

THREE-YEAR STRATEGIC PLAN



BACKGROUND

Founded in 2020, The Light Collective has shared light and connection with more than 300 families navigating childhood cancer through joyful and heartfelt virtual and in-person experiences.

We are making a brighter way, together.

As we celebrate five years since our founding, we are gearing up for what's next.

In Summer 2025, we kicked off a thoughtful strategic planning process to map out a smart, sustainable path forward. We listened closely to our people: families, volunteers, supporters, and partners. We did an organizational health check to make sure our systems are strong and our programs shine. Our Planning Committee and Board dug deep to clarify our mission and vision and define our priorities and direction.

Since we launched, members of our community have wondered if we might expand nationwide or support families facing other health crises. This process helped us get clear: our sweet spot is right here. For now, we'll continue to focus our efforts on serving families impacted by childhood cancer in the PNW, where we know we can leverage our resources to make the greatest difference.

The path ahead is focused, joyful, rooted in impact, and will be illuminated by this extraordinary Collective. We'll keep families at the center, strengthen our foundational partnerships, and grow in ways that sustain our caring community. Our Board will track progress throughout the year and at an annual retreat, making sure we stay aligned, accountable, and ready to adjust as we go.

The future is bright, and we're just getting started.

MISSION + VISION + VALUES

A major part of this strategic process was focusing and rearticulating our mission, vision, and values.

MISSION: Sparking joy and connection for families in the PNW who have a child with cancer through playful and meaningful experiences at home and in community.

VISION: Kinship, resilience, and joy for every family member impacted by childhood cancer.



VALUES:

FAMILY: We honor the unique and beautiful forms and structures that make a family and affirm the importance of families turning toward one another.

MUTUALITY: We recognize each of us—families, volunteers, donors, and partners—join the Collective with unique experiences, and all benefit from shared joy and connection.

PLAY: We share imaginative prompts and joyful invitations for play where families can experience delightful distraction and meaningful memory-making within their homes and together with other families.

GRIEF: We recognize the enormous grief of childhood cancer, which impacts the whole family: isolation, uncertainty, and loss.

EMPATHY: We create intentional opportunities for volunteers and families to build skills in empathy.

WELCOME: We enthusiastically welcome and provide support for children and families without discrimination based on race, religion, ethnicity, cultural background, national origin, disability, sexuality, gender identity, gender expression, or socioeconomic status.

EQUITY: We build a team of experts while working to dismantle oppressive systems and uncover problematic biases which could hinder our ability to create connection.

EXCELLENCE: We anchor our work in proactive study of best practices to remain a trusted “go-to” resource for families and partner organizations.

2026-2028 STRATEGIC FRAMEWORK

In the next three years, The Light Collective will focus on:

core programs

We will continue to evaluate and evolve our current slate of programs to ensure Matchbox Day, Out of the Box events, and our new Family Weekend continue to effectively meet needs for TLC families.

Tell Me More...

- Continue seeking efficiencies and increase replicability.
- Conduct regular evaluations from volunteers and families.
- Increase staff support, clarify volunteer roles and responsibilities.



parent support

We will expand the vital and unique services we provide to parents and caregivers by empowering and training facilitators and creating pathways for alumni parents to contribute.

Tell Me More...

- Recruit and train additional facilitators for Parent Chats.
- Create more targeted opportunities for parent connection based on geography, diagnosis, and other affinities.
- Build systems where alumni families can volunteer in various capacities.

volunteer skill building

We will offer transformational volunteer opportunities and build meaningful community for our volunteers.

Tell Me More...

- Strengthen and document all aspects of volunteer recruitment, screening, training, and supervision.
- Emphasize development of key skills like empathy and boundaries.



2026-2028 STRATEGIC FRAMEWORK

In the next three years, The Light Collective will focus on:



inclusion

We will ensure more PNW families are served in an Inclusive and relevant way.

Tell Me More...

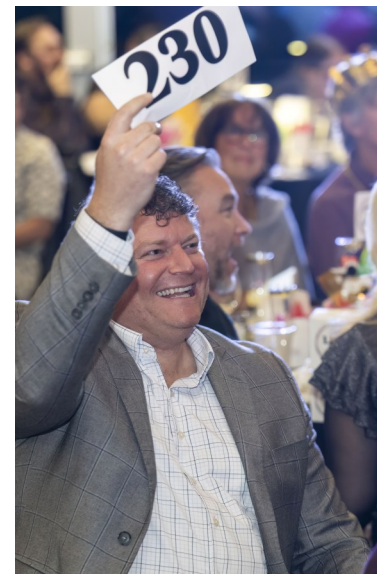
- Develop an inclusion plan for two key audiences: teenagers and Spanish speaking families.
- Utilize Anti-Oppression Assessment screening tool in all programming and operational areas.

resource development

We will grow our base of supporters throughout the region and keep pace with program growth by expanding staff and systems.

Tell Me More...

- Establish targets for growth at all levels of giving.
- Establish new partnerships with funders and sponsors.
- Build TLC's presence in Portland through partnerships with local organizations and TLC alumni families.
- Invest in increased staffing and organizational systems.



partnerships and visibility

We will offer programming at partner sites, strengthen our referral network, and grow community visibility.

Tell Me More...

- Provide activity kits and community events at Seattle Children's and other regional hospitals to fill gaps and raise visibility.
- Explore and strengthen partnerships to help TLC families access support from other wrap-around service providers.
- Map key audiences and forums for sharing about TLC services and expertise.