## Incourage: realizing a community that works well for all people

### GUIDING PRINCIPLES
- Values-led
- User-centered
- Place-based

### VALUES
- Equity
- Opportunity

### CORE STRATEGY
- Values-led
- User-centered
- Place-based

### KEY LEVERS
- Resident Engagement
- Financial Capital:
  - Impact investments
  - Strategic grants
  - Purchasing strategy
- Research and Data
- Capacity Building
- Public-Private-Philanthropic Partnerships
- Influence and Advocacy

### SHIFTS IN COMMUNITY CAPACITY & CONDITIONS (Ongoing)
- Connecting and leveraging all institutional capitals for increased impact:
  - Moral
  - Human
  - Social
  - Intellectual
  - Reputational
  - Financial

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

### SHORT-TERM OUTCOMES (0-3 years)
- More residents are actively engaged in their community as decision makers, leaders, entrepreneurs and investors
- Inter-organizational relationships within and across sectors are increasingly characterized by trust, shared norms and alignment of priorities for greater impact
- Increased adoption of practice-proven approaches in areas that include community health, and environmental stewardship
- More local investors provide – and firms, organizations, households, and entrepreneurs raise – capital for promising local projects
- More residents are active in public life and agree on priorities for their shared future

### INTERMEDIATE OUTCOMES (4-10 years)
- Functioning local and regional capital markets direct capital to promising firms/organizations/ househods/entrepreneurs
- Increased local employment in living wage jobs
- Increased diversity of sector and firm size in the economy
- Increased local ownership and control
- Increased resident stewardship of all community assets

### 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

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

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