



Johansen
Larsen
Foundation

2020-2025 STRATEGIC PLAN

As approved by JLF Board of Directors, Nov 2020.



THE JOHANSEN LARSEN FOUNDATION



EXECUTIVE SUMMARY

We are delighted to share our Strategic Plan with you. Following the lead of other charitable foundations, our strategic plan provides some background about our Foundation and the results of our scan of the landscape of charitable giving in Canada. Through the strategic planning process, we strove to understand this broader landscape within which we are situated and how we as a small, private foundation fit into that landscape. You will find in this document our vision, mission and value statements, which build upon and strengthen our previous vision and mission.

You will also read about our 3 Focus areas and our specific strategic priorities, along with timelines and targets. We are delighted to have developed a clear commitment to Reconciliation in this strategic plan, as well as to the One Health Model, building on our previous efforts to support the work of organizations providing programming that makes connections between the health of people, animals and our environment.



OUR STORY

The JLF was established in 2008 after Marianne Larsen received a large sum of money from a family friend, Boje Johansen, shortly before he died. Boje was born in Denmark in 1935. He left Denmark when he was a teenager and sailed to South America, making his way to Canada. By the 1950s, he was settled in Toronto where he met Rose Atkinson, a Cree Indigenous woman who became his life-long partner.

They lived, travelled, and worked together for over 40 years. During the 1970s, they operated a general merchandise store in Rose's community (Fort George then Chisasibi on the eastern shore of James Bay, Quebec). After retirement, they divided their time between Ontario and their summer house in Denmark. Rose died in 2004 and Boje in 2007.



Bent and Susan Larsen's (Marianne's parents) friendship with Boje went back to the 1960s. He remained a close friend of the Larsen family and in early 2007, shortly before he died, he gave funds to Marianne Larsen to be used for charitable purposes. Marianne established the Johansen Larsen Foundation as a way to honour Boje's wishes, his indomitable immigrant spirit, commitment to education and life-long relationship with Rose. As a former teacher and education professor, Marianne wanted education to be at the core of the foundation, as a tool for positive social change for at-risk children, youth and animals.

Our first grants were disbursed to qualified donees in 2009 and every year since then the JLF has provided funding to charitable organizations that provide educational programming that meets the mandate of our Foundation.

**THE HISTORY OF JLF IS
EMBEDDED WITHIN THE
HISTORY OF INDIGENOUS
AND IMMIGRANT
CANADA.**



BOARD OF DIRECTORS

The first Board of Directors, consisting of Marianne, Susan and Bent Larsen, Dennis Bonney, Beverly Dalys, and Ian Esquivel, was formed in 2008. After serving for 5 years, Bent resigned from the Board. Alia Toor and Yvonne Vanriel joined the board in 2015 and 2016 respectively. Susan and Alia resigned from the board in 2020, and Shelley Knott Fife joined our board that year.

GOVERNANCE

The JLF is a working board, which means that directors on this type of board play a more hands-on role with the administrative functions of the organization. The board of directors of a non-profit organization is legally responsible for the governance of the organization. Within that mandate is the expectation that the board will develop, implement and monitor policies that will allow the organization to carry out its work and meet organizational outcomes.

OUR STRATEGIC PLANNING PROCESS

In the fall of 2019, the board of directors of the JLF met at a retreat to review the progress we had made over the first ten years of operation as a charitable foundation. We also discussed the challenges we faced and changes in the broader landscape of charitable giving and the world in which we live. We discussed other topics at our retreat including reconciliation; responsible and impact investing, and board recruitment. The Board of Directors agreed that we would organize several board meetings throughout 2020 with the aim to have the new strategic plan in place by November 2020. In January 2020, we had a full-length meeting about responsible and impact investing.

The pandemic slowed our strategic planning process down. We worked with Dina Haddish, our intern Foundation Manager, throughout the spring and summer of 2020, who guided us through a few zoom sessions to clarify our values and come up with a revised mission statement that reflects the direction we wish to move in.

Dina also provided us with data for a Scan of the Landscape of Charitable Giving in Canada. We learned from that summary that almost half of all grants dollars in Canada go towards Education & Research, Health and Social Services; and that most of the Education funding goes to post-secondary institutions. We learned that there are gaps in funding for Indigenous organizations, although funding for this target group is increasing. We also noted a gap in funding for organizations that focus on animals and the environment. And finally, the scan illustrated that most foundations focus on their local community or in their province. Almost half of granting dollars are focused in Ontario, but less than 40% of the Canadian population lives there.

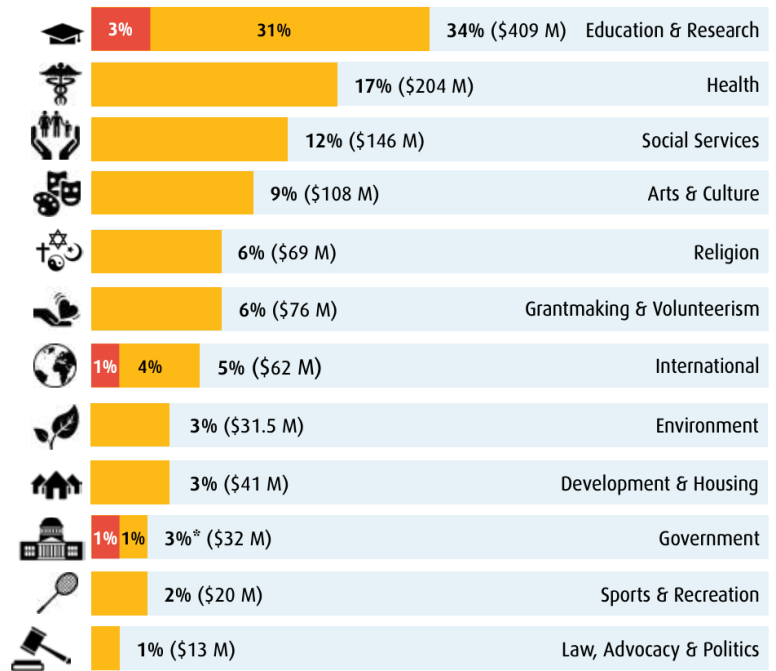
In September, we met for a full meeting via Zoom to discuss and map out our strategic priorities and approved our final strategic plan on 8 November, 2020.

PHILANTHROPIC GIVING IN CANADA

SCAN OF THE LANDSCAPE

As a part of our strategic planning process, we investigated the state of philanthropic giving in Canada to see where we fit into this broader landscape.

Education & Research, Health and Social Services receive almost half of all grant dollars. Most of the Education funding goes to post-secondary institutions (research).



■ MasterCard
 ■ Other top 150

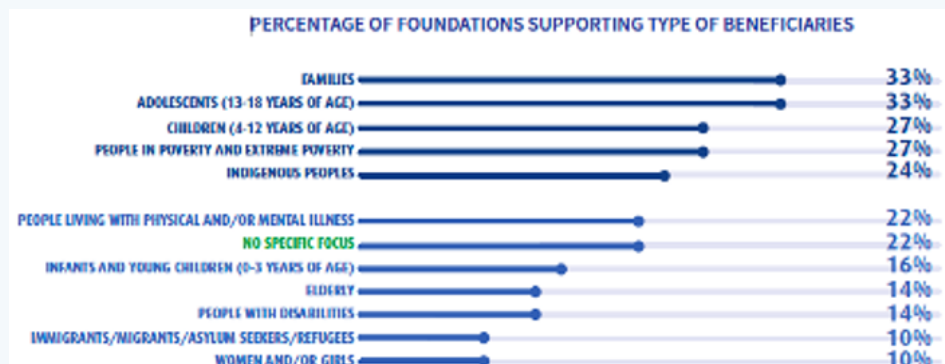
The definitions of the categories of grants in this chart can be found in the companion sheet on top foundations by giving.

*Numbers have been rounded

INTENDED BENEFICIARIES

49%

of giving is focused in Ontario, where only 38.7% of the population lives. Most foundations focus on their local community or in their province.



OUR GRANTMAKING (2009-2019)

\$1,637,395

Total amount of funding we granted to registered charities

\$7,388

Average size of our grants

20

Average number of grants we provide each year

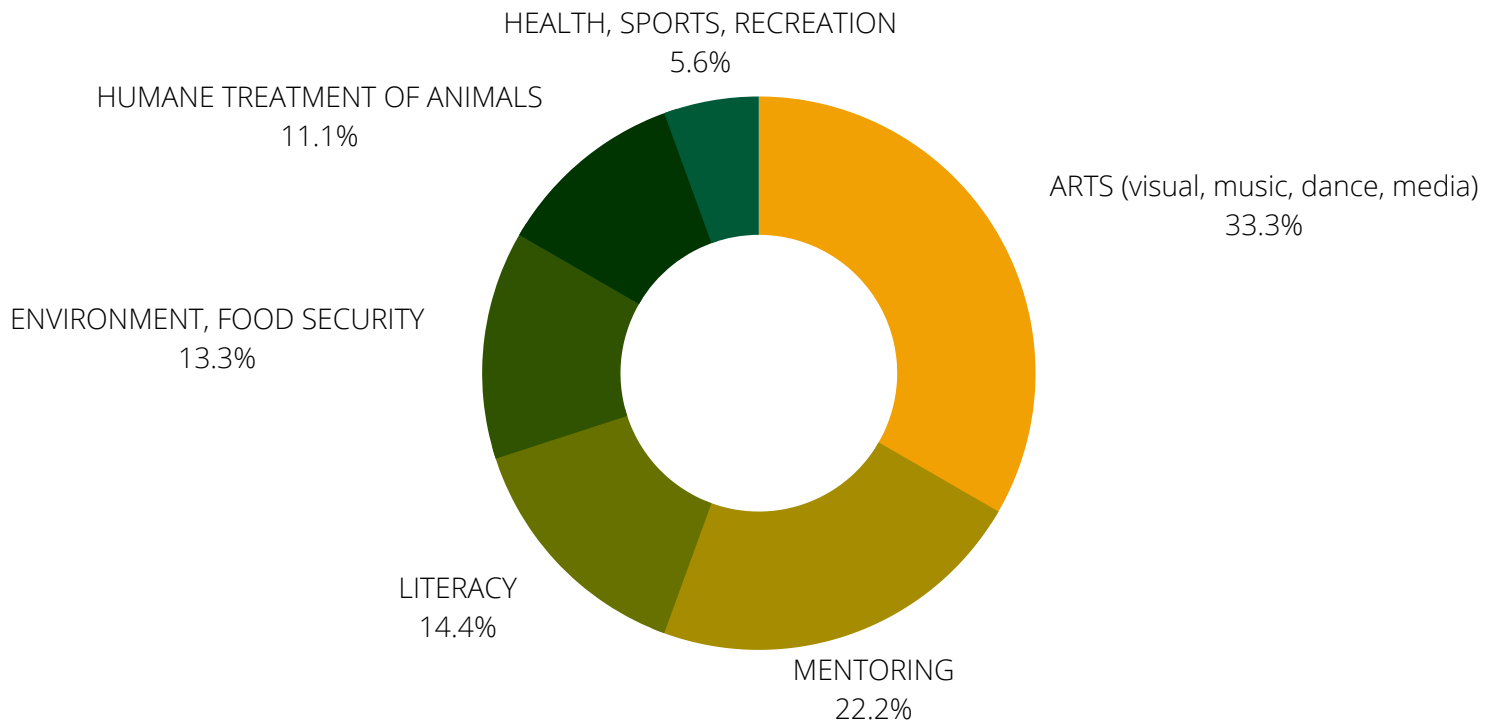
200

Total number of grants disbursed

80

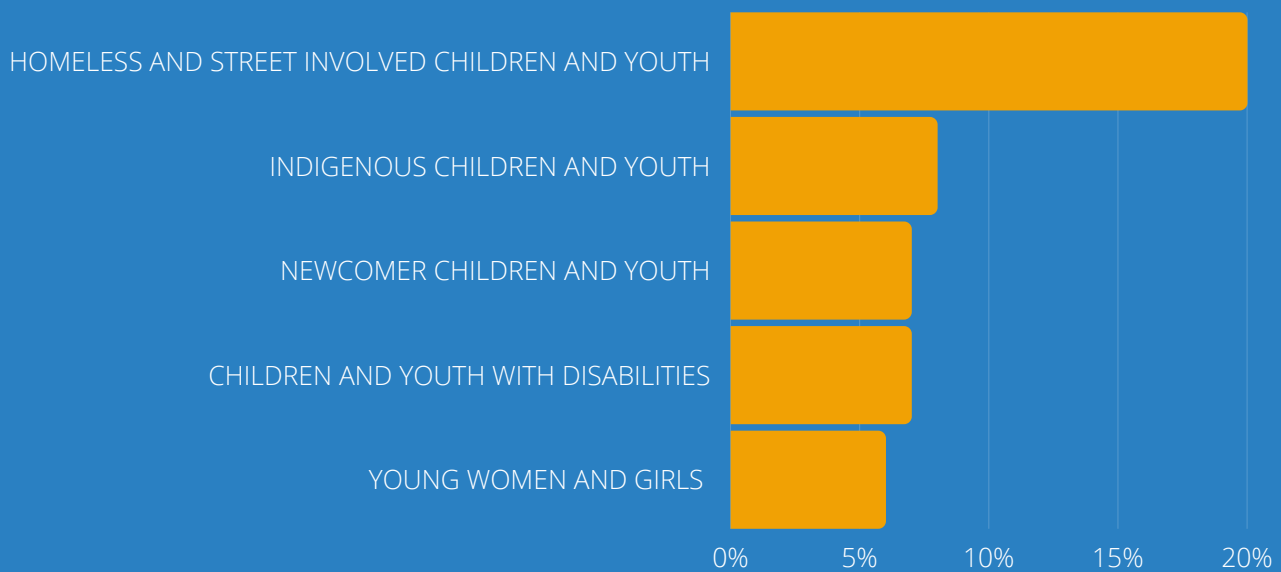
Number of registered charities we have funded

WHAT KINDS OF PROGRAMS HAVE WE SUPPORTED?



INTENDED BENEFICIARIES (TARGET GROUPS)

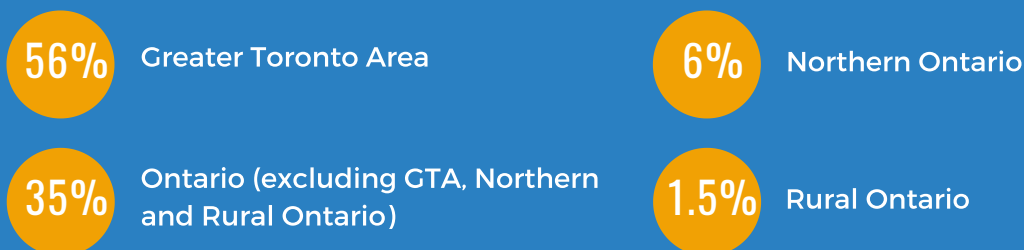
90% of our funding has gone to programs that support children and youth. This includes:



10% OF OUR FUNDING HAS GONE TO PROGRAMS TO SUPPORT THE HUMANE TREATMENT OF ANIMALS, AND ABOUT 10% TO PROGRAMS THAT SUPPORT MORE THAN ONE TARGET GROUP.

GEOGRAPHIC FOCUS

Almost all of our funding goes to programs in Ontario. Only 2.5% has gone to other provinces.



OUR MISSION



We are committed to enhancing the lives of those marginalized in our communities (both human and animal), through supporting inclusive initiatives that foster learning and well-being.

The JL Foundation's mission statement serves as our guide for our collective activities that will help us create our vision for the future. With our commitment to enhancing the lives of those marginalized in our communities, our mission statement builds on our past strengths and achievements in making explicit the link between animal and human welfare, and our long-standing commitment to the transformative potential of education. Above all, we are committed to enhancing the well-being of those in our communities who have been excluded from opportunities, and/or not treated with respect, care or compassion.

OUR VISION

An inclusive society in which all beings are treated humanely with respect, care and compassion.

The JL Foundation has a proud history of supporting programs that meet the needs of those who have been marginalized in Canada, including both human and animal members of our society. Our vision statement describes our overall goal that we aim to fulfill to contribute to building a society in which all beings are treated with dignity, respect, care and compassion. Our vision statement represents our collective hope for what kind of society we wish to create and live in.



OUR VALUES

THE JLF IS GUIDED BY OUR COMMITMENT TO THE VALUES OF LEARNING AND KNOWLEDGE, EQUITY AND INCLUSION, AND CONNECTIONS AND BUILDING COMMUNITY. JLF BOARD MEMBERS ARE COMMITTED TO THESE VALUES AND WE EXPECT THE SAME FROM OUR PARTNERS. EACH OF THESE VALUES IS EMBEDDED IN OUR STRATEGIC PRIORITIES, PRACTICES, AND INTERACTIONS AND ACTS AS A COMPASS GUIDING THE WORK THAT WE DO.



LEARNING AND KNOWLEDGE

We value learning that involves understanding and critical thinking; learning that is reciprocal and mutually beneficial for all, and knowledge that provides opportunities for individuals and groups to grow and be positively transformed. While we recognize that learning can take place both within established educational institutions and outside of those institutions. We also believe that learning needs to play a pivotal role in making our world more just, equitable and inclusive.

EQUITY AND INCLUSION

We value equity and inclusion: fair and humane treatment, access and opportunities for all. We recognize the existence of historic, systemic and inter-sectional barriers based on ability, age, national origin, ethnicity/race, religion, social class, sex, sexual orientation, gender identity/ expression and species that have resulted in some being treated as less valuable members of society than others. We affirm that all are worthy of dignity and respect, and that all should have opportunities to be fully included in their community life.



CONNECTIONS AND COMMUNITY BUILDING

We recognize the connections between the land, human and animal welfare and that the human-animal-environment bond beneficially impacts the health of all. We support organizations that understand these connections, and that engage their local communities to eliminate the barriers, injustices and inhumane treatment faced by those whom they serve. We also value the connections we build with the organizations we partner with and strive to build collaborative relationships with them. Valuing connections and building community also aligns with our commitment to reconciliation and the building of respectful relations with Indigenous Peoples of Canada.



FOCUS AREAS

THE JLF FOUNDATION HAS 3 OVERLAPPING FOCUS AREAS. THESE STRANDS ARE CONSISTENT THREADS THAT RUN THROUGH AND INFORM ALL STRATEGIC PRIORITIES.



Marginalization means to relegate someone to an unimportant or powerless position, or to the lower or peripheral edge of society. People who are marginalized are denied economic, educational, political, social and cultural opportunities. Marginalized children and youth include those marginalized by homelessness, being pushed out of school, socio-economic status, perceived ability, sexual minority status, racism, poverty, immigration, and other factors. The JLF is committed to providing opportunities otherwise denied to children and youth who are marginalized in Canadian society.



Reconciliation means establishing and maintaining a mutually respectful relationship between Indigenous and non-Indigenous (settler) peoples. For reconciliation to happen, "there has to be awareness of the past, an acknowledgement of the harm that has been inflicted, atonement for the causes, and action to change behaviour." (Summary of the Final Report of the Truth & Reconciliation Commission of Canada, 2015, p.6). The JFL is committed to reconciliation with Indigenous Peoples in Canada and we aim to work with Circle on Philanthropy and Aboriginal Peoples in Canada to realize our commitment to reconciliation as a signatory of the Philanthropic Community's Declaration of Action.



The idea of One Health refers to the interdependence between the health of people, animals and entire ecosystems. One Health focuses on the need to achieve optimal health and well-being outcomes in recognition of the interconnections between people, animals, plants and their shared environment. One Health is rooted in understanding the interdependence of human and natural systems, and that the social determinants of health (e.g. SES, education, place of residence) play a critical role in health and well-being. The One Health model and Reconciliation are aligned with one another as Indigenous thought and One Health both acknowledge the interconnectedness of humans, animals and the environment; and consider these interconnections as central to human, animal, and environmental well-being.

STRATEGIC PRIORITIES

GRANTMAKING AND REPORTING

Goal 1: To streamline our application and reporting processes, ensure they are transparent, and align them with our mission, values and focus areas.

OBJECTIVE	HOW WE GET THERE	TIMELINE
To streamline our granting processes and ensure that we demonstrate transparent communications.	Strike a Grantmaking Sub-committee to develop new application and reporting guidelines.	By December 4th, 2020.
To streamline our granting processes and ensure that we demonstrate transparent communications.	Develop a more streamlined and easier reporting process for organizations we've funded.	By December 1st, 2021.
To target our funding to align with our focus areas with a commitment to filling important gaps in funding across Canada (e.g. Indigenous organizations)	Develop funding cycles for multi-year grants based on 2 focus areas/year.	2021-2025 (ongoing)
To target our funding to smaller, community-based qualified donees. (\$2 million and under)	Develop clear criteria for determining which organizations can apply for funding and have these posted on our website	2021-2025 (ongoing)
To integrate an Indigenous perspective into our grant-making. (*To commit to building relationships with Aboriginal peoples, and extending the reach of our efforts in both policy and practice.)	Conduct outreach to Indigenous qualified donees and engage with the view to figuring out how we can meet their needs in ways that align with our values and mission.	By December 2021.

STRATEGIC PRIORITIES

RESPONSIBLE & IMPACT INVESTING

Goal 2: To develop and put in place a responsible and impact investment plan that aligns with our mission, vision and values.

OBJECTIVE	HOW WE GET THERE	TIMELINE
To revise our Investment Policy Strategy (IPS) to align with our mission, vision and values.	Form an investment policy committee to present a draft of the IPS to the Board.	By Nov 1st, 2020.
To focus on climate transition and reconciliation with respect to our impact investing. *To share our resources to include and benefit Aboriginal Peoples.	Include within our Investment Policy Strategy	2021-2025 (ongoing)
To join SHARE: Shareholder Association for Research and Education to help us meet our Impact Investing Targets.	Submit application for membership to SHARE.	By April 2020.

**These are specific objectives taken from the Philanthropic Community's Declaration of Action, which we signed in October 2020.*

STRATEGIC PRIORITIES

BUILDING CAPACITY & STRENGTHENING OUR FOUNDATION

Goal 3: To build the operating capacity of our foundation by developing sustainable processes to enhance good governance and organizational effectiveness.

OBJECTIVE	HOW WE GET THERE	TIMELINE
To engage in board recruitment processes that would see a greater representation of the constituencies that the JLF supports.	Investigate board recruitment strategies.	By March 31st, 2021 (with intention to invite possible new board members to spring board meeting)
To build our board capacity and leadership.	Research ways to build board capacity. (e.g. through PFC)	2021-2025 (ongoing)
To increase & support learning opportunities among board members, including 1) Learning about the world of philanthropy 2) Learning about the history and legacy of the colonial system that imposed the Indian Residential School System, so that we can understand how to work toward the reconciliation	Develop supports for board members to engage in professional learning. Encourage board members to engage in professional learning.	2021-2025 (ongoing)
To build our relationships with other foundations and/or non-profit affinity groups (eg. PFC; The Circle; Community Foundations of Canada; Imagine Canada and the Sustainability Network, SHARE).	Look into the work of these groups and bring proposals to board to join.	By end of 2021

STRATEGIC PRIORITIES

COMMUNICATION & OUTREACH

Goal 4: To commit to timely, transparent and thoughtful communications and outreach with all of our stakeholders in ways that align with our values.

OBJECTIVE	HOW WE GET THERE	TIMELINE
<p>To develop a communications and outreach strategy.</p> <p>To use a variety of communications across multiple platforms to relay stories of the impact of our work.</p>	<p>Dina to work with Marianne on developing a communications and outreach plan/strategy that aligns with our values, vision and mission.</p>	<p>By Dec 31st, 2021.</p>
<p>To enhance ongoing communications with the organizations we partner with.</p>	<p>This is to be included in the communications plan.</p>	<p>2021-2025 (ongoing)</p>
<p>To share our networks, our voices, and our resources to include and benefit Aboriginal peoples.</p>	<p>This is to be included in the communications plan.</p>	<p>2021-2025 (ongoing)</p>
<p>To listen with compassion and empathy to those who have given voice to the Residential School System experience.</p> <p>To understand the cumulative impact of unresolved trauma and remember the silenced voices</p> <p>To engage with the philanthropic community in dialogue to ensure that we do this with, and not for, Aboriginal peoples in all their diversity.</p>	<p>This is to be included in the communications plan.</p>	<p>2021-2025 (ongoing)</p>

SOURCES

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