

Renewal

2024-2027 STRATEGIC PLAN SUMMARY



CANMORE
HOSPITAL
FOUNDATION
Healthy together.



Introduction to the Plan

Welcome to the 2024–2027 Canmore Hospital Foundation’s Strategic Plan *Renewal*, and our growing commitment to support health services in the Bow Valley.

Over the last three years, we worked to inspire the community and secure government investment in local health care to meet the needs of Canmore General Hospital.

In 2023 we focused on self-reflection and assessment, imagining then strategizing how we can achieve our refreshed mission, **To inspire community investment in healthcare excellence in the Bow Valley.** Through the strategic planning process, we set aspirational goals: **Elevate** our supporters through focused donor stewardship and engagement efforts; **Align** with partners by nurturing existing relationships and creating new opportunities; **Inspire** our community with creative and motivational calls to action, and **Champion** the power of philanthropy through demonstrated leadership in the not-for-profit charitable sector.

As *Renewal* is ambitious, it was important to set priorities that would both support our mission and responsibly facilitate organizational growth.

Over the next year, we are committed to increasing the Foundation’s operational capacity, planning for staff and board succession, and expanding our fund development strategies. Starting here, we are confident that by 2027 we can achieve all our goals.

We are excited to share this road map that will guide us into our next three years and invite you to join us on this journey of growth, inspiration, and action. Together, we will help **Transform the future of Health Care in the Bow Valley.**

Everyone welcome.

Steven Scott
Board Chair

Kristen Pauch-Nolin
Executive Director



Strategic Considerations and Environmental Scan

Strategic Consideration

1. Bow Valley's changing demographics and population growth
2. Changes to AHS and Alberta Health
3. Increasing demand on the hospital resulting in need for capital upgrades, more equipment, and expanded health program offerings
4. Greater number of and value of requests for support from the Foundation



Environmental Scan

Hospital and Primary Care Service Area*

Bow Valley Service Area: The Bow Corridor Service Area includes an area that extends from Cochrane and the Stoney First Nation Community west to the British Columbia border.

LAKE LOUISE ← ————— → COCHRANE

Patient Population: 26,398 (7% First Nations or Inuit and 14.2% identify as a visible minority)

Largest Age group: 35–64 years at 11,264 (43%) followed by 18–34 years at 7,025 (27%)

* Source: Bow Valley Corridor service area profile 2021-22

Philanthropy and Giving**

The 2022 report showed a national downward trend in giving with one in four Canadians (25%) expecting to give less in 2022 than they did in 2021.

** Source: Canada Helps the Giving Gap report (most recent 2022)

TOWN OF CANMORE:

The Community Expressed Concerns***

1. A fear of losing Canmore's 'community feel'
2. Housing is a challenge
3. Canmore is expensive
4. Shortage of family doctors
5. New residents find it difficult to connect with established residents

*** Source: Town of Canmore's publication *Tools for the Future: Canmore's Guide to Connect People and Community* updated in 2023.



Mission

To inspire community investment
in healthcare excellence in the
Bow Valley

Vision

To transform healthcare through the
power of giving

Values

Integrity

We place integrity, trust, inclusivity, and honesty at the core of
everything we do

Leadership

We aim to be community leaders in best practices,
resourcefulness, and the innovation of our work

Excellence

We are passionate about making a meaningful contribution
and aim to provide our community with the best possible
experience with the highest standard of service.

Gratitude

We appreciate donors, volunteers, hospital, and foundation
staff and ensure that our community feels authentically
thanked and valued.



The power of giving.

Strategic Goals 2024–2027

Elevate

Recognize and engage donors

- Develop multi-year business, development, and marketing plans
- Develop engagement and partnership programs
- Seek feedback from stakeholders to evaluate the success of foundation initiatives and growth strategies

Inspire

Celebrating and expanding the Hospital and Foundation's partnership

- Tell the stories of our donors, patients, hospital staff, volunteers, and other stakeholders
- Create opportunities for hospital staff to participate in Foundation activities
- Elevate the culture of philanthropy

Align

Build relationships to grow support

- Engage government and other leaders
- Grow relationships with other provincial hospital foundations to share knowledge and resources
- Increase partnerships with businesses and other not-for-profit organizations

Champion

Ensure a healthy and thriving organizational culture

- Ensure prudent and fiscal business practices
- Become a leader in governance
- Invest in human resources and business systems
- Promote a healthy organizational culture that welcomes new experiences, ideas and voices



Inspire.

Engage.

Priorities to Reach Goals

Support for Canmore Hospital and Health Care in the Bow Valley

- Work with senior hospital staff to identify a list of anticipated capital, equipment and program needs at Canmore General Hospital (3–5 years)
- Develop long and short-term strategies to address current challenges in health care delivery and anticipated community growth
- Encourage new ideas and initiatives to support the Foundation's work, Canmore hospital and health care in the Bow Valley

Succession Planning for Foundation Board and Foundation Staff

- Develop a three-year strategy for organizational succession
- Implement a recruitment strategy and nominating process
- Ensure board composition reflects the diversity of the community
- Review organizational policies and procedures
- Create opportunities for professional development

Scale Operations to Growth

- Evaluate organizational capacity
- Develop a plan to support desired growth
- Implement efficient systems and technologies to streamline operations
- Create an organizational chart that reflects desired growth

Fund Development and Community Engagement

- Engage fundraising committee members for donor recruitment and relationship management
- Create new campaigns including aspirational capital goals
- Initiate projects and programs in partnership with government, community partners, and other not-for-profit organizations
- Explore opportunities for diversified revenue sources including social enterprise
- Continue growing the endowment with the next goal of \$5.0 million dollars by 2034



Forward Momentum



The origin of the Canmore Hospital Foundation dates to 1978 when a committed group of local philanthropists formed the Canmore Hospital Ladies Auxiliary. The group shared a vision – to support the needs of Canmore General Hospital and ensure the best healthcare services were available to everyone in the Bow Valley. As we embark on the Foundation’s next three years, we remain committed to this vision and evolving the organization through innovation, operational expansion,

and a commitment to making CHF the charity of choice for donors, volunteers, and community partners.

Strategic planning has inspired us, as we imagined the possibilities of creating new intersections between philanthropy and community. The Bow Valley has changed significantly since 1978, and so has philanthropy. Our foundation has grown alongside our willingness to question, collaborate, and imagine new solutions. We are extremely motivated and ready to evolve.

Together with our dedicated and growing community, we embark on a future of bold impact for the people we serve.

Through our newly defined strategic plan, we pledge to take our place as a leading philanthropic voice for health care support – as an advocate and champion for Canmore General Hospital, health care workers, and the health of our community.



Thank you to the Foundation’s Board of Trustees for their time, thoughtful insights, and overall dedication to the strategic planning process. We also want to extend our thanks to Renee Giroux-Wyton and the team at SI2 for leading the process.

To our supporters, donors, volunteers, and partners past and present: Thank you! Your generous and consistent support has ensured the ongoing health of the Foundation, and we look forward to sharing its future with you.

Thank you!



Photo: Aydin Odyakmaz

Photo: Jean McAllister



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