### Three-year Theory of Change for Campion Foundation (2012-2014)

**Strategies**
- **Grantmaking**
  - Invest in the protection of natural wilderness
  - Invest in programs and advocacy that address structural causes of homelessness
  - Invest in non-profits aligned with the Foundation's causes
  - Invest in capacity building for grantees
- **Partnership Development**
  - Catalyze partnerships among and across local governments, agency leaders, community leaders, non-profits and funders
  - Link and connect individuals and groups
- **Advocacy**
  - Support high-level advocacy opportunities
  - Partner with organizations and champions that align with foundation's policy priorities
  - Staff and trustees serve as advocates for Foundation's policy priorities
- **Capacity Building**
  - Build capacity and effectiveness of key advocacy organizations for the Wilderness and Homelessness program areas so they can effectively mobilize their skills and resources to the changing dynamics of their field
  - Build environment for greatest capacity of non-profit sector
- **Leveraging Resources**
  - Leverage: Foundation partnerships to align investments
  - Alignment with government initiatives
  - Fundraising
- **Field Building**
  - Lead
  - Convening
  - Collaborating
  - "Push the Field"

**Outcomes**
- **Protection of northwest North America**
- **Strong and resilient non-profit sector**
- **Homelessness is rare and temporary in Washington State**

**Philanthropic Approach that Emphasizes:**
- "Catalytic Philanthropy"
- Risk tolerance
- Promotion of advocacy
- Targeted high-return investment areas
- Threshold-level of investment to create scalable impact
- Funds/Grants
- Staff qualifications and approach (Deep roots and non-profit expertise; politically savvy; highly engaged)
- Engaged, participatory leadership among trustees with political, business and non-profit expertise
- Collaborative partnerships with other foundations

**Influence Outcomes**
- Increased institutionalization of advocacy in the role of non-profit boards
- Increased capacity of non-profits in Foundation's target areas to affect lasting and significant change
- Increased measurable progress in system change areas (e.g., policies, organizations, learning cultures)
- Increased leadership in programs and initiatives that advance Foundation's goals

**System Change**
- Increased protection of wilderness landscapes in northwest North America
- Decreased number of homeless individuals and families in Washington State

**Improved Policies**
- Strengthened and maintained administrative and legislative policies that protect wilderness in northwest North America
- Strengthened and maintained administrative and legislative policies that address the structural causes of homelessness in Washington State

**Leverage Outcomes**
- Attained the largest return on philanthropic dollars
- Increased public investments in addressing structural causes of homelessness in Washington State
- Increased alignment of funding from peer philanthropic and public partners
- Increased catalyzation of interest among philanthropic and non-profit peers to invest in advocacy and to build capacity of non-profits

**Advocacy and Policy Change**
- Strengthened Base of Support
  - Amplification of political influence
  - Broadened “tent of public will” to protect wilderness and end homelessness
- Strengthened Alliances
  - Increased strength of coalitions in Foundation’s investment areas

**Field Building**
- Lead
- Convening
- Collaborating
- "Push the Field"