



# STRATEGY | 2020



**CANADIAN  
RED CROSS**

# FUNDAMENTAL PRINCIPLES

## HUMANITY

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, co-operation and lasting peace amongst all peoples.

## IMPARTIALITY

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

## NEUTRALITY

In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

## INDEPENDENCE

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

## VOLUNTARY SERVICE

It is a voluntary relief movement not prompted in any manner by desire for gain.

## UNITY

There can only be one Red Cross or one Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

## UNIVERSALITY

The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is world-wide.

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# GREETINGS FROM OUR BOARD OF DIRECTORS & OUR PRESIDENT AND CEO

Dear Friends,

It is with great pleasure that we present the Canadian Red Cross Strategy 2020. We are confident that our strategy offers an inspiring vision of our future and clearly demonstrates our continued commitment to helping people in need. As One Red Cross, we are accomplishing much together. Now, with this strategy, we will build upon our successes, as we move ahead and meet the needs of a constantly changing world. As always, we will be ready, willing and able to respond, in any setting, to those in need.

We have many achievements over the past five years. Our emergency response units (ERUs) are now deployed, along with highly trained personnel, to disaster sites around the globe. No matter where disaster strikes, we will continue to be well equipped and ready to save lives. As always, we will offer humanitarian support in a neutral, independent manner in some of the world's most remote or conflict-ridden regions, as we work in partnership with Red Cross and Red Crescent Societies around the world.

We have witnessed inspiring progress with all our programs. In the following years, we will expand our role as a recognized leader and partner in community health and wellness across Canada and internationally. Going forward, we will also demonstrate our ongoing commitment to lifesaving by offering valuable first aid, swimming and water safety, and violence and abuse prevention programs.

Of course, none of this would be possible without the great generosity of our donors and partners, as well as the dedication of our staff and volunteers. Technology and appropriate programming can do a lot of things, but it can't put a blanket around someone's shoulders. It is personal contributions that truly make the difference, so thank you for your compassion, hard work and dedication.

We already have so much to celebrate. Now, with Strategy 2020, we can look forward to more achievements because together, we are *One Red Cross*.

Warm regards,



**Sara John Fowler**  
Chair, Board of Directors



**Conrad Sauvé**  
President and CEO



# WHO WE ARE

## OUR 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.

## OUR VISION

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

## OUR VALUES

Our humanitarian values are the foundation for our actions and decisions. We are committed to:

- Respect, dignity, and inclusiveness;  
.....
- Integrity, accountability, effectiveness, transparency and adaptability;  
.....
- Quality and safety.



# INTRODUCTION



**No one is immune from crisis.  
No matter where we live, our  
circumstances can change in an  
instant.**

We might face a devastating house fire, discover a serious illness, experience a natural disaster, or get caught in armed conflict. Unfortunately, we can all encounter challenges that threaten to sweep away a lifetime of hard work and security. And sometimes, we need help.

That's why the Canadian Red Cross (CRC) is always there, ready, willing, and more than able to lend a hand. In fact, with more than 100 years of experience, the CRC has a proven track record helping people overcome life's setbacks. With its partner national societies around the world, CRC is also part of the largest humanitarian organization in the world, and is uniquely capable of offering assistance at home and around the world.

In Canada, thousands of people across the country regularly give their time and energy to those in need. Together, CRC personnel create a network in every province and territory that responds around the clock to fellow Canadians. Some get up at 2 a.m. to comfort families whose homes are engulfed by flames. Others help seniors live safely at home with dignity. There are countless quiet moments of courage happening every day in our communities as CRC people demonstrate their dedication to humanitarianism.

Internationally, CRC delegates also display courage and commitment, leaving loved-ones at home to help others, often in dangerous, remote regions of the world, as they struggle with a deadly epidemic, natural disaster or the destructive aftermath of armed conflict. They travel far afield always determined to assist people in need. Of course, this work in Canada and overseas would not be possible without the support of our donors, who give generously to ensure people get help.

In the end, it is this commitment, expertise, courage and generosity that Red Cross cultivates and celebrates. Together, we will continue to be the organization that people expect and deserve when life can change in an instant.

# WE ARE ONE RED CROSS

We are the leading humanitarian organization in the country. People turn to us when they need help with life's unexpected challenges at home and around the world. Improving lives is our mission. With this strategy, we will further ensure that we are always ready to respond, any time, anywhere, to those in need.

Going forward, our work will continue to focus on three areas of excellence Disasters & Emergencies, Prevention & Safety, and Community Health & Wellness. In each area, we will build community resilience by utilizing our highly trained network of volunteers and staff, well-established government partnerships, innovative programs, and our connections within the community. Yet, we will be more than the sum of our parts.



We are known and trusted for our unified approach. We accomplish this by leveraging expertise to transcend geographic and program borders in Canada and overseas as we help improve the lives of vulnerable people. In the following years, our strategy will build on our teamwork because we know it is essential and most effective in an ever-changing world.

Certainly, we recognize the importance of continuing to adapt to people's evolving needs. Our strategy will ensure that we keep fostering innovation and creativity, recognize the distinct needs of communities, and make use of expertise. We will maximize our efficiency by streamlining and standardizing our processes to extend our use of technology, eliminate duplication and enhance our ability to deliver services in a timely, effective manner. We will collaborate, coordinate and ensure that all organizational structures are designed to build greater connectivity. We will build on our commitment to quality and safety. We will be flexible enough to meet the needs of a constantly changing environment.

Finally, with this strategy, we will continue to mobilize the power of humanity at home and around the world to offer relief to those in need...

**BECAUSE TOGETHER,  
WE ARE ONE RED CROSS.**



# OUR WORK

## CANADIAN RED CROSS AT HOME

Canada's landscape is quickly changing. The number of natural disasters and emergencies is increasing, the population is aging, technology is rapidly advancing, and people are experiencing dramatic social shifts. Recognizing this, the Canadian Red Cross is continuing to respond to the dynamic needs of communities across the country. Whether we help people evacuated after a major flood, educate youth about bullying, or teach people vital lifesaving skills, we are there to ensure that basic needs are met regardless of who you are and where you live. We do this by:

- **Developing a network** of strong relationships with municipal, provincial, First Nations, federal and territorial governments, corporate/private sector, NGOs and other partners;
- **Engaging** with diverse communities including First Nations, newcomers to Canada, youth and the elderly;
- **Cultivating a strong volunteer base** with more than 20,000 volunteers working across the country;
- **Being flexible and adaptable** to the changing needs of Canadian society;
- **Being a strong voice** in Canada for those affected by humanitarian crises around the world.





# CANADIAN RED CROSS AROUND THE WORLD

Increasingly, our global environment is threatened by complex, often interconnected, challenges that endanger lives and destroy livelihoods. Often those already struggling in poverty are the hardest hit and least able to recover.

People are facing challenges beyond the experience of previous generations. Climate change and urbanisation are worsening the destructive effect of natural disasters, taking countless lives and wiping out communities. More frequently, civilians are also caught in complex armed conflicts that demonstrate little regard for international humanitarian law. New and old health epidemics threaten vulnerable people in communities where many live in chronic poverty and with poor access or control over basic resources.

To address these challenges, Red Cross sustains long-term partnerships with many National Societies globally. We focus our efforts on improving the health of mothers, newborns and young children, as well as strengthening National Society capacity for disaster preparedness, response, and recovery operations which foster community resilience.

We do this by:

- **Working in partnership** with National Red Cross and Red Crescent Societies around the world, the International Federation of Red Cross and Red Crescent Societies and the International Committee of the Red Cross to ensure local needs are met with culturally appropriate solutions;
- **Delivering comprehensive aid** that begins with immediate relief, and continues with long-term activities that recognize recovery is a lengthy process.
- **Providing innovative development programs** such as improving the health of mothers, newborns and young children, and strengthening the capacity of national societies to prepare for disasters and foster community resilience.
- **Giving neutral and impartial** assistance to all those affected by disasters, conflicts and adversity, as befits our humanitarian approach.



# OUR AREAS OF EXCELLENCE

**DISASTERS  
& EMERGENCIES**

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**COMMUNITY HEALTH  
& WELLNESS**

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**PREVENTION & SAFETY**



## DISASTERS & EMERGENCIES: IN CANADA AND AROUND THE WORLD

**We help people affected by disaster and conflict, build their resiliency and help communities prepare for future crises.**

Disasters can strike any time, anywhere and those in need can't wait. Their needs are always urgent. The Canadian Red Cross provides humanitarian support and emergency medical assistance, at home and internationally, for vulnerable people affected by natural disasters and conflict. We always work to ensure people and their communities are better prepared for the future.



### THE CANADIAN RED CROSS IS:

- Ready to respond to disasters and conflicts of all magnitudes
- Recognized as the partner of choice, rapidly delivering quality humanitarian assistance
- An advocate and support for people and their communities to become more resilient in future crises
- Neutral and independent



# COMMUNITY HEALTH & WELLNESS IN CANADA

**We improve people's health and independence by providing community-based programs, education and training.**

In this country, demand is increasing for services that support people's ability to live independently and safely at home. As the population ages, more seniors are choosing to stay in their own houses, while more patients of all ages are recovering from illness or surgery at home. Recognizing this, the Canadian Red Cross is well-positioned to help provide innovative health and wellness programs that meet people's unique needs in various communities.

In some provinces, to help seniors in need, we are delivering meals to those who might be isolated or require other assistance at home. In different regions, we take people to medical appointments, or we offer health equipment like crutches and walkers. In other communities, we give personal care to the physically disabled. In this way, we support people's recovery and independence at home.

Every day, we are working to address the diverse needs of people by delivering relevant community health and wellness programs.

## THE CANADIAN RED CROSS IS:

- A recognized leader and partner in community health care across Canada
- Holistic and client-centered to address people's different needs
- Focused on maintaining and improving people's quality of life
- Supporting aging and recovery at home



# COMMUNITY HEALTH & WELLNESS AROUND THE WORLD

**We improve health and reduce the mortality of mothers, newborns and children in countries around the world.**

Every day, mothers and children die around the world, largely from preventable causes. About 18,000 children perish on a daily basis from various illnesses, with 8,000 babies dying in their first 28 days of life. Meanwhile, 800 mothers lose their lives every day giving birth.

The Canadian Red Cross is deeply committed to improving the health of mothers and helping to ensure more children survive past their fifth birthdays. To accomplish this, we have implemented Maternal, Newborn & Child Health programs reaching more than 13 million people in countries across the Americas, Africa and Asia. Our reputation in this area continues to grow, as our neutral and impartial approach gives us the unique ability to deliver programming in fragile states. We will continue to extend our reach in these areas by partnering with health ministries and National Red Cross and Red Crescent Societies, thereby ensuring that we help those most in need.



## THE CANADIAN RED CROSS HARNESSSES THE POWER OF COMMUNITIES TO:

- Deliver practical, proven and cost-effective interventions to save the lives of women, newborns and children.
- Support people as they identify and address factors which affect their health and thereby improve the well-being of women and children.
- Strengthen health systems so families have access to appropriate quality care.
- Provide emergency health care for mothers and children in disaster and conflict situations.



## PREVENTION & SAFETY IN CANADA AND AROUND THE WORLD

**Through education, we improve people's health, safety and prevent harm.**

First aid is an essential lifesaving skill. Research shows that most people who give first aid, such as CPR or mouth-to-mouth resuscitation, do it for a family member or friend. Educating people about safety and teaching them these techniques builds resilient individuals in their work places and communities.

Learning to swim and how to be safe around water is another core skill. It prevents drowning, which is the leading cause of death in young people.

Our Respect Education programs help youth, communities and work places to cultivate safe environments free from violence and abuse, even during times of disaster or conflict.

### THE CANADIAN RED CROSS PROVIDES:

- Comprehensive First Aid, Swimming & Water Safety, and Respect Education training to people in their communities
- Leadership on the publication of prevention and safety research
- Education on protection and violence prevention in times of disaster and conflict



# OUR PEOPLE

## We recognize, celebrate and enhance the staff & volunteer experience.

Our staff and volunteers are remarkable, compassionate people who give their time to help others. Working as a team, our network of thousands across Canada is always ready and willing to offer assistance to people in their communities. In times of great need or disaster, they may also travel to hard-hit areas. Our staff and volunteers make valuable, essential contributions to Red Cross and the people we serve together.

### THE CANADIAN RED CROSS CONTINUES TO:

- Ensure the staff and volunteer experience is a journey of personal growth and professional development.
- Ground our work in humanitarianism and our Fundamental Principles
- Invite more staff and volunteers to join us.
- Recognize and celebrate the valuable work of our staff and volunteers.





# OUR DONORS

## We recognize, celebrate and enhance the donor experience.

Our donors never fail to give generously. They recognize that our work helps others live in safety and with dignity. Every donation we receive strengthens our ability to serve those needing our support, as well as prepare for and respond to emergencies and disasters in Canada and globally.

### THE CANADIAN RED CROSS IS:

- Committed to inspiring more people to donate and support our work so together, we meet the growing needs of people and their communities at home and around the world.





# OUR PARTNERS

**We collaborate with partners to increase the effectiveness of our service delivery.**

Our partners recognize our expertise and believe in our humanitarian mission. They reach out to us as we do to them in order to assist people during their time of need. Our combined collaborative efforts have a positive impact in the lives of our clients around the world.

## THE CANADIAN RED CROSS IS:

- Works collaboratively with federal and provincial governments, local authorities, and key stakeholders within communities to identify unmet needs and help bridge the gap of services for the most vulnerable.



# OUR PROMISE

## We will continue to deliver excellence while assisting people in need.

Our strong connections with people, their communities, governments, and local partners bolster our ability to work with those who need our help. We draw on our experience and expertise as One Red Cross to offer assistance and solutions within our areas of excellence. Our commitments always motivate us to develop innovative, effective solutions for people in need. We emphasize quality and safety in all that we do. We respond to change in a manner consistent with our promise, mission and Fundamental Principles.



### AS ONE RED CROSS, WE CONTINUE TO:

- Improve the lives of vulnerable people by mobilizing humanity in Canada and around the world
- Provide meaningful engagement for volunteers, staff and training partners
- Offer transparency for donors, funders, clients, beneficiaries, volunteers, staff, and the public
- Demonstrate good governance
- Focus on client and beneficiary satisfaction
- Reduce our environmental impact



## CONTACT INFO



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[@redcrosscanada](https://twitter.com/redcrosscanada)

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