California
COMMUNITY
Foundation

Strategic *Framework*

2025-2035

Dear CCF Community,

We're proud to share the California Community Foundation's 2025–2035 Strategic Framework—a bold, collective vision to guide our work in the decade ahead.

At the heart of this vision is a simple but powerful belief: every Angeleno deserves the opportunity to live a good life. That means access to stable housing, healthcare, economic opportunity, and the ability to shape one's own future.

Inspired by Angela Glover Blackwell's "curb-cut effect," we set out to explore how targeted, strategic investments in those furthest from opportunity can strengthen systems and improve outcomes for everyone. This framework challenges us to reimagine democracy—not only as a form of governance, but as a pathway to opportunity, community voice, and shared prosperity.

To shape this vision, we listened deeply. Thousands of residents, nonprofit leaders, and community partners told us what their neighborhoods need and what they dream of for Los Angeles County. We heard clearly: Angelenos want opportunity, stability, and a meaningful role in shaping the future of their communities.

This Strategic Framework reflects that collective aspiration. It marks an important evolution for CCF—from focusing primarily on programs to prioritizing measurable impact in the communities most distant from fairness and access. It also reaffirms our commitment to being a responsive, community-centered, and collaborative philanthropic partner.

Together, we've imagined a Los Angeles where:

Every person has access to stable housing, healthcare, and multigenerational care.

Communities can build lasting economic stability and live in safety, dignity, and connection.

Systems are transformed to expand opportunity and promote shared prosperity.

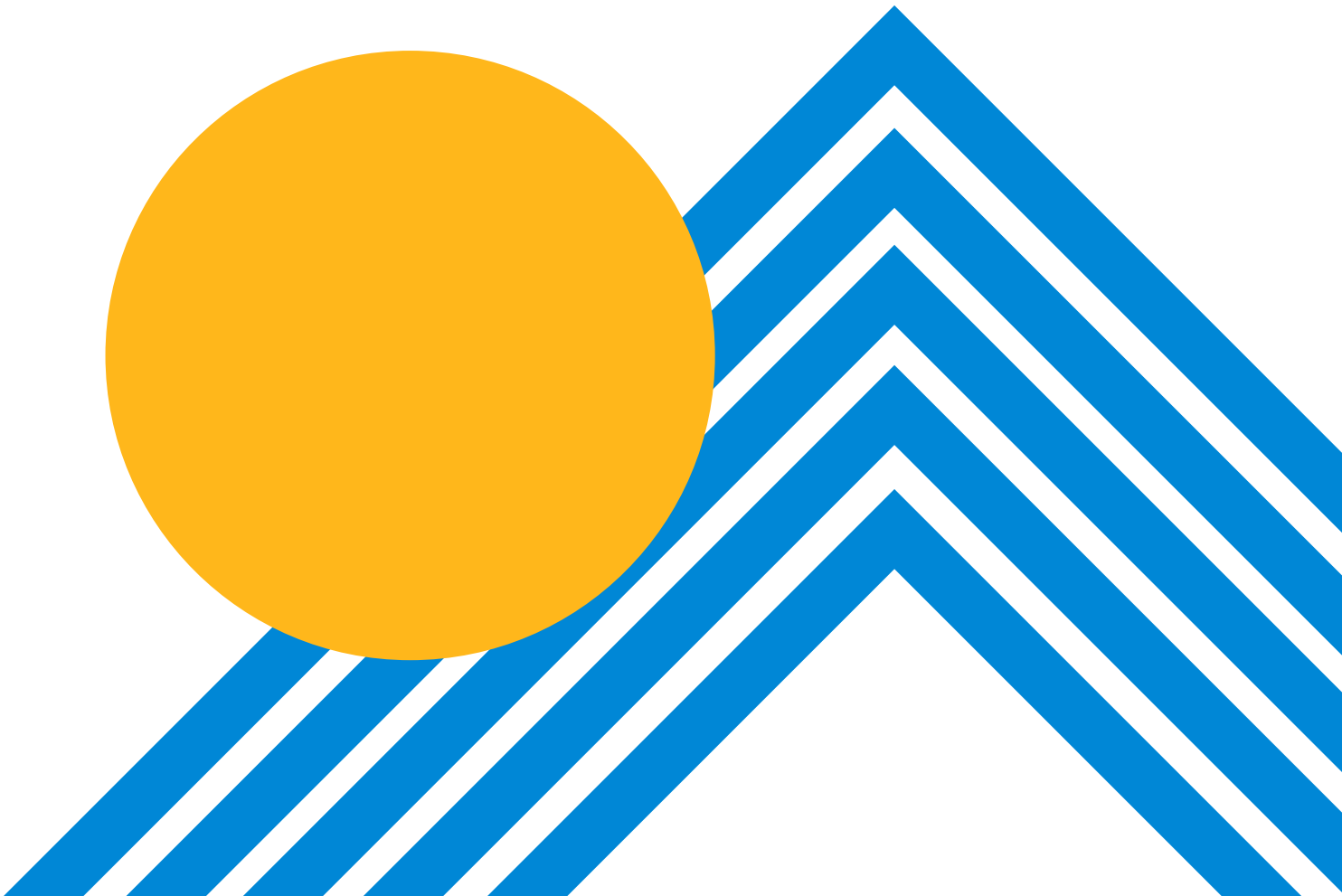
In the months ahead, we'll be reorganizing how we do our work—to better center community, align all our tools, including grantmaking, advocacy, and investments, and drive long-term solutions that reflect the priorities we share with you.

We're honored to build what's next with you—and committed to ensuring that every Angeleno has the opportunity to live a good life.

Join us as we work together to create a brighter, more inclusive future—where everyone in Los Angeles can thrive and flourish.

With deep gratitude,

Miguel A. Santana
President & CEO
California Community Foundation



About LA

Los Angeles County is the largest and most populous County in the country, made up of 88 cities and additional unincorporated communities. Together, these house hundreds of distinct neighborhoods with their own rich histories, cultures, challenges, strengths and opportunities. Many know Los Angeles as the entertainment capital of the world, home to celebrities and moguls, world renowned sports franchises, sandy beaches, palm trees and sunshine. The region entertains, educates, employs and shapes California - and the world.

The region also has tremendous needs and challenges. Los Angeles County is the epicenter of the nation's homelessness crisis, with more than 66,000 people experiencing homelessness as of 2024. The region grapples with an ongoing housing affordability crisis that forces more than 500 thousand to struggle to afford their homes. Only half of all LA County students qualify for four-year college admission and it houses the largest jail system in the country, with 13,000 people incarcerated on any given day. CCF is driven by its mission to bridge the divide between the wealth, creativity, and opportunity that define Los Angeles—and the equally immense inequities that limit access to a good life for too many. Through our work, we seek to ensure that every Angeleno can share in the promise and potential of our region.

About CCF

The California Community Foundation has spent over a century tackling the region's most pressing challenges, uniting donors, nonprofits, and community leaders to create lasting change. From the development of the Disney Concert Hall, to the successful completion of 1984 Olympic Games, and critical policy battles to advance immigrant inclusion, juvenile justice reform and housing justice - CCF has been at the center of some of the region's biggest accomplishments. As our region, state and country confront rapidly changing circumstances, CCF will maintain and expand its focus on serving those closest to the greatest challenges. Through authentic community engagement, we empower individuals and communities to thrive, ensuring all Angelenos have the opportunity to realize their full potential. Working closely with our community of nearly 2,000 donors, we manage more than $2 billion in assets. Every dollar we grant represents our donors and their legacies as well as our collective desire to build a Los Angeles we can all be proud to call home.

About the Planning Process

The California Community Foundation (CCF) embarked on a robust community listening phase from June to December 2024, as part of its broader strategic framework development. Grounded in the belief that CCF is Los Angeles' community foundation, this phase was designed to ensure that the voices of Angelenos—across geography, language, and lived experience—were centered in shaping the foundation's mission, vision and priorities for the next decade.

CCF asked over 2,000 stakeholders across the county what that good life looks like—and what stands in the way of achieving it. These open-ended conversations were facilitated through a series of in-person and virtual listening and community sessions that took place in every corner of Los Angeles County, hosted in collaboration with trusted nonprofit partners.

Participants were invited to bring their full selves to the conversation—as residents, workers, organizers, students, caregivers, and more. These dialogues were marked by honesty, urgency, and a deep commitment to place. Translation services ensured inclusive participation across language communities, while youth engagement helped elevate generational perspectives on the future of Los Angeles.

This community-informed process is helping CCF revisit and refine its mission, vision, and values, and define organizational priorities for the coming decade. The insights gathered during this phase were critical to aligning CCF's work with the hopes and needs of the communities it serves. By grounding our strategy in community voices, CCF is making a long-term commitment to act boldly, invest equitably, and stay accountable to the people of Los Angeles

Our Vision

A good life for all in Los Angeles County.

Our Mission

We invest in, partner with, and amplify the power of community toward a good life.

Our Philanthropic Approach

We enable partnerships, investments and champion advocacy for reforms that multiply impact for communities. Recognizing that community members are their own best advocates, we connect those who need support with those committed to driving progress.

Institutional Priorities and Supporting Initiatives

Our institutional priorities are the North Star to guide the execution of our vision and mission. The five priority areas define where we will put our resources to make the greatest impact. The specific initiatives supporting the priorities are the embodiment of our philanthropic approach.

1. **Meeting basic needs**
   - **Housing:** Expand access to safe, affordable, and quality housing.
   - **Health:** Champion efforts that improve health, well-being, and access to care.
   - **Support Services:** Strengthen systems that provide essential services to individuals and families in need.

2. **Building Economic Opportunity**
   - **Education:** Expand access to education and job training that supports people at every stage of life.
   - **Local Economies:** Help local businesses and entrepreneurs grow by activating resources, funding and investments that create quality jobs and build community wealth.

3. **Creating Safe, Resilient, and Connected Communities**
   - **Sustainable Communities:** Partner with neighborhoods to protect the environment and ensure access to clean air and water, healthy food, and outdoor spaces.
   - **Public Safety:** Support community-led strategies to reduce violence and increase safety.
   - **Community Connection:** Strengthen community bonds by supporting schools, cultural programs, shared spaces, and storytelling.

4. **Ensuring Communities Have a Voice**
   - **Civic Engagement:** Provide tools and resources that help communities organize, speak up, and work across groups in solidarity for change.
   - **Transparency and Accountability:** Support trusted local institutions and media that hold leaders accountable and make sure community voices are heard.

5. **Supporting Healing and Renewal**
   - **Land and Resource Stewardship:** Collaborate with communities to increase access to land and encourage its responsible use.
   - **Restoration and Renewal:** Create opportunities for communities to take part in decisions that shape their future.
   - **Community Healing:** Invest in programs that help communities heal from trauma, strengthen relationships, and build resilience.

What Happens Next

The California Community Foundation's ten-year strategic framework will serve as the primary strategy document for the organization. As such, it will serve as a guide for decision making and the basis for measuring progress across these ambitious institutional priorities and supporting initiatives.

The 2025-2035 strategic framework will also serve as the foundation upon which three-year implementation plans will be created by CCF staff. The implementation planning process will align the work across CCF with the strategic framework, set goals and outcome measures, clarify expectations and responsibilities for CCF departments, highlight how CCF will engage meaningfully with community partners, and inform budgets and resources allocations.