



2009-2014 Strategic Plan Overview

Effective July 1, 2009 - June 30, 2014

Overview Pursuant to Strategic Plan Approved by the Board of Directors of the
Crohn's and Colitis Foundation of Canada

January 17, 2009

Crohn's and Colitis Foundation of Canada
60 St. Clair Avenue East, Suite 600 Toronto, Ontario M4T1N5
Telephone: (416) 920-5035 Fax: (416) 929-0364
E-mail: ccfc@ccfc.ca
Website: <http://www.ccfc.ca>, <http://www.fciii.ca>

Table of Contents

Introduction: 2009-2014 Strategic Plan	- 3 -
Mission, Vision and Values Overview	- 4 -
Strategic Plan Priority Areas	- 5 -
Priority Area A: Optimizing the CCFC Fundraising Model	- 5 -
Priority Area B: Strengthening the Research Portfolio	- 5 -
Priority Area C: Recruiting and Retaining a Robust Volunteer Base	- 5 -
Priority Area D: Embracing the Full Vision of the Foundation	- 5 -
Moving Forward	- 6 -
Appendix A: CCFC Strategic Planning Committee Membership	- 7 -
Appendix B: CCFC National Board of Directors	- 8 -

Introduction: 2009-2014 Strategic Plan

The Crohn's and Colitis Foundation of Canada (the CCFC or "the Foundation") is a national not-for-profit voluntary medical research foundation. The Foundation was established in 1974 by a group of concerned parents who saw the need to raise funds for research into Inflammatory Bowel Disease (IBD) and to educate patients and their families about these diseases. Our Mission is simply stated -- to find the cure for IBD. To achieve our Mission, the Foundation is committed to raising and disbursing funds for medical research directly related to IBD. Education and awareness-raising, as articulated in the CCFC Vision Statement, are also a part of our mandate. The Foundation provides information on IBD to patients, their families, health professionals and the general public through a variety of means, including education brochures, national member publications and education events. To date the CCFC has invested nearly \$56 million in IBD research. We are Canada's largest funder of IBD research and rank among the top global funders of such research in both absolute and per capita terms.

This Strategic Planning Initiative commenced in March of 2008, with the goal of developing a five year Strategic Plan ("the Plan") that will help CCFC clearly define its future direction and focus. The Plan will begin implementation in July 2009 (following detailed goal and metrics setting by the CCFC's Senior Management Team) and will direct CCFC's activities through to June 2014. The strategic opportunities identified as part of this strategic planning process build on the strengths of the Foundation and position the CCFC to address future-looking challenges within the medical research foundation and charitable sectors. The Plan was developed based on the opinions and insights of nearly 1500 individuals from all areas of the Foundation plus external stakeholders and advisors. Participants included: CCFC members, volunteers, donors, corporate sponsors, researchers, staff and external sector experts. Stakeholders were engaged through an extensive, five month process which included, but was not limited to, one-on-one interviews, focus groups, web-based surveys, and CCFC 2008 Congress working sessions.

The success of this Strategic Planning Initiative can only be attributed to the dedication, enthusiasm and commitment of all CCFC stakeholders; they all deserve sincere thanks for their contributions to this process. Of special note are the members of the Strategic Planning Committee (SPC)¹ who provided guidance and support throughout the nine month development phase and worked tirelessly to ensure that the Strategic Plan was well aligned with the underlying Mission, Vision, and Values of the CCFC.

For strategic planning to be successful, it is imperative that the Strategic Plan be embraced by the CCFC stakeholder community. The priorities identified within this plan should be used by all volunteer and staff leadership within the CCFC to guide all Foundation decisions, operational and otherwise. The Strategic Plan will serve as the common thread that keeps all stakeholders of the CCFC working towards achieving its Mission and Vision in the most effective ways possible.

¹ For a complete list of members of the SPC as well as the CCFC Board of Directors, refer to Appendix A and Appendix B respectively.

Mission, Vision and Values Overview

The Mission, Vision and Values of the CCFC were reaffirmed by the CCFC Board of Directors as the context in which to conduct this strategic planning process. The Strategic Plan was developed to ensure that the CCFC fully executes on its Mission, Vision and Values and that all activities undertaken by the Foundation are aligned with this execution.

Much has changed in the internal and external environments since the Foundation last engaged in strategic planning more than a decade ago. This new Strategic Plan considers the internal strengths, weaknesses, opportunities and threats (SWOT) that currently influence the CCFC. It also considers the external forces that play a role in our operating environment, including political, economic, social and technological (PEST) influences that are present in the sector today. Though circumstances may have changed over the past 10 years, the Mission, Vision, and Values of the CCFC remain our touchstones.

Mission

Find the cure.

Vision

The Crohn's and Colitis Foundation of Canada (CCFC) believes that a cure will be found for Crohn's disease and ulcerative colitis.

To realize this, the CCFC is committed, first and foremost, to raise increasing funds for medical research.

The CCFC also believes it is important to make all individuals with inflammatory bowel disease (IBD) aware of the Foundation, and educate these individuals, their families, health professionals and the general public about these diseases.

Values

In undertaking this vision, the CCFC believes:

- The greatest proportion of funds raised must be allocated to research;
- Collaboration with the medical community is imperative;
- Goals must be set and met throughout the organization;
- Participation by volunteers is crucial to our success;
- The success of the Foundation rests on the mutual respect of staff and volunteers;
- The national nature of the Foundation must be respected;
- All volunteers, members, supporters and employees have a right to contribute in an environment that asserts the personal worth and dignity of each individual.

Strategic Plan Priority Areas

The Strategic Plan was developed to align and support the Mission and the Vision of the CCFC. The four Strategic Priority Areas, listed below, have been identified as part of this strategic planning process. The four Priority Areas will help the CCFC increase the Foundation's capacity to support growth and continue our success as a leading funder of IBD research in Canada. They are:

- A. Optimizing the Fundraising Model
- B. Strengthening the Research Portfolio
- C. Recruiting and Retaining a Robust Volunteer Base
- D. Embracing the full Vision of the Foundation

Priority Area A: Optimizing the CCFC Fundraising Model

Over the next five years the CCFC will focus on growing the revenue received from individual donors and diversifying the revenue sources from corporate sponsors. The overarching objective of this strategic focus is increasing the overall pool of funding to allow the CCFC to increase capacity to fund the best research, while achieving both its Mission and Vision.

Priority Area B: Strengthening the Research Portfolio

The CCFC's focus on funding IBD research remains the core competency of the CCFC as a medical research foundation. Investments in this area over the next five years will be made to ensure that the research portfolio is well balanced, that the best relevant research receives funding, that the research outcomes are communicated and shared appropriately to benefit persons and families who are affected by IBD, and that the number of scientists/clinicians working on cure-directed research is increased.

Priority Area C: Recruiting and Retaining a Robust Volunteer Base

Over the next five years the CCFC will focus on ensuring that its volunteer base is well supported to carry out its very important role within the Foundation. Volunteers have played, and continue to play a vital role in the success and the long term sustainability of the CCFC. The CCFC has evolved as a grassroots foundation, where individuals in volunteer roles drove the Foundation's growth and success. To ensure that the volunteer base is well positioned to support future growth, the CCFC is making a commitment to develop a robust Volunteer Program.

Priority Area D: Embracing the Full Vision of the Foundation

Over the next five years, the CCFC is committed to increasing awareness of the Foundation and enhancing our IBD education activities, making certain that we are effectively delivering on our Vision. The CCFC Vision states that 'The CCFC believes it is important to make all individuals with inflammatory bowel disease aware of the Foundation, and educate these individuals, their families, health professionals and the general public about these diseases.'

By enhancing activities that contribute to the advancement of our Vision, the CCFC will increase the Foundation's broader value proposition for all stakeholders and increase the overall impact of the Foundation. CCFC's main objectives are to increase the quality, relevance, and frequency of education activities/materials provided by the Foundation and to increase the level of CCFC and IBD awareness within targeted stakeholder groups.

Moving Forward

The Crohn's and Colitis Foundation of Canada is one of the top funders of inflammatory bowel disease research in the world. As a result, the CCFC has spearheaded the establishment of Canada as an IBD research powerhouse. Over the past 30 years, CCFC-funded researchers have made significant progress in increasing scientific understanding of Crohn's disease and ulcerative colitis. Such progress has been made possible through the ongoing support of dedicated volunteers, donors, sponsors, and partners.

Thus, we have much to be proud of at the Foundation, and we are well positioned to move from "good" to "great" in advancing our Mission and Vision.

In order to sustain the virtuous cycle of cure-related research funding, the CCFC must ensure that our research investments increasingly focus on potential benefit to humans and are supportive of the Foundation's entire mandate. We also need to actively promote the involvement of CCFC-affiliated researchers and healthcare providers in the life of the Foundation. This will enable us to better deliver on our IBD education and awareness-raising mandates, and hence ensure the Foundation remains relevant to our current volunteer and donor base plus broaden the CCFC's appeal to other potential supporters.

Our goal is simple and yet very complex: Find the Cure. Given the research advances of the past decade, we now know that this really means "Find the Cures", as there are different types of Crohn's disease and ulcerative colitis with different genetic, environmental, microbial, and immunologic underpinnings. We are engaged in a marathon undertaking, not a sprint, where there will be different finish lines in the years and decades to come. And along the path to cures, research informs better therapies for persons affected in the here and now.

Working together over the next five years, we will lift the "veil of silence" that too often cloaks inflammatory bowel disease. We will strengthen our volunteer base and expand the Foundation's appeal to potential partners and donors. We will aim to reach out and positively impact the lives of each of the more than 200,000 Canadians living with IBD.

The 2009-2014 Strategic Plan is grounded in extensive stakeholder consultation. The Board of Directors has heard your voices, and this Plan – your Plan – provides the framework for accelerating our research "hope" agenda, facilitated by paying increased attention to "cope" imperatives. By so doing, we will get closer to making IBD a disease of the past.

*Board of Directors, Crohn's and Colitis Foundation of Canada
January 17, 2009*

Appendix A: CCFC Strategic Planning Committee Membership

2007/2008	
CCFC Board Directors	
Lori Karpman, <i>Chair</i>	National VP, Quebec
Victoria Prince	National President
Randy Sabourin	National Past President
Ashraf Matta	National Treasurer
Melvin Nash	National VP, Newfoundland/Labrador
Marty Cutler	Director at Large
CCFC Staff	
Dr. Kevin Glasgow	Chief Executive Officer
Marc Ralsky	Director of Volunteer and Regional Affairs
Dr. George Tolomiczenko	Executive Director of the IBDR and Scientific Liaison

2008/2009	
CCFC Board Directors	
Lori Karpman ² , <i>Chair</i>	<i>Chair until January 17, 2009</i>
Marty Cutler, <i>Chair</i>	<i>Chair as of January 18, 2009</i>
Victoria Prince	National President
Jan Martin	National First Vice President
Ashraf Matta	National Treasurer
Melvin Nash	National VP, Newfoundland/Labrador
Sherry Pang	National VP, Ontario
CCFC Staff	
Dr. Kevin Glasgow	Chief Executive Officer
Marc Ralsky	Director of Volunteer and Regional Affairs
Dr. George Tolomiczenko	Executive Director of the IBDR and Scientific Liaison

² Former Director as of October 19, 2008

Appendix B: CCFC National Board of Directors

The 2007/2008 Board of Directors launched the Strategic Planning process and provided interim approvals.

2007/2008	
Victoria Prince	National President
Randy Sabourin	National Past President
Ashraf Matta	National Treasurer
Nick Westlind	National Secretary
Kato Thompson	National V.P. Alberta / NWT / Nunavut
Richard Egolf	National V.P. British Columbia / Yukon
Nancy Nagy	National V.P. Manitoba / Saskatchewan
Margaret Prouse	National V.P. Maritimes
Melvin Nash	National V.P. Newfoundland / Labrador
Lisa Baillie	National V.P. Ontario
Lori Karpman	National V.P. Quebec
Cameron Anderson	Director at Large
Marty Cutler	Director at Large
Kate Dalglish	Director at Large
Jan Martin	Director at Large

CCFC National Board of Directors (*cont'd*)

The 2008/2009 Board of Directors approved the final Strategic Plan.

2008/2009	
Victoria Prince	National President
Jan Martin	National First Vice President
Ashraf Matta	National Treasurer
Nick Westlind	National Secretary
Kato Thompson	National V.P. Alberta / NWT / Nunavut
Richard Egolf	National V.P. British Columbia / Yukon
Sue Abrametz	National V.P. Manitoba / Saskatchewan
Margaret Prouse	National V.P. Maritimes
Melvin Nash	National V.P. Newfoundland / Labrador
Sherry Pang	National V.P. Ontario
Christiane Chabot	National V.P. Quebec
Cameron Anderson	Director at Large
Mark Breslauer	Director at Large
Marty Cutler	Director at Large
Kate Dalglish	Director at Large



Crohn's and Colitis
Foundation of Canada

Fondation canadienne des
maladies inflammatoires
de l'intestin

Crohn's and Colitis Foundation of Canada

60 St. Clair Avenue East, Suite 600 Toronto, Ontario M4T1N5

Telephone: (416) 920-5035 Fax: (416) 929-0364

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