



**Canadian Red Cross
Croix-Rouge canadienne**

Strategic Plan Extension

2008 - 2010

**Approved by the General Assembly
and Annual General Meeting**
June 16 and 17, 2007

A word from the President and Secretary General

The Red Cross and Red Crescent Movement is the most universally respected and recognized humanitarian organization in the world. The emblem is a powerful symbol, offering protection in times of conflict. But to many people, the Red Cross is many things: a sign of hope, a light in the darkness, a shoulder to lean on, a friend to count on.

The mission of the Canadian Red Cross is to improve the lives of vulnerable people by mobilizing the power of humanity in Canada and around the world. The Canadian Red Cross responds to the world around it and applies the Fundamental Principles in light of the current environment. This flexibility is what has kept the organization alive and relevant for over a century.

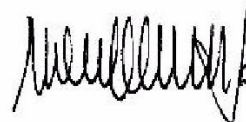
Strategic planning is an important process that allows for this flexibility. It also provides members the opportunity to actively shape the future of the Canadian Red Cross. A broad-based consultation process on the 2010-2015 Strategic Plan will begin soon. In the meantime, the Board of Governors decided to extend the 2008 plan to create a bridge until 2010.

This process allowed the Board to review progress, identify major changes in the external environment and to modify the existing plan where needed by adding strategic goals to core areas. The review clarified activities that would move the Canadian Red Cross ahead on each strategic goal. It also gives zones, regions and branches the ability to make decisions about which communities would benefit most from their services.

We are proud of the legacy of the Red Cross and we are also excited about shaping its future. By building on core competencies and planning for the future, the Red Cross will be well positioned to achieve the vision of becoming *the leading humanitarian organization through which people voluntarily demonstrate their caring for others in need.*



Jane McGowan
President



Pierre Duplessis
Secretary General

Table of Contents

Introduction	1
Strategic Analysis Process	1
Mission, Vision, Values	2
Core Areas of Focus	3
Strategic Goals and Success Indicators	4
Implementing the Plan	6
Appendix A – Overview of Changes from Strategy 2008	7

Introduction

The Red Cross and Red Crescent Movement is the most universally respected and recognized humanitarian organization in the world. Its emblem is a powerful symbol, offering protection in times of conflict. People associate the Canadian Red Cross with humanitarian service, even though they may not know the specifics of what we do. The public come to us in times of need, expect for us to play a role in responding to disasters, and believe that Red Cross plays an important role in Canadian communities. Public opinion polling reinforces that the Canadian Red Cross is still one of the most appreciated humanitarian organizations in Canada. People demonstrate their commitment to our humanitarian goals by generously providing their time, and financially supporting our work, in Canada and around the world.

Our organization means different things to different people and this will continue. We help people at different times in their lives, when they are particularly vulnerable. We do not exist because of one specific need, rather we respond to the world around us and continue to interpret and apply our Fundamental Principles in light of the current environment. This flexibility to adapt, based on a fundamental commitment to humanity, is what has kept the institution relevant and vital for over a century.

The strategic planning process provides us with the opportunity to shape the future of Red Cross for the years ahead. As a committed member of the International Red Cross and Red Crescent Movement, the Canadian Red Cross supports the direction provided by Strategy 2010 and the Strategy for the Movement, and has used these as the basis for the development of this strategic plan.

Strategic Analysis Process

Strategic planning is an important process that provides the Board of Governors and the General Assembly the opportunity to actively shape the future of the Canadian Red Cross. The last formal strategic planning process created the plan for 2003 – 2008. Another full planning process will commence in the near future. This intensive process will create the new direction for the Canadian Red Cross for 2010 – 2015.

Given that a broad-based consultation process will begin soon, the Board decided to extend the 2008 plan to create a bridge until the 2010 plan takes effect. This abbreviated process provides an opportunity for the Board to review progress against the 2003 – 2008 priorities, to identify any significant changes in the external environment and to make any required modifications to the existing

plan. To that end, a Strategic Planning Committee was formed that includes a subset of the Board of Governors. Attending the planning session in April were also representatives from two Zones (representing some members of the Board who were unable to be present), and several of the senior managers.

The process began with an environmental scan to identify key societal, political, and economic trends that are impacting the Canadian Red Cross and the communities we serve. Next, the committee considered internal issues and their affect on the Society's ability to capitalize on opportunities and mitigate risks. Based on this review of the current state, the 2003 – 2008 plan was revisited. Although the Mission and Core Areas were not debated, the committee was looking for any additions, deletions, or revisions to the strategic goals that would be required in the next two years. In addition, in line with the increasing focus on measurement and accountability, the committee defined the high-level success indicators for each of the Strategies. These success indicators are intended to guide the development of metrics and targets that will be built into the operational plan. In the end, timelines were set for the adoption of the changes to the strategic plan.

One other important change to the planning process this year is that the committee did not define the priority populations for each initiative. Instead, it provided clarity on the activities that would move the Canadian Red Cross ahead on each strategic goal, which will provide the opportunity for the Zones, Regions and Branches (where they exist) to make decisions about which communities would most benefit from their services. These priorities will be defined through the operational planning and budgeting process.

Mission

The Canadian Red Cross mission is:

***To improve the lives of vulnerable people
by mobilizing the power of humanity
in Canada and around the world***

Vision

The Canadian Red Cross is the leading humanitarian organization through which people voluntarily demonstrate their caring for others in need.

Values

Our actions and decisions will be based upon:

- Humanitarian values, as expressed in our Fundamental Principles;
- Respect, dignity and care for one another within and outside of Red Cross, and
- Integrity, accountability, effectiveness, and transparency.

Core Areas of Focus

This strategic plan extension sets out the direction for the Red Cross for the next two years. The four core areas of focus help us frame the image of the Canadian Red Cross. The concept of using core areas of focus comes from the Federation's Strategy 2010. The four core areas of focus for the Canadian Red Cross are:

- ***Humanitarian Values***
- ***Disaster and Conflict***
- ***Injury Prevention and Health***
- ***Organizational Capacity***

The first three core areas further define the work we do in our communities and internationally where appropriate to improve the lives of the vulnerable. These areas build on the strength and competencies within the organization and at the same time focus our efforts for future growth. For each core area, strategic goals have been defined to express the specific difference we will make as a result of mobilizing resources to improve the lives of the vulnerable. All initiatives, whether in local communities, nationally or internationally, should address unmet needs and contribute directly to strategic goals.

The core area "Organizational Capacity" ensures we have sufficient human and financial resources and a strong public image required to effectively fulfill our mission and mobilize the power of humanity to carry out our work.

No one core area is more important than the other. Together they define the intended scope of activity for the Canadian Red Cross. It is expected that all jurisdictions will operate in each core area, based on local needs and capacity, and that national support will be available to help achieve this.

Strategic Goals and Success Indicators

The strategic goals serve to guide and focus our efforts. They describe the impact and measurable change in people and communities that Red Cross works to achieve. We want to know that the investments we are making are having the intended impact. Our success in achieving our strategic goals will be assessed using a set of measures gathered on a routine basis utilizing internal and external information sources. The measurement activity will be lead nationally and will support monitoring of trends across the country. The results of our measurement activity will be utilized in annual and strategic planning cycles. Success indicators for each strategic goal have been identified; however they do not reflect the specific metric that will be used to determine CRC's success

Humanitarian Values

We protect lives and ensure respect for the human being.

Our strategic goal is to:

1. **Promote humanitarian values and International Humanitarian**

Law by:

- w Advocating on behalf of those who are most vulnerable
- w Increasing awareness and respect for humanitarian values and IHL
- w Reaffirming our fundamental principles

Success indicators for this strategic goal include:

- w Amount and effectiveness of advocacy
- w Reduced discrimination in the communities we serve and where we live
- w Increased awareness of vulnerable groups
- w Increased Canadian awareness of IHL related issues

Disaster and Conflict

We provide relief when individuals and communities require support.

Our strategic goal is to:

2. **Prepare for and respond to disaster and conflict by:**

- w Maintaining a state of readiness with human and other resources
- w Mitigating the impact
- w Effectively mobilizing the required response
- w Contributing to recovery

Success indicators for this strategic goal include:

- w Individual and community disaster preparedness
- w Reduced impact of disasters and conflict

Injury Prevention and Health

We reduce suffering, save lives and build safe and healthy communities for individuals at vulnerable time in their lives.

Our strategic goal is to:

3. Increase the safety and security of individuals at risk by:

- w Preventing and protecting people from violence
- w Reducing and responding to injury

Success indicators for this strategic goal include:

- w Program Reach
- w Impact
- w Number of relationships with Aboriginal organizations, communities and Friendship Centres

Our strategic goal is to:

4. Improve health status by:

- w Enabling communities to reduce their vulnerability to disease
- w Playing a role in preparing for and responding to public health crises
- w Contributing to the health of vulnerable Canadians

Success indicators for this strategic goal include:

- w Program reach
- w Accreditation of programs
- w Reduction in mortality
- w Improved quality of life

Organizational Capacity

We mobilize sufficient support and resources to carry out our humanitarian mission.

Our strategic goal is to:

5. Strengthen the Financial Stability of the Organization by:

- w Building capability for coordinated fund development
- w Optimizing contribution of revenue generating programs
- w Attracting ongoing funding by demonstrating effective use of public and private funds

Success indicators for this strategic goal include:

- w Operational reserves
- w Annual net revenues

Our strategic goal is to:

6. Strengthen the human resources of the organization by:

- w Proactively managing and investing in our volunteers and staff as a vital part of our organization
- w Planning and preparing for the succession of leadership

Success indicators for this strategic goal include:

- w Ability to attract required talent
- w Retention of talent
- w Percentage ready-now candidates for critical positions
- w Engagement
- w Youth engagement strategy
- w 20,000 members by 2010

Our strategic goal is to:

7. Strengthen the public image of the organization by:

- w Increasing the understanding and positive perceptions of the CRC
- w Diligently protecting the emblem from misuse

Success indicators for this strategic goal include:

- w Polling results on public perceptions
- w Decrease in misuse of the emblem

Implementing the Plan

Guiding Factors

In addition to the Fundamental Principles set out by the CRC to guide all actions at all times, the following guiding factors emerged in this year's strategic planning session while strategic goals were reviewed and clarified. Implementation of this plan and the development of zone and regional priorities should take place with these guiding factors in mind.

- w Alignment to the mission
- w Risk mitigation
- w Leading practices and knowledge sharing
- w Public image booster

The Fundamental Principles are: humanity, impartiality, neutrality, independence, voluntary service, unity, and universality

Appendix A – Overview of Changes from Strategy 2008

The Board had decided that the Mission and Core Areas of the strategic plan were not to change. The Strategic Goals within Core Area 1-3 do not have any significant changes – they are basically clarified or more focused. The main changes in the strategic plan are in Core Area 4 – Organizational Capacity. A review of our internal environment led us to identify three factors which most affect our capacity – financial resources, human resources and the Society's image. Overall, what this means is that it is felt that the CRC is doing well externally (i.e. servicing our clients) but in the next two years needs to concentrate on building and strengthening its internal resources. The changes in the strategic plan are summarized as follows:

<u>Item</u>	<u>From</u>	<u>To</u>	<u>Reason</u>
Core Area 3	Health and Injury Prevention	Injury Prevention and Health	Clarify the meaning of the core area
Strategic Goal 1	Increase Awareness of, Respect for & Promote Action on Humanitarian Values & International Humanitarian Law	Promote Humanitarian Values and International Humanitarian Law	Have a more focused goal
Strategic Goal 3	Prevent Unintentional and Intentional Injury	Increase the Safety and Security of Individuals at Risk	Clarify goal
Strategic Goal 4	Improve Health Status and Maintain Dignity	Improve Health Status	Clarify goal
Strategic Goal 5	Strengthen the Financial Health of the Organization	Strengthen the Financial Stability of the Organization	Clarify goal
Strategic Goal 6	Increase Opportunities for Active Participation of Volunteers	Strengthen the Human Resources of the Organization	Clarify goal
Strategic Goal 7	None	Strengthen the Public Image of the Organization	Add goal based on Board input and environmental scan
National Priorities	Preset national priorities consistent through all zones	Regional/Zone specific priorities presented and approved by the Board	New By-laws approved in 2006