

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

## GUIDING PRINCIPLES

- Values-led
- User-centered
- Place-based

## VALUES



### Equity



### Opportunity



### Shared Stewardship

## CORE STRATEGY

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

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

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

## 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)

- 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

## 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
- Increased openness and transparency in community decision-making processes

## INTERMEDIATE OUTCOMES (4-10 years)

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

**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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