A New Iteration of the Victoria Legacy

Hendon Chubb founded Victoria Foundation—named for his mother—in 1924 to “help those less fortunate than himself.”

By the time Hendon died in 1960, he had contributed about $3 million to endow the Foundation, which today is valued at over $300 million. Hendon Chubb left the following written instructions to Victoria trustees:

I want the work of the Foundation to be carried on as seems best in the judgment of the Trustees and every decision to be made on the basis of how can the best use be made of the money and not limited in any way by the thought this is what HC [Hendon Chubb] would have wished. I only want it used for human benefit without directions from a dead hand.
(VF Board Minutes, 1960)

For the past 55 years, Victoria Foundation has focused most of its resources on children and families living in Newark, New Jersey, with grants totaling $300 million. The current grantmaking of about $11 million a year has been traditional in nature, with 160 grantees receiving annual grants to support operations and to provide a broad range of programs and Services.

The Foundation is emerging from an intense time in its 97-year history. Throughout 2020 and the first half of 2021, trustees and staff engaged in a strategic planning journey to consider how the foundation might generate greater impact with its resources. The key question at the outset of this effort was: How might the foundation address the root causes of generational poverty in Newark? As we explored this essential inquiry, the need to understand the pernicious role of structural racism as a root cause of persistent poverty was fundamental. Government sanctioned racist policies and other forms of institutional racism over the centuries have contributed deeply to the current reality of Newark: a highly segregated, post-industrial city where 36% of children are living in poverty or extreme poverty.

We understand all too well from the data and our decades of work in Newark that living in poverty leads to a wide range of disparities in health, education, housing, wages and wealth, and life expectancy between Newark residents—primarily Black and Brown—and their typically more affluent White counterparts living mere miles away. And when a concurrent crisis hits, like it has with the COVID-19 pandemic this past year, marginalized communities in Newark suffer disproportionately, with much higher rates of disease and death.

What follows is the language of a new strategic vision and framework for Victoria Foundation—one that remains steadfast in its commitment to the residents of Newark. We are excited to engage and partner with grantees, neighborhood residents, local leaders, grassroots organizations, and many others to develop the tactics and investments to realize this new path forward.
VICTORIA FOUNDATION

FRAMING OUR STRATEGY

Vision Statement

Victoria Foundation envisions a thriving Newark where residents are self-determining, liberated, and connected, with plentiful opportunities to advance community voices and visions.

Mission Statement

Victoria Foundation partners with Black and Brown residents and other marginalized communities in Newark and nonprofit organizations to champion bold strategies that strengthen community power, foster economic justice, promote youth self-determination, and respond to pressing needs.

Values Statements

Anti-Racism
We are committed to building an equity-centered internal culture and to actively dismantling structural racism in Newark and the field of philanthropy.

Solidarity
We use our resources and tools to work side-by-side with Black and Brown residents and other marginalized communities for the change they want to see.

Courage
We reimagine traditional practices in philanthropy to innovatively support local visionaries. We use our platform to advocate with Newark residents on a local, state, and national level.

Respect
We recognize the inherent worth and dignity of all individuals, both inside and outside of the Foundation.

Trust
We prioritize relationships over transactions as we work with the community, our partners, and each other. We believe in Newark residents’ ability to determine what they need to thrive, and we support them in making those visions a reality.
STRATEGIC GOAL 1: STRENGTHEN COMMUNITY POWER

We leverage the tools of the Foundation to support community-led organizations, coalitions, projects, and causes that use organizing, advocacy, and movement-building to create systemic change in Newark.

Strengthening community power includes but is not limited to the following issue areas:

Civic capacity: Supporting the capacity of residents to challenge and shape the practices of local government and the school district in order to promote accountability to community priorities.

Movement building: Supporting organizations working to transform systems in Newark, including those that impact the environment and the local and regional economy.

Grassroots infrastructure: Supporting the ecosystem of grassroots organizations in Newark through technical assistance and funds for capacity building so that local leaders can provide the programs, services and resources needed for their communities to thrive.
STRATEGIC GOAL 2:
FOSTER ECONOMIC JUSTICE

We leverage the tools of the Foundation to build economic security, community wealth and prosperity for Newark residents particularly those most impacted by the racial wealth gap.

Fostering economic justice includes but is not limited to the following issue areas:

**Living wage jobs**: Supporting organizations, policies, and practices that increase access to living wage jobs.

**Economic ownership**: Increasing rates of home and business ownership among Newark residents.

**Neighborhood displacement**: Improving the quality and availability of affordable rental housing and promoting equitable neighborhood development so that Newark residents have the option of remaining in improved neighborhoods.

**Environmental justice**: Supporting progressive economic practices that reduce pollution and waste, replenish human and natural resources, and contribute to climate safety and justice.
STRATEGIC GOAL 3:
PROMOTE YOUTH SELF-DETERMINATION

We leverage the tools of the Foundation to support platforms for young people to expand their power in determining a future for themselves, their families, and their communities.

Promoting youth self-determination includes but is not limited to the following issue areas:

**Youth organizing:** Supporting youth to strategize for positive social change and to have a voice in decisions that affect themselves and others.

**Youth leadership:** Providing access to the skills, knowledge, mentorship, and job opportunities required for young people to lead in neighborhoods, schools, and civic initiatives.

**Youth expression:** Ensuring that youth have access to health and wellness resources and self-expression through the arts.
STRATEGIC GOAL 4: RESPOND TO PRESSING NEEDS

When urgency requires, we temporarily serve as a stop-gap to meet community needs in Newark.

Responding to pressing needs includes but is not limited to the following examples:

**Economic downturns:** Bridging gaps in funding for organizations that distribute food, supplies, and other basic needs in the midst of economic downturns.

**Disaster relief:** Supporting organizations providing emergency services, such as housing, food, and shelter in the wake of natural and other disasters (e.g. Superstorm Sandy).

**Health and security:** Responding to funding crises related to public health or community security (e.g. a major neighborhood fire).
## TOOLS TO PURSUE OUR STRATEGIC DIRECTION

### Communications
Asserting the Foundation’s voice, influence, and thought leadership to highlight and amplify the ingenuity of Newark residents.

- **Objectives**
  - Utilize foundation platforms to support, advocate for, and elevate policies, practices and ideas that Newark community leaders have identified as critical for Newark to thrive.
  - Advance narratives and stories that highlight the assets and power of Black and Brown residents and other marginalized communities.
  - Disseminate information, opportunities for resources and supports that can be beneficial to grantees work and impact.

### Building Partnerships
Using the Foundation’s tools and relationships to increase resources for Newark.

- **Objectives**
  - Actively participate in cross-sector venues and tables in Newark in order to be an advocate and voice for the Foundation’s vision, mission, strategic goals, and grantees.
  - Engage in national, regional, statewide and local coalitions, memberships and venues that provide opportunities for the Foundation to help attract resources for Newark to thrive.

### Convening Stakeholders
Facilitating collaboration across sectors and stakeholders to advance change in Newark.

- **Objectives**
  - Convene spaces that leverage the Foundation’s proximity to systems powerbrokers to provide access for grantees and community leaders to influence practices, policies and decisions.
  - Support opportunities for foundation stakeholders to advance community-driven relationship-building, collaboration and coalition-building.

### Learning
Seeking knowledge to inform continuous improvement of relationships, strategy, and practice.

- **Objectives**
  - Build a culture, tools, and systems that encourage continuous learning, feedback and improvement as a grantmaking institution and as a workplace.

### Leveraging Capital
Strategically allocating the Foundation’s financial, human and relational assets for maximum impact.

- **Objectives**
  - Align endowment investing with the Foundation’s vision, mission and values.
  - Deploy low-interest loans (Program Related Investments) to Newark-based initiatives focused on the Foundation’s strategic goals.