



craft3

Capital, Relationships, and Voice:

Investing in Communities and Change

2023 – 2027 Strategic Plan

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01 EXECUTIVE SUMMARY

Craft3 strives for a Pacific Northwest that is thriving, just and empowered. This strategic plan lays out how we will work towards that vision by:

- Using capital to create and expand opportunities for marginalized communities, especially communities of color, Tribes, and low-wealth rural communities, to generate greater wealth; and
- Empowering marginalized communities and voices to change the systems that have created and perpetuate inequities.

Since our last strategic plan, the world has changed dramatically. While the challenges we face are not new, we are seeing deepening disparities, increasing urgency, and new voices calling for solutions.

We recognize that our work is multi-generational and will require sustained commitment, resources, extensive collaboration, and creativity.

Our Priorities Address Long-term Regional Challenges

This plan reframes our historical focus on advancing social, environmental, and economic resiliency around three Regional Challenges that will guide our work for the foreseeable future: **Systemic Racism**, **Climate Crisis**, and **Rural and Tribal Economies**. These challenges and their underlying injustices are preventing our region and all its people from reaching their full potential.

We believe we can best address these Regional Challenges by working where they connect and overlap. By doing this, we can find innovative solutions to problems; attract and connect with other stakeholders and resources in this work; and amplify the impacts of our collective efforts—all with the goal of accelerating the systemic changes we seek.

Craft3 is More Than a Financial Institution

As a Community Development Financial Institution (CDFI), Craft3's primary tool for creating change is investment: investing in people, businesses, and communities in the Pacific Northwest. We use finance as a powerful tool to expand opportunities and create a better, more inclusive world.

That said, Craft3 also long been more than just a financial institution. Our capacity to build relationships, connect unlikely partners, and tell the stories of the people and communities we serve brings investment, community, and policy together.

With this new plan, we will build upon our existing focus on capital and purposefully seek additional impacts through the development of formal strategies around relationship and voice.



Capital - Craft3 invests in underserved communities, businesses, and households to create economic opportunities, improve community services, strengthen households, and encourage systems change.



Relationships - Craft3 builds relationships with local and regional partners committed to achieving impact and catalyzing a shared vision for the future. When every partner maximizes their respective strengths, we increase the region's collective capacity for creating change.



Voice - Craft3 weaves its capital investments, relationships, and capabilities together into a platform that amplifies voices seeking an equitable and sustainable future for the people of the Pacific Northwest.

These strategies will support communities and partners in the Pacific Northwest as we focus our work on the pressing Regional Challenges: **Systemic Racism, Climate Crisis, and Rural and Tribal Economies**. In turn and as described later in more detail, we will focus our investments in four areas that have the potential for significant impact.

1. **Small Business Assets and Growth**
2. **Essential Community Services**
3. **Community Climate Adaptation**
4. **Housing**

Taken together, the "return" we seek through these investments is to help those we serve generate wealth and jobs, have more access to sustainable housing and other essential community services, and be better positioned to meet the challenges of climate change.



Our Goal is Systems Change

These core strategies and four investment areas flow from our conclusion that there are common systemic roots feeding all three Regional Challenges. Those common roots or causes—imbalances in power and resources between people and communities and an economic system based on the unsustainable extraction of value from people and ecosystems—also reinforce a series of systemic barriers. These barriers not only stand in the way of good ideas and projects but also block the vision of thriving, just, and empowered communities from becoming a reality across the Pacific Northwest.

To overcome these systemic barriers, Craft3 will invest in individual businesses, people, and communities. However, by intention and design, Craft3 also will pursue changes that uproot the very systems that are holding back equitable and sustainable development across this region. To that end, Craft3 will focus its strategies and investments in ways that shift more wealth generating opportunities and more decision-making power to underserved and disadvantaged communities. While not a complete solution, we are committed to these efforts as important first steps in changing systems, addressing the root causes of the Regional Challenges, and making an impact across the region that is greater than the sum of Craft3's individual investments.

Our work will involve exploration, testing, evaluation, and periodic course corrections as we learn ways Craft3 can more effectively impact these systems in the future.





Conclusion

This strategy document is both our compass and our map as we chart a path to our destination of systemic change. It provides the focus and framework to develop our annual plans, measure progress, learn and evolve as an organization, and leverage our capacities, networks, and reputation to build stronger, more equitable, and more sustainable communities across the Pacific Northwest.

We recognize these goals will require intensive collaboration with partners and allies, open (and sometimes difficult) communication with and among our communities, significant resources, and long-term commitment. There are no quick or easy fixes to systemic problems. We call on everyone that shares our passion to reach out and join us in this challenging and necessary work.



02 VISION

Craft3 envisions and works towards a Pacific Northwest that is thriving, just, and empowered.

Vision

Craft3 uses finance and our role as a connector of people and ideas as powerful tools to expand opportunities and create a better, more inclusive world.



WE STRIVE FOR A PACIFIC NORTHWEST THAT IS:



Thriving – People, communities, economies, and ecosystems throughout the region are healthy and resilient.



Just – Individuals and communities have universal access to the resources they need to build a thriving future. A person's or community's ability to thrive is not predetermined based on who they are, where they live, or where they come from.



Empowered – People and communities have access to, and the capacity to deploy, the resources, both financial and social, required to influence or change the course of their future.

Achieving this vision will require the region to overcome systemic barriers that currently prevent broad, lasting progress. This plan focuses on strategies and investments that can effect meaningful systems change. The most effective path for Craft3 to do this and help our region realize the stated vision is by:

1. Using capital to create and expand opportunities for marginalized communities, especially communities of color, Tribes, and low-wealth rural communities, to generate wealth and
2. Empowering marginalized communities and voices to change the systems that have created and perpetuate societal inequalities.

At the same time, we recognize that systems change and achieving our vision is a multigenerational endeavor that will require sustained commitment, resources, extensive collaboration, and creativity. Today's challenges have increased our urgency to accelerate this important work.

Guiding Principles

Based on the experiences gained, impacts achieved, and lessons learned over 28 years working and investing in the Pacific Northwest, we have formed a set of beliefs that shape our approach to community development finance.

Creating meaningful, lasting change requires regional scale. While local context is vital and must drive implementation at the community level, operating at this level has limits in terms of the scale of change it can achieve. As we have grown from a handful of staff at the mouth of the Columbia River to nearly one hundred people spread across Oregon and Washington, we feel that operating at a regional level is the right approach for Craft3 to best pursue and achieve its vision.

Successful community development work is rooted in a deep understanding of place. Every community has its own unique history, needs, goals, resources, networks of relationships, and political dynamics.

The interconnections between place and region are powerful. Our commitment to working in place has helped us build dense, trust-based networks of partners, allies, and clients in our communities. We have learned the value of connecting these networks to share ideas, transfer best practices, and build coalitions to advocate for change.

There is an undeniable nexus between economic, social, and environmental justice. No community in Oregon and Washington can truly thrive without addressing the interwoven issues of economic, social, and environmental justice. These are issues we have cared about since our founding, and we have a renewed sense of urgency in addressing them. As we particularly target areas where they overlap, Craft3 looks to go beyond symptoms, to tackle root causes, and bring about durable solutions.

Experimentation and innovation are critical to success. In order to overcome the challenges faced by our communities, the region needs organizations that are willing to innovate and that are unafraid of failure. Craft3 has always been creative as we search for more effective ways to address community needs and goals. This drive to experiment, learn, and innovate has kept us nimble even as we have grown.



Setting Our Course

The planned and principled pursuit of our vision does not mean that Craft3 is starting from scratch or is proceeding alone. On the contrary, as we work to develop and support more equitable and sustainable communities, we will leverage what we have done and learned over time to fortify and deepen how and what Craft3 takes on going forward.

The vision, guiding principles, and strategies presented in this plan will focus and direct Craft3's development of annual work plans, efforts to measure progress, learn and evolve as an organization, and commitments to leverage and extend the capacities, networks, and other assets we have and will continue to build. Put more simply, this strategy will dictate not just a desired destination but also the steps along the way as we work to strengthen our region's communities and the people, businesses, and nonprofit organizations that shape them. More specifically, we note the following:

- **Craft3 is more than a financial institution**—Beyond deploying capital, we have demonstrated our capacity to build relationships, connect unlikely partners, and tell the stories of the people and communities we serve to achieve results. Under our new plan, we will be more intentional about using this capacity to empower and convene others in partnerships committed to creating equitable economies, racial justice, and climate action.
- **Craft3 has always sought to generate impacts greater than the sum of our individual investments**—At one level, much of our work has been about affecting the systems that exclude people and communities from opportunity. With this new plan, we challenge ourselves to be more explicit and intentional about what we seek to change and the scale of the endeavor. In calling out certain systemic changes as part of our vision, it is important that we also name and strive to uproot the structural underpinnings of all three of the Regional Challenges: imbalances between people and communities in terms of power and resource-allocation; and an economic system based on the unsustainable extraction of value from people and ecosystems.





03 REGIONAL CHALLENGES AND CORE STRATEGIES

Craft3 focuses on challenges that threaten to hold our region back and hurt us all. Our core strategies to address these challenges are Capital, Relationships, and Voice.

Regional Challenges

THIS PLAN REFRAMES OUR HISTORICAL FOCUS ON ADVANCING SOCIAL, ENVIRONMENTAL, AND ECONOMIC RESILIENCY AROUND THREE REGIONAL CHALLENGES THAT WILL GUIDE OUR WORK FOR THE FORESEEABLE FUTURE: SYSTEMIC RACISM, CLIMATE CRISIS, AND RURAL AND TRIBAL ECONOMIES. THESE CHALLENGES AND THEIR UNDERLYING INJUSTICES PREVENT OUR REGION FROM REACHING ITS FULL POTENTIAL AND HURT US ALL. AS WE CONFRONT THEM, WE SEEK TO WORK IN CONCERT WITH OTHERS TO CREATE PROFOUNDLY DIFFERENT FUTURES FOR PACIFIC NORTHWEST COMMUNITIES.

SYSTEMIC RACISM

Today

Since the arrival of Europeans to this continent, our country and its institutions have extracted value from people of different racial and ethnic groups while depriving these communities of wealth, livelihoods, cultural practices, and physical safety. This historical reality is especially true for our Native and Black populations. While acknowledging the past role of financial institutions in contributing to this challenge, the vision we put forward for the Pacific Northwest and our work requires combatting and ultimately eradicating racism and reversing its accumulated effects.

Vision For The Future

Everyone in our region, including communities of color, has access to opportunity that is not determined in any way by their race or ethnicity, and they are fully empowered to participate effectively in decisions that affect them. Through the amplified efforts of a broad coalition of changemakers, all aspects of racism have been uprooted from our region's institutions and culture. The racial wealth and income gaps have been closed.

CLIMATE CRISIS

Today

The climate crisis is a global phenomenon caused by extractive industrial economic systems that have failed to address greenhouse gas emissions. The resulting crisis has very localized effects - damaging ecosystems, displacing people, impacting their health, and disrupting economies in our region. Even worse, power imbalances cause these effects to disproportionately harm our most vulnerable populations - Natives, people of color, and low-wealth/low-income individuals. The vision we put forward for the Pacific Northwest and our work requires reducing the causes of climate change and adapting to changes in the climate already in motion while also ensuring that historically excluded populations have access to opportunities resulting from the work to transition our economies.

Vision For The Future

Our region is better prepared for the effects of ongoing climate change and has embraced an economic system based on the concept of regeneration, eliminating our region's contributions to the climate crisis. Vulnerable communities have the decision-making power and resources to pursue their vision for a climate-impacted future.

Regional Challenges continued

RURAL AND TRIBAL ECONOMIES

Today

We live in an overwhelmingly rural region. Since the arrival of Europeans, it has been dominated by unsustainable, industrialized natural resource extraction and the related marginalization of its Native populations. The long-term decline of these extractive industries, combined with inequities in the allocation of public and private resources, has resulted in economic hardship, inadequate infrastructure, and reduced availability of essential services for Tribes and low-wealth rural communities. Further, the rapid demographic and economic changes in our urban centers have exposed widening cultural and economic divides between urban and rural communities. These divides undermine our capacity for collective decision-making and responsive policies. The vision we put forward for the Pacific Northwest and our work requires reducing and eradicating these inequities in resource allocation and addressing the divides between our rural and urban communities.

Vision For The Future

Our area's rural communities and indigenous people and nations have identified visions for their economies of the future based on the ideals of sustainability, resiliency, and equity, and are working toward that future supported by the necessary resources and decision-making power. Their economies are reintegrated with the rest of the region and, where sustainable, the world. Our urban and rural communities each recognize the value that the other brings and work together to increase the prosperity of the entire region.



Core Strategies

We will focus our efforts on two common and inextricably intertwined systemic root causes the Regional Challenges share: 1) inequities and imbalances between people and communities in power; and 2) resource allocation and economic systems centered on extracting value from people and ecosystems. We believe that addressing these root causes, because of their historic role in creating and perpetuating the Regional Challenges, has the potential to be disruptive and create positive change.

We will use the Regional Challenges as lenses to focus the deployment of our Core Strategies of Capital, Relationships, and Voice on wealth, power, and the systems constraining the ability of marginalized communities to thrive. Further, by focusing on intersections in the Regional Challenges and using multiple strategies, we believe we can realize faster, deeper, and more lasting change.

Appreciating that we have these opportunities to be more effective and to amplify the work of others, Craft3 acknowledges that such targeting also represents an enduring, multigenerational endeavor that will almost certainly remain central to our work long beyond the next five years.

Craft3 identifies the following three interconnected Core Strategies to help advance its Vision for thriving, just, and empowered communities across the region.

CAPITAL

By offering responsible financing to communities of color, and in rural and Tribal communities, we can help close the racial wealth gap and support wealth and job-creation opportunities that align with a forward-looking economic vision. We can also enhance stability by prioritizing investments that support emission reduction efforts and adaptation to climate threats, particularly in historically underserved communities. These adaptation and mitigation investments will create sustainable jobs for Natives, people of color, and low-income communities.

VOICE

We amplify voices from communities of color, rural and Tribal communities, climate-vulnerable communities, and others who share our Vision. We share our experience with other practitioners, policymakers, and advocacy groups and encourage more inclusive engagement with and by these affected communities in decision-making.

RELATIONSHIPS

Craft3 supports partnerships committed to equitable economic activity, racial justice, and climate action. We build deep relationships based on trust, accountability, power-sharing, and meaningful action with communities of color, and rural and Tribal communities. To ensure we hear and act upon the self-expressed needs of these communities, we also engage with local and regional partners committed to achieving impact and catalyzing a shared vision for the future. By expanding our network of relationships to those that are committed to ethical innovation and partnered with vulnerable communities, we can create connections that lead to a more equitable economic system.

Case Studies

THE FOLLOWING THREE CASE STUDIES ILLUSTRATE WHAT CAN BE ACHIEVED THROUGH THE STRATEGIC DEPLOYMENT OF THESE STRATEGIES. THEY COLLECTIVELY DEMONSTRATE THE POWER OF PARTNERSHIP, VOICE, TRUST, AND COMMITMENT TO LONG-TERM RELATIONSHIPS TO CREATE CHANGE THROUGHOUT OUR REGION.



WASHINGTON COMMUNITY INVESTMENT COALITION

In 2020, Craft3 helped propose a bill in the Washington State Legislature that would provide a new source of public funding to CDFIs for the purpose of investing in underserved communities. Two years later, and after a disciplined, coordinated effort to build a supportive coalition, that legislation became law.

[Learn more.](#)



PROSPER PORTLAND

In 2012, Craft3 staff began serving in an advisor capacity on the Prosper Portland Neighborhood Prosperity Initiative. That relationship, nurtured over time, blossomed to include a JPMorgan Chase-backed partnership, ongoing staff-level engagement on equitable development, and direct business relief during the early days of the COVID-19 pandemic.

[Learn more.](#)

Case Studies continued



CLEAN WATER LOAN PROGRAM

Willapa Bay, Washington is one of the largest oyster-growing area in the country. In 2002, Craft3 was approached by Willapa Bay oyster growers, county officials, water quality organizations, and the State of Washington to develop a loan to help lower-income families replace failing septic systems that were impacting water quality in the region. The loan program has since expanded across Oregon and Washington, representing over \$50 million in septic repairs.

[Learn more.](#)





04 INVESTMENT AREAS

Craft3 focuses investment in four essential areas.

Craft3 will focus its investment of Capital, Relationships, and Voice in four essential areas that reflect and build upon our history and past work. We chose these Investment Areas because of the opportunities they present to work in concert with the strategies and thereby deliver results that address the Regional Challenges and systemic barriers that underpin them. Moreover, similar to our belief that working in the overlaps between the Regional Challenges can deliver outsized results, we believe working in the intersections between these Investment Areas will yield greater returns for the Pacific Northwest's people and communities.

Small Business Assets and Growth

Small businesses are an engine for economic opportunity and community development. We will help generate wealth in our priority communities by facilitating the ownership of business assets, as well as growing opportunities for civic leadership and the empowerment of historically marginalized voices.

**\$150
MILLION**

FIVE-YEAR LENDING GOAL

Essential Community Services

Thriving communities require access to essential services such as childcare, social services, and healthcare. We will strengthen and expand the capacity of local service providers and nonprofit organizations to meet demand for these services in their communities.

**\$225
MILLION**

FIVE-YEAR LENDING GOAL

Housing

Homeownership is the largest source of wealth for American families, and access to stable housing is a vital precondition to a healthy and productive life. Our region is experiencing an acute shortage of quality, affordable housing across a spectrum of household income levels and housing types. By seeking and investing in innovative ways to expand the housing supply, including of rental units, as well as modernize and preserve existing housing stock that is adapted to the climate-change-driven realities of the 21st Century, we can advance both climate and, in certain instances, wealth-building opportunities for families in our region.

**\$175
MILLION**

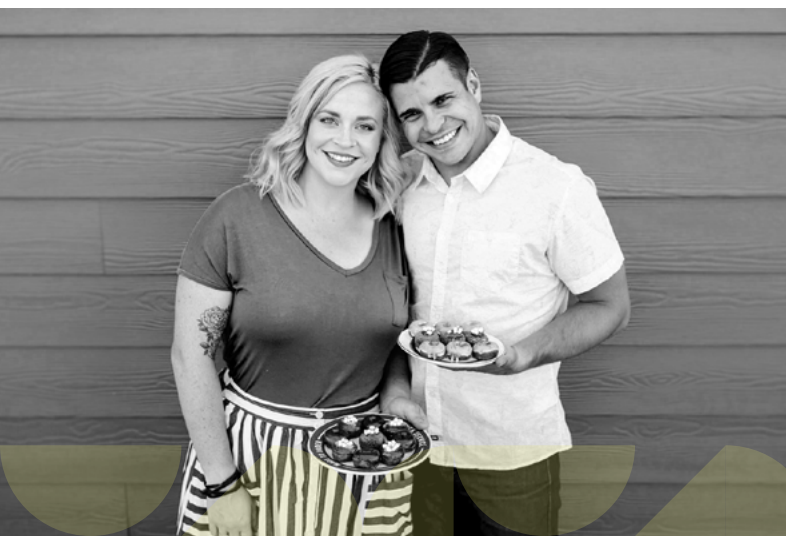
FIVE-YEAR LENDING GOAL

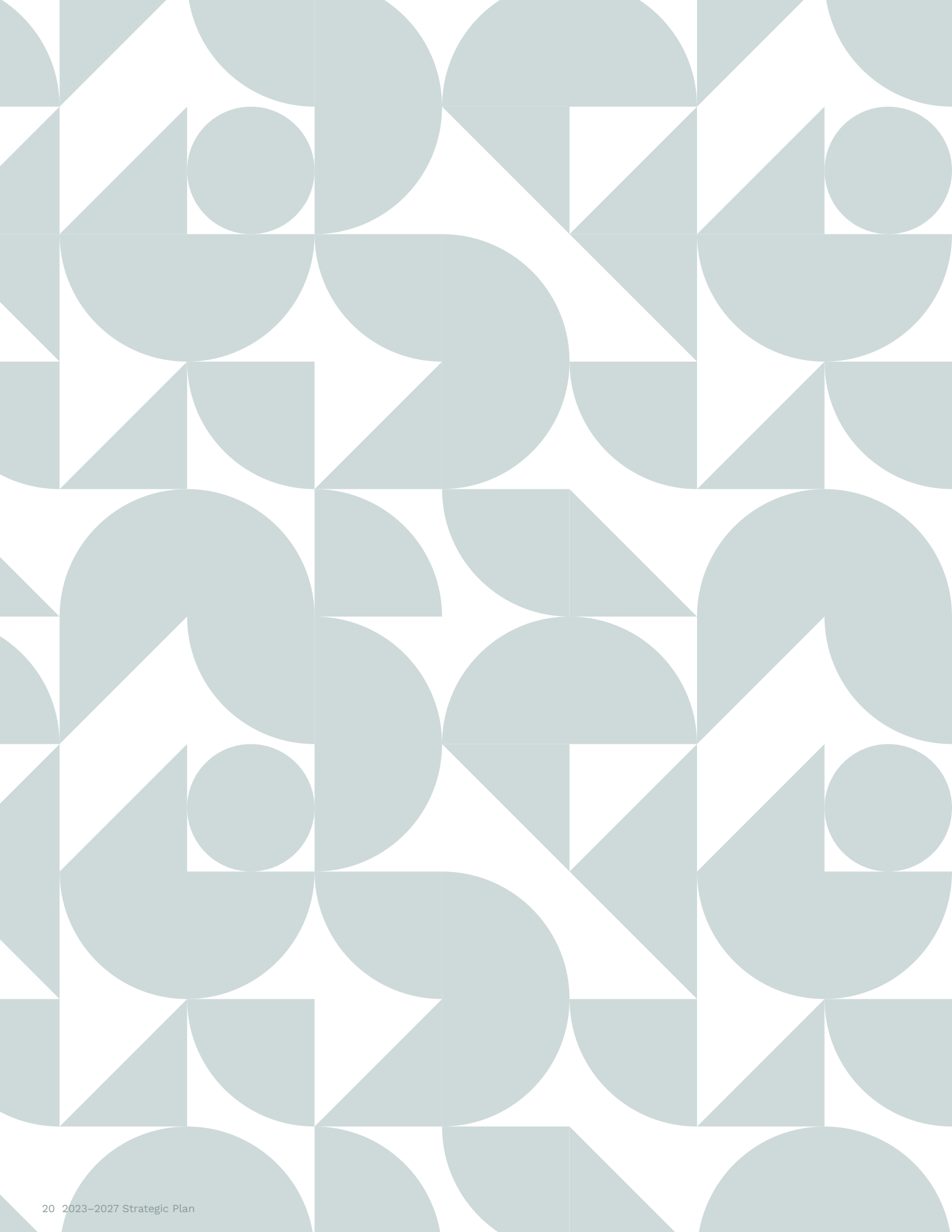
Community Climate Adaptation

Our region must take action to reduce emissions and adapt to the impact of climate change. This will require working with communities, businesses, nonprofits, and families. Our investments will prioritize those disproportionately impacted by climate change and more likely to be left out of efforts to adapt.

**\$200
MILLION**

FIVE-YEAR LENDING GOAL







05 MEASURING PROGRESS

Craft3 will measure its progress by using two primary indicators: Wealth Creation and Shifting Power.

Craft3 will evaluate the success of our work by assessing progress toward two primary goals: Wealth Creation and Shifting Power. Focusing on these two goals will help ensure that all our work is aimed at addressing the systemic issues we have identified as the root causes of the Regional Challenges: the inequities and imbalances between people and communities in terms of power and resource allocation and an economic system centered on extracting value from people and ecosystems. Unraveling those threads through helping others create wealth and benefit from gaining greater power and agency is a path to increasing equity and removing these imbalances.

WEALTH CREATION

Our support of wealth creation in marginalized communities relies heavily on our Capital strategy, reinforced by our Relationships and Voice strategies, for shifting power to those communities. We will seek to maximize the impact of our investments by using the Regional Challenges to focus our efforts on those investments that create wealth in communities of color and low-wealth rural and Tribal communities and/or that protect assets from the effects of a changing climate.

Our work in wealth creation across the Investment Areas will be measured by Asset Building and Preservation, and Community Stability and Resiliency.

Asset Building and Preservation

Investments in the acquisition of assets as well as the preservation and enhancement of assets already owned by members of marginalized communities can have an immediate positive impact. To accelerate this trend, Craft3’s activities will be measured in two ways: Small Business Assets and Growth, and Housing and Climate-Related Home Improvements.

SMALL BUSINESS ASSETS AND GROWTH

We will support small businesses in their efforts to launch and scale. While the sectors and types of businesses will vary, our investments will seek not just to expand access to capital, especially for historically underserved entrepreneurs, but to also provide opportunities for wealth generation and intergenerational wealth transfer such as through the acquisition of owner-occupied commercial real estate.

HOUSING AND CLIMATE-RELATED HOME IMPROVEMENT

Using our long-term experience financing clean water and energy efficiency programs for homes and much more recent and limited programs involving funding accessory dwelling units and manufactured homes, we will pursue making investments that expand the options for and availability of housing that is more sustainable, more affordable, and meets local needs. We also will look for opportunities to finance expanding the capacity of businesses from or serving disproportionately affected communities to provide the materials and services required to implement or install climate-related adaptations and mitigation measures.

GOALS

TOTAL INVESTMENT

KEY INDICATORS



Invested in small business assets and growth

- Loans to Natives, people of color, women, immigrants, and veterans
- Local ownership
- Investment leveraged
- Businesses financed in high poverty areas
- Jobs created and/or retained
- Start-ups financed

GOALS

TOTAL INVESTMENT

KEY INDICATORS



Invested in the creation, enhancement, and preservation of housing assets that mitigate and/or are adapted to climate effects

- Loans to Natives, people of color, women, immigrants, and veterans
- Local ownership
- Low-income households assisted
- Loans to low-income homeowners

Community Stability and Resiliency

We will support communities by investing in service providers and nonprofit organizations that support community stability and resiliency, and the ability of families to fully earn a living. These projects will meet essential needs, reducing uncertainty and generating longer-term wealth and be measured in two categories: **Essential Community Services** and **Community Climate Adaptation**.

ESSENTIAL COMMUNITY SERVICES

We will build on our last five-year strategy to invest in community facilities owned by nonprofits and find further ways to support organizations providing essential services such as healthcare and early childhood education. We will go beyond just the financing of facilities for established nonprofits and also support the growth of emerging organizations serving critical needs.

GOALS

TOTAL INVESTMENT



Invested in essential community services

KEY INDICATORS

- Community facility capacity
- Organizations serving the low-income
- Investment leveraged
- Low-income households assisted

COMMUNITY CLIMATE ADAPTATION

We will prioritize support for Tribal communities, communities of color, and low-wealth rural communities in adapting to and mitigating the effects of a changing climate. We will support home improvements that help families and communities adapt and invest in new and emerging technologies that mitigate the causes of climate change. To support adaptation at the community level, we will explore ways to partner in investments in a variety of built-environment, land conservation, and “green infrastructure” projects.

GOALS

TOTAL INVESTMENT



Invested in climate adaptation and mitigation projects

KEY INDICATORS

- Loans to Natives, people of color, women, immigrants, and veterans
- Loans to low-income homeowners
- Investment leveraged
- Acres of working landscapes / conservation lands
- Greenhouse gases averted / sequestered
- Energy conserved
- Gallons of water treated annually



Shifting Power

Our support of shifting power for the benefit of marginalized communities relies primarily through the use of our Relationships and Voice strategies. We will complement those activities by investments through our Capital strategy. As with Wealth Creation, we will seek to maximize the impact of our investments by using the Regional Challenges as lenses that focus our efforts to shift power, especially by finding opportunities to work in the overlaps between the Regional Challenges.

RELATIONSHIPS

GOALS

- Increase access to resources, services, and decision-making power by Natives, people of color, and low-wealth rural individuals
- Build a larger and stronger network of partners supporting Craft3's and each other's work

As we seek to address the Regional Challenges, we recognize a need to expand our historic reliance on relationships at the community level to also include collaborating at the regional level. This will mean more intensive partnerships with key stakeholders, more intentional connection of relationships across communities, and working to build and participate in coalitions with shared priorities. By doing this, we look to increase access to opportunity for marginalized communities and establish a stronger network of relationships that are mutually supportive of each other's work.

Some examples of categories of activities we will engage in include:

- **Resource Development** – Continuing our history of seeking public funding for Craft3 to invest in marginalized communities, we will expand efforts to include private and/or philanthropic funding sources that empower partners and allies to pursue their own goals.
- **Public Policy** – We will engage in policy development and advocacy with local, state, and federal governments. We will seek policy and regulatory changes that facilitate greater access to resources, services, and decision-making power for Natives, people of color, and low-wealth individuals in alignment with their self-defined needs and goals.
- **Direct Community-driven Engagement** – We will understand and engage with the goals of geographic- or issue-specific communities where there is alignment with our work and vision. This could include working with Tribal communities, affordable housing advocacy groups, or networks of small business technical assistance providers.



VOICE

Craft3 has historically used our voice to tell our own story and spread the word about our partners and borrowers. We will expand our use of voice to amplify the needs and concerns of marginalized communities, support their goals, and better connect them to centers of power — funders, policymakers, and others — in the region.

GOALS

- Better connect to often disregarded community voices whose visions align with and advance that of Craft3 and its work to centers of power and influence in our region

Some examples of categories of activities we will engage in include:

- **Amplification** – We will seek to engage with and amplify the voices of our communities and connect those communities with our network of relationships. This includes seeking greater input from our communities in Craft3’s deployment of Capital, Voice, and Relationships.
- **Storytelling** – We will expand the range of stories we tell beyond our investments to include others, such as successes of key partners in our network that align strongly with the Investment Areas and Regional Challenges. We will deliver these stories to key partners in our network.







06 PLANNING PROCESS AND ACKNOWLEDGMENTS

A great many people contributed to this strategic plan. Thank you!

One day, a group of children visited and asked, "When are you going to come up with a new treat? We can't wait for you to work more magic!" As Beard Papa stroked his fluffy white beard, it suddenly hit him. "I'm going to make an original recipe for cream puffs that are just as fluffy and lovable as my beard!"

The next day, Beard Papa enthusiastically baked away, and he successfully created layered puffs filled with a perfect mixture of white cream and vanilla custard cream. The townspeople delighted, and to this day, Beard Papa's stores continue to put smiles on customers' faces.



Planning Process and Plan Structure

This strategic plan represents our best thinking based on our understanding of the landscape, trends, and needs in our region today – and is an effort to think hard and dream big about how we can create change in the region. It is a flexible document that allow us to adapt and change as we learn and as the landscape around us inevitably continues to change.

This plan is also the result of extensive listening to partners, allies, our Board, and staff. We learned that almost everything that Craft3 has cared about and built over our 28-year history set us up well to meet the current moment:

- Our regional presence, extensive networks, and deep connections with the places, people, and economies where we live and work.
- Our talented staff and Board of Directors, bound together by a strong set of values and shared commitment to inclusive community development.

- Our organizational strengths as an institution built to absorb risk and invest in the people and health of our region – building a portfolio of over \$200 million under management.
- Our drive to constantly innovate and experiment, seeking new and better ways to create lasting change with our investments.
- Our view of our lending as a series of investments, that when put together, help form a foundation to create a better future for our region.

This foundation is the result of more than two decades of hard work in community. The impacts we strive to make over the coming five years would not be possible without it.

From this strategic plan, individual business units created implementation plans that will form the operational backbone for the next five years. That effort will then inform each year's annual work plans which will incorporate or reflect results to date and lessons learned.





Acknowledgments

We would like to thank our Board of Directors and staff for their support in truthing our vision and building the guideposts of this plan. The Board's steady hands, in partnership with our staff's commitment to innovative, bold thinking, has provided Craft3 with a strong and lasting foundation.

We close by expressing our gratitude to the many people that contributed to this process by sharing their valuable thinking on concepts, approaches, and community needs. In addition to those listed below that participated in our structured listening tour or met with our various implementation teams, we deeply appreciate all our partners, friends, and colleagues. Your willingness to take the "not so quick" call and provide real-time advice was invaluable. All these conversations combined made a real difference in the form and focus of this plan. We would like to thank:

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Brian Dabson

Rural Policy Analyst & Researcher

Ian Galloway

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Dana Hepper

Director, Policy & Advocacy for Children's Institute

Norma Hernandez

Mayor of College Place, Washington

Jo Ann Kauffman

President, Kauffman & Associates, Craft3 Board Member

Jim Kelly

Business owner, Chair, Oregon Board of Forestry

Doris Koo

Crescent Collaborative

Jessica Ledesma

Founder & Principal, Homework Development

Fernando Martinez

CEO, Northwest Mountain Minority Supplier Diversity Council

Rashad Morris

Board Chair, Evergreen Community Capital

Laurien "Lala" Nuss

Founder, Conscious Concepts

Saneta deVuono-Powell

Center for Community Investment

Ray Rasker

Former Executive Director, Headwaters Economics

Andrea Caupain Sanderson

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