





# Letter from the CEO

Like it or not, we live in a world of growing change and uncertainty. It is a world of increasing geopolitical conflict; heightened risk of health crises; mass movements of people; and more frequent and severe natural disasters.

We cannot control how the world is unfolding; we just know that a changing world compels our organization to change as well. Positioning the Canadian Red Cross to be successful in this environment is the intention of Vision 2030.

Vision 2030 is the work of many people who care deeply about making our organization the best it can be. Together, we began by revisiting our core purpose: why we exist and the unique impact we make in the world.

From there, we defined our aspirations, the timeless values that guide us, and the key initiatives we will pursue in the coming years.

I am energized by the clarity and ambition of Vision 2030, and confident in our collective ability to bring it to life. I invite each of you to join me in embracing this new strategy with enthusiasm and determination. Together, we will navigate this era of change and ensure the Canadian Red Cross remains a force for good in the world.

Thank you for your commitment and dedication. Let's move forward with purpose.



**Conrad Sauvé**  
President and CEO  
Canadian Red Cross





# Our Purpose, Ambition and Values





# Purpose

Our statement of purpose articulates the higher calling of the Canadian Red Cross. It underlines the importance behind the daily activities of our staff and volunteers. It describes a quest that fills us with hope for what we can achieve together and pulls us forward.



**Each word in our purpose is intentional and carries rich meaning:**



# Ambition



Our ambition describes the collective desire for a certain achievement over time and the willingness to strive for its attainment.

Through Vision 2030, the Canadian Red Cross seeks to generate an impact *beyond* what we deliver through today's approach and to stand for something bigger than our organization.

We are taking on the bold objective to inspire all players in the emergency management space — governments, service providers, corporate Canada, research bodies, and communities — to place greater emphasis on delivering longer-term, end-to-end and specialized services.

The increasing frequency and severity of disruptive events is a loud call for more effort directed toward readiness and risk mitigation efforts. We will lead the way in innovating, delivering, and advocating for increased focus and investment in these areas.

The impacts of disruptive events and social crises are not spread evenly across the Canadian population. Some people and communities face far more risks and harmful impacts than others. We are determined to do more to serve the needs of Far North and First Nations communities, and through our efforts to move other players to address the cultural differences and service inequities in the present emergency management landscape.

To show **leadership** in building a **proactive, equitable** approach to the delivery of **humanitarian services**, and to **amplify** the **collective** impact we have on the **lives** of those we support and serve.

Our Ambition looks for the CRC to generate an impact beyond what we can deliver through today's approach. Our aim is to leverage our brand, reputation, and market leadership to connect the efforts of others in a way that intensifies the combined impact of the humanitarian services we deliver.

Consistent with the Fundamental Principles.

An isolated or short-term service relationship is unlikely to change lives when the trauma of a disruptive event shows up. Under Vision 2030, we recommit to delivering along the entire preparedness-to-recovery continuum and to encourage funders and other service providers to follow suit.

am • pli • fy (verb)  
Cause to become more marked or intense  
Oxford Languages

# Values

Our values represent what cannot be compromised in pursuing our purpose and ambition. They influence the way we work with each other and the way we serve our clients and engage with the community.

**The shared values of the Canadian Red Cross are the Movement's seven Fundamental Principles:**

## Humanity

- ✓ Alleviate and prevent suffering
- ✓ Protect life and health
- ✓ Assure respect for the individual

## Independence

- ✓ Not letting political, economic, social, religious, financial, public pressure interfere or dictate RCRC line/action
- ✓ Auxiliary to public authorities
- ✓ Maintain autonomy to be able to act in accordance with the fundamental principals

## Unity

- ✓ One national society
- ✓ Open to all
- ✓ Active in entire country

## Impartiality

- ✓ Non-discrimination
- ✓ Actions are solely guide by needs, proportional to the degree of suffering and prioritized on basis of urgency
- ✓ No individual action or decision on the basis of prejudice or ideological nature

## Neutrality

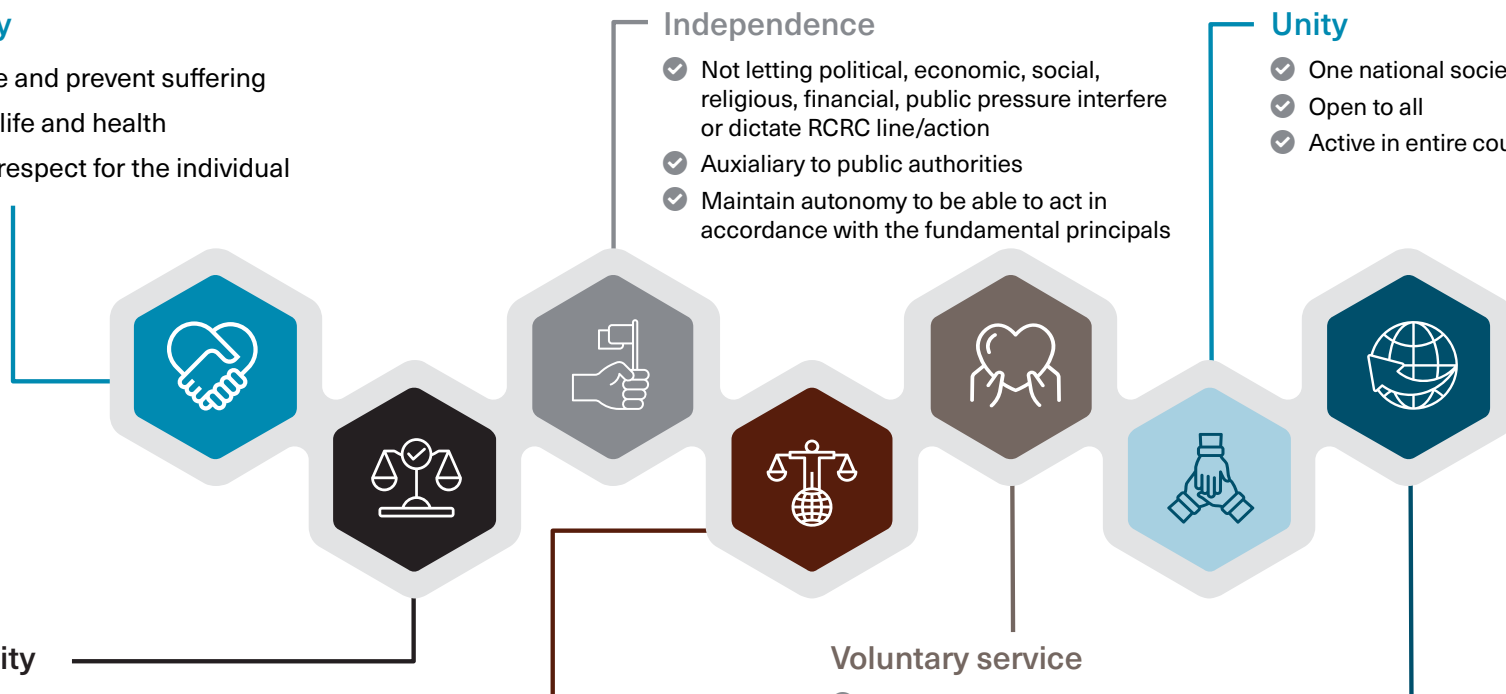
- ✓ No taking sides in armed conflict
- ✓ No engagement in the controversies of the political, racial or religious nature

## Voluntary service

- ✓ Freely accepted commitment
- ✓ No desire for gain
- ✓ Selfness

## Universality

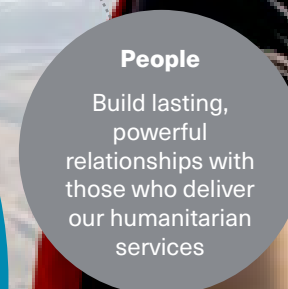
- ✓ Universal vocation
- ✓ Equality National societies
- ✓ Solidarity



# Our Strategy

Statements of purpose and ambition - no matter how well crafted - have no intrinsic value if the words are not matched with action. Our strategy brings life to the aspirations of the Canadian Red Cross.

**In Vision 2030, our strategy is framed under four pillars:**



# Leadership in emergency management

## Extend our leadership position in the emergency management space

The Canadian Red Cross is navigating an environment that is evolving at an unprecedented pace. Around the world, escalating geopolitical turmoil is displacing millions of people. At the same time, both in Canada and globally, climate-related crises are becoming more severe and frequent, creating what feels like a never-ending “disaster season.” Compounding these challenges are health emergencies, food security risks, and economic instability.

These factors, along with other external pressures, create a complex set of challenges that directly impact the services the Canadian Red Cross is called upon to provide.

In response, Vision 2030 will guide the Canadian Red Cross to sharpen our focus on our core services – with an emphasis on emergency management. The goal is to elevate performance standards to new levels and significantly increase the positive impact of our work in the years to come.

Four high-priority initiatives will be implemented to make this happen:

### 1. Full integration of Service Operations

In recent years, Canadian Red Cross has made structural adjustments to deliver a more integrated offering of emergency and health services. Vision 2030 will further that evolution through:

- ✓ Bringing our Humanitarian Services and relevant Health offerings under a single reporting unit.
- ✓ Re-aligning First Aid as a service line within Humanitarian Services.
- ✓ Managing other community-related health services as a business unit outside the Humanitarian Services core structure, but within Service Operations.
- ✓ Embedding certain elements of Corporate Services directly within Humanitarian Services to enhance agility, accelerate decision-making, and strengthen service delivery quality.





## 2. Perform an annual Service Framework Review

Each year, we will conduct a thorough and structured review of our service portfolio. This process will allow us to confirm the contribution of each service line to the organization's ambition. It will also identify areas for growth and investment and identify activities that are no longer positioned to deliver sufficient or unique client value, or significant benefits to other services or programs.



### 3. Strengthen our commitment to the Indigenous Peoples Framework

Our work in Humanitarian Services increasingly involves Indigenous populations, who are also taking on greater roles in crisis response as contractors and public authorities with self-determination resources. While we've made progress in serving Indigenous Peoples, feedback indicates we need to move further and faster.



Vision 2030 will outline the next phase of our strategy to act as an ally to Indigenous communities. A refreshed approach will consider:

- ✓ Strengthening the role of the Office of Indigenous Relations to support the placement of senior, Indigenous leaders in operational roles and improve the quality of our offerings to Indigenous communities.
- ✓ Collaborating with the Philanthropy and Communications teams to generate success from appeals directly benefitting Indigenous communities.
- ✓ Expanding the offering and uptake of culturally safe training that can be deployed in First Nations communities (and/or with Indigenous populations) where we are delivering Canadian Red Cross services or otherwise aiming to build a volunteer presence.
- ✓ Engaging more directly with Elders and Indigenous communities to ensure our work is community-led and well adapted to the needs and realities of Indigenous populations and Northern communities.



#### 4. Manage operational partnerships under one approach

Partnerships can extend our reach in the field and enhance our ability to drive positive outcomes. Successfully managing partnerships in emergency contexts poses challenges when each situation is approached starting from scratch.

#### To address this, our Vision 2030 strategy is to:

- ✓ Develop a standard approach to initiating and operating value-adding partnerships and apply the model consistently across the country.
- ✓ Implement improvements in data gathering and establish a knowledge platform tailored to the service line.



## Government Relations

### Become the trusted, preferred partner for government contracting authorities

The extensive network, expertise and community driven-approach of Red Cross uniquely positions us to help Canadians prepare for and recover from major disruptive events, particularly where populations face disparity of impacts or heightened risk.

This pillar of the Vision 2030 strategy calls for leveraging those strengths to secure increased baseline funding from government authorities.

It also calls for:

- ✓ Advocating for policy and system changes that help governments move away from a reactive request for proposal and engagement-based model to become more proactive in the way they address crises.
- ✓ Addressing research and anecdotal evidence telling us a significant portion of the public, including key government decision-makers and buyers, are not well informed about the scale, reach, expertise, and holistic service offerings of our organization.





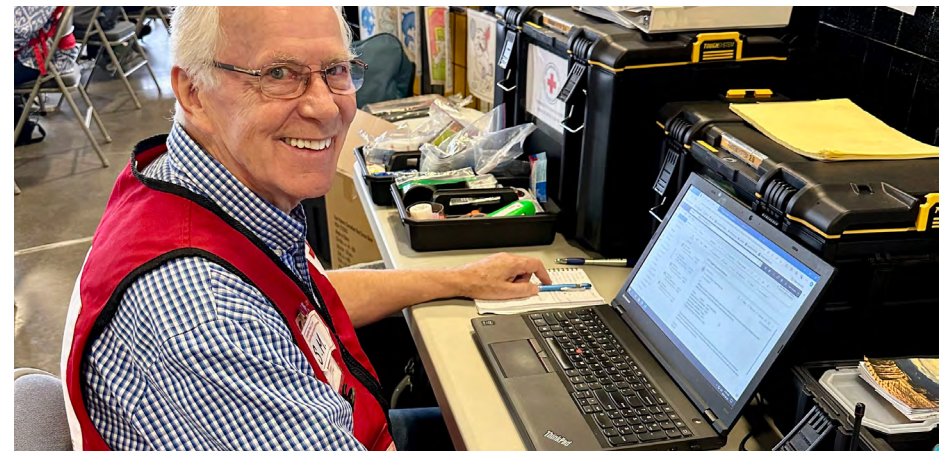
Vision 2030 has three high-priority initiatives to achieve our government relations objectives:

### 1. Take an enterprise-wide approach to strengthen our government relations

- ✓ Appoint a Chief, Policy and Strategic Relationships to lead and design the Government Relations strategy and activities.
- ✓ Assign Geographic VPs primary responsibility for executing the government relations strategy in their regions.
- ✓ Identify specific individuals to manage Federal, Provincial, Municipal and First Nation government relations in key departments nationwide.
- ✓ Set clear expectations and performance targets for leaders to ensure government relations strategy and workplan execution.
- ✓ Develop and execute a resourcing strategy aligned with our government relations agenda.

### 2. Adopt leading practices in account management

- ✓ Follow proven best practice by taking a disciplined approach to uncovering government needs and priorities.
- ✓ Implement Client Relationship Management (CRM) technology to track and inform interactions with government officials across the organization.
- ✓ Hire a Senior Director, Major Accounts Program to oversee government relations tools and manage data from engagements with contracting authorities from all levels of government and First Nations.
- ✓ Bring together disparate approaches for managing request for proposals by establishing a standard process to evaluate those above a certain dollar value.
- ✓ Refresh and expand our repository of business development documents describing the unique value we deliver in each of our services and set expectations for their use.



### 3. Execute a unified approach to market the Canadian Red Cross

- ✓ **Assess our Markets:** Develop a clear understanding of the size of the markets across the full spectrum of our service offerings and estimate the growth potential of each.
- ✓ **Develop Tailored Value Propositions:** Craft targeted messages for specific audiences, such as government contracting authorities, major donors, corporate partners, and operational collaborators, highlighting the unique value of our services.
- ✓ **Implement a Strategic Marketing Plan:** Proactively engage in public forums to establish the Canadian Red Cross as a leader in addressing the climate change crisis, both domestically and internationally. This plan will ensure consistent messaging and storytelling across recruitment, business development, web presence, media relations, and philanthropy efforts.
- ✓ **Leverage Service Line Activities:** Use our service initiatives to enhance the Canadian Red Cross brand, as these activities often position us as a convenor when we seek to increase our surge and service capacity.





## Our People

### Build lasting, powerful relationships with those who deliver our humanitarian services

The Canadian Red Cross believes it cannot aspire to do great things without great volunteers, employees and partnerships.



Four initiatives are planned through Vision 2030 to build lasting, powerful relationships with and among those who deliver our humanitarian services:

#### 1. Address key gaps affecting employee engagement

A priority of Vision 2030 is to retain and attract top talent, build from within, and empower high-performing, cross-functional teams. To do this, we will:

- ✓ Address current inequities where compensation is not consistent with a given function's contribution to our Vision 2030 ambitions; or where it is affected by a lack of formal recognition of a valued discipline.
- ✓ Reintroduce a secondment program for high-performing individuals that will encourage the exchange of personnel and ideas between operating units to build the culture of collaboration and interoperability between services.
- ✓ Enhance the value delivered from our internal Learning and Development team by creating a stronger connection to service line needs and priorities.
- ✓ Assign people managers to work in the field with clients on a recurring basis to help stay fresh by keeping in touch with the teams they lead and the individuals and communities they serve.
- ✓ Strive to deliver services that are culturally safe and language sensitive. As a part of this, we will build agile recruitment programs to enhance our success with targeted populations. We will also intensify efforts to recruit more Indigenous personnel into staff and leadership positions.

## 2. Re-work the volunteer strategy

Volunteers are key to maintaining our presence in the community – and to living our Fundamental Principles. Our aspiration through Vision 2030 is to become an easier, more fulfilling organization in which to volunteer.

We will do this by:

- ✓ Revamping our volunteer training, taking a view from the outside in. Orientation and onboarding will become more targeted by service area, less generic, and less time consuming.
- ✓ Maintaining better data about our volunteers by making the most of the new HumaniT database to track specific experiences, most recent deployments, and assist in mapping the 'career development' of volunteers.
- ✓ Energizing a Volunteer Coordinator Network to routinely measure volunteer satisfaction and identify opportunities to recognize their achievements.
- ✓ Introducing interesting new engagement opportunities for volunteers across all services and functions – including support services.



## 3. Build collaborative relationships with our partners

Partnerships play a critical role in meeting the growth and quality aspirations of our service lines. The Canadian Red Cross believes productive relationships with governments, funders and others must be based upon a long-term view of mutual success. Through Vision 2030, we seek to put this into action by:

- ✓ Conducting an annual 'satisfaction review' with key partners and stakeholders to assess the strength of our relationships and identify opportunities to enhance them.
- ✓ Performing a formal debrief after each event to evaluate the effectiveness of each party in the execution of their respective responsibilities.
- ✓ Providing a semi-annual summary of the above activities for the Executive team for information purposes and, where required, for their intervention or support.



## Financial Sustainability

### Achieve a position of sustained, independent financial stability

The Canadian Red Cross is in a strong financial position as we embark on Vision 2030. Looking ahead, the organization recognizes the need to drive revenue growth to ensure long-term financial independence and stability. As part of Vision 2030, two high-priority initiatives will be implemented to achieve this goal.

#### 1. Adopt leading tools and approaches to support our growth strategies

Strong financial competency requires disciplined management practices, timely reporting on results, and supporting a robust budgeting and planning process. Under Vision 2030, the Canadian Red Cross is seeking to go beyond that.

We intend to leverage our service line and finance leadership to fuel growth in service funding and to measure the impact of our work in the field. We will do this through:

- ✔ Continuing development of our technological and digital capabilities, including an enterprise-wide technology roadmap.
- ✔ Encouraging our service line and finance professionals to bring forward and tailor additional private sector best practices and value-adding tools.
- ✔ Exploring new ways to deploy finance-related best practices to fuel growth in services. This might include establishing revenue targets and investment budgets to support growth-oriented programs, or introducing an expanded variable compensation structure for those directly tasked with delivering against our business development targets.

#### 2. Drive growth in Philanthropy

Our total net revenue in Philanthropy has been growing, but we face strong headwinds in both individual and corporate giving. To counter this, Vision 2030 will see us:

- ✔ Augment staff resources and align and deepen our skills in Philanthropy to optimize our core fundraising channels and to significantly grow in the area of planned giving and transformational level donations through corporate accounts and major individual gifts.
- ✔ Draft a corporate marketing plan to help craft narratives that tell a compelling story about the Canadian Red Cross and the difference we make for those we support and serve, and the intrinsic value of donating to our cause.
- ✔ Gain more leverage from our technology infrastructure to improve the efficiency of fundraising activities.



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