



Executive Summary

Over the next five years, the Cobequid Health Centre Foundation will focus on strengthening healthcare closer to home by building deep community connections, expanding engagement opportunities, fostering strong donor stewardship, and upholding the highest standards of transparency and accountability. The plan is structured around four strategic pillars, each with measurable objectives to ensure progress and sustainability.

Pillar One: Community Connections will be expanded through consistent relationship-building with at least 52 new or strengthened supporter connections each year, increased presence at community events, and a comprehensive communications strategy that leverages multiple channels to reach diverse audiences.

Pillar Two: Engagement efforts will focus on building new corporate partnerships, expanding the pipeline of business donors, and diversifying the fundraising mix. Over the next five years, the Foundation will strengthen revenues through ongoing evaluation and refinement of fundraising opportunities, while implementing consistent performance tracking to support informed decision-making by the board and CEO.

Pillar Three: Stewardship will prioritize personalized donor relationships by re-engaging lapsed donors quarterly; and ensuring that every board member actively participates in donor-facing activities each quarter. These efforts are designed to increase donor retention, build trust, and cultivate long-term loyalty.

Pillar Four: Transparency will be safeguarded through annual independent audits, ongoing compliance with Imagine Canada standards, and comprehensive governance reviews to ensure that all policies remain current and accessible. The Foundation will also maintain full CRA compliance, ensuring accurate and timely receipting to reinforce accountability.

Staffing & Organizational Development: The Foundation has entered a period of significant staff growth and renewal. Over the past 18 months, the team has expanded from two long-standing employees to five team members, welcoming four new graduates.

Employee	Graduation Date	Joined Foundation
Samuel – Executive and Donor Services Assistant	June 2024	16 months ago
Cassandra – Marketing and Communications Coordinator	June 2024	11 months ago
Anamika – Bookkeeper and Donor Services Coordinator	May 2025	3 months ago
Prescott- Fund Development Coordinator	June 2025	September 2025

At the same time, the Foundation experienced the departure of its seasoned bookkeeper, who, after six years, had developed significant fundraising knowledge and organizational expertise. Three employees have no prior experience working in a nonprofit or with fundraising, and the fourth has only limited exposure, representing both challenges as well as growth opportunities for the organization.

In year one of this plan, professional development, onboarding, and mentorship will be a priority to build fundraising knowledge, nonprofit expertise, and operational cohesion. The team will grow their skills, learn to trust each other, and work seamlessly toward shared goals. This new generation of staff will benefit from the leadership of the Foundation’s President and CEO, who has 20 years of experience within the organization, and over 30 years of professional fundraising experience in total. Investing in staff training and development will ensure a strong and skilled team capable of carrying forward the Foundation’s mission.

By 2030, the Foundation aims to be recognized for its strong community presence, effective fundraising strategies, highly skilled team, and unwavering commitment to accountability. This plan ensures sustainable growth, stronger donor relationships, and a measurable impact—ultimately advancing healthcare services for the community it serves.

Mission: *To inspire a strong spirit of giving to promote the advancement of healthcare closer to home. We desire to make our community a better place to live by providing quality healthcare for all.*

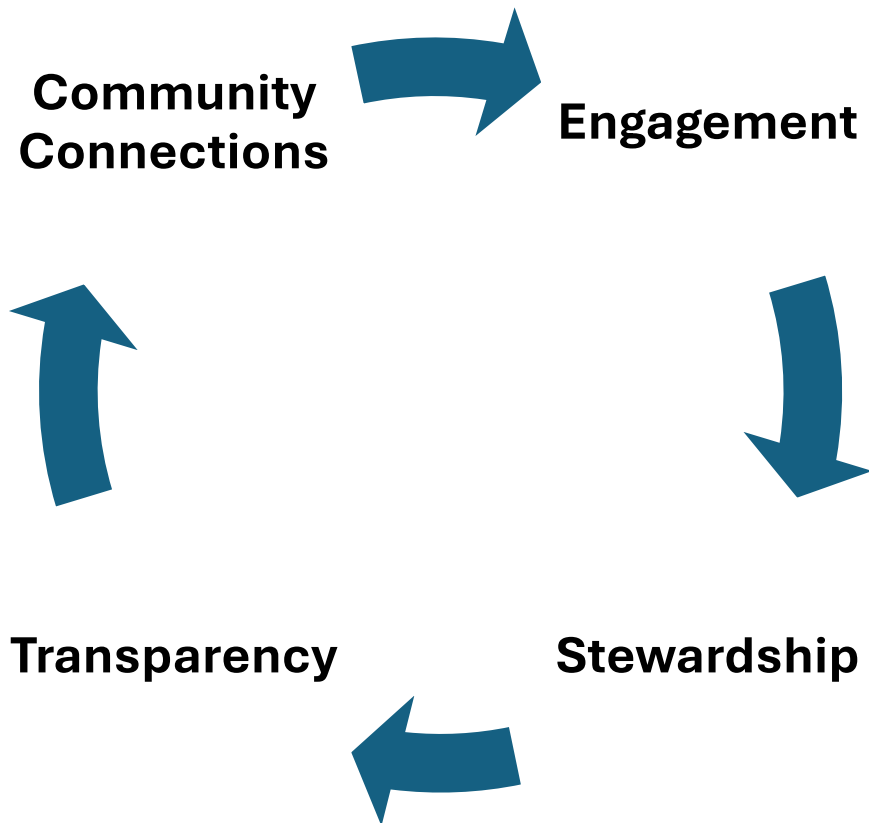
Core Values

1. *Visibility & Transparency*
2. *Collaboration*
3. *Respect & Recognition*
4. *Responsible Stewardship*

Catchment Area – 165,000 residents

- *Sackville*
- *Bedford*
- *Waverley*
- *Fall River*
- *Hammonds Plains*
- *Mount Uniacke*
- *Lucasville*

PILLARS:



Pillar: COMMUNITY CONNECTIONS

Pillar Positioning Statement: *Fostering mutually beneficial & inclusive connections with and for our community*

Objectives Summary

1. Prospect Relationship Building (Weekly In-Person Connections)

- Consistent Prospect Engagement
- Relationship Stewardship
- Prospect Pipeline Development

2. Strategic Event Participation & Lead Generation

- Strategic Event Engagement
- Lead & Partnership Development
- Outcome Tracking & Reporting

3. Multi-Channel Communications Strategy

- Integrated Communications Planning
- Cross-Channel Audience Engagement
- Performance Measurement & Improvement

Pillar: ENGAGEMENT

Pillar Positioning Statement: *Building meaningful relationships to build collaborations and partnerships to achieve positive impacts together.*

Objectives Summary

1. Fundraising Mix & Growth

- Fundraising Planning
- Program Review & Learning
- Fundraising Growth
-

2. Fundraising Tracking & Reporting

- Clear Performance Tracking

- Regular Reporting & Review
- Sharing Results with Stakeholders

3. Corporate & Business Development

- Corporate Partnerships
- Community Business Engagement
- Building New Relationships

Pillar: STEWARDSHIP

Pillar Positioning Statement: *Prioritizing **donor relationships**, building **confidence and trust**, and fostering **lifelong relationships** by providing **personalized support**.*

Objectives Summary

1. Lapsed Donor Reconnection

- Donor Re-engagement
- Personalized Outreach

2. Board Donor Engagement

- Board Participation
- Relevant Donor & Community Involvement

Pillar: TRANSPARENCY

Pillar Positioning Statement: *We are committed to **responsible, transparent** management of all funds and relationships— **aligning** strategy across **board and staff** and delivering measurable outcomes.*

Objectives Summary

1. Policy Review & Updates

- Annual policy review and updates
- Board approval and centralized documentation

2. Compliance & Tax Reporting

- CRA-compliant tax receipting
- Regulatory record keeping and review

3. Audit & Financial Reporting

- Annual independent audit completion
- Public posting of audited financial statements

4. Standards & Accountability

- Imagine Canada standards compliance
- Public reporting of compliance status