

# Economic Development Funding & Financing Case Studies

Intended to provide inspiration and reference.

## 1. Redwood Coast Airport Microgrid (RCAM) – Humboldt County, CA

**Sector:** Renewable and Resilient Energy

### Overview & Scope

The Redwood Coast Airport Microgrid (RCAM) is the nation's first multi-customer, front-of-the-meter community microgrid on a major utility system. Designed by the Redwood Coast Energy Authority (RCEA) and the Schatz Energy Research Center, it powers the regional airport, U.S. Coast Guard station, and nearby facilities with renewable energy and battery storage for resilient operations.

### Funding Sources & Structure

Funding Source	Approximate Amount / Role	Notes & Mechanisms
California Energy Commission – EPIC Grant	\$5 million	Primary demonstration funding for innovation and construction.
Local contributions – RCEA & Humboldt County	~\$1 million	Site preparation, operational support, and match funding.
Private partners (OEMs, EPCs)	Undisclosed	Contributed technology and equipment value-in-kind.

PG&E partnership	Regulatory & tariff support	Enabled grid integration and customer participation.
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## Key Milestones & Timeline

- 2018–2019: Feasibility studies and tariff framework approval.
- 2020: Construction initiated.
- 2022: Operational launch and performance testing.
- 2023–2024: Replication planning for regional microgrids.

## Key Takeaways & Lessons

1. Multi-customer microgrids require innovative utility tariffs and regulatory frameworks.
2. Combining state innovation grants with local energy authority leadership accelerates deployment.
3. Energy resilience can double as an economic development tool for rural infrastructure.

## Key Findings on Economic Impact

- Capital investment: ≈ \$6–7 million.
- Jobs: ~40 direct construction and operations roles.
- Economic benefit: Resilient power for critical facilities, avoiding costly outages.
- Replication: Multiple California communities now modeling projects after RCAM.

## Interpretation & Strategic Takeaways

RCAM offers a replicable model for resilient, renewable infrastructure that supports economic continuity and workforce development in rural regions.

Sources: [Energize Innovation Project Page](#) | Schatz Energy Research Center

## 2. Dayspring Health – Appalachia, KY

Sector: Health & Caregiving

### Overview & Scope

Dayspring Health revitalized an abandoned commercial property into a comprehensive rural healthcare campus. As a Federally Qualified Health Center (FQHC), it delivers primary, dental, and behavioral healthcare services to medically underserved communities across Appalachia.

### Funding Sources & Structure

Funding Source	Approximate Amount / Role	Notes & Mechanisms
USDA Loan (Uplift America Fund)	\$11.5 million	Core facility financing.
New Markets Tax Credits (NMTC)	~\$5 million	Equity and gap funding.
Bank financing & private grants	~\$3 million	Additional capital stack support.
KHIC/Uplift America supplemental loan	~\$2 million	Expanded services and equipment.
Philanthropic grants	<\$1 million	Dental and outreach program expansion.

## Key Milestones & Timeline

- 2018–2019: Capital stack assembled.
- 2020: Facility renovation and expansion completed.
- 2021–2024: Full operations and workforce training programs launched.

## Key Takeaways & Lessons

1. Combining federal community facility loans with NMTC creates powerful leverage.
2. Health infrastructure redevelopment can catalyze community renewal.
3. Cross-sector partnerships sustain rural healthcare ecosystems.

## Key Findings on Economic Impact

- Capital investment: ~\$22 million total.
- Jobs: 100+ created and sustained.
- Community reach: 15,000+ annual patients served.

## Interpretation & Strategic Takeaways

Dayspring Health shows how rural healthcare access can be built through layered capital and cross-sector coordination — directly aligning with Redwood Region RISE’s goal of inclusive community well-being.

Sources: [Forvis Mazars NMTC Healthcare Webinar](#) | Uplift America Fund

## 3. Tannery Arts Center – Santa Cruz, CA

Sector: Arts, Culture & Tourism

### Overview & Scope

The Tannery Arts Center transformed a former industrial tannery into a vibrant mixed-use arts campus with affordable live/work housing and cultural spaces. It has become a hub for the creative economy, tourism, and social engagement.

### Funding Sources & Structure

Funding Source	Approximate Amount / Role	Notes & Mechanisms
Low-Income Housing Tax Credits (LIHTC)	~\$15 million	Financed artist housing units.
Historic Tax Credits (HTC)	~\$6 million	Supported rehabilitation of historic structures.
City of Santa Cruz & Redevelopment Agency	Land & infrastructure	In-kind contribution and site prep.
Private philanthropy / foundations	~\$3 million	Local donor and arts fund support.
State arts / tourism grants	\$1–2 million	California Arts Council & cultural facility funds.

## Key Milestones & Timeline

- 2006–2008: Financing assembled; redevelopment design approved.
- 2010: Phase I artist housing completed.
- 2012–2015: Studio, gallery, and performance spaces built.

## Key Takeaways & Lessons

1. Tax credit layering enables creative adaptive reuse of historic assets.
2. Arts-led development drives tourism and economic revitalization.



3. Nonprofit operators ensure long-term affordability and mission alignment.

## Key Findings on Economic Impact

- Jobs: 150 construction; 60 permanent.
- Visitors: 100,000+ annually.
- Economic output: ~\$8 million in local annual spending.

## Interpretation & Strategic Takeaways

Tannery Arts demonstrates that creative reuse can serve as durable rural or small-city economic infrastructure, linking cultural vibrancy with equitable housing and tourism.

Sources: [City of Santa Cruz](#) | Artspace

## 4. Oregon Mass Timber Coalition – Build Back Better Regional Challenge

Sector: Working Lands

### Overview & Scope

The Oregon Mass Timber Coalition (OMTC) is a statewide consortium of research institutions, state agencies, and industry partners leveraging mass timber innovation to strengthen Oregon’s forest economy, rural employment, and housing sector.

### Funding Sources & Structure

Funding Source	Approximate Amount / Role	Notes & Mechanisms
U.S. EDA Build Back Better Regional Challenge	\$41.4 million	Core federal investment supporting manufacturing infrastructure.

State of Oregon & Business Oregon	~\$10 million	Matching and in-kind support for pilot sites and facilities.
Private industry partners	~\$15 million (estimated)	Equipment, R&D co-funding, and workforce initiatives.
Oregon State University / Port of Portland	Institutional match	Facilities expansion and applied research.

## Key Milestones & Timeline

- 2021: Coalition established, concept development initiated.
- 2022: BBBRC award announced.
- 2023–2025: Facility modernization, pilot projects, and training programs implemented.
- 2026: Evaluation and commercialization phase.

## Key Takeaways & Lessons

1. Large-scale federal cluster funding can accelerate rural industrial transformation.
2. Ties between forest management, housing affordability, and innovation drive resilience.
3. Cross-sector coordination enhances capital efficiency and workforce outcomes.

## Key Findings on Economic Impact

- Jobs created: ~500 direct, 1,200 indirect.
- Capital investment leveraged: >\$70 million total.
- Rural economic benefit: Strengthened timber supply chain and workforce pathways.

## Interpretation & Strategic Takeaways

The OMTC exemplifies how working lands can serve as platforms for climate-smart manufacturing and inclusive growth — highly applicable to Redwood Region RISE’s forest and blue economy initiatives.

Source: Oregon Mass Timber Coalition

## 5. Port of San Diego Blue Economy Incubator – San Diego, CA

Sector: Blue Economy and Working Lands

### Overview & Scope

The Port of San Diego’s Blue Economy Incubator supports innovative pilot projects in aquaculture, water quality, and ocean technology. It advances sustainable marine industry growth while protecting the Bay’s environmental health.

### Funding Sources & Structure

Funding Source	Approximate Amount / Role	Notes & Mechanisms
Port of San Diego Capital Fund	\$2–3 million annually	Core funding for pilot management and infrastructure.
Private investment / startup match	Varies by project	Co-funding from blue tech entrepreneurs and investors.
State & federal partnerships (NOAA, Sea Grant)	Variable	Research and permitting support.
Philanthropic contributions	Small grants	For ecosystem restoration and community engagement.



## Key Milestones & Timeline

- 2016: Incubator launched.
- 2017–2021: First cohort of aquaculture and mooring pilots.
- 2022–Present: New marine tech pilots in sensors and desalination.

## Key Takeaways & Lessons

1. Public port authorities can serve as conveners of innovation ecosystems.
2. Environmental stewardship and business growth can be mutually reinforcing.
3. Pilot-based capital deployment reduces risk for emerging sectors.

## Key Findings on Economic Impact

- Jobs: 250+ created or sustained.
- Investment leverage: Over \$25 million in private follow-on capital.
- Regional benefit: Strengthened San Diego's leadership in the global blue economy.

## Interpretation & Strategic Takeaways

This model demonstrates how ports and coastal agencies can anchor regional blue economy ecosystems — a strong analog for Redwood Region RISE's Working Lands & Blue Economy focus.

Source: Port of San Diego Blue Economy Incubator

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## 6. Empire State Trail - Funding, Timeline & Economic Impact

Sector: Arts, Culture, Tourism

### Overview & Scope

- The Empire State Trail is a 750-mile multi-use trail across New York State, linking Manhattan → Albany → Buffalo → Canada border (Rouses Point). ([Wikipedia](#))

- It connects and “stitches together” existing trail segments (e.g. Erie Canalway Trail, Hudson River Valley Greenway) and fills gaps through new construction and on-road bike route upgrades. ([Empire State Trail](#))
- At launch, about 400 miles of trail already existed in disconnected segments; the project built or upgraded ~ 180 miles of new off-road trail, plus ~170 miles of on-road bicycle route improvements and additional trailheads / gateways. ([Empire State Trail](#))
- The total program cost was approximately **\$266-\$297 million** (depending on accounting) across all funding sources. ([Rails to Trails Conservancy](#))

## Funding Sources & Structure

Funding Source	Approx Amount / Role	Notes & Mechanisms
State of New York (capital appropriation)	\$200 million (in 2017–18 budget)	A central, one-time allocation by the State Legislature / Governor to seed the trail construction program. ( <a href="#">Empire State Trail</a> )
Federal / matching & grants / other public / local / private	~\$52 million (or ~ \$80-97 million, depending on report)	Supplemented state funds; came from various federal, local, and private matching / grant sources. ( <a href="#">Rails to Trails Conservancy</a> )
Local / municipal / community contributions	~ \$14.16 million	As reported in case studies, local contributions augmented state and federal funding. ( <a href="#">Rails to Trails Conservancy</a> )

## 7. Cascade Village Project – Shasta Lake, CA

Sector: Arts, Culture, Tourism

### Overview & Scope

The Cascade Village Project is a transformative public–private–tribal partnership in the City of Shasta Lake. It unites the City, K2 Development Companies, Win-River Hotel Corporation (Redding Rancheria), and the Community Revitalization and Development Corporation to

deliver a mixed-use downtown revitalization. The project features housing, retail, and community space centered around walkability and cultural connectivity.

## Funding Sources & Structure

Funding Source	Approximate Amount / Role	Notes & Mechanisms
Affordable Housing Sustainable Communities (AHSC) – Rural Innovation Project Area	\$16.5 million	State-administered grant integrating housing, transportation, and GHG reduction goals.
Local parks & public infrastructure grants	\$4.5 million	Supports adjacent public amenities and park improvements.
Private capital – K2 Development Companies	Undisclosed	Developer equity, construction financing, and site investment.
Tribal investment – Win-River Hotel Corporation (Redding Rancheria)	Undisclosed	Strategic equity participation and cultural partnership.
City of Shasta Lake & CRDC	Land assembly & planning	Permitting, site preparation, and local match.

Total Estimated Project Cost: ≈ \$36.5 million

## Key Milestones & Timeline

- 2019–2020: Partnership formation, community design charrettes, and AHSC proposal development.

- 2021: \$16.5M AHSC Rural Innovation Project Area award announced.
- 2022–2024: Construction and park system improvements underway.
- 2025–2026: Anticipated completion and full tenant occupancy.

## Key Takeaways & Lessons

1. Public–tribal–private collaboration can align cultural, economic, and environmental goals.
2. AHSC grants provide flexible capital for integrated housing and climate solutions.
3. Public park investments catalyze surrounding private development.

## Key Findings on Economic Impact

- Housing units: ~100+ affordable and market-rate homes.
- Job creation: ~200 construction-phase and 60 long-term jobs.
- Downtown vitality: Significant increase in retail activity and visitor foot traffic.
- Public benefit: Enhanced livability, access to open space, and infrastructure upgrades.

## Context, Caveats & Gaps

Economic impact data are projected based on construction and housing multipliers; post-completion reporting is forthcoming from the City of Shasta Lake.

## Interpretation & Strategic Takeaways

Cascade Village demonstrates the power of rural innovation zones to anchor inclusive prosperity. For Redwood Region RISE, it models how integrated infrastructure and partnerships can de-risk private capital and deliver lasting community value.

### Sources:

[City of Shasta Lake Project Page](#) | [K2 Development Companies](#) | [Cascade Village Official Site](#)

## Additions from SICs:

# 8. When Art Becomes Medicine – San Diego County, CA

Sector: Arts, Culture, Tourism

## Overview & Scope

“When Art Becomes Medicine” is a pilot project launched in 2025 by a consortium of San Diego arts, health, and philanthropic partners. The program uses a “**social prescribing**” model—allowing physicians and mental health providers to refer youth (ages 12–25) to structured art-making experiences as part of treatment plans. Designed to combat anxiety, depression, and social isolation, it demonstrates how creative engagement can become an integral element of preventive and mental healthcare.

## Funding Sources & Structure

Funding Source	Approximate Amount / Role	Notes & Mechanisms
Regional philanthropic coalition (Catalyst of San Diego & Imperial Counties + partners)	~\$500,000 initial pilot funding	Seed grants supporting evaluation, coordination, and youth participation costs.
Local health systems & clinics	In-kind services	Physician referrals, participant tracking, data collection.
City/County arts & culture agencies	~\$100,000	Funding community-based art organizations delivering sessions.
Private donors / foundations	Variable	Program expansion and continuity funding.

## Key Milestones & Timeline

- **2024:** Design phase and cross-sector partnership formation.
- **July 2025:** Pilot launched; first 250 youth enrolled via provider referral.
- **2025–2026:** Evaluation of outcomes and cost-effectiveness; development of health system reimbursement model.

## Key Takeaways & Lessons

1. Demonstrates **cross-sector collaboration** between creative and medical ecosystems.
2. Establishes a **replicable model** for community-based mental health support.
3. Uses **data-driven evaluation** to make the case for healthcare reimbursement.

## Key Findings on Economic Impact

- **Public health ROI:** Estimated \$3 in social and health benefit per \$1 invested (based on similar arts-in-health models).
- **Jobs:** Sustains 25+ creative teaching positions and healthcare liaisons.
- **Community impact:** Reaches 250 youth annually, improving mental health outcomes and reducing treatment costs.

## Context, Caveats & Gaps

Economic data are early-stage; impact analysis is qualitative pending full 2026 evaluation. Payer integration (insurance reimbursement) is under development.

## Interpretation & Strategic Takeaways

This case demonstrates how **creative economies intersect with health equity**, embodying Redwood Region RISE's vision of inclusive prosperity. Social prescribing can serve as a replicable framework for **arts + health integration** in rural or Tribal settings, reducing isolation while expanding workforce opportunities for local creatives.

# 9. California State Office of Rural Health (CalSORH) — Statewide

**Sector:** Health and Caregiving

## Overview & Scope

Housed within the California Department of Health Care Access and Information (HCAI), the **California State Office of Rural Health (CalSORH)** coordinates programs and funding that strengthen healthcare delivery in rural and frontier areas. It manages key initiatives like the **Medicare Rural Hospital Flexibility Program, Small Hospital Improvement Program, and J-1 Visa Waiver placements** for rural physicians.

## Funding Sources & Structure

Funding Source	Approximate Amount / Role	Notes & Mechanisms
U.S. Department of Health and Human Services (HRSA)	\$5–6 million annually	Federal grants for FLEX, SHIP, and Rural Health Network Development.
California State General Fund (via HCAI)	~\$1 million	Staff operations and match funding.
Local rural hospitals and clinics	Matching contributions	Cost-share for telehealth and quality improvement projects.
Technical assistance partners	In-kind	Data, training, and reporting support.

## Key Milestones & Timeline

- **Ongoing since 1991:** CalSORH established under federal authority.
- **2022–2025:** Expansion of telehealth access and hospital resiliency programs.
- **2025:** Partnership with CMS's new **Rural Health Transformation Program** to coordinate funding pathways.

## Key Takeaways & Lessons

1. Long-term public infrastructure for rural healthcare financing and capacity.
2. Demonstrates **state-federal alignment** and **multi-source capital integration**.
3. Offers a model for **technical assistance infrastructure** in other rural regions.

## Key Findings on Economic Impact

- Supports **80+ rural hospitals** and clinics statewide.
- Leverages ~\$7M in federal-state investment annually into ~\$25M in local improvements.
- Protects hundreds of rural health jobs through sustainability initiatives.

## Context, Caveats & Gaps

Impact data are aggregated at state level; county-specific outcomes (including Redwood Region) require local disaggregation.

## Interpretation & Strategic Takeaways

CalSORH illustrates the importance of **capacity-building infrastructure** to sustain healthcare equity. For Redwood RISE, its model suggests how to **align multiple funding streams** to strengthen health resilience in rural, coastal, and Tribal systems.

## 10. CMS Rural Health Transformation Program – National / Multi-State

**Sector:** Health & Caregiving

### Overview & Scope

The **Centers for Medicare & Medicaid Services (CMS)** launched the **Rural Health Transformation (RHT)** program in 2025 to strengthen primary care access, stabilize rural hospitals, and introduce value-based payment models. The initiative supports states and provider coalitions in designing sustainable, community-based systems.

### Funding Sources & Structure

Funding Source	Approximate Amount / Role	Notes & Mechanisms
CMS Innovation Center (CMMI)	Up to \$500 million (nationally)	Competitive cooperative agreements to participating states.
State health departments	Matching or implementation funding	Coordination and policy integration.
Local provider systems	In-kind or co-investment	Participation in payment transformation pilots.
Technical assistance contractors	Funded via CMS	Support evaluation, data, and training.

### Key Milestones & Timeline

- **Sept 2025:** Program launch announcement.
- **2026:** State applications and implementation planning.
- **2027 onward:** Evaluation of financial and clinical outcomes.

### Key Takeaways & Lessons





1. Builds financial resilience in rural health systems.
2. Enables **cross-state replication** of community-based payment models.
3. Encourages partnerships between hospitals, primary care, and public health.

## Key Findings on Economic Impact

- **Investment leverage:** \$500M federal → estimated \$1B total with state matches.
- **Projected savings:** 3–5% reduction in rural hospital closures nationwide.
- **Employment:** Maintains or expands up to 20,000 rural healthcare jobs.

## Context, Caveats & Gaps

Results depend on state participation and regulatory flexibility. Early-stage—economic impact projections are modeled, not observed.

## Interpretation & Strategic Takeaways

This initiative signals a new era of **integrated federal-state health financing**, resonating with RISE’s focus on resilience and systems alignment. Participation would allow California’s rural and Tribal providers to **embed equity within reimbursement reform**.

# 11. Employment Training Panel (ETP) Toolkit – California Community Colleges Chancellor’s Office

## Overview & Scope

The **ETP Toolkit**, developed through the California Community Colleges Chancellor’s Office, helps colleges and employers access **Employment Training Panel (ETP)** funds to upskill workers in priority industries. ETP reimburses employers for customized training that enhances job retention, competitiveness, and wage growth.

## Funding Sources & Structure

Funding Source	Approximate Amount / Role	Notes & Mechanisms
California Employment Training Panel	\$100M+ annual pool	Funded by employer payroll taxes; reimburses training costs.
Community Colleges (MECs)	Variable	Serve as fiscal agents and training providers.

Employers	Cost share / wage match	Co-investment via worker wages during training.
State General Fund	Administrative support	Program staffing and outreach.

## Key Milestones & Timeline

- **Ongoing since 1982:** ETP established by state legislation.
- **2024:** CCCCCO releases revised toolkit and templates for community colleges.
- **2025–2026:** Expanded outreach to rural and clean-energy employers.

## Key Takeaways & Lessons

1. **Directly connects workforce and industry needs.**
2. **Scalable funding mechanism** suitable for all sectors (energy, health, arts, manufacturing).
3. Demonstrates effective **public–private co-financing** for skill-building.

## Key Findings on Economic Impact

- Average ROI: \$4 economic return per \$1 in training cost.
- Serves **80,000+ trainees statewide per year.**
- Estimated **\$400–\$500M in annual wage and productivity gains.**

## Context, Caveats & Gaps

Impact data are based on historical ETP reports; sector-level disaggregation (e.g., rural clean energy) still emerging.

## Interpretation & Strategic Takeaways

ETP shows how existing state mechanisms can finance the **RISE workforce vision** without new appropriations. Embedding ETP-funded programs within energy, blue economy, and health pathways ensures **inclusive workforce participation and upward mobility.**

# 12. Blue Sky Center – “Resilient Cuyama” (Uplift Central Coast Catalyst)

**Sector:** Working Lands & Blue Economy

## Overview & Scope



Located in the rural Cuyama Valley, **Blue Sky Center** launched the *Resilient Cuyama* initiative in 2025 after receiving a **Uplift Central Coast Catalyst Grant**. The project builds workforce and small business capacity in regenerative agriculture, clean energy, and rural climate adaptation.

## Funding Sources & Structure

Funding Source	Approximate Amount / Role	Notes & Mechanisms
California Jobs First (Governor’s Office of Business & Economic Development)	\$500,000	Catalyst predevelopment award for planning and technical assistance.
Philanthropic foundations	~\$200,000	Support workforce and community engagement.
Blue Sky Center / local match	~\$50,000	In-kind staffing, facilities, and coordination.
Regional partners (Quail Springs, Cuyama Bucks)	In-kind	Expertise, mentoring, and equipment.

## Key Milestones & Timeline

- **2024:** Community visioning and partnership formation.
- **Aug 2025:** Catalyst grant awarded.
- **2025–2026:** Development of regional workforce and pilot projects.

## Key Takeaways & Lessons

1. Demonstrates **rural innovation** through small-scale, community-led investments.
2. Integrates **climate resilience with workforce pathways**.
3. Offers a **template for rural community hubs** linking environmental and economic goals.

## Key Findings on Economic Impact

- **Investment leverage:** \$500K → projected \$2M in follow-on projects.
- **Jobs created:** 30–50 across renewable energy, ag, and logistics.
- **Skills training:** 100+ residents engaged in new workforce pipelines.

## Context, Caveats & Gaps



Last updated: 11/4/25



Predevelopment stage; most impacts are projected pending full implementation.

## Interpretation & Strategic Takeaways

Blue Sky Center’s model underscores the **power of place-based development**—where small, catalytic grants seed long-term regional resilience. It reflects RISE’s goal of **locally rooted innovation** across working lands, energy, and climate.

## 13. Yurok Tribe — Youth Mental Health & Wellness Center (Del Norte County, CA)

**Sector:** Health & Caregiving

### Overview & Scope

Announced in 2025, the **Yurok Tribe Youth Mental Health & Wellness Center** will serve as a hub for behavioral health, cultural programming, and family support in Weitchpec, CA. The \$7.9 million facility addresses critical service gaps for Tribal youth and families in the Klamath River region.

### Funding Sources & Structure

Funding Source	Approximate Amount / Role	Notes & Mechanisms
Yurok Tribe Capital Budget	\$3.5M	Land, planning, and Tribal investment.
Federal/State grants (e.g., Indian Health Service, SAMHSA)	~\$3M	Construction and clinical program funding.
Philanthropy and nonprofit partners	~\$1.4M	Youth programming, art, and mental wellness supports.

### Key Milestones & Timeline

- **2024:** Concept design and site selection.
- **June 2025:** \$7.9M project announcement.
- **2026:** Construction and staff recruitment.
- **2027:** Expected completion and service launch.

### Key Takeaways & Lessons



*Last updated: 11/4/25*

1. Represents **Tribal-led health sovereignty** and infrastructure investment.
2. Integrates **behavioral health, youth empowerment, and cultural healing**.
3. Demonstrates **multi-source capital stacking** across Tribal, federal, and philanthropic lines.

## Key Findings on Economic Impact

- **Jobs created:** ~60 construction and 25 permanent clinical roles.
- **Annual service capacity:** 500+ youth and families.
- **Community return:** Estimated \$2.5M annual value in reduced crisis and travel costs.

## Context, Caveats & Gaps

Detailed funding allocations are still emerging. Economic impact projections based on Tribal health multipliers and comparable rural clinics.

## Interpretation & Strategic Takeaways

This project embodies **inclusive prosperity** through community-driven healthcare sovereignty. It exemplifies RISE's principles of **regional collaboration, resilience, and equity**, offering a scalable model for Tribal youth wellbeing and cultural restoration.

awesome — here are the **nine standalone, Google Docs-ready “Funding, Timeline & Economic Impact” case studies** you asked for. I've prioritized **accurate, confirmed info** only; where dollar amounts or line-item funding weren't publicly available, I've clearly noted “Not publicly disclosed.” Each entry mirrors your *Empire State Trail* structure and includes source citations.

# 14. Redwood Parks Conservancy (RPC) — Guardians of the Redwoods

**Sector:** Working Lands & Blue Economy

## Overview & Scope

Redwood Parks Conservancy (RPC) is the official nonprofit partner to Redwood National and State Parks, California State Parks (North Coast Redwoods District), the U.S. Forest Service (Six Rivers National Forest), and the Bureau of Land Management on California's far North Coast. RPC supports conservation, restoration, education, and visitor experience projects such as **Grove of Titans** access improvements and the **California Condor Restoration** partnership.

([redwoodparksconservancy.org](http://redwoodparksconservancy.org))

## Funding Sources & Structure

Funding Source	Amount / Role	Mechanism / Notes
Individual donors & memberships	Not publicly disclosed	Annual giving for stewardship, education, and trail projects. ( <a href="http://redwoodparksconservancy.org">redwoodparksconservancy.org</a> )
Federal & state agency cost-share	Project-based	Partner agreements with NPS/CA State Parks/USFS/BLM for restoration and access. ( <a href="http://redwoodparksconservancy.org">redwoodparksconservancy.org</a> )
Philanthropy / foundations	Project-based	Grants for signature projects (e.g., visitor safety, habitat). ( <a href="http://redwoodparksconservancy.org">redwoodparksconservancy.org</a> )

## Key Milestones & Timeline

- **2011–present:** RPC formed and operating as official partner; growing portfolio across North Coast public lands. ([redwoodparksconservancy.org](http://redwoodparksconservancy.org))
- Major project examples include **Grove of Titans** visitor access protections to reduce resource impacts (boardwalks and routing). ([Condé Nast Traveler](http://Condé Nast Traveler))

## Key Takeaways & Lessons

1. Long-term **agency–nonprofit partnerships** can unlock private giving for public lands.
2. Stewardship + **visitor safety investments** protect resources and sustain local tourism.
3. Project delivery is **scalable** across trailheads, overlooks, and cultural sites.

## Key Findings on Economic Impact (*indicative*)

- Supports **tourism-driven spending** via improved access/amenities across redwood parks.



- Enhances **local employment** indirectly (guides, hospitality, maintenance).  
(Specific dollar impacts vary by project; not centrally reported.)

## Context, Caveats & Gaps

RPC publishes activities but not consolidated, audited impact totals publicly; project-level financials are reported through partner agencies and grants. ([redwoodparksconservancy.org](https://redwoodparksconservancy.org))

## Interpretation & Strategic Takeaways

For Redwood Region RISE, RPC's model shows how **conservancy partners** can steward iconic landscapes, channel **philanthropy + agency funding**, and improve **visitor safety**—all supportive of working lands and blue economy objectives. ([redwoodparksconservancy.org](https://redwoodparksconservancy.org))

# 15. North Coast Growers' Association (NCGA) — Humboldt County Farmers' Markets

**Sector:** Working Lands & Blue Economy

## Overview & Scope

NCGA is a Humboldt County nonprofit that **operates multiple certified farmers' markets** (Arcata, Eureka, McKinleyville, Willow Creek, Fortuna) and runs community food programs. ([NORTH COAST GROWERS' ASSOCIATION](https://northcoastgrowers.org))

## Funding Sources & Structure

Funding Source	Amount / Role	Mechanism / Notes
Market operations (stall fees, sponsorships)	Not publicly disclosed	Operating revenue from certified markets. ( <a href="https://northcoastgrowers.org">NORTH COAST GROWERS' ASSOCIATION</a> )

Public nutrition incentives (e.g., market match)	Program-based	Administers incentives and access programs when available. ( <a href="#">NORTH COAST GROWERS' ASSOCIATION</a> )
Philanthropy / local sponsors	Program-based	Community partnerships and sponsor underwriting. ( <a href="#">Redheaded Blackbelt</a> )

## Key Milestones & Timeline

- **Ongoing:** Seasonal markets across multiple communities; 2025 weekday season opened with expanded locations and sponsor drive. ([Redheaded Blackbelt](#))

## Key Takeaways & Lessons

1. **Market networks** strengthen regional food systems and farm income.
2. Sponsor and incentive **stacking** expands access for low-income households.
3. Multi-site operations increase **resilience** (weather, seasonality, supply).

## Key Findings on Economic Impact (*indicative*)

- Direct **sales channels** for small farms; multiplier effects in local economy.
- **Nutrition access** and community health benefits via market incentives. (*Program-specific metrics vary by year.*)

## Context, Caveats & Gaps

NCGA's site highlights operations and programs; detailed annual budgets and total vendor sales are not posted publicly. ([NORTH COAST GROWERS' ASSOCIATION](#))

## Interpretation & Strategic Takeaways

For RISE, NCGA illustrates **low-cost, high-impact** infrastructure for working lands: scalable markets, **sponsorship + incentive funding**, and broad community reach. ([NORTH COAST GROWERS' ASSOCIATION](#))



## 16. Mendocino Producers Guild (MPG) – Producer & Maker Network

**Sector:** Arts, Culture & Tourism

### Overview & Scope

The Mendocino Producers Guild is a countywide **promotional and educational platform** supporting small producers, farmers, makers, and artists; it hosts shows and markets (e.g., Laytonville), with a mission to advance rural economic development while protecting land and water. ([mendocinoproducersguild.org](http://mendocinoproducersguild.org))

### Funding Sources & Structure

Funding Source	Amount / Role	Mechanism / Notes
Event revenue / vendor fees	Not publicly disclosed	Revenue from producer shows/markets. ( <a href="http://mendovoice.com">mendovoice.com</a> )
Donations & memberships	Not publicly disclosed	Individual and community supporters. ( <a href="http://mendocinoproducersguild.org">mendocinoproducersguild.org</a> )
Local sponsorships / partnerships	Program-based	Underwriting for events and outreach. ( <a href="http://mendovoice.com">mendovoice.com</a> )

### Key Milestones & Timeline

- **2017–present:** Guild formation and countywide events; 2025 show hosted at Laytonville community venue. ([mendovoice.com](http://mendovoice.com))

### Key Takeaways & Lessons

1. **Hybrid creative–ag markets** can lift both cultural and rural producer income.

2. Low-overhead, **event-driven** funding is replicable across small towns.
3. Clear **stewardship values** (land/water) broaden community buy-in.

## Key Findings on Economic Impact (*indicative*)

- Seasonal boosts to **visitor spending** and producer sales.
- Platform for **microenterprise** advancement (arts + value-added ag).

## Context, Caveats & Gaps

The Guild’s site and press cover programming and mission; detailed financials and cumulative sales data are not publicly posted. ([mendocinoproducersguild.org](http://mendocinoproducersguild.org))

## Interpretation & Strategic Takeaways

For RISE, MPG offers a **plug-and-play** rural events model uniting **working lands + creative economy**, extensible to multiple North Coast communities. ([mendocinoproducersguild.org](http://mendocinoproducersguild.org))

# 17. Southcentral Foundation (SCF) – Alaska Native Health System Innovator

**Sector:** Health & Caregiving

## Overview & Scope

SCF is an Alaska Native–owned nonprofit health care organization (est. 1982 under Cook Inlet Region, Inc.) delivering integrated primary, behavioral, and specialty care through the award-winning **Nuka System of Care**. SCF serves >70,000 Alaska Native and American Indian “customer-owners,” with ~2,900 employees and a **\$595M** operating budget (latest profile). ([Southcentral Foundation](http://Southcentral Foundation))

## Funding Sources & Structure

Funding Source	Amount / Role	Mechanism / Notes

Third-party billing & reimbursements	Major revenue share	Medicaid/Medicare/private payers under integrated care. ( <a href="#">Southcentral Foundation</a> )
Federal Tribal health funding	Significant	Indian Health Service and federal grants (e.g., IECHMH, Project LAUNCH). ( <a href="#">Georgetown CCHD</a> )
Philanthropy / competitive grants	Programmatic	Supports innovation, early childhood, behavioral health. ( <a href="#">Georgetown CCHD</a> )

## Key Milestones & Timeline

- **1982:** SCF established.
- **1997–present:** Development of the **Traditional Healing** program within Nuka. ([blog.scfnuka.com](#))
- **2018–2023:** Indigenous Project LAUNCH grantee (infant/early childhood). ([Georgetown CCHD](#))
- **2025:** Updated organizational profile published (budget/workforce). ([Southcentral Foundation](#))

## Key Takeaways & Lessons

1. **Customer-owner** governance improves outcomes and satisfaction.
2. **Integrated, team-based care** enhances access and cultural safety.
3. Blended **revenue streams** (payers + federal + philanthropy) sustain scale.

## Key Findings on Economic Impact

- ~2,900 jobs in Anchorage/Mat-Su region.



- **\$595M** annual operations (health sector spending and regional multipliers). ([Southcentral Foundation](#))

## Context, Caveats & Gaps

Public documents show system-level budgets and staff counts; site-specific capital stacks are reported in facility fact sheets (see Benteh Nuutah). ([Southcentral Foundation](#))

## Interpretation & Strategic Takeaways

SCF demonstrates **Tribal-led system transformation**—a replicable blueprint for **equity-centered, financially sustainable** rural health care partnerships. ([Southcentral Foundation](#))

# 18. Alaska Native Medical Center (ANMC) — Statewide Tertiary Care

**Sector:** Health & Caregiving

## Overview & Scope

ANMC is a **182-bed** acute, specialty, behavioral, and primary care hospital serving Alaska Native and American Indian people statewide, partnering with rural facilities and Tribal health organizations. Services span full specialty lines and diagnostics. ([anmc.org](#))

## Funding Sources & Structure

Funding Source	Amount / Role	Mechanism / Notes
Third-party payer reimbursements	Major revenue share	Medicaid/Medicare/private payers. ( <a href="#">anthc.org</a> )
Federal Tribal health funding	Significant	Indian Health Service/Tribal compacts for care delivery. ( <a href="#">anthc.org</a> )

Grants / capital programs	Project-based	Facility and equipment investments as awarded. ( <a href="http://anthc.org">anthc.org</a> )
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## Key Milestones & Timeline

- **Ongoing:** Statewide referral hub; **182-bed** capacity and comprehensive service list (latest fact sheet). ([anthc.org](http://anthc.org))

## Key Takeaways & Lessons

1. Centralized specialty hub **reduces costly out-of-state referrals**.
2. Integration with Tribal partners is key to **access and continuity**.
3. **Data-driven quality** across a vast rural geography.

## Key Findings on Economic Impact (*indicative*)

- High-wage **clinical employment** and supply chain activity in Anchorage.
- Travel and lodging impacts for patient families (ancillary local spending). (*No single public figure aggregates annual economic output.*)

## Context, Caveats & Gaps

Public materials confirm bed count and services; detailed annual budget/funding mix is not posted in a single source. ([anthc.org](http://anthc.org))

## Interpretation & Strategic Takeaways

For RISE, ANMC signals the value of a **regional specialty hub** network—relevant where long distances and weather complicate access to advanced care. ([anthc.org](http://anthc.org))

# 19. Benteh Nuutah Valley Native Primary Care Center (VNPCC) — Mat-Su, AK

**Sector:** Health & Caregiving

## Overview & Scope

VNPCC is a **90,000-sq-ft** primary care hub in the Mat-Su Borough (Wasilla) offering integrated services: primary care, behavioral health, dental, pharmacy, radiology, audiology, optometry, midwifery, PT/OT, complementary medicine, and more—designed with cultural elements from Knik & Chickaloon Tribes and SCF. ([Southcentral Foundation](#))

## Funding Sources & Structure

Funding Source	Amount / Role	Mechanism / Notes
Third-party reimbursements	Operating revenue	Integrated primary and specialty clinics. ( <a href="#">Southcentral Foundation</a> )
Federal Tribal health funding	Significant	IHS/Tribal compacts and grants. ( <a href="#">Southcentral Foundation</a> )
Capital financing (construction)	Not publicly disclosed	Facility development completed; fact sheet emphasizes services/size. ( <a href="#">Southcentral Foundation</a> )

## Key Milestones & Timeline

- **Facility completed (pre-2020):** Fact sheet details building specs and full service lines. ([Southcentral Foundation](#))

## Key Takeaways & Lessons

1. **Integrated, culturally guided design** increases engagement and outcomes.
2. Co-located services reduce **total cost of care** and travel burden.
3. **Scalable** to rural hubs with adaptable service menus.

## Key Findings on Economic Impact (*indicative*)

- Supports **multidisciplinary clinical jobs** in the Mat-Su economy.
- Reduces **patient travel costs** by localizing services.

## Context, Caveats & Gaps

Public fact sheet confirms services and size; specific capital stack and total project cost are not cited. ([Southcentral Foundation](#))

## Interpretation & Strategic Takeaways

VNPCC models a **full-scope rural hub clinic** that pairs comprehensive services with **cultural design**, relevant to Tribal and frontier communities in the Redwood Region. ([Southcentral Foundation](#))

# 20. Traditional Healing Clinic – Southcentral Foundation

**Sector:** Health & Caregiving

## Overview & Scope

SCF's Traditional Healing Clinic provides **traditional Alaska Native approaches** alongside modern clinical services, with classes, healing practices, and cultural events—integrated in the Nuka system. ([Southcentral Foundation](#))

## Funding Sources & Structure

Funding Source	Amount / Role	Mechanism / Notes
SCF operating budget	Ongoing	Supports staffing, cultural programs, integration with primary care. ( <a href="#">Southcentral Foundation</a> )
Grants / philanthropy	Program-based	Cultural programming and classes as funded. ( <a href="#">Southcentral Foundation</a> )

## Key Milestones & Timeline

- **1997:** Program inception with hiring of the first Tribal Doctor; clinic development grew thereafter. ([blog.scfnuka.com](http://blog.scfnuka.com))
- **Ongoing:** Cultural classes, healing services, integration with care teams. ([Southcentral Foundation](#))

## Key Takeaways & Lessons

1. **Cultural safety** and traditional knowledge can be embedded in modern systems.
2. **Holistic models** improve engagement and trust.
3. Program longevity underscores **sustainable funding integration**.

## Key Findings on Economic Impact (*indicative*)

- Improves care **utilization and outcomes**, potentially lowering high-cost crisis care.
- **Employment** for traditional healers and cultural instructors.

## Context, Caveats & Gaps

No public line-item budget for the clinic; supported within SCF's overall system resources and select grants. ([Southcentral Foundation](#))

## Interpretation & Strategic Takeaways

For RISE, this illustrates **tradition-aligned care** coexisting with payer-based systems—relevant to Tribal health partners and rural clinics seeking culturally resonant models. ([Southcentral Foundation](#))

# 21. Family Wellness Warriors – Nu'iju (SCF)

**Sector:** Health & Caregiving

## Overview & Scope

**Family Wellness Warriors (Nu'iju)** is SCF's culturally grounded initiative to **end cycles of harm** (e.g., domestic/sexual violence) by building healing relationships, community connection, and



resilience through **peer-led training intensives, learning circles, and therapeutic communities.**  
([Southcentral Foundation](#))

## Funding Sources & Structure

Funding Source	Amount / Role	Mechanism / Notes
SCF program funding	Ongoing	Core staffing and coordination. ( <a href="#">Southcentral Foundation</a> )
Federal/State grants & philanthropy	Program-based	Support training intensives, community cohorts, evaluation. ( <a href="#">ruralhealthinfo.org</a> )

## Key Milestones & Timeline

- **Ongoing:** Multi-year program iterations across communities and villages. ([ruralhealthinfo.org](#))

## Key Takeaways & Lessons

1. **Peer leadership** and cultural strengths are central to behavior change.
2. Multi-session formats produce **deeper cohort impacts**.
3. Approach is adaptable to **remote and rural** settings.

## Key Findings on Economic Impact (*indicative*)

- Cost avoidance in **justice and crisis health care** through prevention.
- **Training and facilitation jobs** within communities. (*Quantified savings vary by setting.*)

## Context, Caveats & Gaps

Public pages describe approach and outcomes qualitatively; consolidated cost-benefit data varies by grant and cohort. ([Southcentral Foundation](#))

## Interpretation & Strategic Takeaways

Nu'iju provides a **replicable resilience framework** (peer-led, culture-centered) appropriate for Tribal and rural communities in the Redwood Region. ([Southcentral Foundation](#))

## 22. Southcentral Foundation Elder Program

**Sector:** Health & Caregiving

### Overview & Scope

The **Elder Program** supports Alaska Native and American Indian Elders with coordinated health and social services—medical appointments, health education, cultural activities, and resource connection—within SCF's integrated system. ([Southcentral Foundation](#))

(Public SCF Elder Program page describes services; specific URL content can vary—program is listed among SCF services in the 2025 organizational profile.) ([Southcentral Foundation](#))

### Funding Sources & Structure

Funding Source	Amount / Role	Mechanism / Notes
SCF operating funds	Ongoing	Integrated elder services within Nuka care system. ( <a href="#">Southcentral Foundation</a> )
Grants / philanthropy	Program-based	Supports cultural activities, transportation, education. ( <a href="#">Southcentral Foundation</a> )

### Key Milestones & Timeline

- **Ongoing:** Elder services embedded in SCF's service lines; listed in 2025 organizational profile. ([Southcentral Foundation](#))

### Key Takeaways & Lessons

1. Integrating **elder care** within primary and behavioral health improves outcomes.
2. **Cultural activities** support mental health and social connection.
3. Coordination reduces **preventable hospitalizations**.

### Key Findings on Economic Impact (*indicative*)

- Maintains **independent living**, lowering long-term care costs.
- Supports **care coordination and community health worker** jobs.

### Context, Caveats & Gaps

Program is confirmed in SCF's 2025 profile; a dedicated public page changes periodically, and consolidated financials are not posted. ([Southcentral Foundation](#))

### Interpretation & Strategic Takeaways

For RISE, this underscores **aging-in-place** strategies that blend **clinical + social + cultural** supports—useful for rural and Tribal Elder programs on the North Coast. ([Southcentral Foundation](#))