



Strategic Plan

2024-2027

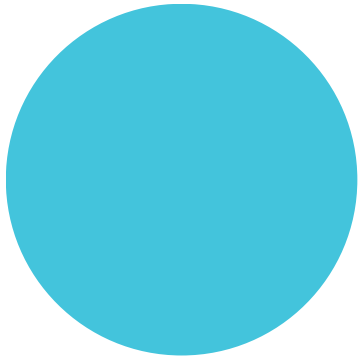




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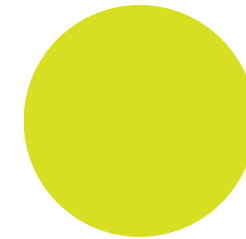


Heinz Schaerer
Chair, Board of Directors



Kelly Evans
President & CEO


A Message from our Leadership



The Greater Saint John Community Foundation has been fortunate to spend the past 48 years serving as a trustee of gifts for our donors, supporting a wide array of organizations that seek to improve the quality of life in the region, and inspiring community leadership along the way.

The process of creating our new strategic plan has given us time to pause and reflect on the past three years while looking forward to the years ahead. The pandemic forced us all to think deeply about our priorities and how each of us can contribute to a healthier and just community. Our Foundation has been in a unique position to leverage our relationships to better serve both donors and community organizations whose needs have been rapidly evolving.

We believe that the strategic priorities laid out in this document embody all that we've learned over the past three years, and propel us toward a more sustainable future that improves the quality of life in Greater Saint John.

 Thank you for your continued support,

Handwritten signature of Heinz Schaerer in blue ink.

Handwritten signature of Kelly Evans in blue ink.



About Us



Who We Are

Since 1976, The Greater Saint John Community Foundation has been serving as a trustee of gifts that enhance and strengthen the quality of life in the Greater Saint John area. We are a not-for-profit organization dedicated to providing the philanthropic means to move our whole community forward in big ways and small ways, always. By linking caring donors to the needs and interests of our community, together with our partners, we are building a Greater Saint John.

We live, work, and play in the Wabanaki Confederacy, the ancestral and unsundered land of the Wolastoqiyik, Mi'kmaq and Peskotomuhkati peoples. This territory is covered by the “Treaties of Peace and Friendship” which Wəlastəkwiyyik (Maliseet), Mi'kmaq and Passamaquoddy Peoples first signed with the British Crown in 1726.

Mission

To serve as a trustee of gifts, support charitable organizations and inspire community leadership

Vision

To ensure a sustainable future and improve the quality of life in Greater Saint John

Values

Our work is guided by the following principles. These values inform all decision making and fuel our mission.



Relationship-Building. Trust, transparency, and commitment to our Mission provide the foundation for relationships with donors, community organizations, and partners.



Innovation. We continually look for new ways to serve as a trustee of gifts, support community organizations, and inspire community leadership.



Inclusion & Accessibility. We value the diversity of perspective and life experience in our community. We strive to promote equity within our organization and community.



Responding to Community Needs. We listen and respond to the needs of donors, grantees, and community partners.



Reflections

As we look back on this past three years, the impact of the COVID -19 pandemic on our community was profound. Our Foundation was in a position to respond to rapidly evolving community needs and adopt new approaches to realizing our mission.

Highlights from 2020-2023

Endowment Growth

Our Foundation's endowment has surpassed \$27 million - a significant milestone. This has resulted in expanded community impact and a stronger organization overall. This growth can be accredited to our generous donors and the trusting relationships that have been established with them.

Responsive Grantmaking

We have facilitated over \$10 million in grants during the past 3 years. We've re-imagined our approach to granting, and leveraged our internal capacity to administer the Social Innovation Fund, several COVID response funds, the Fund for Gender Equality, and the Investment Readiness Program.

Impact Measurement & Evaluation Branch

In 2020, we created a new branch of the Foundation in order to support and build evaluation capacity within non-profits, charities, and social purpose organizations working to improve the quality of life in our community.



Strategic Priorities

In order to develop strategic priorities to guide the Foundation over the next 3 years, it was important to hear from a variety of stakeholders. This included the Board, staff, and community partners.

Each priority has a goal statement and actions that support the execution of these priorities.

Visibility & Reach

We will be recognized by donors and community organizations as the leader of our local philanthropic sector

- Develop a marketing strategy
- Re-invigorate professional advisor strategy
- Maximize touchpoints through community events
- Leverage social media
- Connect to younger audiences
- Communicate our impact through stories

Community Leadership & Advocacy

We will take an active role in advocating for systemic changes that relate to our mission by intentionally engaging in community leadership

- Execute Vital Signs to leverage local knowledge, identify areas that require attention, and align with our granting
- Develop guidelines clarifying our role in advocacy



Strategic Priorities



Equitable Practices & Culture

We will centre equity in all areas of our work, supported by governing documents and practices that promote diversity

- Engage service providers led by equity deserving groups to educate, assess, and inform improvements to our culture & practices
- Build accountability and commitment through governing documents

Leadership Development

Our Board and Staff team will be regularly involved in leadership development and training that enables them to excel in their roles and as a collective

- Re-imagine Board education and explore new ways to engage in development opportunities
- Focus on succession planning for both Board and staff



Implementation

To facilitate the implementation of these strategic priorities over the next three years, a new governance committee has been established by the Board. Among other things, this committee will be responsible for quarterly progress reports related to the goals outlined in this document.

The Foundation's staff team will hold quarterly strategy meetings in advance of the committee meetings that will inform a dashboard that indicates progress within each of the priorities.

Our Board, the governance committee, and the CEO will convene annually to reflect on progress, learning, and set updated targets for the coming year.