, building the alliances needed to actually affect policies is well within reach. We have seen many examples of WealthWorks value chain coordinators successfully spearheading and contributing to meaningful policy changes at the federal, state, and local levels as well as with private sector demand partners. The more WealthWorks value chains we have active in each sector, assuming they are networking and communicating with each other, the greater the chances of identifying and organizing around those policies that have the most far reaching impacts. As more WealthWorks value chains are created in different parts of the country, assuming they remain in communication with one another, we should be able to understand more about which federal policies in particular are most instrumental in achieving inclusive capitalism in each sector. The presence of WealthWorks value chains and coordinators around the country may also speed up replication of inclusive market policies from state to state. Having place-based examples of how those policies impact opportunities for inclusive market engagement could be a powerful lever in making change. We are at a point in this work where this is beginning to occur, but additional
resources will be needed to ensure continued connectivity among WealthWorks value chain efforts and with initiatives across the country that share similar values.

**WealthWorks as a Framework for Changing the Way We Produce**

As our collective awareness of resource limitations and threats to future generations continues to grow, consumers around the world are becoming more attentive to the ways in which the goods and services they use are produced. Consumers are demanding greater transparency on everything from the use of child labor to impacts on water, climate change and other environmental services, and use of non-renewable, toxic or genetically modified inputs. Corporations are responding with corporate social responsibility scorecards and policies that change the inputs they use (e.g. McDonald’s decision to reject GMO potatoes). Investors have responded with an ever-growing socially responsible investing movement.

These demand side pressures offer new opportunities to reimagine and redesign the way we produce and consume so that it conforms to basic wealth creation principles of building multiple forms of wealth at the same time while doing no harm. In *The Upcycle*, William McDonough and Michael Braingart talk about the power and possibility of designing production processes with values in mind from the beginning. They give numerous examples of production processes that have eliminated toxics, and have a positive impact not only on the planet and human health, but on profitability as well. They have started the Cradle to Cradle Innovations Institute to help others continuously improve their ability to make products out of materials that are safe and healthy, designed for reuse, protect and enhance water supplies and treat all people involved in a socially responsible way.

In their new book, *Resource Revolution: How to Capture the Biggest Business Opportunity in a Century*, Stefan Heck and Matt Rogers argue that the opportunities we now have to combine information technology with industrial technology using new knowledge derived from materials science and biotechnology (think DNA sequencing, among other things) is in the process of unleashing a new “industrial revolution” that will allow us to do more with less, but only if we can expand the way we think about production. In an April 17, 2014 *New York Times* Op-Ed piece Paul Krugman writes, “There’s no necessary one-to-one relationship between growth and pollution. People on both the left and the right often fail to understand this point. [I hate it when pundits try to make every issue into a case of “both sides are wrong,” but, in this case, it happens to be true.] On the left, you sometimes find environmentalists asserting that to save the planet we must give up on the idea of an ever-growing economy; on the right, you often find assertions that any attempt to limit pollution will have devastating impacts on growth. But there’s no reason we can’t become richer while reducing our impact on the environment.” The promise of inclusive capitalism is to be able to grow our stocks of wealth and distribute them more equitably without causing harm not only to the environment, but to people as well.

The challenge we face is how to capitalize on this period of industrial restructuring to create a more inclusive market system that generates real wealth for people and places that have been economically marginalized. How do we bring the tools of real innovation that have market value into the hands of small and underserved businesses, communities, and consumers? The same tools that underlie WealthWorks’ focus on connecting underutilized assets to market...
opportunities can be used to intentionally connect groups with awareness of market opportunities to innovators in design and technology.

We are already seeing evidence that the WealthWorks framework unleashes creativity and moves practitioners to innovate. The number of trademarked products that have emerged from this work in a short period of time is notable. For example, Fahe has created PowerSaver as a trademarked product, and WoodRight has created and trademarked StakWood. Emerging Changemakers may pursue a trademark for its accelerator program, and MACED has crafted How$mart into what may become a stand-alone business. Communities Unlimited is creating a brand for its value chain. Trademarks are a way to differentiate not only products but production processes that embody inclusive capitalism. WealthWorks coordinators have used innovative tools to solve problems; for example ASD used crowdsourcing to develop the WoodRight logo at a fraction of the cost of using a single graphic designer.

How do we continue to build on the creativity of practitioners to enable them to “catch the wave” of technological innovation and stay ahead of the curve? One step might be to build intentional relationships with key leaders in the redesign movement like McDonough and Braingart. McDonough is a visionary architect and Braingart is a visionary chemist. They (and others like them) need WealthWorks practitioners and others — people with a values-based market-driven vision of community and economic development — to implement their vision in ways that truly benefit people and places that have been economically marginalized. They talk about equity (fairness), but do not have the expertise to understand how to implement it.

How do we get better at incorporating this new knowledge and bringing it back to the places we care about so that WealthWorks value chains are able to distinguish themselves by incorporating proven cutting edge technologies effectively? Communities Unlimited and Emerging ChangeMakers are examples of early efforts in this regard. Communities Unlimited is introducing innovative manufacturing technology and ECN is introducing innovative place-based inclusive financing models. As WealthWorks evolves, opportunities could be created to build intentional relationships with places like the Cradle to Cradle Innovations Institute that could help more WealthWorks value chains access emerging technologies to intentionally change the way things are produced. This type of intentional relationship would complement the intentional relationships that have been established with Wake Forest Community Law Clinic that provides WealthWorks value chain coordinators with legal research and the MIT Wealth Creation Clinic that has provided economic development research to coordinators. Both have been able to serve WealthWorks coordinators working in multiple sectors. We do not yet know the extent to which relationships with technological innovators would need to be more sector and/or product specific. However, whatever the specifics, adding intentional relationships with innovative thinkers in the world of applied technologies could help the movement skip ahead of competitors and allow WealthWorks value chains to not only meet emerging market standards, but set new standards for how production happens and who benefits for the 21st century and beyond.
Lessons for Funders and Investors
There are a few important lessons for funders that have emerged from this work.

Flexibility and Focus on Outcomes
The first is the importance of a flexible, outcome-based approach. WealthWorks value chains are essentially entrepreneurial endeavors and, as such, they proceed in fits and starts. When one problem is solved, another comes to the fore. For example, it wasn’t until December 2014 that CU learned that the micro-refinery could not take feedstocks for processing unless 98% of the free fatty acids had been removed. This required developing a pretreatment processing system cost effective enough to be used at a small scale. It also revealed a new entrepreneurial opportunity in the value chain that CU and AGEN are seeking to fill. WealthWorks value chains are not “projects.” They do not belong to any single partner and they are constantly evolving as new knowledge is gained and as markets evolve. Funding needs to facilitate, not obstruct, this evolution. Having a fund that was set aside apart from the grants to support WealthWorks value chain coordinators in responding to emerging opportunities was invaluable. Coordinators completed short proposals that were vetted by an intermediary (Center for Rural Entrepreneurship) before these dollars were released.

Rationale for Philanthropic Support
The window for philanthropic support of wealth creation work varies, but it is generally essential to begin a WealthWorks value chain exploration. This may not always be true, but the way community development and economic development work is currently structured means that it is no one’s job to envision and develop whole systems like value chains. Every value chain effort requires an exploration phase. Generally, within a year to eighteen months, the value chain can begin to move from exploration to proof of concept. Philanthropic funding not only allows staff to wake up every day focused on the value chain, but provides resources to facilitate relationship building that is new to all parties. Effective exploration requires reaching out to demand partners and transactional players that have never met or worked together, with all the risk and uncertainty that implies. Philanthropic funding reduces the risk to acceptable levels. The exploration phase of a WealthWorks value chain is where the focus of the value chain begins to emerge. For example, alt. Consulting began by looking at renewables broadly, including biomass, solar, and energy crops. Over time, the focus of the value chain has narrowed to energy crops and waste oil as inputs for biofuel as the area with the greatest potential for inclusivity and impact on livelihoods.

To be successful, this work depends on going deep. As Justin Maxson, former Executive Director of MACED expressed it, “It’s not hard; it’s just really complicated. You can’t do this work at the surface level. You have to dive in and dive in deep.” Each value chain has become more focused over time as the value chain coordinators learn more about market demand, opportunities for inclusiveness, wealth creation, and ownership related to specific goods and services. Philanthropic support is often essential as value chains move from exploration into proof of concept, but it should be used, in part, to begin to engage potential investors in discussions to identify the “proof points” that need to be satisfied to convince them to invest. Proof of concept...
is where goods and services are actually being produced by the value chain, delivered to buyers, and revenues are being generated. Philanthropic support can provide not only resources but credibility that can help open the door to conversations with potential investors. These conversations offer learning opportunities for philanthropists with a commitment to inclusive capitalism. As value chains build out to scale, the need for philanthropic support should decrease and opportunities for investment should increase. The odds of this are strengthened when investors have been engaged in discussions since proof of concept. What we have seen to date suggests that, over time, the level of internal investment in WealthWorks value chains (by participants in the chains) is increasing and the overall reliance on external investment is decreasing. We do not yet have an example of a value chain that is 100% self-sufficient. That may not be realistic in this short a time frame given the inclusivity principle and the number of gaps and barriers that must be addressed to create profitable, wealth creating value chains.

WealthWorks value chain coordinator organizations typically play one or more functional roles in the value chain. For example, Fahe and CDCB offer mortgages, MACED provides How$mart services to utilities, and NWF provides the forester. These organizations have figured out how to both play a functional role in the value chain and provide coordination to the chain overall. By and large, they seem to do this by having enough staff to delegate specific roles. Effective coordination requires more than one person. By actively participating in the value chain, organizations have a vested interest in its success. In most organizations, the shift to thinking in systems using the framework of demand-driven value chains and the wealth matrix is now influencing many other aspects of their work beyond the value chain reported on here.

**Measurement**

It is important to measure progress. The wealth matrix is a powerful tool for assessing what forms of wealth are present and absent and which resources are currently impaired or underutilized. It is also a powerful tool for planning the actions or interventions needed to make a WealthWorks value chain fully functional, because it helps shape the interventions in ways that build (and do not undermine) different forms of wealth and create place-based ownership and control of wealth. Once interventions are defined, and their intended impact on the different forms of wealth is articulated, the wealth matrix comes into its own as a basis for measurement.

The concept of framing measures that show what is possible overall, baseline measures for each form of wealth, and periodic re-measurement is sound. However, we have learned that not every value chain will affect each form of wealth equally in any given period of time. Therefore, the practice evolved to allow coordinators to create measures and re-measures for the three or more forms of wealth they expected to have the greatest impact on in a given period of time and then discuss the remaining forms in less detail, with particular attention to the concept of “do no harm.” All measures should have a quantitative and a qualitative component because numbers alone without a narrative explaining where they came from and what they actually mean (and do not mean) are not useful. It is critical to allow measures to change over time as understanding evolves about what really matters.
Often what is learned by going through the process of measuring is far more useful than the number itself. Training and coaching in measurement is helpful since it is not a discipline that is widely shared. One focus of training should be on helping value chain coordinators establish systems of measurement with value chain partners based on recordkeeping that helps each partner make better decisions for themselves. This may mean bringing in a value chain support partner to provide the assistance needed to help businesses and buyers keep better records. When partners are keeping the records they need to be better at what they do, aggregating information at the value chain level becomes much easier. Value chain coordinators that are playing transactional roles in the value chain can become role models in this regard.

Connecting Value Chains within and across Sector and Regions
At this stage in the evolution of experimentation in inclusive capitalism on the ground, another key role for philanthropic funders is to support learning and relationship building within the WealthWorks community and between WealthWorks and other emerging practices. The requirement for regular convenings of value chains within regions was part of WealthWorks from the beginning. It encountered resistance early on before the work on the ground had really begun to move, and became more valued by participants as they had more to share. Likewise, the appetite for peer learning across regions and sectors has also grown. These precious opportunities for face-to-face contact within regions and nationally are likely to continue to require philanthropic support. As a result of cross pollination, a vision is emerging of value chains in multiple sectors in each region that learn from and build on each other to change the nature of regional economies. We are even beginning to see value chains in the same sectors working together across regions for mutual benefit as with CAN and DSCAN.

Institutional Support
Yellow Wood and Ford recognized that WealthWorks coordinators would likely need legal advice as well as enhanced research capacity as they ventured into unchartered territory. We intentionally established a relationship with Wake Forest Community Law Center, which has provided valuable support in legal research and advice to many WealthWorks value chain coordinators. They remain interested in continuing to do so and are able to offer their services at no charge. We also intentionally supported a Wealth Creation Clinic at MIT to provide research targeted to specific issues of concern to WealthWorks value chains. The work performed by students at MIT under the guidance of professors has been instrumental in providing information, best practices, and alternative perspectives to people on the ground. For example, the MIT study of healthy food access in Alabama was successfully used to support new statewide legislation. While both Karl Seidman and Amy Glasmeier at MIT continue to work with students whose work would fall under the parameters of the Wealth Creation Clinic, funding for the Clinic itself is no longer available. The extent to which current and future practitioners will be able to tap into this or similar resources is unclear.

As mentioned earlier, an emerging area of technical assistance that might serve a range of WealthWorks practitioners would be in value chain design incorporating proven but transformative science and technologies. Resources would be required to explore how and with
whom such relationships could be productively established and how they might add value to the work on the ground.

Conclusion

Eight years of development and experimentation have shown that the WealthWorks framework and approach provides a practical complement to many of the more theoretical discussions of inclusive capitalism. WealthWorks has achieved significant depth of experience in creating market inclusiveness across regions and sectors using a unifying framework and approach. While the livelihood impacts are not yet at scale, the paths to scale are largely apparent. Practitioners at local, regional, and national levels see value and want to continue to apply WealthWorks and learn from each other. With supportive practitioners, a website, videos, a game, training curriculum, peer reviewed publications, and assorted other supporting materials, and an identifiable brand, WealthWorks is well positioned to spread and contribute to the longer term goal of changing the way economic development is practiced in the United States.
Appendix A: Organizations

The WealthWorks Initiative Engaged Many Organizations

Organizations participate in WealthWorks in a wide variety of roles, including as researchers, consultants, grantees, resource team members, working group members, trainees, and conference hosts and participants. Many organizations participated in multiple roles, and their WealthWorks activities spanned multiple sectors. This list of organizations engaged in the work is intended to give an idea of the large number and wide range of participants: it is not exhaustive.

Organizations

Agricultural Utilization Research Institute (AURI)
Food & Agriculture | Nonprofit
http://www.auri.org/

Alabama Sustainable Agriculture Network
Food & Agriculture | Network
https://asanonline.org/

Albert R. Mann Library, Cornell University; Cornell Cooperative Extension; SCNY Food and Health Network (FaHN)
Forest; Food & Agriculture | College/university
https://www.cornell.edu/

alt.Consulting
Green Energy; Energy | Nonprofit
http://altconsulting.org/

Appalachia Funders Network
Multiple Sectors | Network
http://www.appalachiafunders.org/

Appalachian Center for Economic Networks (ACEnet)
Food & Agriculture | Nonprofit
http://acenetworks.org/

Appalachian Partnership for Economic Growth
Multiple Sectors | Nonprofit
http://www.apeg.com/

Appalachian Sustainable Development
Food & Agriculture; Forest | Nonprofit
http://asdevelop.org/
Arkansas Green Energy Network (AGEN)
*Green Energy; Energy | Network*
(no current link)

Aspen Institute Community Strategies Group
*Multiple Sectors | Nonprofit*
http://www.aspeninstitute.org/policy-work/community-strategies

Black Belt Treasures Cultural Arts Center
*Arts & Crafts; Tourism | Nonprofit*
www.blackbelttreasures.com/

Brookfield Industrial Development/Northwest Missouri Roundtable
*Tourism | Government*

California Center for Rural Policy — Humboldt State University
*Multiple Sectors | College/university*
http://www2.humboldt.edu/ccrp/

CDFI Community Investment Initiative
*Financing | Collaborative*
(no current link, read about the initiative at http://www.rosaliesheehycates.com/projects/cdfi-community-investment-initiative/)

Center for Connected Health Policy
*Health | Nonprofit*
http://cchpca.org/

Center for Economic Options
*Multiple Sectors | Nonprofit*
(no current link, organization is no longer active)

Center for Regional Food Systems — Michigan State University
*Food & Agriculture | College/university*
http://foodsystems.msu.edu/

Center for Rural Entrepreneurship
*Multiple Sectors | Nonprofit*
http://www.energizingentrepreneurs.org/

Central Appalachian Network (CAN)
*Food & Agriculture | Network*
http://www.cannetwork.org/
Champlain College Emergent Media Center  
*Multiple Sectors | College/university*  
http://www.champlain.edu/  

Charleston Area Medical Center  
*Health | Nonprofit*  
http://www.camc.org/  

Children’s Defense Fund  
*Food & Agriculture | Nonprofit*  
http://www.childrensdefense.org/  

City of Geneva  
*Tourism; Manufacturing | Government*  
http://genevaohio.com/  

Clearwater Economic Development Association  
*Wine; Food & Agriculture; Manufacturing; Metal Manufacturing | Not-for-profit*  
http://www.clearwater-eda.org/  

Coady Institute at St. Francis Xavier University  
*Multiple Sectors | College/university*  
http://www.coady.stfx.ca/  

Coastal Enterprises, Inc. (CEI)  
*Food & Agriculture; Forest; Fisheries | Nonprofit*  
http://www.ceimaine.org/  

Collaborative Visions/Los De Mora Local Growers’ Cooperative, Inc.  
*Food & Agriculture | Collaborative*  
http://ourmora.org/visit-mora/local-resources/collaborative-visions/  

Communities Unlimited  
*BioFuels; Energy | Nonprofit*  
(join up of alt.Consulting and Community Resource Group in 2014)  
http://www.communitiesu.org/  

Community Action Partnership  
*Wine; Food & Agriculture; Manufacturing; Metal Manufacturing | Nonprofit*  
http://www.communityactionpartnership.com/  

Community Development Corporation of Brownsville  
*Housing; Affordable Housing; Green Housing | Nonprofit*  
http://www.cdcbrownsville.org/  

Community Development Society Journal  
*Multiple Sectors | Publication*  
http://www.comm-dev.org/publications/cds-journal
Community Farm Alliance
Food & Agriculture | Nonprofit
http://cfaky.org/

Community Food Bank of Southern Arizona
Food & Agriculture | Nonprofit
http://www.communityfoodbank.org/

Community Resource Group
Green Housing; Housing | Nonprofit
http://www.crg.org/

Corporation for Enterprise Development (CFED)
Multiple Sectors | Nonprofit
http://cfed.org/

Cottage House
Food & Agriculture | Nonprofit
(no current link)

Craft3 (formerly: Shorebank Enterprise Cascadia)
Multiple Sectors | Nonprofit
http://www.craft3.org/

Croatan Institute
Multiple Sectors | Nonprofit
http://croataninstitute.org/

Deep South Community Agriculture Network (formerly: Deep South Wealth Creation Network)
Food & Agriculture | Network
http://www.deepsouthcan.org/about-us/

Deep South Food Alliance
Food & Agriculture | Alliance
(no current link)

Delta Cuisine: A Southern Kitchen Incubator (formerly: Delta Cuisine Southern Kitchen Incubator)
Food & Agriculture | Business Incubator
http://deltacuisine.weebly.com/

Delta Regional Authority
Multiple Sectors | Government
http://dra.gov/
Dynamica Consulting
*Multiple Sectors | For profit consulting firm*
http://www.dynamica-online.com/

Emerging ChangeMakers Network
*Impact Investing; Financing | Network*
http://emergechange.org/

Epicenter
*Tourism | Nonprofit*
http://ruralandproud.org/

Federation of Appalachian Housing Enterprises (Fahe)
*Housing; Affordable Housing; Energy Efficiency; Energy | Nonprofit*
http://www.fahe.org/

Ford Foundation
*Multiple Sectors | Foundation*
http://www.fordfoundation.org/

Fremont Area Community Foundation
*Tourism | Nonprofit*
http://fcommunityfoundation.org/

Greater Ketchikan Chamber of Commerce
*Boat Building; Manufacturing | Nonprofit*
http://www.ketchikanchamber.com/

HandMade in America
*Arts & Crafts; Tourism | Nonprofit*
http://www.handmadeinamerica.org/

Innovation Orchestra
*Multiple Sectors | For profit consulting firm*
http://www.innovationorchestra.com/

Iowa West Foundation
*Multiple Sectors | Foundation*
http://www.iowawestfoundation.org/

Land of Sky Regional Council
*Craft Beverages; Food & Agriculture; Tourism | Nonprofit*
http://www.landofsky.org/

Leadville Lake County Economic Development Corporation
*Recreation; Aeronautics; Health | Nonprofit*
http://lakecountyedc.com/
Learning Partners
Multiple Sectors | For profit consulting firm
(no current link)

Limited Resource Landowner Education and Assistance Network (LRLEAN)
Forest | Network
(no current link)

McIntosh SEED
Food & Agriculture; Forest | For profit consulting firm
http://www.mcintoshseed.org/

Michigan State University Extension
Tourism | College/university
http://msue.anr.msu.edu/

Mid-South Community College
BioFuels; Energy | College/university
http://www.midsouthcc.edu/

MileSton Cooperative Association
Food & Agriculture | Cooperative
(no current link)

Mission Measurement
Multiple Sectors | For profit consulting firm
http://missionmeasurement.com

MIT Department of Urban Studies and Planning
Multiple Sectors | College/university
http://dusp.mit.edu/

Mo-Kan Regional Council
Tourism | Nonprofit
http://www.mo-kan.org/

Mountain Association for Community Economic Development (MACED)
Energy Efficiency; Renewables; Energy | Nonprofit
http://www.maced.org/

NAACP / One Voice
Food & Agriculture | Nonprofit
http://uniteonevoice.org/aboutus/

National Association of Development Organizations (NADO)
Multiple Sectors | Nonprofit
http://www.nado.org/
National Cooperative Business Association
Multiple Sectors | Nonprofit
https://www.ncba.coop/

National Joint Powers Alliance
Food & Agriculture | Cooperative
http://www.njpacoop.org/

National Network of Forest Practitioners (NNFP)
Forest | Network
http://www.nnfp.org/index.php

National Wildlife Federation
Forest; Food & Agriculture | Nonprofit
http://www.nwf.org/

Natural Capital Investment Fund
Food & Agriculture; Forest | Nonprofit
http://www.conservationfund.org/what-we-do/natural-capital-investment-fund

Newaygo County Community Collaborative (NC3)
Forest | Nonprofit
http://www.newaygocountycc.org/

Newaygo County Economic Development Office
Forest | Nonprofit
http://www.ncedo.org/

Nollie Jenkins Family Center
Solid Waste | Nonprofit
http://nolliejenkinsfamilycenter.org/

Northern Initiatives
Multiple Sectors | Nonprofit
http://www.northerninitiatives.org/

Northern Maine Development Commission
Forest; Tourism | Nonprofit
http://www.nmdc.org/

Northwest Missouri Regional Council of Governments
Tourism | Nonprofit
http://www.nwmorcog.org/

Ohio Rural Community Assistance Program (Ohio RCAP)
Tourism; Manufacturing | Nonprofit
http://ohrcap.org/
Oregon State University  
*Multiple Sectors | College/university*  
http://oregonstate.edu/

Osceola Center for Arts & Heritage  
*Arts & Crafts; Tourism | Nonprofit*  
http://www.ocah.org/

Penn State University  
*Multiple Sectors | College/university*  
http://www.psu.edu/

Perry County Center for Economic Development  
*Food & Agriculture | Nonprofit*  
http://perryal.com/about/economic-center/

The Poarch Band of Creek Indians  
*Multiple Sectors | Tribe*  
http://www.poarchcreekindians.org/westminster/index.html

Purdue University Extension  
*Multiple Sectors | College/university*  
https://extension.purdue.edu/Pages/default.aspx

Red Mantra  
*Multiple Sectors | For profit consulting firm*  
(no current link)

Region Five Development Commission  
*Food & Agriculture; Housing | Nonprofit*  
http://www.regionfive.org/

Regional Food Solutions LLC  
*Food & Agriculture | For profit consulting firm*  
http://regionalfoodsolutions.com/

Regional Technology Strategies, Inc.  
*Multiple Sectors | For profit consulting firm*  
http://rtsinc.org/

Ross Strategic  
*Multiple Sectors | For profit consulting firm*  
http://www.rossstrategic.com/

Rural Action  
*Certified Wood Products; Forest | Nonprofit*  
http://ruralaction.org/
Rural Community Alliance  
Multiple Sectors | Nonprofit  
http://thenewrural.org/  

Rural Community Assistance Corporation (RCAC)  
Food & Agriculture; Tourism | Nonprofit  
http://www.rcac.org/  

Rural Development Initiatives (RDI)  
Food & Agriculture; Fisheries; Forest | Nonprofit  
http://www.rdiinc.org/  

Rural Futures Lab (RUPRI)  
Multiple Sectors | Nonprofit  
(no current link)  

Rural Health Network of South Central New York  
Transportation | Nonprofit  
http://www.rupri.org/  

Rural Support Partners  
Multiple Sectors | For profit consulting firm  
http://www.ruralsupportpartners.com/  

Rural Voices for Conservation Coalition  
Forest | Nonprofit  
http://www.sustainablenorthwest.org/what-we-do/programs/rural-voices-for-conservation-coalition  

Scruggs & Associates, LLC  
Multiple Sectors | For profit consulting firm  
http://www.patscruggs.com/  

Solimar International  
Community Based Tourism; Tourism | For profit consulting firm  
http://www.solimarinternational.com/  

South Texas Adult Resource and Training Center (START Center)  
Workforce Development | Nonprofit  
http://www.startcenter.org/  

Southeast Conference  
Boat Building; Manufacturing | Nonprofit  
http://www.seconference.org/
Southern Colorado Economic Development District  
Recreation; Aeronautics; Health | Nonprofit  
http://www.scedd.com/  

Southern Rural Black Women’s Initiative  
Food & Agriculture | Nonprofit  
http://www.srbwi.org/  

Southern Rural Development Initiative  
Multiple Sectors | Nonprofit  
(no current link)  

SPROUT MN  
Food & Agriculture | Consortium  
http://sproutmn.com/  

Sustainable Food Laboratory  
Food & Agriculture | Consortium  
http://www.sustainablefoodlab.org/  

Sustainable Rural Regenerative Enterprises for Families (SURREF)  
Community Based Tourism; Tourism | Nonprofit  
http://www.surrefinnovates.com/  

St. Croix Institute (formerly: The St. Croix Institute for Sustainable Development)  
Multiple Sectors | Public Benefit Corporation  
http://www.stcroixinstitute.com/  

Tellus Institute  
Multiple Sectors | Not-for-profit  
http://www.tellus.org/  

The Black Belt Foundation  
Multiple Sectors | Foundation  
http://blackbeltfound.org/  

The Conservation Fund  
Multiple Sectors | Nonprofit  
http://www.conservationfund.org/  

The Greater Kanawha Valley Foundation  
Multiple Sectors | Foundation  
http://www.tgkvf.org/  

The United Christian Community Association (TUCCA)  
Food & Agriculture; Forest | Nonprofit  
http://www.tucca.org/
Formulating a Sustainable Economic Development Process for Rural America
Final Report to the Ford Foundation on WealthWorks

Tougaloo College
Food & Agriculture | College/university
https://www.tougaloo.edu/

USDA (Rural Development and ERS both)
Multiple Sectors | Government

Wake Forest University Community Law Center
Multiple Sectors | College/university
http://community-clinic.law.wfu.edu/

West Virginia Community Development Hub
Tourism; Arts & Crafts | Nonprofit
http://wvhub.org/

Winston County Cooperative
Food & Agriculture | Cooperative
(no current link)

WoodRight Forest Products
Forest | Nonprofit
http://www.woodrightproducts.com/

WSOS Community Action Commission
Tourism; Manufacturing | Nonprofit
http://www.wsos.org/

Yellow Wood Associates
Multiple Sectors | For profit consulting firm
http://www.yellowwood.org/
Appendix B: Events

WealthWorks Brought Us Together
The WealthWorks Initiative brought together researchers, practitioners, grantees, partners, and stakeholders from many places and sectors. We came together within regions and at cross regional convenings to share our work and learn from each other. Initiative members participated in learning journeys (national, international, and virtual) to learn from others engaged in value chain and wealth creation work. Practitioners participated in working group meetings to identify and articulate the Wealth Works framework. Members of the Wealth Works community received targeted training on selected topics, and the WealthWorks framework and approach was introduced to a broader audience through trainings. We also communicated about our work with the wider community at regional, national, and international meetings through presentations at conferences and workshops with a range of stakeholders and partners. This list of events and presentations connected to the WealthWorks Initiative is intended to give an idea of the wide scope and reach of our engagement; it is not exhaustive.

Conferences

Rural Wealth Creation and Livelihoods: A National Conference and Conversation for Practitioners, Researchers and Policymakers
2011, Washington, DC
This conference brought together over 300 practitioners, policymakers and funders, including Ford grantees, to explore various approaches to wealth creation in rural communities. The conference included a White House Rural Policy Council listening session.
Many WealthWorks Initiative members made presentations at this conference. Conference materials are archived on ruralwealth.org, at http://ruralwealth.org/page/conferences. Visitors to the site will need to register and create a free account to access materials.

Citizen-Led Sustainable Change: Innovations in North American Community Development
2013, Antigonish, Nova Scotia
Co-hosted by the StFX Extension Department and Coady International Institute, this conference brought together nearly 150 development practitioners, researchers, policymakers, that are helping shape a new economy and funders from across North America to explore 11 remarkable cases of citizen-led innovations.
WealthWorks Initiative members presented at this conference and were profiled in case studies produced for the conference. Conference materials are archived at http://coady.stfx.ca/knowledge/publications/conferences/citizen_led_innovation/.
Rooting Wealth that Sticks: Emerging Partnerships for 21st Century Regional and Rural Prosperity
2013, Arkansas
The one-day forum offered participants, mostly from the Delta region, the opportunity to learn about the principles and approaches used to build these “wealth-creation value chain” partnerships—and to engage in constructive conversations about applying them to their own work in other sectors. 
Read more about the forum at http://www.aspeninstitute.org/events/2013/10/30/rooting-wealth-sticks.

Rooting Opportunity: Doing Economic Development Differently
2015, Washington, DC
This two day conference explored economic development practice in a range of sectors. Attendees heard from economic development specialists in housing, tourism, manufacturing, healthcare, food, energy, and agriculture, among others. They shared tools and tips for doing wealth-building economic development, including strategies for network and value chain development, building anchor institution partnerships, and engaging residents. Many WealthWorks grantees were featured. This conference included a White House Rural Policy Council listening session.
This conference included presentations from many members of the WealthWorks Initiative. Read more about Rooting Opportunity and access archived presentations at http://www.wealthworks.org/rooting-opportunity.

Convenings

Appalachia in Transition: Building Sustainable Communities — Appalachian Funders Network Convening
2010, Virginia
The convening included an evening talk by Ron Eller, regional historian, followed the next day by two panels, one on forces affecting Appalachia and the other on emerging opportunities in transition. Participants discussed their interest in forming an Appalachian Funders' Network.

Cross Regional Convening: National Conference on Rural Wealth Creation and Livelihoods
2012, New York
The first cross-regional convening brought together Wealth Creation in Rural Communities grantees from all three regions, partners and supporting players to develop an understanding of the full scope of the initiative, form relationships, share learnings and identify future opportunities for the work.
Second Cross-Regional Convening: Wealth Creation in Rural Communities - Building Sustainable Livelihoods (WealthWorks)
2013, Kentucky
This second cross-regional convening brought together Wealth Works practitioners from all three regions, plus partners, resource people, and some practitioners that were not Ford grantees to share challenges and lessons learned with each other.

WealthWorks Peer Learning Event
2014, Alabama
This meeting provided an opportunity for organizations using the WealthWorks framework on the ground to explore challenges and opportunities, address problems and exchange a broad range of ideas.

WealthWorks Peer Learning Event
2015, Ohio
This meeting provided an opportunity for Ford grantees and staff of organizations trained in WealthWorks that are not Ford grantees explore challenges and opportunities, address problems and exchange a broad range of ideas.

Regional Meetings — Central Appalachian Initiative Members (CAIs)

Central Appalachian Regional Meeting of Value Chain Coordinators
2009, Kentucky
The four CAIs (CAN, Fahe, MACED, and Rural Action) met together to share their wealth creation initiatives for the first time.

Central Appalachian Regional Meeting of Value Chain Coordinators
2010, Georgia
The CAIs (CAN, Fahe, MACED, and Rural Action) had their first formal regional convening, during which they shared implementation plans and measures.

Central Appalachian Regional Meeting of Value Chain Coordinators
2010, West Virginia
At this second regional convening the four CAIs (CAN, Fahe, MACED, and Rural Action) laid the groundwork for the group to function as a learning community.

Central Appalachian Regional Meeting of Value Chain Coordinators
2011, Kentucky
The third CAI regional convening brought together the four grantees (CAN, Fahe, MACED, and Rural Action) to share their value chain progress of the past year. Grantees found common ground and began to help each other solve problems.
Central Appalachian Regional Meeting of Value Chain Coordinators  
2011, Ohio  
The four CAIs (CAN, Fahe, MACED, and Rural Action) met together to share progress on their initiatives.

Central Appalachian Regional Meeting of Value Chain Coordinators  
2012, New York  
The four CAIs (CAN, Fahe, MACED, and Rural Action) met together to share progress on their initiatives.

Central Appalachian Regional Meeting of Value Chain Coordinators  
2012, Virginia  
The four CAIs (CAN, Fahe, MACED, and Rural Action) met together to share progress on their initiatives.

Central Appalachian Regional Meeting of Value Chain Coordinators  
2013, Kentucky  
The four CAIs (CAN, Fahe, MACED, and Rural Action) met together to share progress on their initiatives.

Regional Meetings — Southern Grantees

Southern Regional Meeting of Value Chain Coordinators  
2012, New York  
Four Southern grantees (alt.Consulting, Emerging ChangeMakers Network, National Wildlife Federation, Sustainable Rural Regenerative Enterprises for Families (SURREF)) gathered to share their stories and begin to tell a regional story of Wealth Creation in the Deep South.

Southern Regional Meeting of Value Chain Coordinators  
2012, Alabama  
Southern grantees (alt.Consulting, Emerging ChangeMakers Network, National Wildlife Federation, Sustainable Rural Regenerative Enterprises for Families (SURREF)) gathered to give updates on their work and identify areas of commonality and shared need.

Southern Regional Meeting of Value Chain Coordinators  
2012, Alabama  
Southern grantees (alt.Consulting, Emerging ChangeMakers Network, National Wildlife Federation, Sustainable Rural Regenerative Enterprises for Families (SURREF)) gathered to give updates on their work and identify areas of commonality and shared need.
Learning Journeys

Nollie Jenkins (MS) Visits ReStore (VT) to Learn About How to Run a Reuse Center 2010
2010, Mississippi, Vermont (online)
Participants connected virtually to share lessons learned about white goods recycling and reuse centers.

Emerging Changemakers (AL) Visits CEI (ME) to Learn About Community Development Financing
2010, Maine
A core team from the Emerging ChangeMakers Network (ECN) travelled to Wiscasset, Maine on a learning journey, to meet with Coastal Enterprises Inc (CEI) to gain knowledge about building an investment chain that supports historically disenfranchised communities.

SURREF (AL) Visits CountryStyle Community Network (Jamaica) to Learn About Community-Based Tourism
2011, Jamaica
SURREF designed and facilitated a learning journey for stakeholders to demonstrate experientially the community-based tourism value chain being developed. Stakeholders visited CountryStyle Community Tourism Network in Jamaica to gain knowledge about building a community tourism value chain using a particular destination management structure.

National Wildlife Federation (AL) Visits Vermont to Learn About Grass-Fed Beef and Forest Sector Value Chains
2012, Vermont
Participants of the NWF value chain travelled to Vermont to participate in a 2-part learning journey, focused on a Grassfed Beef Value Chain and a Forestry value chain.

Black Belt Treasures Cultural Arts Center (AL) Visits Berea Tourism (KY) to Learn About Arts and Culture-Based Tourism
2013, Alabama, Kentucky (online)
Participants connected virtually to share lessons about arts and crafts-based tourism.

Black Belt Treasures Cultural Arts Center (AL) Visits HandMade in American (NC) to Learn About Arts and Crafts-Based Tourism
2014, North Carolina
Representatives from the Black Belt Treasures Cultural Arts Center traveled to Western North Carolina for an itinerary coordinated by HandMade in America. This learning journey was an opportunity for the Black Belt Treasures Cultural Arts Center to gather ideas for a rural arts tourism value chain in rural Alabama and to build connections with organizations including HandMade in America.
DSCAN (AL, MS) Visits CAN (VA) to Learn About Agricultural Value Chains  
2014, Virginia  
Participants in DSCAN travel north to learn from CAN members about their work in agricultural value chains.

DSCAN (AL, MS) Visits Farmers’ Cooperative in Georgia to Learn About Cooperative Management  
2015, Georgia  
Milestone Cooperative members travel to Georgia to learn from a small farmers’ cooperative that has had success in wholesale marketing.

Working Group Meetings

Ford Foundation Triple Bottom Line Working Group Meeting  
2008, Vermont  
Practitioners in cluster development, value chain development, entrepreneurship, and triple bottom line financing identified and explored key elements of a framework for wealth-based development.

Ford Foundation Triple Bottom Line Working Group Meeting  
2009, North Carolina  
Practitioners in cluster development, value chain development, entrepreneurship, and triple bottom line financing identified and explored key elements of a framework for wealth-based development.

Ford Foundation Triple Bottom Line Working Group Meeting  
2009, Georgia  
Practitioners in cluster development, value chain development, entrepreneurship, and triple bottom line financing identified and explored key elements of a framework for wealth-based development.

International Meetings

Assessing the Impact of Value Chain Approaches on Poverty and the Environment: Development and Validation of Tools  
2011, London, UK  
Researchers shared results of research related to value chains in different parts of the world.

Expanding Livelihood Opportunities for Poor Households Initiative: Learning Group Meeting  
2011, Nairobi, Kenya  
ELOPHI grantees and Ford Foundation staff constructed a theory of change.

Expanding Livelihood Opportunities for Poor Households Initiative: Learning Group Meeting  
2012, New York  
ELOPHI grantees and Ford Foundation staff shared their work and lessons learned.
Training

**Wealth Creation in Rural Communities: Building Sustainable Livelihoods**  
*2011, Ohio*  
Half day training in wealth creation framework and approach for Federation of Appalachian Ohio Board and Partners.

**Wealth Creation in Rural Communities Training for International NGOs**  
*2012, New York*  
Two day training in wealth creation framework and approach with the intention of exploring its applicability internationally.

**Crowdfunding Training — Southern Regional Convening**  
*2013, Alabama*  
This training was offered to initiative grantees by Christi Electris of Tellus on May 7, 2013 as part of the Southern Regional Convening. The purpose of the training was to assist grantees in developing funding strategies for their work.

**Sharpen Your Pitch: Attracting Investment through a Compelling Business Story**  
*2013, Kentucky*  
This was an interactive half-day workshop to help practitioners transform their value chain impact story into a compelling story for investors — different types of investors providing different types of investment (time, talent, treasure).

**WealthWorks Training for Coaches and Coordinators, December 2013 – September 2014**  
*2013, Pennsylvania*  
Participants in the first WealthWorks Training for Coaches and Coordinators came from organizations including Agricultural Utilization Research Institute, alt.Consulting, Aspen Institute Community Strategies Group, Delta Cuisine Southern Kitchen Incubator, Fremont Area Community Foundation, Michigan State University Extension, Oregon State University, Osceola Center for Arts and Heritage, Rural Community Assistance Corporation, and Rural Development Initiatives. The WealthWorks Training provides coaches and coordinators from nonprofit, for profit, and government agencies with an introduction to the Wealth Works approach and framework and a guided six to nine month Wealth Works value chain exploration experience.

**WealthWorks Training for Coaches and Coordinators, April 2014 – February 2015**  
*2014, Pennsylvania*  
Participants in the second WealthWorks training, which began in April 2014 and ran through February 2015, came from organizations and states across the country, including Aspen Institute Community Strategies Group, Brookfield Industrial Development/Northwest Missouri Roundtable, Clearwater Economic Development Association, Community Action Partnership, Fremont Area Community Foundation, Greater Ketchikan Chamber of Commerce, HandMade in America, Land of Sky Regional Council, National Association of Development Organizations, Newaygo County Economic Development Office, Northwest Missouri Regional Council of
Governments, Purdue University Extension, Region Five Development Commission, Rural Development Initiatives, Southeast Conference, SPROUT MN, and WSOS Community Action Commission. The WealthWorks Training provides coaches and coordinators from nonprofit, for profit, and government agencies with an introduction to the Wealth Works approach and framework and a guided six to nine month Wealth Works value chain exploration experience.

**WealthWorks Training for Coaches and Coordinators, October 2014 – August 2015**

2014, Pennsylvania

Participants in the third WealthWorks training, which began in October 2014 and runs through August 2015, came from organizations and states across the country, including Epicenter, WSOS Community Action Commission, Rural Health Network of South Central New York, Cornell University, Northern Maine Development Commission, and the Agricultural Utilization Research Institute. The WealthWorks Training provides coaches and coordinators from nonprofit, for profit, and government agencies with an introduction to the WealthWorks approach and framework and a guided six to nine month WealthWorks value chain exploration experience.

**Advanced Training for WealthWorks Coaches**

2015, Pennsylvania

This two day training offered staff of value chain coordinating organizations that are serving as value chain coaches an opportunity to deepen their coaching skills and understanding of opportunities and challenges emerging in WealthWorks practice around the country. Participants came from Ohio, Arkansas, Oregon, Minnesota and Alaska, and included several Ford grantees.

**WealthWorks Training for Coaches and Coordinators, April 2015 – February 2016**

2015, Pennsylvania

Participants in the fourth WealthWorks training, which began in April 2015 and runs through February 2016, come from organizations and states across the country, including National Joint Powers Alliance, Southern Colorado Economic Development District, Community Food Bank of Southern Arizona, Region Five Development Commission, Leadville Lake County Economic Development Corporation, and Regional Food Solutions LLC. The WealthWorks Training provides coaches and coordinators from nonprofit, for profit, and government agencies with an introduction to the Wealth Works approach and framework and a guided six to nine month Wealth Works value chain exploration experience.

**International Training**

**ActionAid Workshop on Gender Sensitive Access to Markets and Value Chains, Thamel, Kathmandu**

2013, Kathmandu, Nepal

Five day workshop sponsored by ActionAid and co-facilitated by Shanna Ratner and Barbara Wyckoff to develop a new Gender Sensitive Framework for Access to Market and Value Chains for ActionAid.
Presentations and Workshops

**Council on Foundations Philanthropy and Rural America Conference Workshop**  
2009, Arkansas  
Wealth Creation in Rural Communities workshop presented by Shanna Ratner, Yellow Wood Associates.

**Exploring Innovation: A Conference on Community Development, Sponsored by the Federal Reserve Bank of St. Louis, "Formulating a Sustainable Economic Development Process for Rural America"**  
2009, Missouri  
Presentation by Wayne Fawbush, Ford Foundation, and Shanna Ratner, Yellow Wood Associates

**2010 Northeast Rural Summit, "Regions Connecting for Rural Innovation"**  
2010, Vermont  

**Rural Works! Building Sustainable Communities - Rural LISC Seminar XIX, "Formulating a Sustainable Economic Development Process for Rural America"**  
2010, Oregon  
Presentation by Shanna Ratner, Yellow Wood Associates; Brenda McDaniel, Jane Carter Rural LISC, Umpqua Community Development Corporation, University of the Cumberlands, Kentucky Highlands Investment Corp.

**A Wealth Creation Approach to Economic Development in the Alabama Blackbelt: An Educational Seminar and Networking Opportunity**  
2010, Alabama  
A workshop by Yellow Wood Associates for interested organizations, businesses and individuals working in the Alabama Black Belt.

**A Wealth Creation Approach to Economic Development in the Mid-Delta: An Educational Seminar and Networking Opportunity**  
2010, Mississippi  
A workshop by Yellow Wood Associates for interested organizations, businesses and individuals working in the Mid-Delta

**Challenges and Opportunities in Capacity Building to Measure the Success of Livelihood Development Activities**  
2010, New York  
A presentation by Shanna Ratner, Yellow Wood Associates and Wayne Fawbush, Ford Foundation, to the Expanding Livelihood Opportunities for Poor Households Learning Group.
Rural Voices for Conservation Coalition 10th Annual Policy Meeting, "Local Wealth Creation, Diversification and Retention"
2010, Oregon
A presentation by Shanna Ratner, Yellow Wood Associates.

A Wealth Creation Approach to Development in the Lower Rio Grande Valley: An Education Seminar and Networking Opportunity
2010, Texas
A workshop by Shanna Ratner, Yellow Wood Associates, Barbara Wyckoff, Dynamica Consulting, and John Squires, Community Resource Group, for interested organizations, businesses and individuals working in the Lower Rio Grande Valley.

Wealth Creation (Broadly Defined) in Rural Communities: A Concept, Strategy and Practice Discussion
Louisiana, 2011
A presentation by Shanna Ratner, Yellow Wood Associates, for the Rapides Foundation

Community Economic Development: Building Sustainable Economies
2011, Vermont
A presentation by Shanna Ratner, Yellow Wood Associates, to a class at the UVM Institute for Global Sustainability.

Appalachian Funders Network Pre-Conference Workshop: Introduction to the Wealth Creation Approach
2011, West Virginia
A workshop led by Shanna Ratner, Yellow Wood Associates for the Appalachian Funders Network, Rural Support Partners

Delta Regional Commission Local Development Districts Regional Summit - Creating and Retaining Wealth in the Delta Region
2011, Tennessee
A presentation by Deb Markley, Center for Rural Entrepreneurship, for the Delta Regional Commission.

2011 NCBA Annual Meeting and Cooperative Conference, "Wealth Creation in Rural Communities"
2011, Minnesota
A presentation by Shanna Ratner, Yellow Wood Associates, for the National Cooperative Business Association.
Cooperative Community Impact Assessment for your Cooperative at the NCBA Annual Meeting
2011, Minnesota
A presentation by Shanna Ratner, Yellow Wood Associates, for cooperatives including Weaver’s Way, Alternatives FCU, Organic Valley, Common Ground Food Co-op, Mississippi Market, Natural Abundance Food Co-op, the Wedge and North Carolina SECU, at the NCBA Annual meeting.

An Approach for Creating Wealth in Rural Regions
2011, North Carolina
A presentation by Deb Markley, Center for Rural Entrepreneurship and Wayne Fawbush, Ford Foundation, for the National Association of Development Organizations.

Food Hub Wealth Creation Webinar Presentation
2011, Online
A webinar presentation by Shanna Ratner, Yellow Wood Associates, for organizations including Black Oaks Center; Wisconsin Innovation Kitchen; Renaissance Farm/Slow Money WI; Fresh Taste; Gourmet Gorilla Inc.,; Liberty Prairie Foundation; Hollymead Capital LLC; Irv & Shelly's Fresh Picks; Southwest Michigan Planning Commission; Edible Economy Project; The Land Connection; and the Kailo Fund.

Appalachian Funders Network Webinar
2011, Online
A webinar presentation by Shanna Ratner, Yellow Wood Associates, for the Appalachian Funders Network.

Cooperatives and the Wealth Creation Approach, September 14, 2011
2011, Online
A webinar presentation by Shanna Ratner, Yellow Wood Associates, for cooperatives including Alternatives FCU, Cabot Creamery Cooperative, and the Mississippi Market Food Co-op.

Cooperatives and the Wealth Creation Approach, September 15, 2011
2011, Online
A presentation by Shanna Ratner, Yellow Wood Associates, for cooperatives including Northcountry Cooperative Development Fund; Organic Valley; Wisconsin Farmers Union; State Employees' Credit Union (NC); Natural Abundance Food Co-op; and Weavers Way Co-op.

Supporting Rural Economic Vitality through Campus-Community Partnerships
2011, Online
A webinar presentation by Melissa Levy, Yellow Wood Associates, for the Minnesota Campus Compact.
"Wealth Creation in Rural Communities: Exploring the Approach" NADO Board of Directors
Summer Board Meeting
2011, North Carolina
A presentation by Deb Markley, Center for Rural Entrepreneurship, for the National Association of Development Organizations.

Rural Wealth Creation: Invited Paper Session at the 2011 AAEA & NAREA Joint Annual Meeting
2011, Pennsylvania

National Rural Assembly Breakout Session, "Introduction to the Wealth Creation Approach"
2011, Minnesota
A presentation by John Molinaro, Apen Institute Community Strategies Group, at the National Rural Assembly.

National Rural Assembly, "Wealth Creation in Rural Communities: Emerging Policy Issues and Opportunities"
2011, Minnesota
A presentation by Mikki Sager, The Conservation Fund, at the National Rural Assembly.

National Rural Assembly, "Rural Wealth Creation: The Approach, the Reality, and the Policies"
2011, Minnesota

An Approach for Creating Wealth in Rural Regions
2011, North Carolina
A presentation by Deb Markley, Center for Rural Entrepreneurship, and Wayne Fawbush, Ford Foundation, National Association of Development Organizations.

Wealth Creation through Value Chains
2011, Ohio
A presentation by Deb Markley, Center for Rural Entrepreneurship, and Thomas Watson, Rural Support Partners, for the Foundation for Appalachian Ohio and Partners.

Growing Health 2012: Your Role in Healthy Food Systems
2012, New York
Partnering with the Private Sector in Wealth Creation Value Chains
2012, Alabama
A workshop presented by the Red Mantra Group.

MIT Wealth Creation Luncheon
2012, Massachusetts
A presentation by Shanna Ratner, Yellow Wood Associates, for faculty from Brandeis, MIT, University of Massachusetts Boston, and University of Massachusetts Dartmouth.

USDA Rural Development: Vermont / New Hampshire, "Wealth Creation in Rural Communities"
2012, Vermont
A presentation by Wayne Fawbush, Ford Foundation, and Shanna Ratner, Yellow Wood Associates, for USDA Rural Development at the University of Vermont.

2012, Vermont

NADO National Rural Transportation Peer Learning Conference, "Visioning and Beyond: Developing Plans and Measuring Implementation"
2012, Vermont
A workshop presented by Melissa Levy, Yellow Wood Associates, and Peggy Reichert, Minnesota DOT, at the NADO National Rural Transportation Peer Learning Conference.

NADO Rural Sustainable Development Workshop, April 26-27, 2012, Burlington VT, "Social Equity in Rural Communities: Setting Goals and Tracking Progress"
2012, Vermont
A workshop presented by Melissa Levy, Yellow Wood Associates; Wayne Fawbush, Ford Foundation; and Noah Dorius, HUD, for HUD EPA Sustainable Communities grantees.

2012, Vermont
A presentation by Shanna Ratner, Yellow Wood Associates, at the University of Vermont.

Cutting Edge Collaboration Workshop, "Increased Impact Through Cross-Sector Partnerships II: Value Chain Development in Central Appalachia"
2012, West Virginia
A workshop presented by Thomas Watson, Rural Support Partners; Michelle Decker, Rural Action; Pam Curry, Center for Economic Options; Kathlyn Terry, Appalachian Sustainable Development; and Leslie Schaller, ACEnet for Cross Sector Collaboration Workshop Attendees (a mix of funders and practitioners).
Charleston Area Medical Center Wealth Creation Exploration  
2012, West Virginia  
A workshop presented by Shanna Ratner, Yellow Wood Associates, for the Charleston Area Medical Center, and The Greater Kanahwa Valley Foundation.

2012, New York.  

ActionAid, The Wealth Creation Framework & International Values Chains Work  
2012, New York  
A workshop led by Shanna Ratner, Yellow Wood Associates, and Barbara Wyckoff, Dynamica Consulting, for ActionAid staff and partners from Bangladesh, Brazil, Senegal, Tanzania, the USA and the international secretariat; Ford Foundation grantees working on value chain projects from Mozambique and South Africa; Ford Foundation domestic grantees from Arkansas, Georgia, and a former domestic grantee now living and working in Costa Rica; and representatives of the Ford Foundation and the McKnight Foundation.

Creating and Retaining Wealth: New Ways of Approaching Economic Development in Rural and Small Metro Communities  
2012, Nebraska  
A presentation by Melissa Levy, Yellow Wood Associations, for the National Association of Development Organizations.

2012, Ottawa, Ontario  
A presentation by Shanna Ratner, Yellow Wood Associates; Thomas G. Johnson, University of Missouri-Columbia; Jennifer Jensen; and Adam Blair, Economic Development Research Group; at the 60th Annual North American Meeting of the Regional Science Association International (RSAI).

Ford Pilot Study Workshop: Preliminary Results of Cooperative Study Revealed  
2012, Washington  

National Cooperative Business Association Annual Meeting "Smart Growth: Triple Bottom Line Accounting"  
2012, Washington  
A presentation by Shanna Ratner, Yellow Wood Associates, for the National Cooperative Business Association, and CED.
Strengthening Connection Between Forest Resources, Local Communities and Markets: The Case of FSC Certification in AL
2012, Washington DC
A presentation by Amadou Diop as part of the Wealth Creation Knowledge Transfer Project.

2012 Sustainable Communities Grantee Convening: The Future is in Place, “Growing Community Wealth: Connecting Regional Assets to Market Demand”
2012, Washington DC
A presentation by the Aspen Institute Community Strategies Group and Yellow Wood Associates for HUD Sustainable Communities grantees.

Accounting for Wealth Brainstorming Meeting, "Measurement Implications of a Conceptual Framework for Rural Wealth Creation"
2012, Washington DC
A presentation by John Pender, USDA Economic Research Service.

Basic Principles of Wealth Creation Value Chains
2013, Arkansas
A presentation by alt.Consulting for Heifer International.

Achieving Sustainable Communities and Social Equity Conference, “Measuring Real Time Plan & Project Impacts” & “Place-Based vs. Conventional Economic Development”
2013, Massachusetts
Shanna Ratner, Yellow Wood Associates, participated in two panels, “Measuring Real Time Plan & Project Impacts” and “Place-Based vs. Conventional Economic Development,” at a conference sponsored by the New England Federal Partnership for Sustainable Communities and Funders’ Network for Smart Growth and Livable Communities.

Creating and Retaining Wealth: New Ways of Approaching Economic Development in Rural and Small Metro Communities
2013, Vermont
A presentation by Melissa Levy, Yellow Wood Associates, at the Slow Living Summit in Brattleboro, Vermont.

Measuring Impact Using a WealthWorks Approach
2013, Illinois

Presentation to the NADO Research Foundation, "WealthWorks: Creating Community Assets with Market Demand for Lasting Livelihoods: An Overview"
2013, Washington DC
A presentation by Deb Markley, Center for Rural Entrepreneurship and Janet Topolsky, Aspen Community Strategies Group, for The NADO Research Foundation.
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Vermont Nonprofit Conference 2013, “Measuring Impact to Build Locally Controlled Wealth”
2013, Vermont
A presentation by Melissa Levy, Yellow Wood Associates, at the Vermont Nonprofit Conference.

A Wealth Creation Approach to Community & Economic Development
2013, New York
A presentation by Shanna Ratner, Yellow Wood Associates, at Cornell University.

Food Value Chains: Creating Health & Wealth for All
2013, New York
A presentation by Shanna Ratner, Yellow Wood Associates, at Cornell University.

12th Annual New Partners for Smart Growth: Building Safe, Equitable, and Prosperous
Communities Conference, "Building Rural Wealth Based on Regional Local Assets"
2013, Missouri
A presentation by Melissa Levy, Yellow Wood Associates and Euneika Rogers-Sipp, Sustainable
Rural Regenerative Enterprises for Families (SURREF), for the NADO Research Foundation.

National Rural Electric Cooperative 2013 CEO Close-Up Conference
2013, Florida
A panel presentation at the National Rural Electric Cooperative Association, by Shanna Ratner,
Yellow Wood Associates and participants from CoBank, and USDA.

Blood, Muscle, Bone: A Story of Wealth and Poverty
2013, New York
A panel discussion featuring Shanna Ratner, Yellow Wood Associates, and members of Urban
Bush Women, at the Jewish Community Center.

Building Wealth Using WealthWorks Value Chains
2013, Online
A presentation by Deborah Markley, Center for Rural Entrepreneurship, and Ines Polonius,
alt.Consulting, for the COADY Institute at St. Francis Xavier University.

Community Wealth Creation for Sustainable Rural Development
2013, South Carolina
A presentation by Rural Support Partners and Yellow Wood Associates for the Community
Development Society.

Urban and County Conference, “Wealth Creation in the Rio Grande Valley: Housing and
Economic Development”
2013, Texas
A presentation by Gloria Casas, Community Development Corporation of Brownsville and
Marilyn Hoke, Community Resource Group for Urban and County Conference attendees.
2014, New York
A presentation by Shanna Ratner, Yellow Wood Associates, for the Adirondack Research Consortium.

2014 NCRC Annual Conference - A Just Economy: Ideas, Action, Impact, "Innovative Strategies that Support Rural Communities"
2014, Washington DC
A presentation by Shanna Ratner, Yellow Wood Associates, Carla Dickstein, CEI, and Justin Maxson, MACED for the National Community Reinvestment Coalition.

2015 NACo County Prosperity Summits: Titus County Prosperity Summit
2015, Texas
A NACo County Summit for Titus County on the WealthWorks approach, facilitated and led by Deb Markley, Center for Rural Entrepreneurship, with a presentation by Tami Hornbeck, Communities Unlimited.

2015 NACo County Prosperity Summits: Scott County Prosperity Summit
2015, Kentucky
A NACo County Summit for Scott County, Kentucky, on the WealthWorks approach, facilitated and led by Barbara Wyckoff, Dynamica Consulting, with a presentation by Melissa Levy, Yellow Wood Associates.

2015 NACo County Prosperity Summits: Shasta County Prosperity Summit
2015, California
A NACo County Summit for Shasta County, California, on the WealthWorks approach, facilitated and led by Barbara Wyckoff, Dynamica Consulting, with a presentation by Heidi Khokhar, Rural Development Initiatives.

2015 NACo County Prosperity Summits: Cheatham County Prosperity Summit
2015, Tennessee
A NACo County Summit for Cheatham County, Tennessee, on the WealthWorks approach, facilitated and led by Deb Markley, Center for Rural Entrepreneurship, with a presentation by Michelle Decker, Rural Action.

Regards to Rural 2015 Conference: Keynote, “Navigating the Rivers of Change: Rural Communities in Transition”
2015, Oregon
A keynote presentation by Shanna Ratner, Yellow Wood Associates, for attendees at the Regards to Rural Conference.
2015, Oregon
Pre-session workshops presented by Shanna Ratner, Yellow Wood Associates and Shawn Morford, Rural Development Initiatives for Regards to Rural Conference attendees.

2015 NACo County Prosperity Summits: Cape May County Prosperity Summit
2015, New Jersey
A NACo County Summit for Cape May County, New Jersey, on the WealthWorks approach, facilitated and led by Barbara Wyckoff, Dynamica Consulting, with a presentation by Leslie Schaller, ACEnet.
Appendix C: Resources

WealthWorks Resources
Throughout the WealthWorks Initiative, partners, researchers, and initiative members have created and shared a wide variety of publicly available resources to support and document the initiatives work. These resources include print materials such as articles, case studies, reports, and tools that were shared publicly. They also include multimedia resources including an interactive game, audio interviews, videos, and webinars. This list provides an overview of the public resources created and shared by WealthWorks initiative members; it is not exhaustive.

Print Resources: Articles, Case Studies, Reports, and Tools

Assessment of Triple Bottom Line Financing Interventions
Jason Bailey, Mountain Association for Community Economic Development; Triple Bottom Line Collaborative. 2008
Ten financing interventions are profiled in this paper, which looks at how capital investment in combination with other strategies is used to achieve triple-bottom-line outcomes.

Rural Entrepreneurship Development I: Examples of Effective Practices
Nancy Stark, CFED; Deborah Markley, RUPRI Center for Rural Entrepreneurship. 2008.
Entrepreneurship development is a key part of a sustainable economic development process for rural America that benefits the economy, the environment, and social inclusion. This paper begins an exploration of what makes this approach particularly effective by offering 17 effective rural entrepreneurship case examples.

Rural Entrepreneurship Development II: Measuring Impact on the Triple Bottom Line
Nancy Stark, CFED; Deborah Markley, RUPRI Center for Rural Entrepreneurship. 2008.
To gain greater insight into how entrepreneurship development practitioners are measuring the impacts of their work, this analysis began by looking closely at six interventions, ranging from a youth entrepreneurship program to a multi-county entrepreneur development system.
Formulating a Sustainable Economic Development Process for Rural America
Final Report to the Ford Foundation on WealthWorks

Value Chain Best Practices: Building Knowledge for Value Chains that Contribute to the Health of Source Communities
This paper aims to contribute to a tool box of best practices for using value chain strategies, which represent an emerging field in rural development. The objectives of healthy value chains are to better balance risk, responsibilities, and benefits along a supply chain, while improving the quality of production and security of long-term supply.

A New Way Forward for Rural America
Wealth Creation Working Group. 2009
In a changing global environment, the potential contributions of rural America are significant. Rural leaders need new ways of thinking about economic development. This brief introductory paper outlines seven guiding principles for a wealth creation approach to rural development.
http://yellowwood.org/a-new-way-forward-for-rural-america-resource.html

Keeping Wealth Local: Shared Ownership and Wealth Control for Rural Communities
Marjorie Kelly, Tellus Institute; Shanna Ratner, Yellow Wood Associates. 2009
Resources do not represent community wealth unless communities own and control them. This report introduces the concept of shared ownership, then describes and explores various models, looking at strengths, weaknesses, the range of applications, expertise required, and sources of assistance.

A Compendium of Clusters in Less Populated Places: Circumstances, Interventions and Outcomes
Regional Technology Strategies. 2009.
Why and to what extent do companies clustering in rural areas pursue – intentionally or unintentionally – triple-bottom-line outcomes? This document discusses the kinds of interventions, cluster strategies, and local policies that can most effectively create triple bottom line outcomes, and what conditions are necessary.

Interim Report: Formulating a Sustainable Economic Development Process for Rural America
A balanced approach to development takes account of the triple bottom line, benefiting the economy, the environment, and social inclusion simultaneously. This Interim Report on the progress of the project assesses lessons learned so far.
Rural Entrepreneurship Development III: Insights for Moving Forward  
Nancy Stark, CFED; Deborah Markley, RUPRI Center for Rural Entrepreneurship. 2009. 
Based on a year-long exploration of many effective interventions in rural entrepreneurship development, this report shares insights on what is needed to move forward in working for greater triple-bottom-line impacts.  

The Forests and the Wood Products Sector in Appalachian Kentucky: What We Heard and What We Learned  
Jason Bailey, Mountain Association for Community Economic Development; Ford Foundation Regional Learning Project Team. 2009. 
What are the opportunities and challenges for sustainable rural development in the forests and wood products sector of Appalachian Kentucky? The participants in the Ford Foundation Regional Learning Project Team engaged in a discovery project, interviewing landowners, foresters, wood product producers, and others. This paper shares the insights learned.  

Generating Local Wealth, Opportunity, and Sustainability Through Rural Clusters  
Regional Technology Strategies staff, Regional Technology Strategies. 2009. 
As a companion paper to the more theoretical paper (A Compendium of Clusters in Less Populated Places: Circumstances, Interventions and Outcomes), this second clusters report – over 100 pages in length – offers a series of 50 case studies of rural clusters, in areas such as agriculture, the creative economy, tourism, energy, wood products, technology, textiles, and transportation equipment.  

Rural-Urban Interdependence in Central Appalachia Discussion Paper  
To better understand the potential for wealth development in the Central Appalachia region, this paper reviews regional approaches to assessing and developing wealth; examines the ways and extents to which rural and urban economies are interconnected; and assesses rural-urban and cross-region linkages in the economies of the Central Appalachian region.  
Measuring Community Wealth
Doug Hoffer; Melissa Levy, Yellow Wood Associates. 2010.
What do we mean by "community wealth" and how would we know it if we saw it? In "Measuring Community Wealth," real world data from Appalachian Kentucky is used to illustrate how examples of six forms of wealth (individual, intellectual, natural, built, social, and financial) can be measured. From power plants to patents, local food to locally owned broadband, each section highlights opportunities to increase the stock of wealth in Kentucky counties.

Measuring Community Wealth: Appendices
Doug Hoffer; Melissa Levy, Yellow Wood Associates. 2010.
This paper provides detailed analysis of the data from Appalachian Kentucky used in "Measuring Community Wealth." This information includes county-by-county rates of healthy weight people and the financial costs of obesity; broadband access and computer use throughout the region, along with its effects on social patterns; patents held in Kentucky and strategies for increasing their use; local electric plant ownership and costs; household income, assets, and debt; and local farming, food, and agricultural inputs.

Wealth Creation in Rural Communities: A New Approach
Shanna Ratner, Yellow Wood Associates; Deborah Markley, RUPRI Center for Rural Entrepreneurship. 2010.
Start with this paper for a description of the Wealth Creation in Rural Communities initiative.

Chesterhill Produce Auction: A Rural Appalachia Case Story
Voinovich School of Leadership and Public Affairs Staff and Students, The Voinovich School of Leadership and Public Affairs, Ohio University. 2010.
This case study examines the founding and early development of the Chesterhill Produce Auction (CPA) in southeast Ohio.

Wealth Creation and Rural-Urban Linkages in Central Appalachia Briefing Paper
This briefing paper summarizes the research work conducted by RUPRI in analyzing areas of the Central Appalachia region, assessing the prosperity levels of the Central Appalachia region, analyzing trade flows between rural and urban parts of Central Appalachia, and in creating a comparative economic analysis of activity in Oregon and Central Appalachia.
Case Studies: Prosperous Counties in Appalachia
This paper identifies rural counties in Appalachia which have sustained or attained relatively strong levels of prosperity over the course of the decades from 1980-2000. Statistical analysis of these counties lays the groundwork for future detailed case studies.

How Rural is Central Appalachia?
Before we can measure rural economic activity in an area, we need a clear picture and understanding of how geographic areas are defined as rural. This paper explores several methods for measuring the rural character of a region and uses each method to assess the rural character of Central Appalachia.
http://yellowwood.org/how-rural-is-central-appalachia-resource.html

Wealth and Prosperity in Central Appalachia
This paper assesses the prosperity of Central Appalachian counties. The assessment compares the prosperity levels of Central Appalachian counties to each other, to themselves over time, and to the region and the country as a whole, using measures that include poverty rate, unemployment rate, high school dropout rate, housing conditions, homeownership, entrepreneurship, access to health care, and educational attainment.

Wealth Creation and Regional Innovation
Brian Dabson, Kathleen K. Miller, Jennifer M. Jensen, Rural Policy Research Institute; Thomas G. Johnson, Dennis P. Robinson, University of Missouri; Bruce Weber, Mallory Rahe, Oregon State University. 2010.
This paper identifies the place- and history-based context for a regional approach to wealth creation; assesses varying prosperity rates across the counties of Central Appalachia; analyzes the trade flows between Economic Areas in Central Appalachia; and explores relationships between trade flows in the region and the potential for wealth creation.

Bruce Weber, Mallory Rahe, Oregon State University. 2010.
How does the flow of money from trade, dividends and interest, rent, and taxes affect the potential for wealth creation? By examining the economic activity of areas in two resource rich regions, one in Oregon and one in Appalachia, this paper paints a picture of the economic resources currently available in those areas to contribute to wealth creation.
Formulating a Sustainable Economic Development Process for Rural America
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Wealth Creation and Rural-Urban Linkages Final Composite Report
This process report summarizes the wealth development research work undertaken by RUPRI on behalf of the Ford Foundation during the 2009-2010 year.

Distributing Electric Energy in Rural America Efficiently and Economically: The Micro-grid Option
Alisha Fernandez, Seth Blumsack, Penn State University. 2010.
This paper describes opportunities for and barriers to managing electricity production and consumption at the community level via micro-grid systems.

Financing Renewable Energy Projects: An Overview
Michael Waldhier, Penn State University. 2010.
This paper reviews methods for financing residential and large-scale renewable energy projects. Examples highlight how communities use these methods to develop cost-effective, energy-efficient, and stable energy sources.

Wealth Creation, Capture and Retention for Low-Wealth People and Places in Regional Systems
Much of the wealth created in low-wealth and rural communities slips away. This paper examines how more of the wealth generated can remain in these communities and accrue to the benefit of low-wealth families and individuals. Building on research by the Rural Policy Research Institute, the paper presents and analyzes several Frameworks for Thinking and Action for capturing more of the wealth generated in three sectors (Food Systems, Energy Systems and Ecosystem Services) and how the lessons learned can be applied to other sectors.

Harnessing the Sun as an Alternative Energy Resource: Economic and Social Impacts of PV Use in Electricity Production
Andrew Mackey, Penn State University. 2010.
This paper examines economic impacts, policy frameworks, and socially inclusive training programs related to photovoltaic energy.
Second Interim Report: Formulating a Sustainable Economic Development Process for Rural America
Yellow Wood Associates Staff, Wealth Creation in Rural Communities - Building Sustainable Livelihoods Initiative Staff, Yellow Wood Associates. 2010.
A balanced approach to development takes account of the triple bottom line, benefiting the economy, the environment, and social inclusion simultaneously, while considering the impacts on seven forms of wealth (individual, social, intellectual, natural, built, financial and political). This Second Interim Report on the progress of the project assesses lessons learned in the second year of this work.

Michael Patullo, Penn State University. 2010.
This paper examines opportunities and issues related to wind energy development in rural America, with case studies illustrating a range of wind energy projects.

A Different Kind of Ownership Society
Marjorie Kelly, Tellus Institute; Shanna Ratner, Yellow Wood Associates. 2010.
This article by Marjorie Kelly and Shanna Ratner was posted to the Yes! Magazine website on August 3, 2010.
http://yellowwood.org/a-different-kind-of-ownership-society-resource.html

Learning Journey Debriefing: Emerging ChangeMakers Network visits Coastal Enterprises Inc.
This learning journey report shares the reflections of members of Emerging ChangeMakers - a Ford grantee in the Black Belt that is exploring the creation of an investment value chain - on their visit with an experienced triple bottom line lender and investor. The visit focused on sharing perspectives on connecting with motivated investors, picking good investments, balancing running businesses as well as funding them, and strategies for targeting loans and nurturing investments with a triple-bottom-line approach.

Building a Sustainable Network: A Toolkit
This toolkit is a set of worksheets designed to help groups build strong, effective, sustainable networks. It includes worksheets for organizations that are considering forming or joining a network, emerging networks that have already organized and want to become stronger, and mature networks that want to assess their long-term health. The worksheets are based on a research study with 24 practitioners in six rural networks across the US.
Creating Rural Wealth: An Overview

*Wealth Creation in Rural Communities - Building Sustainable Livelihoods Initiative Staff, Wealth Creation in Rural Communities - Building Sustainable Livelihoods Initiative. 2011.*

This brochure provides an overview of the Wealth Creation in Rural Communities initiative, including the principles of wealth creation, examples of the Wealth Creation approach in action, brief definitions of the seven forms of community wealth, and the organization of the initiative.


Rural Networks for Wealth Creation: Impacts and Lessons Learned from US Communities


This research report presents qualitative data from interviews with 24 practitioners at six networks that are working to create wealth in rural areas across the United States. The report presents findings related to network results, network management, network legal structures, network membership, structures and processes for getting work done in networks, structures and practices for governing networks, funders’ roles in networks, and the key building blocks of a successful network.


Growing and Retaining Wealth in Rural America

*Nancy Stark, Lisa Buckley, CFED. 2011.*

Interviews with community leaders at high-performing organizations in Central Appalachia, the Lower Rio Grande Valley, and the Delta Region provide insight into connections between organizations engaged primarily in individual asset building, entrepreneur-focused economic development, and community philanthropy. This background research suggests that some of these connections are being made in rural regions, but that there is value to be gained from stronger collaboration across these organizations, particularly in the context of supporting the development of value chains in their regions.


Third Interim Report: Formulating a Sustainable Economic Development Process for Rural America

*Yellow Wood Associates Staff, Yellow Wood Associates; Wealth Creation Management Team. 2011.*

A balanced approach to development takes account of the triple bottom line, benefiting the economy, the environment, and social inclusion simultaneously, while considering the impacts on seven forms of wealth (individual, social, intellectual, natural, built, financial and political). This Third Interim Report on the progress of the project assesses lessons learned in the third year of this work.

Appalachian Harvest Think Tank Proceedings: Reflections on a Local Food Social Enterprise

*Appalachian Sustainable Development, Appalachian Harvest. 2011.*

In 2011, ASD’s Appalachian Harvest enterprise underwent a “think tank” session to identify ways to make the enterprise successful and profitable and to determine its long-term dependency percentage on grant funding. This document summarizes and outlines the meeting and its findings.


A Brighter Path Forward: The Intersection of Green Construction and Affordability

*Emma Survis, Fahe. 2012.*

This report presents Fahe’s research into green, energy efficient building techniques that balance concern for affordability and conservation. The goal of this research is to support environmentally and economically sustainable construction of homes for low-income households.


Branding Study for Appalachian Local Food Economies

*Lindsay Reul, MIT Department of Urban Studies and Planning; Central Appalachian Network. 2012.*

This report, produced for the Central Appalachian Network (CAN) in partnership with the MIT “Keeping Wealth Local” Clinic, explores examples of place-based food brands and offers recommendations for CAN and other Central Appalachian organizations interested in branding products grown or produced in Central Appalachia.


Federation of Appalachian Housing Enterprises: A Case Study

*Alan Okagaki. 2012.*

Fahe is, arguably, the strongest example of network approaches to increasing impact and strengthening financial performance in the domestic community development field. The purpose of this case study is to extract the lessons from the Fahe experience so that network approaches can be replicated within the NeighborWorks© America network and elsewhere in the community development field.


Potential Impacts of a Renewable and Energy Efficiency Portfolio Standard in Kentucky


The study estimates the impacts of a Renewable Energy Portfolio Standard on Kentucky’s portfolio of electricity resources, on average electric bills, and on the state’s economy. The report was produced by Synapse Energy Economics, Inc. for the Mountain Association for Community Economic Development (MACED) and the Kentucky Sustainable Energy Alliance (KySEA).

Wealth Creation Through Sustainable Forestry: Generating Wealth Creation Models in the Appalachian Wood-products Industry  
**Seema Adina, Kira Intrator, Lindsay Reul, Amy Glasmeier, MIT Department of Urban Studies and Planning. 2012.**  
This report examines and presents wealth creation models adapted to the needs and context of sustainable forestry in Appalachia.  

Wind Energy and Rural Development: A Case Study of West Texas  
**Adam Paul Blair, RUPRI Rural Futures Lab. 2012.**  
This case study looks at the extent to which wealth generated by wind energy development in West Texas has remained in and benefited rural communities.  

Building a Regional Food System: A Case Study of Market Umbrella in the New Orleans Region  
**Megan M. Carroll, Jennifer M. Jensen, RUPRI Rural Futures Lab. 2012.**  
This case study looks at the role of Market Umbrella in helping to develop a regional food system around New Orleans. Interviews throughout the case study highlight the importance of building multiple forms of wealth to create community resilience and address system inequities.  

Case Studies of Wealth Creation and Rural-Urban Linkages  
**Brian Dabson, Jennifer M. Jensen, Alan Okagaki, Adam Paul Blair, Megan M. Carroll, RUPRI Rural Futures Lab. 2012**  
This report contains four case studies about rural-urban linkages in Oregon, the New Orleans region, Texas, and Nebraska, as well as introductory material and a concluding commentary that looks at each case study in context of the core principles of the wealth creation framework. The primary purpose of these case studies is to stimulate learning, discussion and further inquiry about the application of the rural wealth creation framework.  

Plastics from Plants: A Case Study of NatureWorks LLC, Blair, Nebraska  
**Alan Okagaki, Craft3; Brian Dabson, RUPRI Rural Futures Lab. 2012.**  
This is a case study of NatureWorks, a bio-based products company in Nebraska that transforms a renewable crop into a value-added plastic resin that can be used to make low carbon footprint and/or biodegradable products.  
Transitioning to a Restoration Economy: A Case Study of Oregon's Forestry Sector
Brian Dabson, RUPRI Rural Futures Lab, University of Missouri. 2012.
This case study explores a developing restoration forest economy and its positive impacts along the forest products value chain; these impacts can be seen both in terms of wealth retention and creation and of forging linkages between rural and urban people and places. Sustainable Northwest, a regional nonprofit, has played a vital role as value chain intermediary in this case.

Fourth Interim Report: Formulating a Sustainable Economic Development Process for Rural America
A balanced approach to development takes account of the triple bottom line, benefiting the economy, the environment, and social inclusion simultaneously, while considering the impacts on seven forms of wealth (individual, social, intellectual, natural, built, financial and political). This Fourth Interim Report on the progress of the project assesses lessons learned in the fourth year of this work.

Community Based Tourism (CBT) Wealth Creation Project: Sustainable Rural Regenerative Enterprises for Families (SURREF) visits Country Style Community Tourism Network (CCTN)
Euneika Rogers-Sipp, Lynne Young, Sustainable Rural Regenerative Enterprises for Families. 2012.
This report is a summary of a learning journey by Sustainable Rural Regenerative Enterprises for Families (SURREF) and six individuals representing stakeholders and partners who traveled to Jamaica from December 11 to December 16, 2011. These stakeholders and partners visited Country Style Community Tourism Network (CCTN) in Jamaica to learn more about the CCTN approach to community based tourism. The learning journey report reflects on experiences during the visit and on how SURREF's approach to community based tourism might benefit from incorporating and/or diverging from elements of the CCTN approach.
Impact Investing for Rural Wealth Creation: Investing for financial returns and community impact
How do we connect impact investors and rural enterprise, encouraging investment that develops multiple forms of wealth? This paper outlines key features of impact investment and shares examples of successful investment models that provide both financial returns and community benefits. It looks at the whole chain of investment - investors, intermediaries, investment vehicles, financial returns, community impact - and examines how design innovations at each stage help impact investments to flow and achieve positive outcomes.

Citizen-Led Sustainable Change - Case Study: Rural Action, Ohio
*Alison Mathie, COADY International Institute at St. Francis Xavier University. 2013.*
In connection with the 2013 forum on Citizen-Led Sustainable Change held on the St. Francis Xavier University campus, Alison Mathie produced a case study on Rural Action, titled “From the fringe to the mainstream: Rural Action’s pursuit of a sustainable economy in Central Appalachia.” The case study, a webinar, and video of Michelle Decker, Executive Director of Rural Action, can all be accessed on the forum website.
Webinar: [https://energizingentrepreneurs.adobeconnect.com/_a1005885391/p21rx1l8y70/](https://energizingentrepreneurs.adobeconnect.com/_a1005885391/p21rx1l8y70/)
Interview with Michelle Decker: [http://youtu.be/Fnl0qAC5l8o](http://youtu.be/Fnl0qAC5l8o)

Citizen-Led Sustainable Change - Case Study: The Deep South Wealth Creation Network, Mississippi and Alabama
*Phil Davison, COADY International Institute at St. Francis Xavier University. 2013.*
In connection with the 2013 forum on Citizen-Led Sustainable Change held on the St. Francis Xavier University campus, Phil Davison produced a case study on the Deep South Wealth Creation Network, titled “The Deep South Wealth Creation Network,Mississippi and Alabama.” The case study, a webinar, and video interview of Cheryl Peterson, Co-manager of the Deep South Wealth Creation Network, can all be accessed on the forum website.
Webinar: [https://energizingentrepreneurs.adobeconnect.com/_a1005885391/p3svazeyx20/](https://energizingentrepreneurs.adobeconnect.com/_a1005885391/p3svazeyx20/)
Interview with Cheryl Peterson: [http://youtu.be/fF2ftkNaVtQ](http://youtu.be/fF2ftkNaVtQ)
Enhancing the Local Impact of Community Banks
Jason Spice, MIT Department of Urban Studies and Planning. 2013.
The Wealth Creation Clinic partnered with Presidio Bank, a progressive regional bank in San Francisco, to examine a key question for community banking: In a competitive environment, how can small banks be a more positive force for local community development, wealth creation and wealth retention? The author examined and documented a range of model activities at Presidio that other banks might emulate, while also offering recommendations for Presidio, other lenders, regulators, and banking associations for maximizing the community development contributions of small banks while maintaining a strong business focus.

Back to the Future: Food, Farms and Renewal
This case study profiles the Deep South Community Agriculture Network. The Deep South has a strong agricultural history, but too many resources are concentrated in the hands of a few. Now a group of African American farmers in Mississippi and Alabama are banding together to access larger markets, engage young people and redefine farming as a path to prosperity. The case study is part of a series of success stories created as resources showing successful economic development in a variety of sectors across the United States.

Camelina: Biofuel for Thought
This case study profiles alt.Consulting and the Arkansas Green Energy Network. Thanks to its agrarian roots, the Arkansas Delta has a surprisingly strong tradition of small business entrepreneurship. That enduring heritage may soon find renewed vitality, thanks to a breakthrough green energy technology, a group of enterprising family farmers, and a gutsy local development collaborative. The case study is part of a series of success stories created as resources showing successful economic development in a variety of sectors across the United States.
Clean and Lean: Building Wealth... Efficiently!
This case study profiles the Mountain Association for Community Economic Development (MACED). Appalachian Kentucky, where coal has long been king, is a region looking for new economic engines. An unconventional mix of energy efficiency upgrades, creative financing and unprecedented partnerships is now bringing low-income residents, utility companies, shopkeepers, community service agencies and local firms to the same table to save energy and money while creating jobs and generating wealth for the region. The case study is part of a series of success stories created as resources showing successful economic development in a variety of sectors across the United States.

Come on UP: The Great Waters Fine!
This case study profiles The Great Waters. Not long ago, typical visitors to Michigan’s eastern Upper Peninsula drove up from the Detroit area to visit family or friends, maybe fish or hunt a little. After a decade of local collaboration, new visitors are streaming in from all over to visit The Great Waters—and to explore a world-class mix of landscape, heritage, recreation, local food and lively culture. The case study is part of a series of success stories created as resources showing successful economic development in a variety of sectors across the United States.

Rethreading a Textile Heritage: One Stitch at a Time
This case study profiles the Carolina Textile District. A robust textile manufacturing industry once supported generations of artisans and their communities in western North Carolina. But the last two decades have seen mills close, jobs lost and lives changed due to outsourcing. Now, a unique collaboration between a worker-owned firm, an innovation center, a county economic development organization, and local mills is bringing new hope to the place they call home. The case study is part of a series of success stories created as resources showing successful economic development in a variety of sectors across the United States.
Wealth from Forests: Doing Wood Right  

This case study profiles WoodRight. Early attempts to encourage a viable green construction materials industry in Central Appalachia fell short of the mark. But a new social enterprise is showing success, thanks to a decentralized business model that offers a win-win for everyone involved—especially the region’s small, family-owned forests, sawmills and woodshops. The case study is part of a series of success stories created as resources showing successful economic development in a variety of sectors across the United States.  

Community Development v.44, i.5, “Shared measures to achieve shared outcomes: lessons from Central Appalachia”  

This paper introduces a wealth creation approach to development, and describes how the Central Appalachian Network has used an outcome-based measurement process to define and measure progress toward shared goals for seven forms of community wealth. The wealth creation approach to measurement leads to measures of outcome, not outputs, that have meaning within the context of the work of individual organizations and the network overall. Measurement applied consistently across a network of independent organizations seeking to build wealth creation value chains creates shared language and understanding, and improves capacity to target resources where they can have the greatest impact to create constructive change in their region and communities.  

Building a Thriving Regional Agricultural Economy in the Rural South and Central Appalachia  
*Red Mantra Staff, Red Mantra. 2013.*

In August 2013, the Red Mantra Group brought CAN members and other local food system developers and supporters together with a diverse group of corporate buyer representative. Executives from Whole Foods, Wal-Mart, Kroger, Nestle, CH Robinson, Harris Teeter, and others sat down to discuss the obstacles to a thriving regional food economy, particularly the challenges of financing, logistics, and farmer readiness. A proceedings report summarizes those discussions and provides some key findings and recommendations.  

Bridging the Gap - Expanding Capital Access for Commercial Energy Efficiency in Central Appalachia  
*Drew Pierson, MIT Department of Urban Studies and Planning. 2013.*

This report was produced for MACED as part of the MIT Wealth Creation Clinic. The report outlines strategies to expand capital access for commercial energy efficiency projects in rural Appalachia.  
Rural Research Report v.24 i.1: Connecting Community Assets with Market Demand for Lasting Livelihoods
*Melissa Levy, Yellow Wood Associates; Barbara Wyckoff, Dynamica Consulting. 2014.*
This paper, featured in the Illinois Institute for Rural Affairs’ Rural Research Report (Spring 2014, Volume 24, Issue 1), provides an overview of the WealthWorks approach and its tools, including the WealthWorks value chain construct and the wealth matrix with its focus on planning and measuring impacts and outcomes on multiple forms of wealth. The paper also uses the work of the Arkansas Green Energy Network and its biofuels value chain as an example to illustrate WealthWorks concepts.
http://yellowwood.org/iira-wealthworks-paper-rrr.html

Financing the Evolving Role of the Value Chain Coordinator: Guiding Questions, Participant Insights
*Marjorie Kelly, Tellus Institute. 2014.*
This report explores what we have learned about the roles value chain coordinators play in WealthWorks, how those roles may evolve, and various options for financing the coordinator role which is so essential to exploring and constructing WealthWorks value chains.

Guide to Crowdfunding for WealthWorks Value Chains: Understanding Options, Getting Started
*Christi Electris, Tellus Institute. 2014.*
This report was produced as part of a project to explore financing options for WealthWorks value chains. It describes crowdfunding and how it works, gives examples of different platforms and successful campaigns, and provides a step by step guide to how to get started.
http://yellowwood.org/guide-to-crowdfunding-for-wealthworks-value-chains.html

Private Sector Engagement Toolkit
*Red Mantra Staff, Red Mantra. 2014.*
The Private Sector Engagement Toolkit helps users think about how they will connect with the demand side of the markets they are in. The Toolkit is designed to help WealthWorks value chain coordinators as well as individual businesses within a value chain. The Toolkit focuses on why and how to engage the private sector, how to prepare, and which corporate "door" is best suited to the user’s situation.
http://yellowwood.org/private-sector-engagement-toolkit.html
Enterprise Financing for WealthWorks Value Chains: Overview and Guide
Marjorie Kelly, Tellus Institute. 2014.
As part of WealthWorks, the Accelerating Impact project is aimed at articulating the role of finance in supporting WealthWorks value chains in rural areas. Over two years, this project of the Tellus Institute has worked with ten projects on the ground in Central Appalachia and the Deep South, doing assessments of financing needs and assisting projects in advancing toward their financing goals. This report discussed what is means to invest inside a WealthWorks value chain, myths of stakeholder finance, building blocks of success, and how to select the right stakeholder approach based on the conditions of your value chain and the enterprises contributing to it. It concludes with a discussion of gaps in stakeholder investment and how they might be filled.
http://yellowwood.org/enterprise-financing-wealthworks-value-chains.html

WealthWorks for Your Region: An Introduction. Module 1: Explore Regional Wealth Building
Travis Green, Kristin Feierabend, Janet Topolsky, Elsa Noterman, Amber Richardson, Aspen Institute Community Strategies Group; Deborah Markley, Center for Rural Entrepreneurship; Melissa Levy, Shanna Ratner, Yellow Wood Associates; Barbara Wyckoff, Dynamica Consulting; Marjorie Kelly; Elizabeth Myrick; Robert Donnan. 2014.
This module defines wealth building as a goal that reaches beyond standard community and economic development objectives, and why that difference is critical to advancing and sustaining regional economies.
http://www.wealthworks.org/sites/default/files/modules/pdfs/mod1-5-29-14a.pdf

WealthWorks for Your Region: An Introduction. Module 2: Identify a Market Opportunity
Travis Green, Kristin Feierabend, Janet Topolsky, Elsa Noterman, Amber Richardson, Aspen Institute Community Strategies Group; Deborah Markley, Center for Rural Entrepreneurship; Melissa Levy, Shanna Ratner, Yellow Wood Associates; Barbara Wyckoff, Dynamica Consulting; Marjorie Kelly; Elizabeth Myrick; Robert Donnan. 2014.
This module offers a series of useful screens for spotting a market opportunity that has good potential to generate wealth-building results for a region.

Travis Green, Kristin Feierabend, Janet Topolsky, Elsa Noterman, Amber Richardson, Aspen Institute Community Strategies Group; Deborah Markley, Center for Rural Entrepreneurship; Melissa Levy, Shanna Ratner, Yellow Wood Associates; Barbara Wyckoff, Dynamica Consulting; Marjorie Kelly; Elizabeth Myrick; Robert Donnan. 2014.
This module profiles the elements and design objectives of a WealthWorks value chain—and how to use them to build wealth that lasts.
Local Economy Journal v.29, n.4-5, “Linking rural assets to market demand: Wealth creation value chains in rural America”  
Shanna Ratner, Yellow Wood Associates; Deborah Markley, Center for Rural Entrepreneurship. 2014.

Rural regions across the United States have struggled to implement economic development strategies that build local assets and create wealth that contributes to sustained prosperity. This article describes a systems framework that enables rural areas to build multiple forms of wealth and provides expanded demand-driven opportunities for economically isolated individuals, businesses and communities. The characteristics of wealth creation value chains and the early results from the implementation of the framework in two regions in the United States are shared.

http://www.yellowwood.org/lej-article-linking-rural-assets-to-market-demand.html

Rural Wealth Creation  
Editors: John L. Pender, USDA Economic Research Service; Bruce A. Weber, Oregon State University; Thomas G. Johnson, University of Missouri; and J. Matthew Fannin, Louisiana State University. 2014.

This textbook investigates the role of wealth in achieving sustainable rural economic development. The authors define wealth as all assets net of liabilities that can contribute to well-being, and they provide examples of many forms of capital – physical, financial, human, natural, social, and others. They propose a conceptual framework for rural wealth creation that considers how multiple forms of wealth provide opportunities for rural development, and how development strategies affect the dynamics of wealth. They also provide a new accounting framework for measuring wealth stocks and flows. These conceptual frameworks are employed in case study chapters on measuring rural wealth and on rural wealth creation strategies.

http://www.routledge.com/books/details/9780415858984/

Black Belt Treasures Cultural Arts Center Learning Journey Details  
Sulynn Creswell, Kristin Law Cook, Black Belt Treasures Cultural Arts Center. 2014.

Through the support of the Center for Rural Entrepreneurship, the Black Belt Treasures Cultural Arts Center facilitated a trip to Western North Carolina to study the arts economy and creative placemaking in the region. This report provides a summary of the learning journey, and is a compilation of journal entries and notes from all learning journey participants.

Red Mantra Staff, Red Mantra. 2014.
The final report from the Red Mantra Group on Building Wealth Through Inclusive Business is now available. Inclusive Business is an approach to economic development in which one or more large corporations are the primary demand partners. For corporations that see it in their self-interest to engage economically marginalized people and places as consumers, distributors, suppliers and/or employees, opportunities exist to structure those engagements in ways that contribute to multiple forms of wealth that can be owned and controlled locally. This report draws on Red Mantra’s experience with inclusive business in international settings and their familiarity with Wealth Works to identify some of the similarities, differences, and complementarities between the two approaches.

Fresh Food for All: Improving Access to Healthy Food in Alabama
Lawrence Barriner II, MIT Department of Urban Studies and Planning. 2014.
This report developed out of a discussion by Emerging ChangeMakers Network staff and MIT Wealth Creation Clinic members. The document is intended to serve as a rallying point for Alabama stakeholders interested in impact investing in fresh food retail as a possible means to improve health outcomes for the state’s low-income, rural populations. Objectives of the report include reviewing the key academic and policy-based literature on food deserts, mapping urban and rural food deserts in the state of Alabama, identifying barriers to the development of retail outlets such as supermarkets in rural areas, and researching policies developed by other municipalities and states to encourage investment in the food system.
http://emergechange.org/resources/healthy-foods-access/

Improving Systems of Distribution and Logistics for Regional Food Hubs
Jonah Rogoff, MIT Department of Urban Studies and Planning. 2014.
The Central Appalachian Network (CAN) partnered with the MIT Wealth Creation Clinic in conducting research on financially sustainable models of distribution and logistics. The primary purpose of the report is to assist the member organizations of CAN, though the research discussed has applications to food hubs and producers based in rural and urban areas alike. This report reflects the culmination of research reviewing existing literature on the topic and gathering information from case studies
Fossil-Free Investment for a Just Appalachian Transition: Obstacles and Opportunities
Joshua Humphreys, Becky Johnson, Kristin Lang, David Roswell, Sandra Korn, Croatan Institute. 2014.
This paper by the Croatan Institute was commissioned by the Mountain Association for Community Economic Development (MACED). The paper addresses the effect that the growing movement for divestment from fossil fuels and investment in more sustainable and lower-carbon opportunities has had on the Appalachian region. The report provides background on divestment trends as well as insights into the diverse ways that various kinds of investors are approaching fossil-fuel divestment and fossil-free reinvestment. It specifically analyzes the potential opportunity that divestment presents for place-based reinvestment into frontline communities in the region.
http://www.croataninstitute.org/documents/Fossil_Free_Appalachian_Transition.pdf

Community Development v.45, i.5, Special Issue: Rural Wealth Creation as a Sustainable Economic Development Strategy
Guest editors: Shanna Ratner, Yellow Wood Associates; Deborah Markley, Center for Rural Entrepreneurship. 2014.
Many rural areas in the United States find themselves struggling to build local assets and create wealth. They often struggle to hold on to the wealth that is created within their boundaries. Conventional approaches to community and economic development have been inadequate to reverse these trends. Shifting from an old paradigm for economic development requires supporting community leaders in new ways of thinking about economic development and the role of rural places, based on valuing multiple forms of wealth. There is a real need for an approach that can help stem the potential loss of existing wealth and attract new investment that will allow rural areas to become valued partners in regional economies. The articles in this special issue provide important insights into rural wealth creation as a sustainable economic development strategy. At the same time, a number of compelling issues are raised that merit future research effort and discussion.
http://www.tandfonline.com/toc/rcod20/45/5#.VIXND2cxr3o

Steve Virgil, Jon Mayhugh, Wake Forest University, Shanna Ratner, Yellow Wood Associates. 2015.
This guide is one of two pieces written to assist WealthWorks value chain coordinators or coaches in working with businesses and demand partners that are part of WealthWorks value chains. This guide is designed to walk readers through one of the most important legal issues that affect small businesses: entity selection. To select an entity is to decide how you want to define your business legally. The entity you choose can determine how your business is treated with respect to its tax liabilities, management, owner liability, efficiency, longevity, and transferability. It is important to have a solid understanding of why formalizing your business is important before you can determine which business entity is right for you.
http://www.yellowwood.org/formalizing-your-business.html

Steve Virgil, Jon Mayhugh, Wake Forest University; Shanna Ratner, Yellow Wood Associates. 2015.

This guide is one of two pieces written to assist WealthWorks value chain coordinators or coaches in working with businesses and demand partners that are part of WealthWorks value chains. This guide is written to assist WealthWorks coordinators, coaches, and participants in anticipating common legal and business issues they are likely to encounter at some point in the development of a value chain.


Audio Interviews

James Malone and Jerry Lacey on Forest Stewardship Council Certification

James Malone, Alabama TREASURE Forest Association; Jerry Lacey, Limited Resource Landowner Education and Assistance Network.

James Malone, of the Alabama TREASURE Forest Association, and Jerry Lacey, of the Limited Resource Landowner Education and Assistance Network, share how they are working to help rural landowners access the plans and support they need to become Forest Stewardship Council certified.

http://api.ning.com/files/sEYfB5OdfWqDwJeyn4IoS1BxY1qd40wAitvqLBs4Gdr2tDV-cDnvDaTDxVek5mafYP-DyFhdPXoeQLFvkiqOHaQ1qJtb-kbv/WCCoPInterview5JamesandJerry.mp3

Arkansas Delta’s Renewable Energy Value Chain

Ines Polonius, Charles Fullen, alt.consulting; Sonny Morris, Mid-South Community College

Ines Polonius and Charles Fullen of alt.consulting, with Dr. Sonny Morris of Mid-South Community College, introduce their work to build a renewable energy value chain in Arkansas Delta.

http://api.ning.com/files/DynfYLhfgIvLWvMvckR6pUAgxWsNXzL96xhLG1iWvM6rQmzAqHPW9KNO6T*YKsuPq-VHLBsXYgK3yvBa8gi6JmojHgEveqBU/WCRLInterviews6.8.12.mp3

Lauren Nishikawa and Patrick Collins on Wealth Simulation Game

Lauren Nishikawa, Patrick Collins, Champlain College Emergent Media Center

Lauren Nishikawa and Patrick Collins discuss their work with the Emergent Media Center at Champlain College, to develop a game based on creating multiple forms of wealth.

http://api.ning.com/files/CLn6cdxUhdNe2m8DuqKGgH2ccXdfmkyI9wnMM5Tg3Cpa4WTdXApLROdrieTjPsclomz5gW6nxX7lYgRYtZKv7cQ-7atSeuX/WCCoPInterview3LaurenandPatrick.mp3
Keisha Abraham and the Value Chain Concept
Keisha Abraham, United Christian Community Association, Alabama Sustainable Agriculture Network
Keisha Abraham, of the United Christian Community Association and the Alabama Sustainable Agriculture Network, explains how the value chain concept has helped her connect the dots between farmers and schools in rural Alabama.
http://api.ning.com/files/G-InBArqYExQn4nEwkUovGOUpp4Gka3p3w01pKBtP82Mn7-xHsRJDsFudhuouedv2Uqi*etEv3pL67fikakNbv9KXi6J3Rv/WCCoPInterview2Keisha.mp3

Steve Virgil’s Law Clinic at Wake Forest
Steve Virgil, Wake Forest University School of Law
Steve Virgil, of the Wake Forest University School of Law, offers an example of how his Community and Business Law Clinic supports organizations working to create wealth around the world.
http://api.ning.com/files/8kPvpl8sS0owWMcoHO6u7YZ3te-DnSEVMpkF3e*urce8eY9Rf7uu13vYLA7HNVH9dIIXSpKxHXR4ohZvOMxfcHa6tjusNoh/WCCoPInterview4Steve.mp3

Game

WealthBuilders Game
Champlain College Emergent Media Center. 2012.
WealthBuilders, developed by the Emergent Media Center at Champlain College, shows players how they can expand livelihood opportunities for low income individuals in all regions.
http://www.wealthbuildersgame.org/

Videos

How$martKY - Energy Efficiency for Everyone
Appalshop CMI. 2012.
This Making Connections video takes a look at How$martKY, a pilot program led by the Mountain Association for Community Economic Development (MACED) and four rural electric cooperatives in eastern Kentucky. Bruce Aaron Davis from Big Sandy RECC and Chris Woolery from MACED conduct an energy audit at the home of Garland and Judith Howard in Johnson County, KY to determine where leakage is occurring, how it can be corrected, and what it will cost. They explain that through How$martKY the Howards can reduce energy use, pay for the improvements with the money saved on their power bills, and that Big Sandy RECC will act as general contractor to ensure the work gets done correctly. Over time How$martKY and other programs like it will save Kentucky consumers money, reduce energy use, lessen the need for the energy coops to build costly new power plants, and provide jobs in energy efficiency/clean energy businesses.
https://vimeo.com/35228003
Fahe Members: Economic Engines
Fahe Staff, Fahe. 2012.
Using energy efficient construction techniques, Fahe members create positive economic impact at scale in their communities.
https://www.youtube.com/watch?v=Kp4rzlDQ_W8

Larry Fisher's Wealth Metaphor
Larry Fisher, of ACEnet and the Central Appalachian Network, describes a useful metaphor for building multiple forms of wealth.
http://vimeo.com/40408275

Ines Polonius on Alternative Energy Value Chains
Ines Polonius, Executive Director of alt.consulting, explains the benefits and entrepreneurship opportunities provided by an alternative energy value chain.
https://vimeo.com/40401449

Allen Comp on Rural Volunteerism
Allen Comp, of the Appalachian Coal Country Team, discusses a recent study and guidebook on rural volunteerism.
https://vimeo.com/40397515

Thomas Lyons Discusses Capacity Building
Thomas Lyons, Baruch College; Elsa Noterman, Aspen Institute Community Strategies Group. 2012.
Professor Thomas Lyons, of Baruch College, discusses the need to support capacity building and innovation among intermediary organizations.
http://vimeo.com/40451722

Carol Kline Measures Community Capital
Carol Kline, East Carolina University Center for Sustainable Tourism; Elsa Noterman, Aspen Institute Community Strategies Group. 2012.
Carol Kline, with the Center for Sustainable Tourism at East Carolina University, discusses her research on measuring community capital in small towns in North Carolina.
http://vimeo.com/40399864
Jim King on Wealth Creation in Appalachia
Jim King, of the Federation of Appalachian Housing Enterprises (FAHE), talks about how the wealth creation framework has influenced the organization's work to support affordable housing throughout Appalachia.
http://vimeo.com/40450791

What is Appalachian Transition?
Mary Reynolds Babcock Foundation. 2012.
This video explores the emergent work by non-profit organizations and funders to advance a just and sustainable economic transition in the Central Appalachian region. The Mary Reynolds Babcock Foundation has a long history of investing in Appalachian people and places. To foster collaborative funding in the region and increase collective impact, MRBF helped co-found the Appalachia Funders Network. The Network consists of public and private grant-makers who envision a sustainable regional economy that builds on existing assets to create multiple forms of wealth and promote opportunity and equity for all Appalachian individuals, families, and communities. This short video introduces the work of the Appalachia Funders Network and presents several strategic funding opportunities for investors interested in the innovative work of building wealth within a region on the brink of change.
https://vimeo.com/48958377

Steve North on Rural Youth Engagement
Steve North, Rural Health Innovation Collaborative; Elsa Noterman, Aspen Institute Community Strategies Group. 2012.
Steve North, of the Center for Rural Health Innovation, discusses his work to engage rural youth in rural health care systems, creating long-term benefits for individuals and communities.
https://vimeo.com/40451335

Thomas Watson on the Value Chain Approach
Thomas Watson, Director of Rural Support Partners, talks about the benefits and new perspectives offered by the value chain approach.
http://vimeo.com/40452407

Lorna Bourg on Louisiana's Poor
Lorna Bourg, Executive Director and Co-Founder of the Southern Mutual Help Association, Inc., discusses the ways that Louisiana financial institutions have been transformed by their work with poor communities.
http://vimeo.com/40957119
Bo Beaulieu and "Turning the Tide on Poverty"
Bo Beaulieu, Southern Rural Development Center; Elsa Noterman, Aspen Institute Community Strategies Group. 2012.
Bo Beaulieu, of the Southern Rural Development Center, introduces "Turning the Tide on Poverty," a participatory program that creates wealth in some of the poorest communities in the South.
http://vimeo.com/40886673

The Deep South Community Agriculture Network
This video profiles the Deep South Community Agriculture Network. The Deep South Community Agriculture Network, formerly the Deep South Wealth Creation Network (DSWCN), works to build agricultural value chains that create multiple forms of local wealth, reduce poverty, empower communities, and improve the livelihoods of rural people in the Deep South. Network partners are working to construct wealth creation value chains in three sub-regions - Southeast Alabama, the Mississippi Delta, and a two-state sub-region in the center of West Alabama and East Mississippi. Network partners include the Southern Rural Black Women's Initiative and Mileston Cooperative, located in Mississippi. Alabama partners include The United Christian Community Association (TUCCA), and The Cottage House. Backbone support services, capacity building, and coaching support are provided by McIntosh SEED and Rural Support Partners.
https://youtu.be/bVHKFDB39BI

Woodright Forest Products - What We Do
WoodRight; Appalachian Sustainable Development. 2013.
This video provides a nutshell overview of WoodRight's mission, the states where they operate, and the tree species they work with.
https://vimeo.com/70122510

Farm to Fuel: Technologies Advanced and Sold in the Arkansas Delta
This video profiles the collaborative Farm to Fuel Initiative that alt.Consulting worked on. The initiative utilizes local production and consumption of biofuel to make rural communities energy-independent and encourage local wealth creation and retention.
https://youtu.be/38QA73o-Wp8
Emergent Media Center’s Rural Wealth Creation Game with the Ford Foundation & Yellow Wood Associates
*Champlain College Emergent Media Center. 2014.*
With a grant from the Ford Foundation and in collaboration with Yellow Wood Associates, the Emergent Media Center at Champlain College developed a game about wealth creation in rural communities. Players will learn how to evaluate regional resources across a broad spectrum that goes deeper than finances. The game creates opportunities to strengthen seven different forms of wealth through negotiation and collaboration within a wealth creation value chain. The end goal is to empower players to expand livelihood opportunities for low income individuals in regions of persistent poverty.
[https://youtu.be/SYgmyW-9fGg](https://youtu.be/SYgmyW-9fGg)

**WealthBuilders Game – Tutorial**
*Champlain College Emergent Media Center. 2014.*
Emergent Media Center Narrative Designer and MFA student Jovan Ellis walks new players through the WealthBuilders game which reinforces the WealthWorks initiative. The game was developed by Champlain College students at the Emergent Media Center in partnership with the Ford Foundation, Yellow Wood Associates and the Aspen Institute for the WealthWorks Initiative.
[https://youtu.be/NYaO8EQtq3k](https://youtu.be/NYaO8EQtq3k)

**Value Chain, TGKVF & CAMC**
*The Greater Kanawha Valley Foundation. 2014.*
The Greater Kanawha Valley Foundation, working with local partners, introduced a healthcare value chain, bringing local foods to local hospitals. A value chain creates supply based on demand, generating jobs and wealth in local communities.
[https://youtu.be/2cjyLhytPds](https://youtu.be/2cjyLhytPds)

**WealthWorks – Connecting with Demand**
*Aspen Community Strategies Group. 2015.*
WealthWorks focuses on opportunities that meet buyers’ demands for products and services while at the same time growing stocks of capitals, increasing local ownership and control, and improving local livelihoods. This video on connecting with demand is part of a group of videos developed to highlight WealthWorks stories and the WealthWorks approach.
[https://youtu.be/xvo.VKcDHyQ](https://youtu.be/xvo.VKcDHyQ)

**WealthWorks – Coordinators**
*Aspen Community Strategies Group. 2015.*
Coordinators serve as the backbones of WealthWorks value chains, weaving together the efforts of everyone involved. This video on coordinators is part of a group of videos developed to highlight WealthWorks stories and the WealthWorks approach.
[https://youtu.be/3JhLceiNDpA](https://youtu.be/3JhLceiNDpA)
WealthWorks - Crossing Sectors
*Aspen Community Strategies Group. 2015.*
This video discusses the roles of different types of partners in WealthWorks value chains. It is part of a group of videos developed to highlight WealthWorks stories and the WealthWorks approach.
[https://youtu.be/RR4_9_POqEo](https://youtu.be/RR4_9_POqEo)

WealthWorks - Improving Livelihoods
*Aspen Community Strategies Group. 2015.*
The WealthWorks approach focuses on building wealth in ways that improve the livelihoods of low-income people, places and firms in the region. This video on improving livelihoods is part of a group of videos developed to highlight WealthWorks stories and the WealthWorks approach.
[https://youtu.be/Pwd73w1QqcE](https://youtu.be/Pwd73w1QqcE)

WealthWorks - Multiple Forms of Capital
*Aspen Community Strategies Group. 2015.*
To build a region’s wealth, WealthWorks considers the stock of all capitals in a region. This video discussing multiple forms of wealth is part of a group of videos developed to highlight WealthWorks stories and the WealthWorks approach.
[https://youtu.be/S7gIQMW1YDA](https://youtu.be/S7gIQMW1YDA)

WealthWorks - Ownership and Control
*Aspen Community Strategies Group. 2015.*
Regional ownership and control in the WealthWorks approach means that people, firms, organizations and communities in the region can make decisions about the wealth built in that region is used and invested in the future. This video discussing regional ownership and control is part of a group of videos developed to highlight WealthWorks stories and the WealthWorks approach.
[https://youtu.be/WQgYVdh2uYY](https://youtu.be/WQgYVdh2uYY)

WealthWorks - Value Chains
*Aspen Community Strategies Group. 2015.*
WealthWork value chains broaden and deepen wealth-building impacts with a region. This video on value chains is part of a group of videos developed to highlight WealthWorks stories and the WealthWorks approach.
[https://youtu.be/Uz1hYgNy-KI](https://youtu.be/Uz1hYgNy-KI)

WealthWorks for Economic Development
*Aspen Community Strategies Group. 2015.*
This introduction to the WealthWorks approach to community and economic development is part of a group of videos developed to highlight WealthWorks stories and the WealthWorks approach.
[https://youtu.be/midE3FHLpmQ](https://youtu.be/midE3FHLpmQ)
WealthWorks - CAN: "A Place of Prosperity: Creating a Sustained Shift in Appalachia"
Aspen Community Strategies Group; Central Appalachian Network. 2015.
This video profiles the Central Appalachian Network. It is part of a group of videos developed to highlight WealthWorks stories and the WealthWorks approach.
https://youtu.be/OcRtD2XL7EQ

WealthWorks - Delta Bioenergy: "Delta Bioenergy: Building Wealth to Drive Economic Growth."
Aspen Community Strategies Group; Communities Unlimited. 2015.
This video profiles Communities Unlimited's bioenergy work. It is part of a group of videos developed to highlight WealthWorks stories and the WealthWorks approach.
https://youtu.be/eq9A7Plbs7Y

WealthWorks - CDCB: "Above and Beyond: Creating Partnerships to Build Wealth"
Aspen Community Strategies Group; Community Development Corporation of Brownsville. 2015.
This video profiles the Community Development Corporation of Brownsville. It is part of a group of videos developed to highlight WealthWorks stories and the WealthWorks approach.
https://youtu.be/_o8XtXw-9Uc

Aspen Community Strategies Group; Deep South Community Agriculture Network. 2015.
This video profiles the Deep South Community Agriculture Network. It is part of a group of videos developed to highlight WealthWorks stories and the WealthWorks approach.
https://youtu.be/0yRLD98uZRk

Aspen Community Strategies Group; Emerging ChangeMakers Network. 2015.
This video profiles the Emerging ChangeMakers Network. It is part of a group of videos developed to highlight WealthWorks stories and the WealthWorks approach.
https://youtu.be/u4DprNx0I5s

WealthWorks - Fahe: "At Home: Building a New Future for Appalachia"
Aspen Community Strategies Group; Fahe. 2015.
This video profiles Fahe. It is part of a group of videos developed to highlight WealthWorks stories and the WealthWorks approach.
https://youtu.be/dJOuUGzqewU
Formulating a Sustainable Economic Development Process for Rural America
Final Report to the Ford Foundation on WealthWorks

WealthWorks - MACED: "Smart Energy: Building Wealth Efficiently in Appalachia"
Aspen Community Strategies Group; Mountain Association for Community Economic Development. 2015.
This video profiles the Mountain Association for Community Economic Development. It is part of a group of videos developed to highlight WealthWorks stories and the WealthWorks approach.
https://youtu.be/N9nQWzxYKKQ

Wealthworks - WoodRight: "A New Narrative: Protecting Land and Livelihood in Appalachia"
Aspen Community Strategies Group; WoodRight. 2015.
This video profiles WoodRight. It is part of a group of videos developed by the Aspen Community Strategies Group highlighting WealthWorks stories and the WealthWorks approach.
https://youtu.be/cctoloJfQFo

Webinars

An Approach for Creating Wealth in Rural Regions
Deborah Markley, Center for Rural Enterpreneurship; Wayne Fawbush, Ford Foundation. 2011.
Rural regions in the U.S., particularly low-wealth rural areas, have struggled to implement strategies and institutions that will turn their assets into wealth that can be recirculated into the local economy. At the same time, the potential contributions of rural America are significant. Rural areas can provide the nation with renewable energy, with food that is healthy and affordable, with open spaces for recreation and with myriad ecosystem services. The challenge is to create strategies that are place-based, demand driven and focused on building multiple forms of wealth that can create sustainable livelihoods for rural people and the places they call home. The Ford Foundation has been supporting a systems approach to wealth creation in rural communities that were introduced as part of this webinar.
https://vimeo.com/20793150

A Conceptual Framework of Rural Wealth Creation - A Research-Practice Exchange
This webinar discussed what “wealth” is, why it is important, and then presented a conceptual framework for rural wealth creation and discuss some implications of the framework, and how it could be applied to different rural contexts and strategies.
https://energizingentrepreneurs.adobeconnect.com/_a1005885391/p1onhk4t9lw/
Wealth Creation in Rural Communities - A Framework for Deep Collaborations and the Arkansas Biofuels Story
This webinar shared the principles and key tools of the Wealth Creation in Rural Communities – Building Sustainable Livelihoods framework, while also telling a story of this work on the ground. It used the example of a biofuels value chain being constructed by alt. Consulting as a value chain intermediary to illustrate these principles and show the success that has come from taking this approach.
https://energizingentrepreneurs.adobeconnect.com/_a1005885391/p702efem2ib/

Rural-Urban Linkages - Transitioning to a Restoration Economy in Oregon
Brian Dabson, Ryan Temple, RUPRI Rural Futures Lab. 2012.
The webinar discussed the findings of one of four recently-completed case studies of wealth creation and rural-urban linkages. This study tells the story of a rural economy in transition. Global markets, forestry management practices, and environmental stress combine with court orders, evolving science, and contentious rural-urban, local-state, and state-federal relations, to severely impact rural economies and communities. The presenters talked about how the wealth creation matrix helps to understand the transformation underway, and how developments in the Oregon forestry sector illustrate the importance of value chains and rural-urban linkages.
http://energizingentrepreneurs.adobeconnect.com/p2a9xb6ncml/

Building Rural Networks for Wealth Creation
The purpose of this webinar was to share findings from the 2011 publication, “Rural Networks for Wealth Creation: Impacts and Lessons Learned from U.S. Communities.” The presenters shared findings related to network results, network management, network legal structures, network membership, structures and processes for getting work done in networks, structures and practices for governing networks, funders’ roles in networks, and the key building blocks of a successful network. Topics for this webinar included: What are Rural Networks for Wealth Creation?; Why Rural Networks Matter for Wealth Creation; The 10 building blocks of a Successful Network; Results of Networks as Forms of Capital; Examples from the Field; How Networks Get Work Done; and How Networks Come Together.
https://energizingentrepreneurs.adobeconnect.com/_a1005885391/p96rcik7nw5/

Building Food Value Chains: Midwest Lessons Learned for Wealth Creation
Rich Pirog, MSU Center for Regional Food Systems; Nick McCann, ISU Extension. 2012.
This webinar addressed the critical role of high-capacity regional food networks to increase wealth creation opportunities and why collective impact approaches building trust and working across organizations are more likely to create systems change and increase wealth creation opportunities than isolated projects led by single organizations.
http://energizingentrepreneurs.adobeconnect.com/p9744aje6l1/
Putting USDA Resources to Work Building Wealth in Rural Communities: A Tale of Three Places
Gary Bojes, USDA Rural Development / Rural Utilities Service; Ron Radil, Western Nevada Development District; Don Hickman, Initiative Foundation; Steve North, Center for Rural Health Innovation. 2012.
USDA-RD has a range of programs and resources that support community and economic development across rural America. While many communities already tap into these resources to support their work, others are less aware of the opportunities these resources present. In this webinar, participants received an overview of USDA resources and then heard stories from three different organizations that have used USDA resources to support their wealth creation work.
http://energizingentrepreneurs.adobeconnect.com/p79mzja0l1j/

Communicating Our Work: Social Networking and Beyond
Jennifer Jensen, Rural Policy Research Institute; Paul LaChapelle, Montana State University; Cindy Banyai, Refocus Institute; Mark Kidd, Appalshop. 2012.
This webinar idea grew out of a discussion in the WCRL forum about communicating our work, using new technologies, and how to balance outreach/communication with information overload and/or other demands on our time and funds. The webinar covered the basics of social networking for community development, offered good examples, and explored in particular Appalshop’s strategy. The webinar also involved a 5-10 minute “Twitter tutorial” and using the hashtags #ruralwealth and/or #WCRLcp.
http://energizingentrepreneurs.adobeconnect.com/p2yqgrodvzh/

Emerging Rural Leadership Town Hall Meeting
This webinar offered a virtual town hall for network members and others, focused on the roles that young professionals are taking on in creating rural wealth and building sustainable rural livelihoods.
http://energizingentrepreneurs.adobeconnect.com/p1h7ke39mln/

Healthy Food in Health Care - How Hospitals as Anchor Institutions can help Advance Regional Food Systems
Jamie Harvie, Institute for a Sustainable Future; Michelle Gottlieb, Healthy Food in Health Care; Marydale DeBor, Fresh Advantage, LLC; Leslie Schaller, ACEnet; Bob Fedyski, Rural Action. 2012.
A webinar featuring Jamie Harvie, Institute for a Sustainable Future; Michelle Gottlieb, Healthy Food in Health Care; Marydale DeBor, Fresh Advantage, LLC; Leslie Schaller, ACEnet; Bob Fedyski, Rural Action. These presenters offered a variety of perspectives on the intersection between regional food systems and health care.
http://energizingentrepreneurs.adobeconnect.com/p8izvpptzq7/
An Integrated Community Development Strategy for the 21st Century
David Sloan Wilson, Binghamton University; David Currie, Binghamton Regional Sustainability Coalition. 2013.
David Sloan Wilson, SUNY Distinguished Professor of Biology and Anthropology at Binghamton University, and David Currie, Executive Director of the Binghamton Regional Sustainability Coalition presented "An Integrated Community Development Strategy for the 21st Century."  
http://energizingentrepreneurs.adobeconnect.com/p58m9jklcn9/

Mentoring the Next Generation: The New WCRL Mentor Program
Deb Markley, Center for Rural Entrepreneurship. 2013.
This webinar introduced participants to a Mentorship Program for Wealth Creation community members, allowing emerging and experienced practitioners to connect individually.
http://energizingentrepreneurs.adobeconnect.com/p75qntpucn6/

Identifying Gaps and Barriers along the NC Sustainable Farm-Food Value Chain: Delphi Study
Carol Kline, Leah Joyner, ECU Center for Sustainable Tourism. 2013.
Dr. Carol Kline, Center for Sustainable Tourism, East Carolina University, presented some new research on farm-food value chains. Whether you're a researcher or a practitioners, this webinar should provide new food for thought!
http://energizingentrepreneurs.adobeconnect.com/p4lxlmbiibb/

Economics 101: Developing Robust Local Food Systems in Central Appalachia
Timothy Woods, Department of Agricultural Economics at the University of Kentucky; Leslie Schaller, Central Appalachian Network, ACEnet; Kostas Skordas, Appalachian Regional Commission. 2013.
This webinar was created to deepen a collective understanding of how the food economy works, while informing the Appalachia Funders Network's local food site visit at the Network's 4th Annual Gathering in Asheville, NC. Key learning objectives of the webinar included gaining a common analysis of the economic argument, strategies, and impacts of developing a local food economy in Central Appalachia; learning about the economic challenges & opportunities to grow the local food economy; and developing a set of key strategies and targeted investments for grantmakers to advance the local food economy.

Valuing the Countryside: The Townies' Guide to The Rural Enterprise
Brian Dabson, University of Missouri; Pam Curry, Center for Economic Options; Leslie Schaller, ACEnet, Central Appalachian Network. 2013.
This webinar offered an overview of the Central Appalachian Network, information on the background and purpose of the "Valuing the Countryside" research, a literature review of research on rural-urban interdependence, information on value chains and the rural-urban continuum, and CAN's perspective on the research.
http://energizingentrepreneurs.adobeconnect.com/p6u1kz6hy5/
Placed-Based Branding for Food Systems and Beyond: A Research Study by the Central Appalachian Network
Andrew Crosson, Central Appalachian Network; Kathlyn Terry, Appalachian Sustainable Development; Leslie Schaller, ACEnet; Natalie Woodroofe, Real Food Real Local Institute; Robin Lenner, Appalachian Sustainable Agriculture Project. 2013.
"Place-Based Branding for Food Systems and Beyond: MIT Study Findings and Responses from Branding Case Studies" was presented on May 23, 2013 as part of the Wealth Creation and Rural Livelihoods Community of Practice webinar series.
http://energizingentrepreneurs.adobeconnect.com/p7apd4d9gx2/

Connecting Community Assets with Market Demand for Lasting Livelihoods
WealthWorks is an innovative approach to meeting the complex challenge of building wealth in areas of persistent poverty. WealthWorks is a bridge between community development and conventional economic development that creates and maintains inclusive non-exploitative demand-driven economic opportunities through investment in the assets of rural places to meet the needs of larger markets. The WealthWorks approach, developed in partnership with the Ford Foundation, intends to improve the livelihoods of poor people by creating wealth that is owned, controlled, and reinvested in their places, so that they become valued partners in resilient regions. This webinar shared the approach and its main concepts, and how it has been used on the ground, as part of the National Alliance for Rural Policy's "Investments in Rural America" webinar series.

Community Capital Raising: Tools for Investing Local
Jenny Kassan, Cutting Edge Capital. 2013.
Cutting Edge Capital presented this webinar on direct public offerings.
http://energizingentrepreneurs.adobeconnect.com/p89f8vmyrmf/

2013 CED Spring Webinar Series: Measuring the Success of your CED and Healthy Food Projects
Melissa Levy, Yellow Wood Associates; Tom Mignogna, University Circle Incorporated; Luis Valderrama, Brightwood Development Corporation. 2013.
This webinar was offered as part of the 2013 Spring CED Webinar Series, offering content useful for prospective grantees or grantees engaging in new projects. The presentation was made as part of the business strategies track of the webinar series. Melissa Levy's portion of the presentation focused on measuring multiple forms of wealth.
Crowdfunding: Can your organization leverage the online power of social media to access new sources of capital?
This webinar provided an overview of crowdfunding along with examples of crowdfunded projects and crowdfunding platforms.

**Want to Know How WealthWorks?**
Shanna Ratner, Melissa Levy, and Barbara Wyckoff presented information about the WealthWorks Training for Coaches and Coordinators.
[http://energizingentrepreneurs.adobeconnect.com/p7t5oj6gqzh/](http://energizingentrepreneurs.adobeconnect.com/p7t5oj6gqzh/)

**Deep South Wealth Creation Network: Partners Building Agricultural Value Chains in Alabama and the Mississippi Delta, Citizen-Led Sustainable Change Webinar**
*Cheryl Peterson, John Littles, McIntosh SEED; Phil Davison, St. Francis Xavier University Extension Department.* 2013.
This webinar introduced the Deep South Wealth Creation Network, providing an overview of value chains and forms of wealth as well as of the Alabama / Mississippi Value Chain Project.

**People United for Sustainable Housing (PUSH): Developing an Inclusive Green Economy in Buffalo, Citizen-Led Sustainable Change Webinar**
*Lonnie Barlow, PUSH Buffalo; Micaela Jaine, PUSH Buffalo Board Member; Rachel Garbary, Behrang Foroughi, Coady International Institute at St. Francis Xavier University.* 2013.
This webinar introduced the Buffalo community pre-PUSH, the development of PUSH, community planning and advocacy campaigns, PUSH Green, and an overview of the PUSH organization and leadership.
[http://energizingentrepreneurs.adobeconnect.com/p1sk3bjnrgq/](http://energizingentrepreneurs.adobeconnect.com/p1sk3bjnrgq/)

**Rethreading a Textile Heritage: One Stitch at a Time**
This webinar introduced the work of the Carolina Textile District, building a textile value chain in North Carolina.

**Ecotrust Canada: Building the Conservation Economy, Citizen-Led Sustainable Change Webinar**
The webinar opened with an overview of Ecotrust Canada’s mission, methodology, morals. The webinar explored their experiences with citizen-led engagement at the community level, their work on the ground, lessons learned, and the importance of good governance.
[http://energizingentrepreneurs.adobeconnect.com/p7qayaqj55i/](http://energizingentrepreneurs.adobeconnect.com/p7qayaqj55i/)
Permeating the Mainstream: Rural Action and a Sustainable Future in Central Appalachia, Citizen-Led Sustainable Change Webinar
Michelle Decker, Tom Redfern, Rural Action; Tom Johnson, Rural Action Board of Directors, Community Foundation for Perry County; Alison Mathie, Coady International Institute at St. Francis Xavier University. 2014.
This webinar provided an overview of: Rural Action's context, history, and approach; Rural Action's work in the local food system sector; and Rural Action's work from the perspective of the local community and local government.
http://energizingentrepreneurs.adobeconnect.com/p21rx1l8v70/

Appalachian Transition Fellowship: Increasing Capacity, Connectivity and Collaboration
Elandria Williams, Highlander Research and Education Center; Jazmine Walker, Rural Support Partners. 2014.
This webinar was an introduction to The Appalachian Transition Fellowship (AppFellows), which seeks to increase the connectivity, collaboration, and capacity of Central Appalachian institutions and leaders by building a collective analysis and seeding projects that solve regional systemic problems and foster a just and sustainable Appalachian economy.
http://energizingentrepreneurs.adobeconnect.com/p92v8d01065/

Owning Our Future: The Emerging Ownership Revolution
Marjorie Kelly, The Democracy Collaborative. 2014.
Marjorie Kelly, of The Democracy Collaborative, shared insights on the emerging ownership revolution based on her new book.
http://energizingentrepreneurs.adobeconnect.com/p1l45zdgg7c/

Flipping the Iceberg of Power: The Greater Edmonton Alliance faces big land and big oil, Alberta, Citizen-Led Sustainable Change Webinar
Elizabeth Lange, St. Francis Xavier University; Reverend Elizabeth Metcalfe, Shanthu Mano, Greater Edmonton Alliance. 2014.
This webinar, entitled "A Vision of Flipping the Iceberg of Power: The Greater Edmonton Alliance (GEA) faces big land and big oil, Alberta" was presented by Elizabeth Lange, Reverend Elizabeth Metcalfe and Shanthu Mano.
http://energizingentrepreneurs.adobeconnect.com/p4cpzyy87qc/

Sharpen Your Pitch: How to Present a WealthWorks Value Chain to Investors
Josh Humphreys, Croatan Institute; Robert Donnan, Innovation Orchestra. 2014.
Josh Humphreys, Croatan Institute, and Robert Donnan, Innovation Orchestra, shared ideas for making a stronger pitch to investors.
http://energizingentrepreneurs.adobeconnect.com/p8vfa6biq3m/

Understanding WealthBuilders: How a Game can Teach Wealth Creation
Jovan Ellis, Adam Walker, Emergent Media Center at Champlain College. 2014.
Jovan Ellis and Adam Walker, Emergent Media Center at Champlain College, shared ideas for using a game to teach wealth creation.
http://energizingentrepreneurs.adobeconnect.com/p4ll1xtgova/
Vivre St. Michel en Santé, Citizen-Led Sustainable Change Webinar  
Brianne Peters, Coady International Institute at St. Francis Xavier University; Jean Panet-Raymond, Vivre Saint-Michel en Santé. 2014.  
This webinar shared information about an innovative urban and social revitalization strategy, Vivre St. Michel en Santé (for a Healthy St. Michel) presented by Brianne Peters and Jean Panet-Raymond.  
http://www.aspencsg.org/wcrldocs/CoadyApril.pdf

Yogesh Ghore, Coady International Institute at St. Francis Xavier University; Ammie Jenkins, Sandhills Family Heritage Association; Cynthia Brown, Mikki Sager, The Conservation Fund. 2014.  
This webinar, "Looking Back to Move Forward: The Story of the Sandhills Family Heritage Association," was presented by Yogesh Ghore, Ammie Jenkins, Cynthia Brown and Mikki Sager.  
http://energizingentrepreneurs.adobeconnect.com/p4a8gggbr3/

Jacobs Center for Neighborhood Innovation. September Citizen-Led Sustainable Change  
Roque Barros, Jacobs Center for Neighborhood Innovation; Tom Dewar, Aspen Institute. 2014.  
A webinar on the Jacobs Center for Neighborhood Innovation, presented by Roque Barros and Tom Dewar.  
http://energizingentrepreneurs.adobeconnect.com/p9se6kepoa0/

Crowdfunding the New Economy - A WealthWorks Perspective  
Christi Electris, Kristin Lang, Croatan Institute. 2014.  
The agenda for this webinar included an overview of WealthWorks model; financing enterprise development; introduction to crowdfunding; supporting the new economy; and a spotlight on the Black Belt Treasures campaign.  
http://energizingentrepreneurs.adobeconnect.com/p9hennhxwp5/

WealthWorks for Building Rural Economies  
Shanna Ratner, Yellow Wood Associates; Barbara Wyckoff, Dynamica Consulting. 2015.  
This webinar provided a short overview for newcomers to the WealthWorks approach, followed by a focus on issues RCAC practitioners identify as critical. For example, identifying opportunities for change, including gaps and bottlenecks, and strategies for addressing them while building wealth. The webinar also revisited being "demand-driven" and building relationships with demand partners.  
https://www.youtube.com/watch?v=kO2oQ2hgqhg&feature=youtu.be