



WHATCOM
community
FOUNDATION

STRATEGIC FRAMEWORK



VISION

Everyone who lives here thrives.

What would it take for everyone who lives here to thrive?

EDUCATION

early childhood through high school and beyond



RELATIONSHIPS

mentors, role models, connectors



MONEY

financial ability to make/take advantage of opportunities

MISSION

Cultivate neighborliness. Lift community voices. Invest in equity and hope.

HOW DO WE HELP?



STRENGTHEN COMMUNITY BACKBONE

Invest in structures, systems, community learning and skill-building to increase resilience



DRAW & DEPLOY RESOURCES

Launch projects and programs, make impact investments and grants, and give scholarships



SHAPE POLICIES & PRACTICES

Create conditions internally and externally for inclusive prosperity through research, advocacy and adaptation

WE VALUE



Curiosity

Relationships

Diversity

Equity

Stewardship

Inclusion

Creativity

Courage



WHATCOM
community
FOUNDATION

EQUITY IN ACTION



We engage where we think we can add the most value.

STRENGTHEN COMMUNITY BACKBONE 	DRAW & DEPLOY RESOURCES 	SHAPE POLICIES & PRACTICES
--	--	---

SUCCESS MEANS >	Building Capacity	Cultivating Neighborliness	Attracting/ Leveraging Resources	Lifting Community Voices	Catalyzing Change
---------------------------	-------------------	----------------------------	----------------------------------	--------------------------	-------------------

AREAS OF WORK, PROGRAMS & SPECIAL PROJECTS: ● = examples of WCF mission in action

Advocacy & Policy Impact	●		● ARPA	● Census	● Community Health in Planning
Childcare & Early Learning	●		●	●	●
Disaster Prep & Response	● FSTF	●	● Resilience Fund	●	●
Employee Ownership	●		●	●	●
Food Security	●	●	●	●	●
Affordable Housing	●	●	● Threshold	●	●
Grantmaking	●	● Project Neighborly	●	● Project Neighborly Youth Philanthropy	● Trust-Based Philanthropy
Impact Investing	●		● NW Catalyst	●	● Opportunity Zone
Scholarships		●	●		
Strengthening Nonprofits	● ED Roundtable Board Match	●	●	●	● Environmental Ed Coalition
Millworks	●	●	●	● Design Input	●
Wonder Babies/ Child Savings Accounts	●		●		●



ELEMENTS TO BALANCE

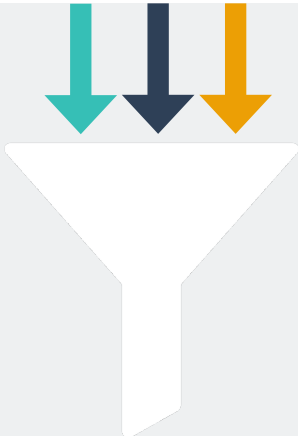
Bellingham Countywide National	Analysis Action	Opportunity Strategy	Fiduciary Entrepreneurial	Focus Breadth	Flexibility Structure
--------------------------------------	--------------------	-------------------------	------------------------------	------------------	--------------------------



Grounded in the Strategic Framework, decisions about priorities, roles and resource allocation are guided by the community's aspirations and informed by community plans (*Health Assessments and Improvement Planning, Economic Development Strategy and others*), regional and national data and organizational fit.

In short, can the Community Foundation add value, and if so, how?

DECISION FILTER



Areas of Engagement

Affordable Housing | Community Connections | Education
Food & Agriculture | Arts & Culture | Economic Development
Environment | Health & Wellness

Roles

Advocate | (Co-)Learner | Connector | Convener | Curator & Translator
Curiosity Cultivator | Investor | Project Proponent
Partner Seeker | Resource Developer | Risk Taker | Vision Steward

1. Consistent with our values and mission?	no <input type="checkbox"/>		maybe <input type="checkbox"/>	yes <input type="checkbox"/>
2. Synergy with (enhances) our community work?			maybe/ no <input type="checkbox"/>	yes <input type="checkbox"/>
3. Strategic and relational (vs. tactical and transactional)?			maybe/ no <input type="checkbox"/>	yes <input type="checkbox"/>
4. Will it strengthen entrepreneurial/organizational culture?			maybe/ no <input type="checkbox"/>	yes <input type="checkbox"/>
5. Within existing areas of work/expertise?			no <input type="checkbox"/>	yes <input type="checkbox"/>
6. Do we have capacity?			maybe/ no <input type="checkbox"/>	yes <input type="checkbox"/>
7. Are we best suited to do/enhance the work, and are we essential to getting it done?		no <input type="checkbox"/>	maybe/ no <input type="checkbox"/>	yes <input type="checkbox"/>
8. Is it feasible given our budget and available resources?		no <input type="checkbox"/>	maybe <input type="checkbox"/>	yes <input type="checkbox"/>
9. Free of significant reputational, legal or other risk?		no <input type="checkbox"/>	maybe <input type="checkbox"/>	yes <input type="checkbox"/>

RESULT

REJECT

BOARD
DISCUSSES
AND DECIDES

MANAGEMENT
determines if it
can be resolved

If all boxes
are checked,
PROCEED!



JUSTICE, EQUITY, DIVERSITY & INCLUSION (JEDI) PRACTICES

These practices and desired outcomes – a mix of aspiration and reality – help center JEDI in every aspect of the organization.



SHARED COMMITMENT

The organization has a JEDI statement of purpose, which is endorsed by the board of directors that articulates our point of view and guides our work.

BOARD

GOVERNANCE

- The board reflects the growing diversity in our region and has an inclusive culture.
- Members are committed and actively working to advance organizational JEDI policies and practices.
- Board and staff engage each other to advance thinking in JEDI work.

BOARD & STAFF

FINANCE

- Allocate budget for Honor Tax paid to Indigenous peoples who first inhabited the region.
- Use a JEDI lens for investing traditional portfolio assets.

PROGRAMS, PROJECTS & STRATEGIC INITIATIVES

- Practice Trust-Based Philanthropy
- Use a JEDI lens for: advocacy, grantmaking, impact investments, scholarships and project work, from idea to implementation.

STAFF

ORGANIZATIONAL CULTURE

- Organization is compliant with:
 - Accessibility requirements of ADA and promotes access language.
 - Laws and regulations on employment nondiscrimination and benefits.
- Team is diverse and encouraged to bring their full identities into the organization (respecting that not everyone may wish to do so).
- Employee benefit packages are equitable.
- Compensation is based on market data regionally and within comparable sectors.
- Team is literate and skilled at advancing JEDI in the organization.
- Vendors/contractors represent Black, Indigenous, persons of color, women, LGBTQIA+ and veteran-led enterprises.

COMMUNITY & FIELD ENGAGEMENT

- Share and support others in leadership.
- Advocate for diverse perspectives and equitable and inclusive practices.
- Partner with other foundations/funders to leverage equity work across the field of philanthropy.
- Amplify JEDI conversations in the field through CF communication channels.
- Be at the table for field-wide JEDI discussions.
- Explore whether monetary compensation is a help or a hinderance based on culture.
- Host welcoming, accessible events.

COMMUNICATIONS

- Honor the region’s original inhabitants through land acknowledgements and other meaningful avenues.
- Website accessible for people with language, hearing, speech, vision and other ability differences.
- Respect varied cultural perspectives regarding data collection, representation, use and sharing.
- Use asset-focused language when characterizing groups experiencing social, economic, health and wellness disparities.