Incourage: building a community that works well for all people

GUIDING PRINCIPLES

Values-led Resident-centered

Place-based

VALUES



Equity



Opportunity

Connecting and leveraging all *institutional* capitals for increased impact:

- Moral
- Human
- Social
- Intellectual
- Reputational
- Financial

...while stewarding community capitals, such as natural capital

CORE **KEY LEVERS STRATEGY**

Resident **Engagement**

Financial Capital:

- Impact investments
- Strategic grants
- Purchasing strategy

Research and Data

Capacity Building

Public-Private-Philanthropic Partnerships

Influence and Advocacy

COMMUNITY SHORT-TERM CAPACITY & OUTCOMES CONDITIONS

(Ongoing)

SHIFTS IN

Stronger and more inclusive social networks

- Increasingly robust local information ecosystem
- Increasing number of adaptive leaders
- More local investors and users of capital understand impact investing structures
- Increasing number of local institutions and entrepreneurs use data for continuous improvement
- Increased diversity on governing boards and of institutional leadership
- More residents are active in public life and agree on priorities for their shared future

(0-3 years)

More residents are

their community

and investors

actively engaged in

as decision makers,

Inter-organizational

relationships within

and across sectors

are increasingly

characterized by

and alignment of

Increased adoption

of practice-proven

approaches in areas

that include community

impact

health, and

stewardship

environmental

organizations,

local projects

households, and

More local investors

provide – and firms,

entrepreneurs raise -

capital for promising

Increased openness

making processes

and transparency in

community decision-

trust, shared norms

priorities for greater

leaders, entrepreneurs

Functioning local and regional capital markets direct capital to promising firms/organizations/ households/entrepreneurs

INTERMEDIATE

OUTCOMES

(4-10 years)

- Increased local employment in living wage iobs
- Increased diversity of sector and firm size in the economy
- Increased local ownership and control
- Increased resident stewardship of all community assets
- Reduced carbon emissions, water use and waste leading to improvements in the quality and sustainability of local and regional natural resources
- Improved population health
- Community demographic profile that is increasingly balanced, including a growing share of young adults and families

LONG-TERM **OUTCOMES**

(10+ years)

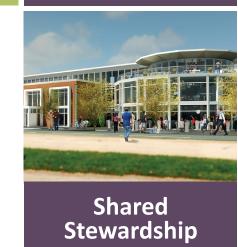
- A strong and inclusive local economy
- A healthy, livable. sustainable community
- A community that is open to change with a culture of shared stewardship

community that works well for all people

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incourage

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- CULTURE Openness to new ideas and entrepreneurial possibilities Community narratives reflect pride in place
- CHANGE Mind shift from "I cannot" to "I can" and "We can do better" A more participatory culture