

FROM  
**TODAY** TO  
**2025** | **LIVING OUR  
VISION**





“Since its inception, the organization’s ability to **adapt** to a society that keeps changing around it while maintaining a core identity...has been key to the Canadian Red Cross’s **survival** and **longevity**.”

Sarah Glassford

*Mobilizing Mercy: A History of the Canadian Red Cross*



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# FROM TODAY TO 2025 | LIVING OUR VISION

The story of the Red Cross is one of evolution. We are not the same organization we were in 1896. We are not even the same organization we were a year ago.

To help shape this constant evolution, in 2019 we set out to reflect on what we had accomplished, changed and learned through implementing Strategy 2020. We also considered what was happening in the external environment so that we could refresh our vision for the organization to 2025. We undertook a broad consultation process, which included more than 1,500 volunteers and employees.

Much had changed through Strategy 2020. We had already begun working more collaboratively and collectively across programs and geographies; we had started moving towards virtual work and we embraced technology in the way we offer our services. We were responding to more frequent and complex emergencies and supporting people through the long journey of recovery. We started moving away from a program-based mindset and laying a foundation in which we could respond more quickly to the needs of the people and communities we serve. We have put focus on our areas of unique value to help better position us to adapt to the rapidly changing world around us and support those who need it most.

Before we could finalize our vision for 2025, the global pandemic hit. And almost overnight, what had been **our vision very quickly became our reality**.

At the heart of Vision 2025 is our ability to remain relevant to those who need us in times of crises and in daily life.

The building blocks of our vision, what we have termed our “areas of expertise”, enabled us to quickly respond to the transformative shifts brought on by the pandemic and offer life sustaining and life saving services. There are many examples of how we shared our expertise in ways that had not been done before. Highlights include:

- Expertise in epidemic prevention and control gained from our international work during Ebola and Cholera outbreaks has allowed us to support long-term care homes, Indigenous communities, penitentiaries and other community organizations in implementing effective outbreak containment protocols and training their personnel on proper use of personal protective equipment.
- Leveraging our years of experience in community health and wellness to develop training and deploy Red Cross emergency care workers into some of the most impacted long-term care homes across the country.
- Expanding our experience in friendly calls and community outreach to check in on and provide supports to seniors and others who were socially isolated throughout the pandemic.
- Using granting and case management experience gained through development of our recovery services to help smaller non-profit and community agencies continue their important work through the pandemic. We also opened the Stronger Together Nova Scotia Fund to help those impacted and their families by the shooting in Nova Scotia in 2020.
- Even in the current context of the pandemic, we were able to deploy our emergency field hospital safely to Honduras following two destructive hurricanes.

These are all examples of our areas of expertise in action. They have allowed us to pivot to where the needs were greatest and where we offer unique value in our role as auxiliary to governments at all levels (municipal, provincial/territorial and federal as well as Indigenous communities) to help in Canada and internationally. Moving forward, these areas of expertise will be the foundation that we continue to build upon to help people and communities in need and support them in strengthening their resilience.

As the journey toward 2025 continues, we know we will need to keep adapting to what is happening in Canada and around the world. Our vision for 2025 is not static. We will continue to grow our expertise to anticipate, respond to and – where possible – mitigate the events that result in people needing the Red Cross. We will continue to support those experiencing suffering, injury and loneliness. And we will do it together.

The global pandemic has changed life as we knew it. While we may not know what the next several years will bring, our vision gives us the building blocks to continue adapting to whatever may come our way, while proudly serving those who need us most.



Amit Mehra  
Chair, Board of Directors



Conrad Sauvé  
President and CEO





# THE CHANGING REALITIES OF THE WORLD AROUND US

**Disasters are not the exception** – they are the predictable rule and are growing in frequency, complexity and severity. The psychological, emotional and financial costs are significant.

**Access to information** – and the technology that delivers it – is now a global humanitarian imperative as it affects how a person accesses education, health care and other services.

**Diversity, equity, inclusion and social justice are moral imperatives.** Everyone has the right to feel safe and included, to be respected and valued for their differences, and to know they belong and can openly share their unique lived experiences. Organizations are increasingly recognizing the importance of embracing a diverse range of backgrounds and life experiences. At the Red Cross, we continue to be guided by our Fundamental Principles, while recognizing that neutrality does not equate to silence. Though they may not be officially recognized as Fundamental Principles, diversity and inclusion are at the heart of the Red Cross Movement.

**Our demographics are shifting.** Seniors are expected to make up nearly a quarter of Canada's population by 2030, resulting in an increased need for health care programs. At the other end of the age spectrum, one in five children and youth in Canada are affected by mental illness.

**There is a commitment to reconciliation and building respectful relationships** with Indigenous peoples and communities to support capacity building, promote safer communities and further enhance resilience. This is especially crucial given that Indigenous youth are the fastest growing demographic in the country yet have been found to struggle the most with systemic racism, poverty and discrimination.

**The pandemic has changed the way we work and live,** demonstrating that remote work is not only possible but can be productive. It has also highlighted the vulnerabilities of front-line workers.

**Canadians want to help.** Volunteering is still core to Canadian culture, but people often feel they don't have enough time. This means organizations must rethink the volunteer experience and offer more meaningful engagement opportunities that align with volunteer expectations.

**The impact of the pandemic on the world economy will be long-lasting.** A potential reduction in social services to address debt could have significant physical and mental health impacts.

**Accountability and transparency are increasingly important** for maintaining the trust of donors, partners and all Canadians.



# FROM TODAY TO 2025 | THE BIG PICTURE

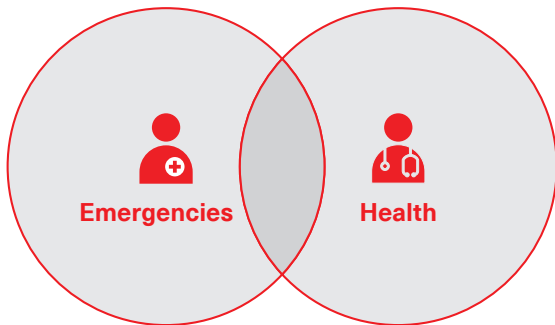
## OUR MISSION

We help people and communities in Canada and around the world in times of need and support them in strengthening their resilience.

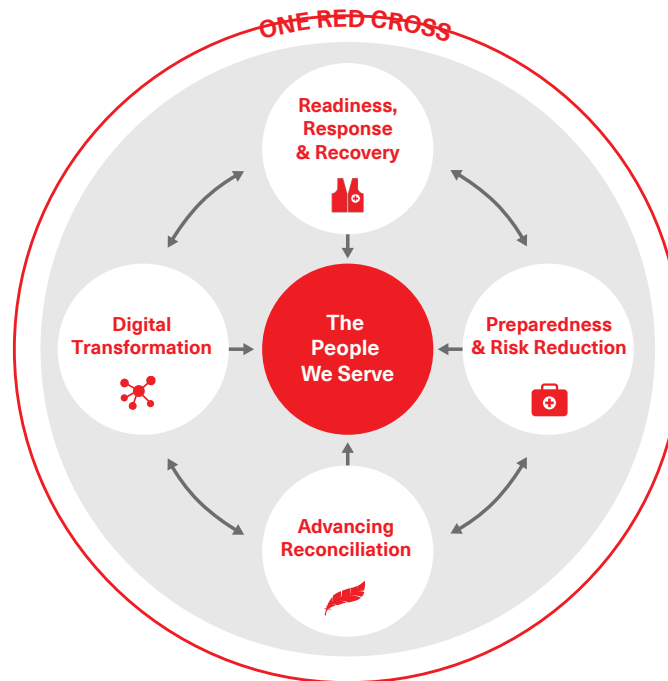
## OUR AREAS OF EXPERTISE

- Direct assistance
- Volunteerism
- Capacity strengthening
- Research in action
- Training & education
- Philanthropy
- Influencing humanitarian action
- Granting

## OUR FIELDS OF WORK



## OUR STRATEGIC PRIORITIES



## OUR COMMITMENTS





A person wearing a red Canadian Red Cross vest is seen from behind, comforting a child. The vest features a white cross and the text 'CANADIAN RED CROSS' and 'CROIX-ROUGE CANADIENNE'. The background is a blurred outdoor setting.

# A NEW MISSION TO GUIDE US

A great deal has changed in the two decades since our mission statement was last updated. To ensure our mission accurately reflects the humanitarian needs of our times, we consulted with more than 1,500 volunteers and employees.

Our new mission incorporates the word “help” since that is the core of what we do. Time and again, when we ask people why they want to be a part of the Canadian Red Cross, the answer is often some variation of “to help people”. And when we ask Canadians for their perspective on the role of the Red Cross, they often say “the Red Cross helps people”.

We have moved away from looking at people as vulnerable. We know that even in their worst moments, people do not like to be labeled vulnerable.

Everyone also has their own strengths, which is why we are moving towards a focus on resilience. Our work supports people in strengthening their resilience before, during and after disruptive events.

Our mission has always been passionately felt by those who fulfill it. Moving ahead to 2025, it will continue to be a powerful touchstone of our work.

## OUR NEW MISSION

**We help people and communities in Canada and around the world in times of need and support them in strengthening their resilience.**



# OUR AREAS OF EXPERTISE

The Canadian Red Cross has a long history of adapting to meet current needs – whether those needs have arisen because of an emergency or due to changing trends in society. This constant state of evolution has solidified our areas of expertise.

More recently, we have shifted from focusing on the programs we offer towards the various types of expertise we have to offer. These areas of expertise are the foundation of all our work. Like building blocks, they can be brought together in a variety of combinations to provide tailored solutions. Some situations may require us to draw upon all eight areas of expertise, while at other times we may only need some of them.

To respond to the transformative shifts brought on by the pandemic, we have leveraged our areas of expertise in new and unexpected ways. As we move towards 2025, we will continue to tap into our areas of expertise to meet emerging needs with innovative approaches.



## Direct assistance

Providing CRC's programs directly to people and communities we serve



## Training & education

Helping people acquire skills and knowledge in our fields of work



## Volunteerism

Inspiring, engaging and mobilizing volunteers



## Philanthropy

Inspiring Canadians to give



## Capacity strengthening

Supporting localization and strengthening resilience



## Influencing humanitarian action

Neutrality does not mean silence



## Research in action

Making CRC's data and research useful to society



## Granting

Distributing recovery funds to organizations to support them to deliver their mission







# OUR FIELDS OF WORK

## EMERGENCIES & HEALTH

When developing Vision 2025, our intention was to focus our eight areas of expertise within two fields of work: emergencies and health.

These fields are purposefully broad. Focusing on these two fields of work does not limit us from engaging in other fields where there is significant humanitarian need that we are uniquely positioned to address. It will, however, help to define focus and prioritize our efforts.

### EMERGENCIES

Emergencies include large-scale events like wildfires, flooding or conflicts. They can affect whole communities, such as suicide crises or terrorist events, or they can be personal emergencies such as house fires or social isolation brought on by an event like a pandemic that keeps everyone at home.

Our efforts in this field of work encompass the full life cycle of our emergency efforts. From prevention, mitigation and preparedness before an emergency strikes, to response and recovery afterwards, we work closely with individuals and communities who need us on each step of the journey.

### HEALTH

Our work encompasses all aspects of the health-care continuum. We are an established leader in promoting wellness for older adults through social support, information and connection and access to additional community services. We provide expertise, assistance and service in community-based health to enhance the well-being and independence of those living at home. In times of crisis or health emergencies, we can offer emergency and acute health care with the deployment of health resources including field hospitals, equipment and trained personnel. We are also recognized for our training and education focused on preventing injuries.



Our fields of work are interconnected in that an emergency can also be a health issue. Our response to the pandemic has revealed the significant overlap that can exist between emergencies and health.

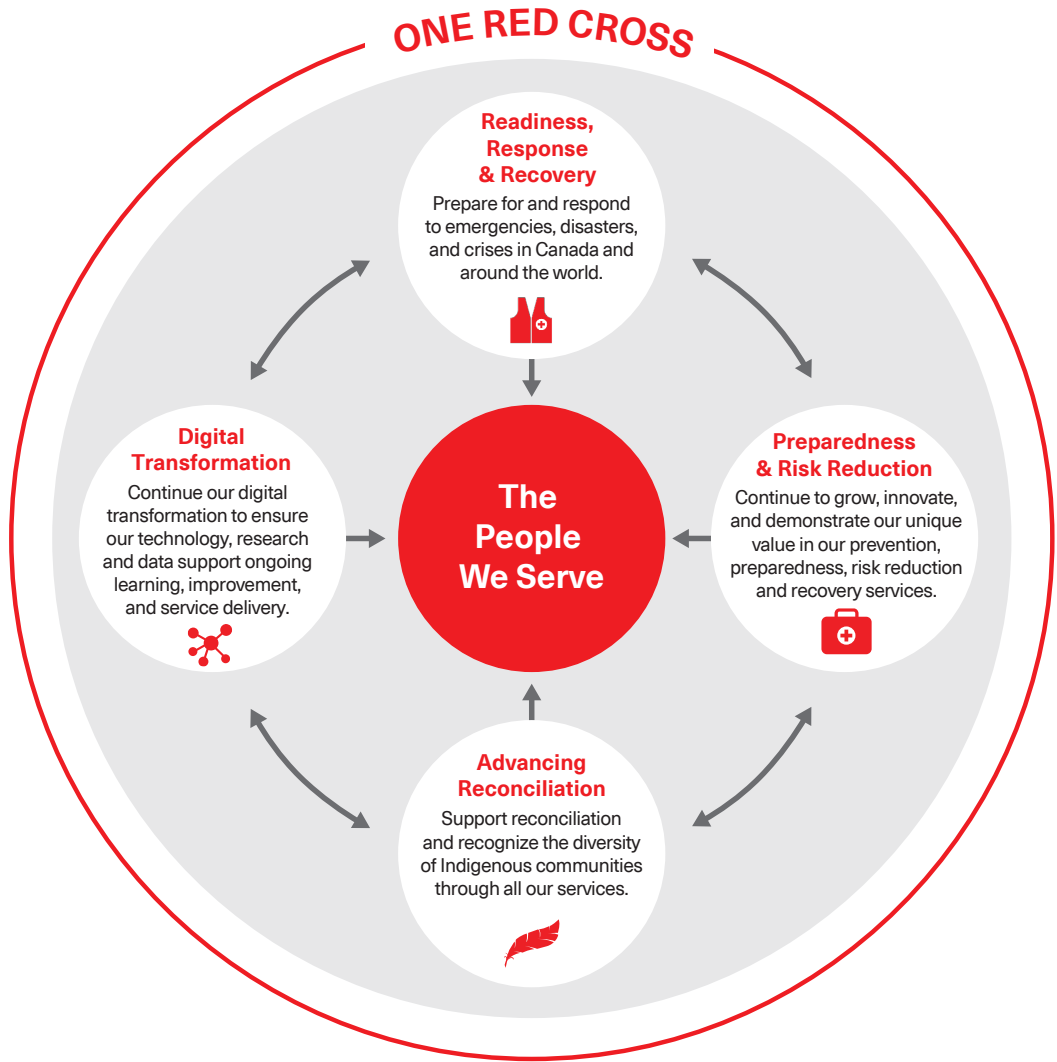




# OUR STRATEGIC PRIORITIES

Guiding us on our journey to 2025 are our four interconnected strategic priorities, or *what* we will set out to do. While our work is both deep and broad across the country, these priorities help us plan, allocate resources and focus our efforts.

At the heart of our mission is the people we serve. And everything we do, we do as **One Red Cross**.





“The most important factor in survival is neither intelligence nor strength but **adaptability.**”

Charles Darwin







# OUR COMMITMENTS

Our mission explains *why* the Red Cross exists. Our areas of expertise, fields of work and strategic priorities outline *what* we do to help the people and communities we serve. Our Fundamental Principles always guide our actions and have inspired the specific commitments below. The following four commitments describe *how* we will achieve what we have set out to accomplish as we move towards 2025.

After extensive discussions with our Board, leadership, employees and volunteers we identified key commitments that will guide how we conduct ourselves as an organization and as individuals.

## ENGAGING OUR PEOPLE

### **Provide meaningful opportunities and experiences for volunteers and staff**

#### **Intended outcomes:**

Volunteers and staff have:

- Strengthened voice within the organization
- Improved career growth and development opportunities
- Reinforced trust that work environments are safe and respectful, and any concerns can be safely reported
- Strengthened, formalized processes to assure the appropriate actions are always taken by senior management when transgressions are identified, and care and support is always made available to the people affected, including whistleblowers
- Improved ability for people to integrate their personal and professional lives
- Enhanced recognition and appreciation for their humanitarian contributions
- Increased opportunities for youth engagement

#### **How we will measure success:**

- Employee and volunteer effort scoring (i.e. does the organization make it easy for employees and volunteers to do their work)
- Number of internal hires and promotions
- Staff and volunteer survey results – confidence in management
- Number of internal referrals for volunteer and staff positions
- Turnover rates for volunteers and staff
- Number of staff and volunteer opportunities for youth
- Volunteer and staff engagement scores
- Wellness scores from pulse surveys
- The number of internal communication events directed towards engaging and informing staff and volunteers on integrity-related subjects





## **Achieve diversity, equity, inclusion & belonging**

### **Intended outcomes:**

- Increased inclusiveness is modeled by leaders and exhibited by all staff and volunteers
- Increased diversity in our senior leadership and Board, reflective of the diversity of Canada and the people we serve
- Improved policies that support the needs of a diverse workforce
- Identified and eliminated systemic racism within CRC policies and practices
- Completed alignment with pay equity principles

### **How we will measure success:**

- Our Board and executive leadership represent the diversity of Canada
- Policies and HR practices have been reviewed and adjusted through a diversity and inclusion lens
- All staff compensation assessments include pay equity considerations
- CRC onboarding of new staff and volunteers includes inclusiveness and diversity messaging
- Diversity statistics are published on our website
- All current staff and leadership have received inclusiveness and diversity training

## **Work together as One Red Cross**

### **Intended outcomes:**

- Expanded access to information throughout the organization
- Improved availability of common tools and training that enable meaningful collaboration within and across teams
- Enhanced collaboration is modeled by leaders and exhibited by staff and volunteers
- Increased opportunities to work on collaborative teams, projects, and special assignments based on skills, knowledge and experience

### **How we will measure success:**

- Information is stored and managed in a manner that supports accessibility and sharing
- Operational dashboards are available for all staff and volunteers to see and understand the key initiatives being undertaken across the organization
- Tools for identifying and tracking skillsets, job opportunities and personnel availability are in place and accessible
- Staff and volunteer survey performance indicators are established in areas of teamwork and collaboration



## COLLABORATING WITH OTHERS

### Contribute to the strength of the Red Cross Red Crescent Movement

#### Intended outcomes:

- Maintain CRC's leading contribution of international delegates to the Movement
- Strengthened capacity towards supporting National Societies in our areas of expertise
- Increased sharing of best practice and learning initiatives with Movement partners
- Increased contributions towards global surge events

#### How we will measure success:

- The number of international delegates the CRC contributes
- The number of workshops and training, seminars, mentoring sessions, etc. held by the Society that assist other National Societies to enhance their organizational capacity (virtual or in-person)
- Continued membership in the Donor Advisory Group
- The number of people reached in countries where the CRC is delivering health programs with National Society Partners bilaterally, and with ICRC and IFRC
- The levels of satisfaction of CRC engagement with IFRC at regional and Geneva level (qualitative indicator – survey to IFRC)

### Work with others to further our mission

#### Intended outcomes:

- Enhanced CRC mandate as an emergency humanitarian organization supported by Government(s)
- Strengthened impact on the people we serve by leveraging humanitarian diplomacy
- Improved positioning of CRC as a focal point for coordinating, convening and advancing multi-partner initiatives, nationally and internationally
- Strengthened recognition within Indigenous communities of CRC as a valued humanitarian aid partner
- Expanded partnerships with Corporate Canada to provide, in addition to funding, other human or material resources to better support our humanitarian initiatives

#### How we will measure success:

- The number of secured mandates to provide advice and guidance to all levels of government
- The number of formal agreements with NGOs, sector partners, and health partners
- The number of Indigenous communities we are working with (noting that our work is always at the invitation of a community)
- The number of corporate partners who engage with us





## Sustain strong relationships with donors

### Intended outcomes:

- Increased level of donor satisfaction with their relationship with the CRC
- Enhanced donor awareness of the real impact that their contributions are making
- Expanded pipeline of qualified donors that are linked to funding opportunities that will resonate
- Increased alignment between CRC donor diversity and Canada's diversity
- Expanded and diversified institutional funding commitments from Global Affairs Canada, foreign foundations, other government and international financial institutions

### How we will measure success:

- Levels of donor satisfaction (from the annual donor survey)
- Enhanced benchmarks for donor issue resolutions
- Number and dollar value of funding commitments from foreign foundations, governments and international financial institutions
- Number of engagements with community leadership volunteers
- Number of engagements with gatekeeper Red Cross Movement members (Partner National Societies, ICRC, IFRC) to secure access to foreign foundations, government, regional and international financial institution funding

## MAINTAINING TRUST

### Enhance our reputation and protect the emblem

#### Intended outcomes:

- Continued trust and confidence within communities, governments and civil society in our ability to deliver in the areas of humanitarian response, emergency health and humanitarian action and diplomacy
- Enhanced reputation as a trusted source of information, and a trusted funding conduit of choice, for diaspora and impacted communities
- Continued action against abuses of our emblem
- Improved awareness of the meaning of our brand and emblem and how they are used

#### How we will measure success:

- Public polling results
- Number of social media outreach initiatives and the size of our social media audience
- Number of inquiries from external organizations, partners and government stakeholders for technical advice, policy guidance or subject matter expertise
- Timeframes for addressing instances of emblem abuse and CRC partner branding mistakes
- Number of emblem-enhancing projects that support the broader Movement



## **Act with integrity, guided by our Fundamental Principles**

### **Intended outcomes**

- Improved tools and processes for the people we serve when considering reporting integrity, policy and regulatory complaints
- Increased responsiveness towards customer/client feedback in the design and delivery of our services
- Increased emphasis towards the design of our services being context-specific and culturally competent, and their delivery being continuously evaluated and improved
- Increased awareness towards eliminating racism in our storytelling, advocacy, fundraising and knowledge sharing

### **How we will measure success:**

- Complaint reporting tools and processes available through the public website
- The feedback received from the people we serve with respect to outreach initiatives

## **Steward donor contributions**

### **Intended outcomes**

- Increased awareness by donors of the impacts their donations have made
- Continue matching donors based on organizational needs and their giving interests
- Increased awareness by staff and volunteers of the impact of donor money
- Strengthened diligence to ensure that donor intent is followed

### **How we will measure success:**

- Adherence to donor impact and accountability standards confirmed annually via an internal audit
- Annual sampling to confirm that designated donations have been used as the donor intended
- Donor satisfaction levels via donor survey

## **Reduce our environmental footprint**

### **Intended outcomes**

- Expanded environmental sustainability considerations in all domestic and international programming
- Increased factoring of the cost of carbon into all major procurement decisions
- Reduced carbon footprint through a combination of real estate divestments, energy efficient upgrades, shifting our fleet to electric vehicles, and reducing our air travel
- Increased awareness of and action by volunteers and staff to reduce our environmental footprint, guided by an environmental policy

### **How we will measure success:**

- Environmental policy developed
- Carbon baselines established for buildings, fleet and travel
- Carbon implications assessed against our supply chains, and procurement policies revised to include carbon impacts





- Carbon reduction targets established
- Single-use materials reduced
- Travel policies revised to reduce carbon footprint
- Staff and volunteer awareness and education sessions
- Survey to capture actions taken by staff and volunteers

## FOSTERING EXCELLENCE IN GOVERNANCE

### Be transparent & accountable

#### Intended outcomes

- Enhanced transparency throughout our recruitment and development processes
- Clear organizational strategy and strengthened resilience through our governance framework
- Expanded publishing of key operational information

#### How we will measure success:

- Selection and promotion processes for all positions are clear and available to all personnel
- Board's governance framework is implemented
- Annual reports and key financial information is publicly available and easy to read
- The CRC website provides clear metrics that allow donors to infer our charitable scope, including program spending allocations
- The three-year compliance plan is fully rolled out
- Publishing of internal quality reviews and continuous improvement plans
- Diversity statistics, compensation ranges and pay equity and complaints statistics are publicly available

### Maintain financial sustainability

#### Intended outcomes:

- Strengthened financial literacy for our personnel
- Increased view of the time and effort it takes to delivery our services and better optimize how it is used
- Increased optimization of business processes
- Increased use of standard financial models by primary CRC service lines

#### How we will measure success:

- Management training has been expanded to include enhanced financial literacy
- Standardized financial models for key service lines have been developed and implemented
- Activity-based costing has been expanded as a percentage of overall CRC revenue with focus on emergency management
- Our contingency fund maintains a minimum level allowing for three months of unfunded operations
- Our major business processes have undergone Lean analysis



# WORKING TOGETHER TO BRING OUR VISION TO LIFE

We know that the Red Cross is a trusted emblem and that our organization is valued for its neutrality and impartiality. Our credibility is based on our actions and we are committed to continuing to adapt to our ever-changing environment.

Our vision for 2025 has already begun to take shape but it will take all of us, working together, to fully bring it to life. Whether it is collaborating as part of a team to improve service to clients or reducing your carbon footprint, it is our hope that every employee and volunteer will be able to see tangible ways that they can contribute to our future as One Red Cross.

Each year, we will report back to employees and volunteers on the milestones we have reached in realizing our vision. Along the way, we will also make any necessary adjustments to address the constantly changing environment in which we work.

Thank you to all staff and volunteers who have contributed to the creation of this collective vision. While we may not know what the next five years will bring, our vision gives us the building blocks to adapt and offer solutions to help people and communities in need.

We look forward to all that we will accomplish together on our journey to 2025.





# FUNDAMENTAL PRINCIPLES

Our network is vast, but our approach is simple.

All Red Cross programs and activities are guided by the Fundamental Principles of the Red Cross Red Crescent Movement. These principles allow us to provide help immediately to whoever needs it, wherever they are, whatever their race, political beliefs, religion, social status, or culture.

## 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, cooperation 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

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.

## GET IN TOUCH

