

Now that you have a community plan, how do you find funding and financing to realize your community's vision?



*Appalachian Health Leadership Forum*

Jason W. Smith, Ph.D.  
Senior Community Development Advisor  
Federal Reserve Bank of Richmond

Jenny Hudson  
Development Director  
Williamson Health and Wellness Center

# Session Outline

- Capital absorption concepts
- Capital absorption partners
- Capital absorption process
- Community and investor readiness
- Community project stories
- Pair and Share Activity
- Deep dive on Williamson, WV projects
- West Virginia resources
- Q&A





**RURAL INVESTMENT  
COLLABORATIVE™**  
Small towns, big opportunities.™



*The views and opinions expressed are those of the presenter.  
They do not represent an official position of the Federal Reserve Bank of Richmond or the Federal Reserve System.*

Federal Reserve Bank of Richmond  
Community Development  
Jason W. Smith, PhD  
Senior Community Development Advisor  
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# Collaborative Partners: Investing in Results



# What's the formula to secure funding?

## **People + Plan + Process = Prosperity**

- 1. People** who are engaged in a shared vision
- 2. Plans** turn community ideas into investable proposals
- 3. Processes** turn proposals into implemented projects



# Capital Absorption Framework



Center for  
Community  
Investment



Shared Priorities

Pipeline

Enabling Environment

Project leads need to understand the **community investment system**. Thriving communities need to identify shared priorities, multiple projects that have synergy, and multiple sources of investment.



# Community Investment Actors



## Center for Community Investment



### Shared Priorities

- ↳ Residents and local businesses
- ↳ Neighborhood organizations
- ↳ Local elected officials
- ↳ City agencies
- ↳ Advocacy groups



### Pipeline

- ↳ **Capital sources**
  - Banks
  - Insurance companies
  - Pension funds
  - Foundations
  - Anchors
  - Federal, state, local governments
- ↳ **Intermediaries**
  - Community Development Financial Institutions (CDFIs)
  - Development Finance Agencies (DFAs)
  - Banks and credit unions
  - Small business intermediaries
- ↳ **Deal generators/Capital users**
  - Community Development Corporations (CDCs)
  - Affordable housing developers
  - Small businesses

Structuring, Monitoring, \$



### Enabling Environment

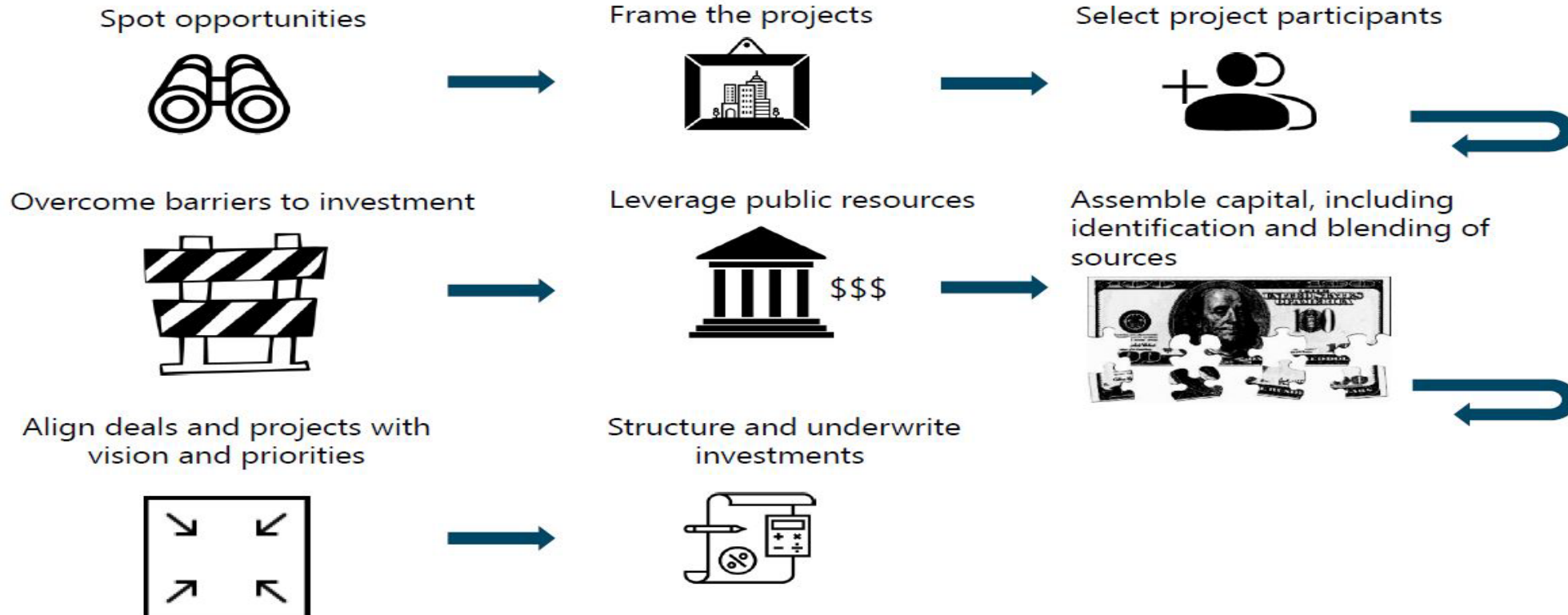
- ↳ **Set and enforce policies and regulations**
  - State and local agencies
  - Elected officials
- ↳ **Determine and align resource flows**
  - State and local agencies
  - Philanthropy
  - Anchor institutions
  - Investors
  - Intermediaries
  - Civic/nonprofit organizations
- ↳ **Establish and sustain platforms for collaboration**
  - Philanthropy
  - Civic leaders
- ↳ **Generate/provide data**
  - Universities
  - Nonprofit organizations
  - Government agencies



# Community Investment Stages



Center for  
Community  
Investment





# Capital Investment

- Grants
- Recoverable grants
- Loans
- Forgivable loans or Conditional repayment loans
- Investment capital
- Tax credits (Equity developed by exchanging a stake in the project value for credits against tax liability)
- Credit enhancements (Loan guarantees, letters of credit, property tax abatements)



# Rural Investment Collaborative

## What?

The Federal Reserve Bank of Richmond developed a new ***Rural Investment Collaborative***.

As part of our Bank's HPO3, our Community Development team is designing and leading this work with communities to address disparities in capital access in rural areas.

## Why?

To improve economic investment in small towns and rural communities. There is a basic problem of supply and demand that keeps small towns from absorbing funding.

- On the demand side, despite great potential, rural regions have fewer people who can develop strong project proposals.
- On the supply side, some sources of capital are missing or are not well coordinated.

## How?

FRBR is collaborating with state/regional rural organizations and other small town and rural partners to provide investment training, technical assistance, and resources that help more communities develop strong investment proposals.

At the same time, we are convening national and regional funders to help communities increase the availability and alignment of funds needed to bring investable projects to life.



*\*The Richmond Fed staff does not participate in fundraising, selection of grantees, or selection of communities receiving training or technical assistance.*

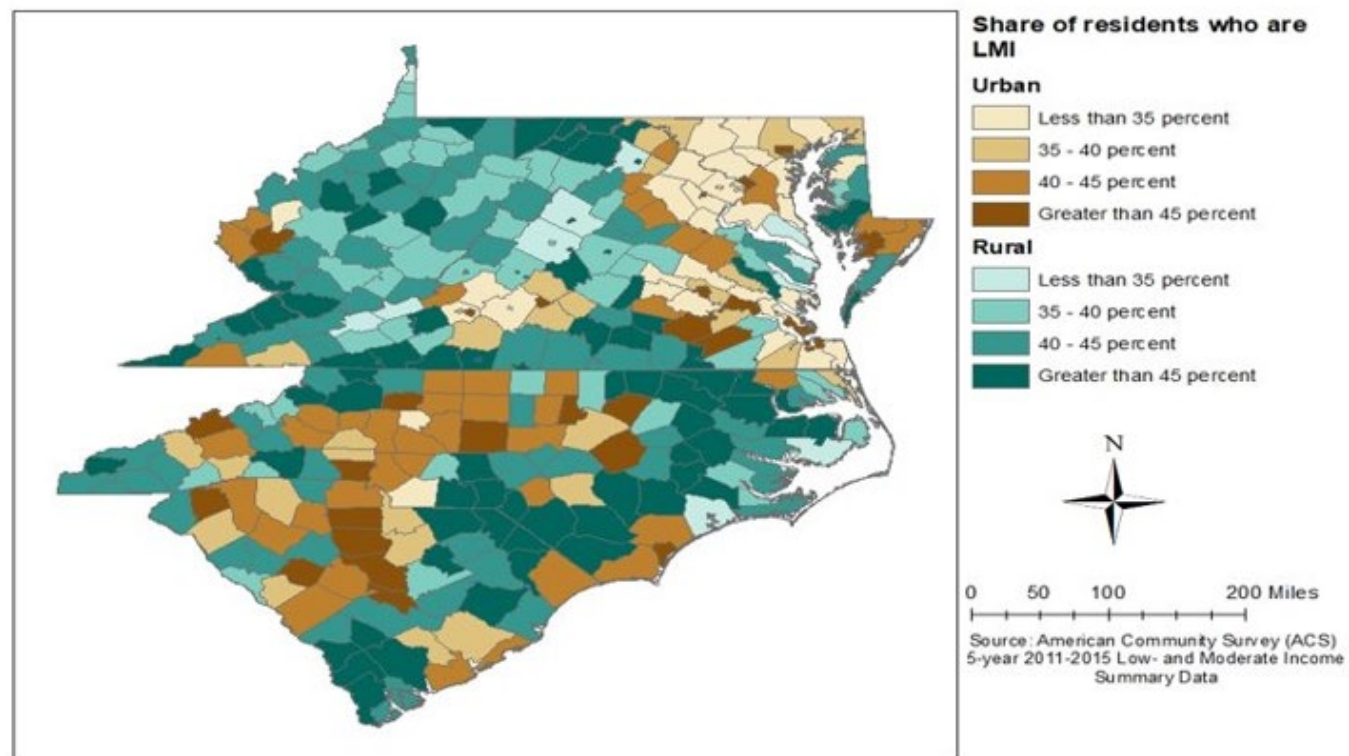
# Community Investment Training

- To address the challenge of developing project proposals in rural regions, the Rural Investment Collaborative offers a 12-week experiential curriculum to focus leaders on developing an investment ready community project.
- The curriculum was developed, piloted and evaluated with a regional partner, Invest Appalachia, and we are partnering to expand this training across our bank footprint (previously limited to Appalachia communities)
- The training includes sessions taught by subject matter experts and regional organizations with a record of success and culminates in pitch sessions for participants
- Mini-grants are awarded to support community activation and contribution to an inclusive project proposal, as well as opportunities for technical assistance and implementation grants
- Diverse cohort of 16-18 leaders annually representing different communities and organization types from SC, NC, VA, WVA, and MD



# Community Investment Training: Nomination Criteria

- Rural low- and moderate-income counties (darkest teal)
- Alignment with state or national priorities for investment
- Local anchor organization like foundation or nonprofit
- Individual leader with potential for multiple projects
- Diversity in region and other factors
- Evidence of momentum



# Faces of the Fifth



## Rural Investment Collaborative 2024 Community Investment Training Cohort

## Community Investment Training: Cohort 1 Project Examples

**Anne Arundel, MD:** This project will develop a flour and grist mill capable of commercial and artisanal products at the location of the Lothian grain elevators, a recent purchase of Anne Arundel government to save it from destruction. This will allow local farmers to develop value added products and improve access to locally sourced food.

**Tyrell/Washington, NC:** The renovation project aims to modernize the Tyrrell County CDC's facilities. The project will create a business incubator, providing a platform for local entrepreneurs to receive training, education, and support. A commercial kitchen will be established in partnership with a local community college, offering residents training for careers in nearby restaurants, addressing labor shortages on the Outer Banks.

**Alleghany, VA:** This is a new rehabilitation project for the Town of Clifton Forge. The Alleghany Foundation awarded grant funds to the Town to purchase two blighted buildings. Once the purchased buildings are rehabilitated and sold, the Town can use the proceeds from those sales to purchase additional blighted properties and continue the process of rehabilitation.



# Stories from the Road



# Pair and Share Prompts (10 minutes)

- Does your community have a plan?
- What project or projects would help your community thrive?
- What types of investments do you think your project would need?
- Who would be a good person to lead the project development for your community?





**Is there an Anchor in your community?**

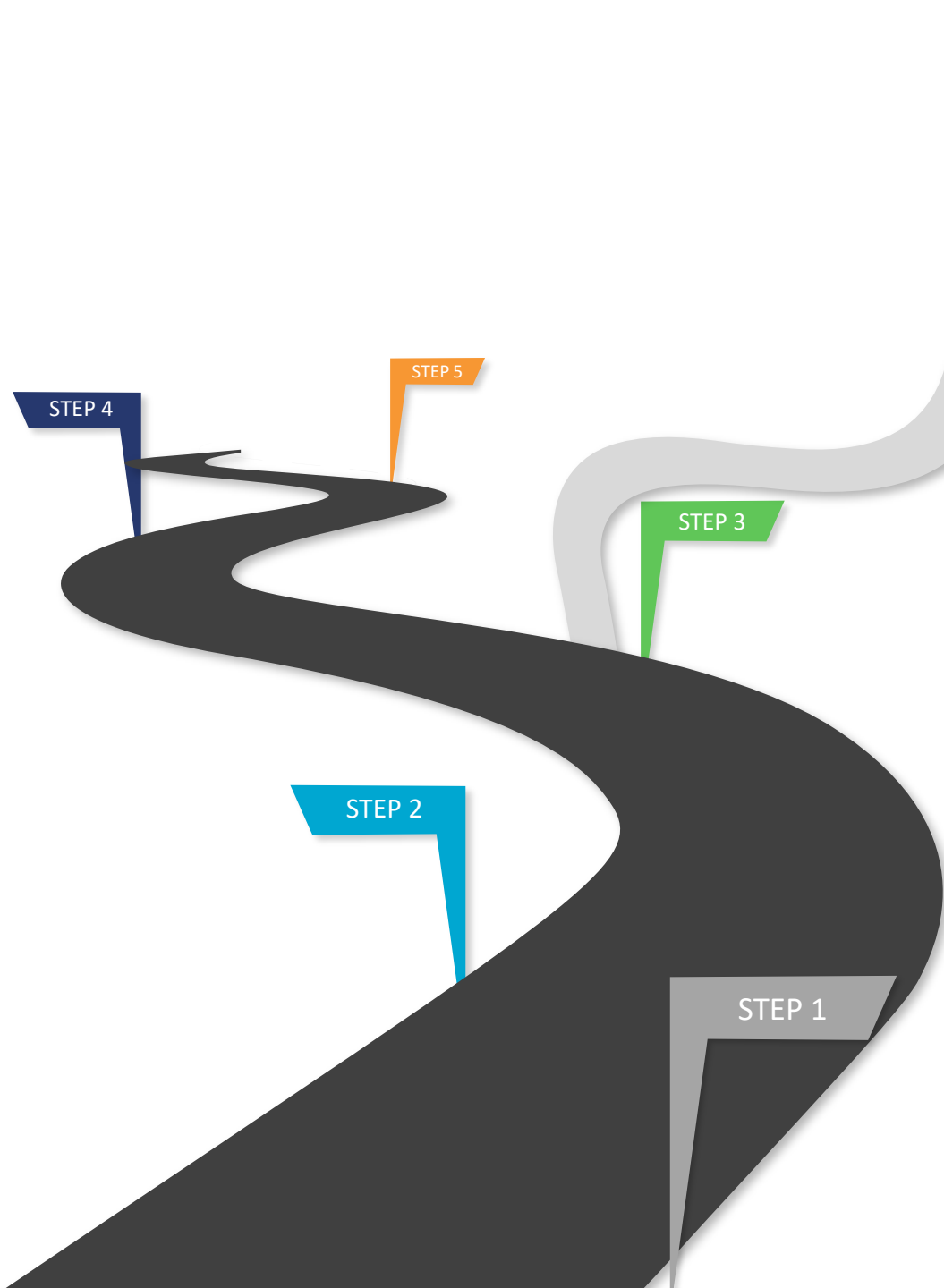


**WILLIAMSON HEALTH**  
AND  
**WELLNESS CENTER**



**GWCDC**

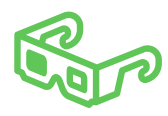
**Greater Williamson Community Development Corporation**



Build a Team with an Anchor



Assess Needs & Create a Plan



Consider Revenue Potential of Prospective Projects



Stage Viable Projects: Consider predevelopment & development costs



Pitch & Stack

# Community Health Improvement Plan (CHIP)

## Healthy Eating Active Living Mental Wellbeing Transportation

### Community Health Improvement Plan

2021-2024

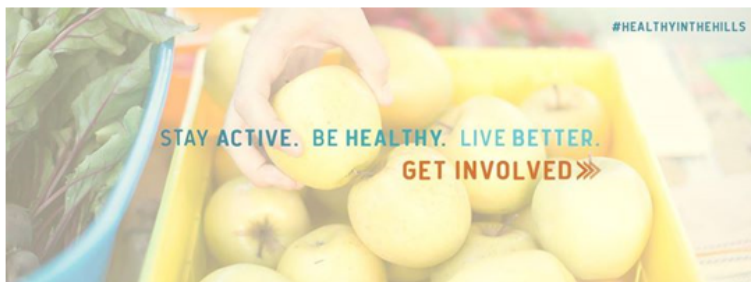


### Communities in and around Mingo County, WV

This plan was created in collaboration with area residents and the Healthy in the Hills Network.

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### Background and Purpose

Our efforts over the next ten years will result in improved physical environments with greater opportunities and accessible support for all. With a growing business community and increased access to broadband, we expect an increase in available job opportunities. The Healthy in the Hills Network (Network) aims to address the social determinants of health and health equity barriers to ensure the changing local economy impacts the community at large.

The Network, established in 2012, is a team of cross-sector partners in southern West Virginia and eastern Kentucky who have developed a shared vision for improving rural health that may be replicable in rural areas in Appalachia, across the United States, and abroad.

This plan was developed as Network partners began to question how to build a culture of health and tackle community needs together. The focus of the plan is to launch a collaborative, community-driven planning process to address the social determinants of health and health equity.

#### Changing Mindsets



At a local event called Community Conversations, partners and residents involved in the Healthy in the Hills Network expressed fatigue with working on long-term projects that may sometimes seem unattainable. They described a feeling of “meeting just to meet,” and not getting enough done in terms of visible or measurable change. The Network realized that many may be motivated by early wins. By celebrating early wins, Network members may find within themselves a way to contribute to long-term efforts feeling a sense of accomplishment at each milestone. The approach could result in changing the way people stay engaged, contributing to a cultural shift where residents believe that change is possible.

### Community Health in Mingo County, WV

According to the 2019 County Health Rankings, Mingo County ranks 53rd worst of all 55 counties in West Virginia for length of life. The rate of premature death, or years of potential life lost before age 75 in Mingo County has seen a steady overall increase and is almost 1.5 times (14,900 / 100,000 persons) that of West Virginia (10,500) and almost triple the national benchmark (5,400). Residents in Mingo County live significantly shorter lives than the rest of the nation and die prematurely nearly 150% greater than the nation as a whole. Premature death is often contributed to illness and chronic diseases that were left unmanaged.

The West Virginia Department of Health and Human Services issued a report, “The Burden of Diabetes in West Virginia,” that describes the prevalence of adults with cardiovascular disease, obesity, diabetes, and hypertension that have all gone unmanaged for years. These co-occurring health issues may be a

# Comprehensive Community Plans



# Project Pipeline

Size of investment needed?

How will the investment be repaid?

Is the predevelopment work complete?

Organization	Project Name/Basics	How investment benefits region?	Is receiving the investment?	Who is providing the investment?	What will the investment let them do?	Size of Investment needed?	For How Long?
		Mercantile will be colocated with businesses including Southern Microgreens growing space for microgreens, a co-packer for local products, and a health center team driving healthy nutrition. We will bolster destination tourism among HM tourists and service learning and visitors interested in building healthy communities- helping to spread clusters in Williamson and South Williamson, KY. Positioned for telehealth connectivity will result in improved health and wellbeing. The engineering plan was designed with health equity in mind. Improved Internet speeds centrally in residential areas from SWVCTC to WMH and up Vinson Street. Clpps for improved e-commerce and workforce training with schools and SWVCTC	GWCCDC will receive investment. (confirm)	seek investment to fill gaps. Open to loan options for the businesses who are licensed in the space.	storefronts to bolster tourism. GWCCDC to accommodate license agreements that are low-cost rent agreements for new businesses.		
Greater Williamson Community Development Corporation	Williamson Fiber Network		GWCCDC	Phase 1: engineering and complete. Prossy engage Gigabeam for private investment; Look into public private partnership; Gather input and LCI from businesses who commit to enhanced broadband services; look into philanthropic support to encourage businesses to transition to improved connectivity options. ID loan options	Construct a fiber network in Williamson that spans from downtown to residential and crosses over to the community college.	1M	20 yr
WPRC	Z Park - resurfacing courts	Lack of recreational facilities; Schools must travel for tennis matches need a local location; instructors are identified, building social connections; pickle ball collaboration with senior centers - transportation to recreation site; instructors lined up; youth seek basketball court - dire need for upgrades to court; open site for tournaments to increase youth engagement. Reducing crime and providing healthy outlet for kids.	WPRC or Pass Thru	25k pledged for courts	Resurfacing pickle ball court, tennis courts, basketball court	Pending EL Robinson designs for Z Park	TBD
WPRC	Z Park - Amphitheatre, greenspace, dog park	Tax payer dollars are employed for maintenance of old pool site. Brownfield site reinvented; lack of greenspace in Williamson (place for a picnic); outdoor venue for drama or music - Appalachian Players Guild (may be a theatre company tied to parks); big need expressed by	WPRC or Pass Thru	Brownfield is being explored, seeking additional funding including sponsorships for naming rights on the amphitheatre.	Revitalize community property to include greenspace and dogpark	Pending EL Robinson designs for Z Park	TBD
WPRC	Z Park - indoor swimming facility and splash pad	Attract swim meets to the area; recreational access for youth	WPRC or Pass Thru	USDA grants for splash pad;	Bring back water activities to the community; jobs	Pending EL Robinson designs for Z Park	TBD
WPRC	RV Park	Cleaning up flood mitigated land for reuse - Support recreational tourism; Trail riders indicate need for RV site - prime location with easy access to shopping and interstate.	WPRC or Pass Thru	Grant and investment opportunities	Pull in sites, primitive camping and pop up sites; walking trails; boat ramp access for boating and fishing; bath house,	\$1,065,877 construction costs	
WPRC	Field House	Team based sports site in Williamson; AMCO partnership to drive concerts and indoor movies in Williamson; Landmark in community restored;		USDA rural development loan through USDA; historic registry site	Enable event tourism at field house through improved facilities (HVAC, bathrooms,	228K	40 year w/USDA
River Water Trail Committee	Tug Fork Designated Water Trail	Water recreation - have existing kayak rental program - lacking operational staff, paddle camps for kids and families including river trail education. Partnership of - parks, chamber, cvb, whwc	WPRC or Pass Thru		Support staffing or entrepreneur for the kayak rental program	\$35,000 Boat ramp and kayak launch	
WPRC	Bike Trail						
Entrepreneurial	Administrative Support Services	Backbone of support for entrepreneurial endeavors by providing call center, accounting, digital marketing and compliance consultation	GWCCDC Pass Thru		Job creation	25K MVP to serve confirmed set of 8 core businesses; 50K to expand	
Liminal Nutrition	Food as Medicine	Autoimmune diseases (diabetes) are on the rise, the business provides targeted nutrition support. Food can help reverse or mitigate health impacts and healthcare utilization costs	Liminal Nutrition or Pass Thru		launch; investment would enable increased distribution and training around Food as Medicine. Funds would enable an expanded footprint, bringing price down, enabling greater food access	Goal of 80K for regional level distribution - trucks, website, marketing, boots on the ground for food as med. ed. (cooking workshops, tastings)	
Coal Brew Coffee	Local coffee roaster, regional distribution	Creating local jobs and improving regional representation of product. Coffee sourced from the region is limited.	Coal Brew Coffee or Pass Thru		Job creation and scale distribution. Transportation is a barrier to growth across pipeline projects	25K brand awareness, marketing and distribution. Boots on the ground to coffee shops making sales	
Mountaineer Hotel	Tourism	Hub for tourism and commerce. Eat, shop, enjoy the beauty of a historic building. Improvements are underway - Mezzanine bar and Coffee shop near finish line			Improve parking garage		

# POST 49 Market



**Fresh Choice Retailer &  
Shared-Use Kitchen**





# POST 49 Market



## Predevelopment (complete)

- Retrofit building, secure equipment and supplies
- Start-up business plan
- Peer learning with staff and other food biz
- Gain Commercial Kitchen certification
- Secure funding

## PHASE ONE (current)

- Prescription Produce Program
- Cooking Classes
- Café Daily Specials

## PHASE TWO (future)

- Rooftop destination
- Enhance product line



# Williamson Memorial, Inc. Hospital Facilities

## Working Capital Loan Request

(From Pitch Deck 2023)





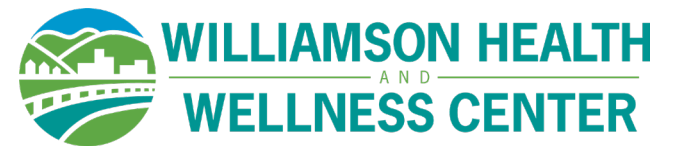
**WHWC makes \$3.68 million bid to purchase  
Williamson Memorial Hospital**

By JARRID McCORMICK Williamson Daily News imccormick@HDMedia.com Apr 1, 2023

## Health care partners **step up**

Millions are invested in building renovations  
2020-2023

- A new HVAC system and air quality system
- Upgraded plumbing and lighting
- ER, patient rooms and waiting rooms renovations
- Updated façade and entryway



# Under one roof at the renovated hospital:



WHWC Family Care Clinic

First Floor



Wise Path Recovery Center

Third Floor



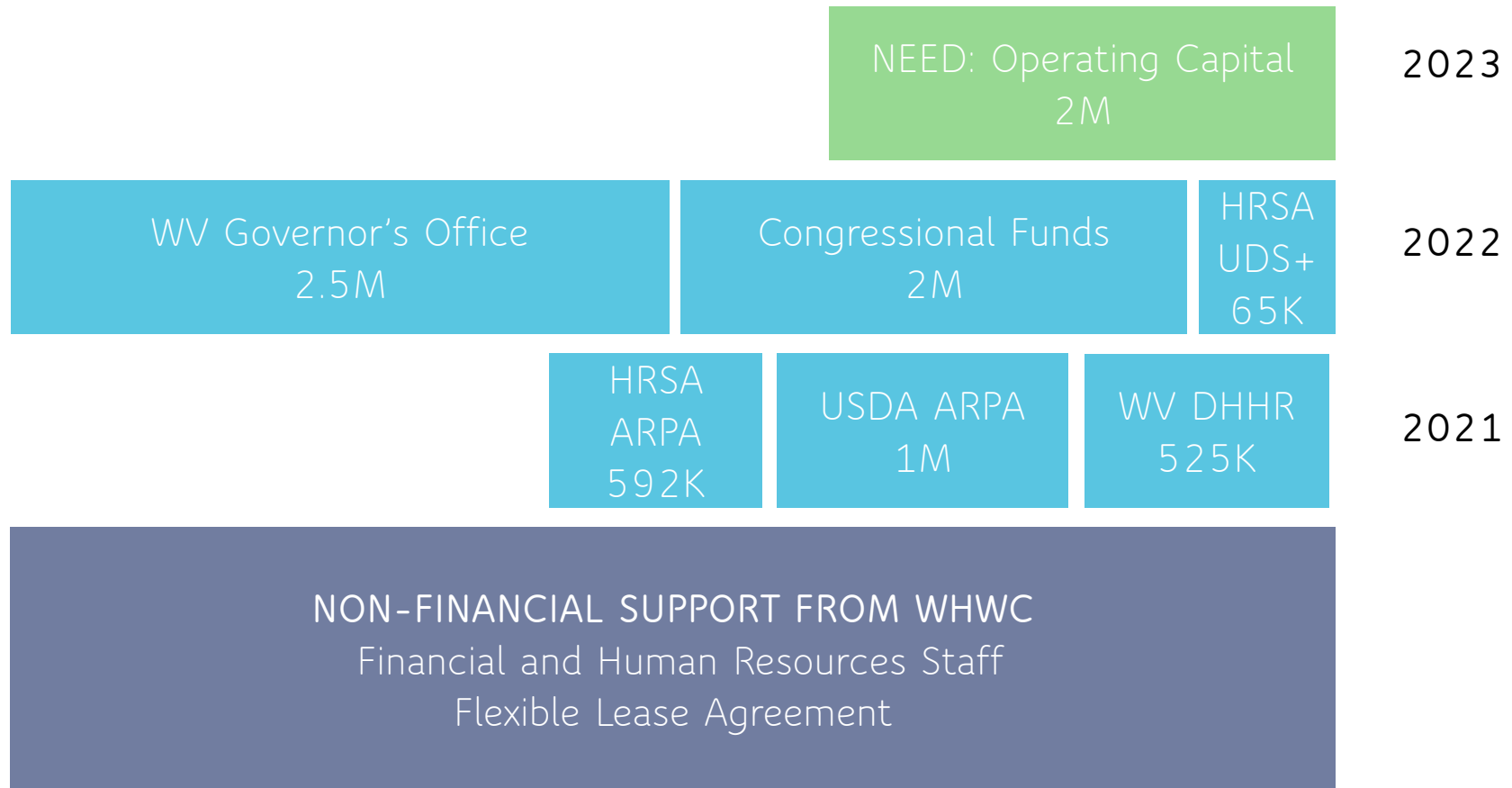
WM Laboratory and Radiology

WM Emergency Department Services

WM Inpatient Services

**Remaining Need:  
Working Capital Loan**

# Integrated Capital



# Recovery is **looking good** at Williamson Memorial 3<sup>rd</sup> Floor



*Wise  
Path*

RECOVERY CENTERS



## Here to stay.

- Return local acute care to a community of more 20,000.
- 70 jobs projected, reversing the economic impact of the closure
- Introduce a model for FQHCs and rural hospitals to prevent closures



# Are you in the planning stages?



# Funding resources to align with your plan





programs to support rural America.



Single Family Housing



Multifamily Housing



Community Programs



Energy and Electric Programs



Telecommunications Programs

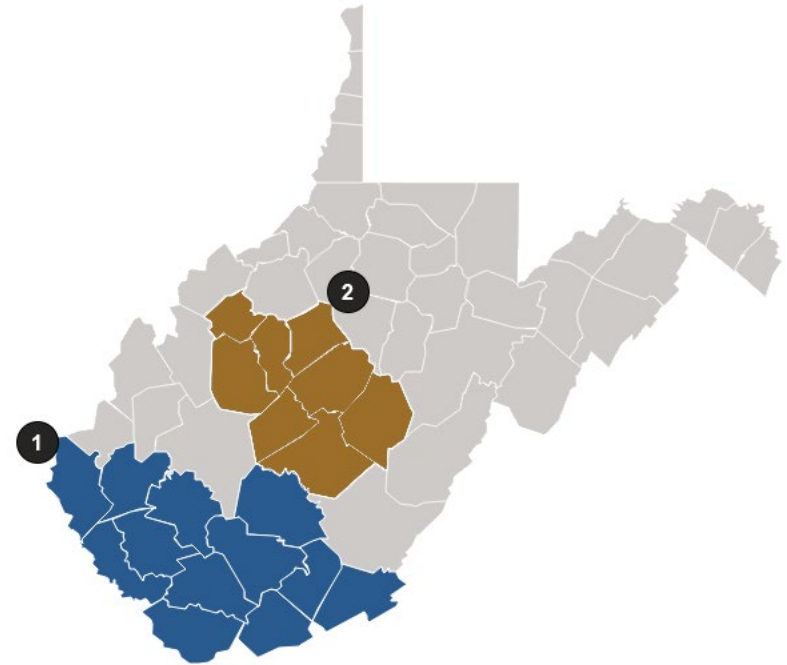


Water and Environmental Programs



Business and Cooperative Programs

# USDA Rural Development Summary of Programs



## 1. Southern West Virginia

Counties of Mingo, Wayne, Lincoln, Boone, Logan, Wyoming, McDowell, Mercer, Monroe, Raleigh, Summers, Fayette.

## 2. West Virginia Pioneer

Counties of Braxton, Calhoun, Clay, Gilmer, Nicholas, Roane, Webster, Wirt.



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## Questions and Discussion

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