



Strategic Plan

Our Mission

To foster community growth and development through funding, leadership, and collaboration to transform the lives of the individuals and organizations we serve.

We fulfill this through:

- Grant-making to nonprofit organizations, high school scholarships, and special funding initiatives
- Working in partnership with our donors and other funders to achieve high impact philanthropy
- Serving as a convener and center of information where ideas are shared to leverage common agendas and resources into the future

Our Vision

Improving the quality of life in Greater Lowell through impactful, strategic philanthropy

Our Values

- **Integrity** - Ensuring the highest ethical standards in all we do
- **Inclusiveness** - Developing an environment of trust and respect that embraces diversity, equity, and inclusion.
- **Flexibility** - Adapting to changing community needs and matching the needs with donor interests
- **Effectiveness** - Focusing on efficient and effective practices, moving intentionally toward positive community impact

2021 - 2024

\$50+ million
TOTAL
ENDOWMENT

390+
ENDOWED
FUNDS

\$3.3 MILLION
DISTRIBUTED
TO **200+**
NONPROFITS
IN 2020

\$711,990 IN
SCHOLARSHIPS
WERE AWARDED
TO **293** STUDENTS
IN 2020

\$25 million+
in grants given since 1997

Communities Served





Strategic Priorities

This plan identifies the strategic priorities that will guide our work to strengthen our community and improve the quality of life in Greater Lowell.

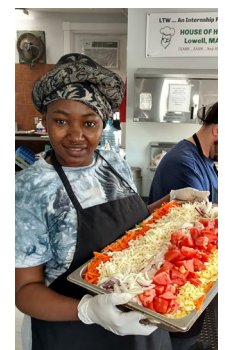
- **Philanthropy For All**
- **Organizational Excellence**
- **Community Leadership**
- **Social Entrepreneurship**
- **Responsive Impact**

STRATEGIC IMPERATIVE 1: Philanthropy For All

Build and increase endowment funds to help donors meet their philanthropic goals and expand opportunities where philanthropy can play a meaningful role.

Over the next three years, the GLCF will strengthen its presence in the region, work to engage donors and together build resources necessary to ensure community growth and a better quality of life for the Foundation's served community. To fulfill Strategic Imperative One, the Foundation will:

- Aim to grow the endowment and increase grant and scholarship awards
- Support racial equity by bringing together more and different voices so we can all shape the direction of philanthropy in Greater Lowell
- Maintain the current 5% endowment spending policy while developing alternative strategies to better serve the needs of our donors
- Continue quality stewardship and investment strategies of Foundation funds
- Strengthen donor relations by reconnecting with past donors, engaging with current donors and cultivating new donors as standard practice
- Engage donors regularly and directly by helping them develop their philanthropic strategies





STRATEGIC IMPERATIVE 2: Organizational Excellence

Achieve organizational excellence through increased efficiencies and enhanced operations. Over the next three years, GLCF will establish plans to increase operational excellence and effectiveness through streamlined policies and procedures in the following ways:

- Create and implement marketing and philanthropy plans, that align with the strategic plan, to more effectively broaden and deepen the efforts and cause of the GLCF
- Developing a data system to assess the effectiveness of grants in the community
- Restructure and/or upgrade the GLCF's administrative processes to improve responsiveness to the community it serves
- Enhance the utility and functionality of systems for financial and development reports and information
- Review and revise, as necessary, donor agreements, policies and procedures to ensure relevance and accuracy
- Review, revise and align grant cycles to enhance efficiency and effectiveness

STRATEGIC IMPERATIVE 3: Community Leadership

Add depth and breadth to the Foundation's work by strengthening and broadening partnerships and leading community collaborations.

Over the next three years, the GLCF is committed to work collaboratively with other similarly committed partners to identify and address community needs and find solutions that lead to lasting and meaningful change by:

- Remain an active and valued resource for, and participant in, the nonprofit community
- Serve as a convener/leader to bring varying constituents and organizations involved or engaged with community issues and opportunities together to ideate, plan and implement solutions
- Expanding and strengthening the Foundation's partnerships with area cause-focused groups and nonprofit organizations
- Working collaboratively with local governments, and civic and neighborhood associations across the region to better understand and serve community needs

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STRATEGIC IMPERATIVE 4: Social Entrepreneurship

Social entrepreneurship, the pursuit of novel applications that have the potential to solve community-based problem, can strengthen and foster community growth and development in Greater Lowell.

Over the next three years, GLCF will work collaboratively with innovative stakeholders to identify needs and seek ways and means to strengthen programs and services in the following ways:

- Grants and scholarship programs that support social entrepreneurship
- Occasional special programs to support current community needs including racial equity and inclusion
- Employing current and newly raised funds to continue to build the program of available scholarships
- Work with corporate partners to facilitate their community engagement and investment in social enterprise
- Continue work to engage new potential communities outside of Lowell for future support

STRATEGIC IMPERATIVE 5: Responsive Impact

Responsive impact establishes a more intentional giving focus, linking community funding priorities to focused outcomes. Grantmaking that is designed to be strategic and responsive to the ever-changing needs of Greater Lowell.

- Develop a measurement and evaluation framework to assess our community impact
- Determine how and when GLCF should develop focused priority giving areas and what the focus areas should be for greatest community impact
- Building deep, responsive, and equitable partnerships in Greater Lowell
- Partnering on a major new push for access to quality early childhood education in communities across the commonwealth

About GLCF

Establishing in 1997, the Greater Lowell Community Foundation (GLCF) is a philanthropic organization comprised of over 390 funds, currently totaling over \$50MM, which is dedicated to improving the quality of life in 21 neighboring cities and towns: Acton, Ashby, Ayer, Bedford, Billerica, Burlington, Carlisle, Chelmsford, Concord, Dracut, Dunstable, Groton, Lowell, Littleton, Pepperell, Shirley, Tewksbury, Townsend, Tyngsboro, Westford, Wilmington.

Become a Partner in Philanthropy

Learn more about GLCF by contacting **978-970-1600** or **info@glcfoundation.org**.