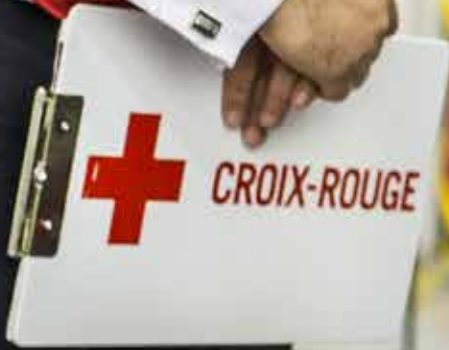


Bridging the Gaps

2015 - 2016 Annual Report



Bridging the Gaps

Connecting
those who want to
help with those
who need it most.

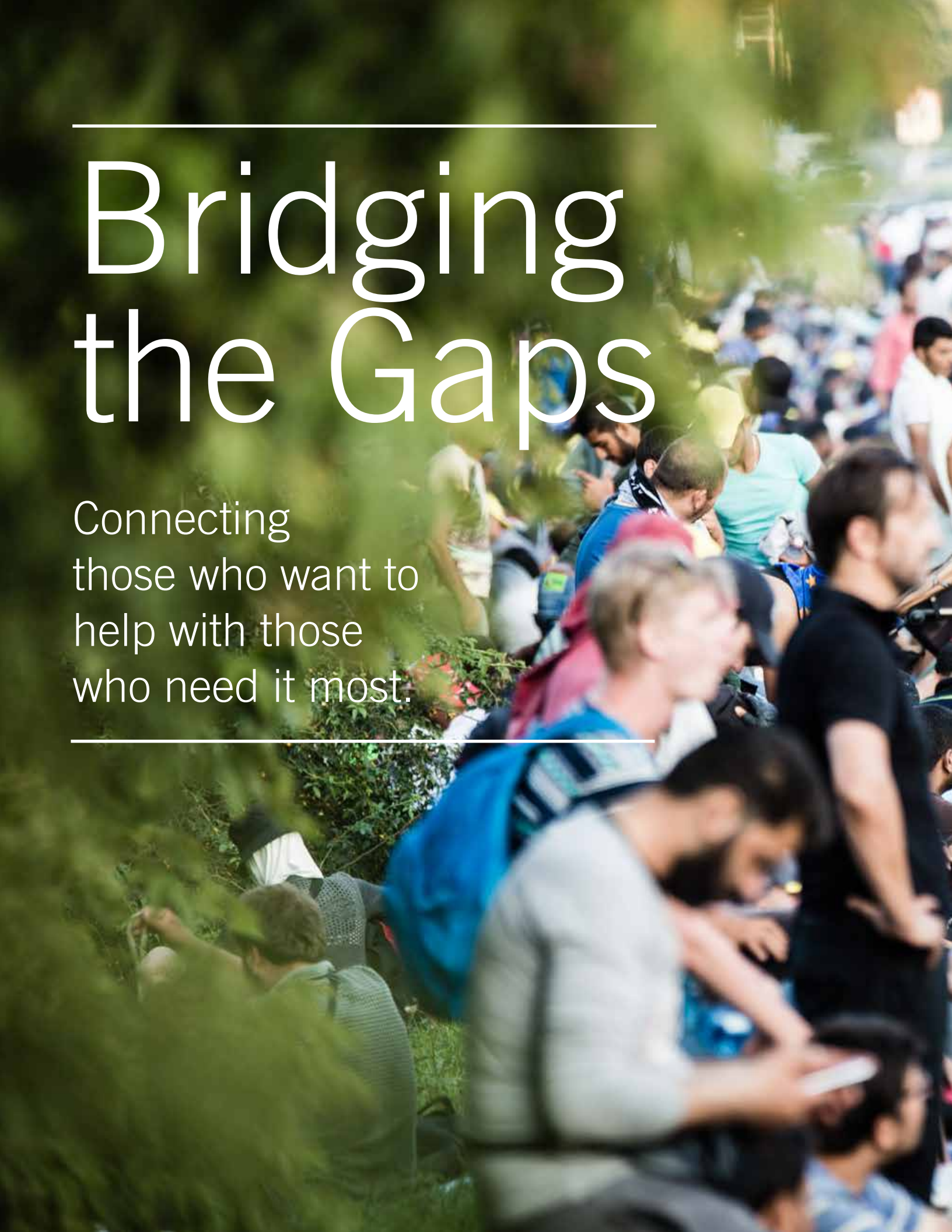




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Each year, the work of the Canadian Red Cross makes a positive difference in the lives of millions of people—around the world and across the street.

HERE'S WHAT GUIDES US:

VISION

The Canadian Red Cross is the leading humanitarian organization through which Canadians voluntarily demonstrate their care and compassion for others.

MISSION

The Canadian Red Cross works to improve the lives of vulnerable people by mobilizing the power of humanity in Canada and around the world.



HUMANITARIAN VALUES

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



FUNDAMENTAL PRINCIPLES

- Humanity
- Impartiality
- Neutrality
- Independence
- Voluntary Service
- Unity
- Universality



Message from the CEO

The Canadian Red Cross is well known for its work to improve the lives of vulnerable people.

Whether helping to prevent injuries, drowning and abuse; improving health and wellness; or responding to disasters and conflict; the Red Cross is there — in communities across Canada and around the world.

What is less known is the crucial role the Canadian Red Cross regularly plays in providing programs and services on behalf of local, regional and national governments. It is a role that was initiated in 1909, when Parliament approved an act that decreed the Canadian Red Cross as an auxiliary to the Government of Canada in helping those impacted by adversity. The act has given all levels of government the opportunity to call upon the expertise of Red Cross to serve as a conduit in the delivery of critical social services during times of peril.

A recent example is help provided by the Canadian Red Cross to Syrian refugees. With funding and support from the Canadian government, Red Cross personnel have greeted more than 10,000 Syrians at Canadian airports—and continued to provide assistance as refugees have moved on to interim lodging sites and their final host communities.

Last summer, the Canadian Red Cross also worked in partnership with the province of Saskatchewan to provide shelter, food, clothing and other emergency assistance to 10,000 people after wildfires forced the evacuation of 54 communities.

Our skill at identifying and addressing needs; our embrace of collaboration; our principles of independence and neutrality; and our commitment to transparency, accountability and high standards have led to many successes—and made us an appealing partner for all levels of government. I believe the contents of this annual report will reflect those qualities.

Our operations in Canada and around the world during the past year have helped save thousands of lives and made crucial impacts in each of our three areas of focus: disaster and emergency management; community health and wellness; and prevention and safety.

In prevention and safety, we demonstrated leadership and innovation in the development of new

Canadian first aid guidelines—announced recently at the first-ever national emergency care conference. We are also creating new mental health first aid programming to help Canadians better recognize signs of emotional trauma and mental distress, so they can provide comfort and care until professional help arrives. Internationally, statistics tell a story of success and profound change in the area of community health and wellness.

In this report, you'll learn about our commitment to improving maternal, newborn and child health (MNCH)—which has contributed to significant increases in survival rates.

Community health and wellness initiatives are making a difference here in Canada, too. Last year, ever-increasing efforts to address the needs of Canada's aging population saw Red Cross provide 350,000 meals and loan 270,100 pieces of medical equipment—from crutches to walkers. Altogether, nearly 96,000 days of service were dedicated to assisted living and supportive housing programs in various regions of the country.

In the area of disaster and emergency preparedness, our responses to the Nepal earthquake and Syrian refugee crisis again demonstrated our ability to move quickly and effectively in collaboration with international and domestic partners.

Altogether, I'm extremely proud of all that has been accomplished during the past year. As always, I'm also tremendously grateful for the dedication and commitment of those who made it possible: our volunteers, our individual and corporate donors, governments, and our staff. You are Red Cross and you make a world of difference!

Sincerely,



Conrad Sauvé
CEO, Canadian Red Cross

Our operations
in Canada and
around the
world during the
past year have
helped save
thousands
of lives.



Message from the Chair of the Board

Donors tell us they have many different reasons for giving. Some feel a connection with and compassion for those in need. Others believe in specific causes or seek a certain change.

Regardless of their reason for donating or the amount given, donors want and deserve to know their contributions are being used effectively. In recent years, that desire has generated more and more entities that conduct and publish their own evaluations of charities based on a wide range of criteria—from ‘overhead’ (usually administrative and fundraising costs) to donor satisfaction, cash reserves, accountability and financial transparency.

It’s not a perfect science, of course, but the Canadian Red Cross applauds all efforts to encourage the informed decisions of donors. While we’re proud of the favourable ratings we receive from these independent evaluators, the assessment that matters most to us can’t be depicted on a bar graph, nor distilled to a single calculation.

If you’ve seen the faces of people who have been provided a meal and shelter in a disaster, you know what I’m talking about. If you’ve watched a child come forward to ask for help at the end of an abuse prevention presentation, I need not say more. Every year, more than two million Canadians access the programs and services of the Canadian Red Cross—many during their most vulnerable moments. In the end, their view of the lasting impact we’ve had on their lives is the ultimate measure of our success.

That’s why I’m so proud when I learn that nearly 94 per cent of those we helped in the aftermath of Alberta’s Floods believe Red Cross assistance was appropriate to their needs; or that 96 per cent said our mere presence in their neighbourhood was reassuring, providing a sense of comfort, hope and security.

I’m proud, too, when I see a four-year study conducted at an Ontario secondary school shows that skills gained through Red Cross’s *‘Beyond the Hurt’* training contributed to a pronounced and measurable reduction in incidences involving bullying. Or when I learn of Chad Fraser, a Walmart employee who recently used his Red Cross first aid training while on the job to keep a newborn baby alive until Emergency Medical Services arrived on the scene.

The role of the Canadian Red Cross Board of Directors is to use its collective expertise to pave the way for the continued success of our programs and services. The Board is made up of 16 accomplished and diverse volunteers reflecting Canada’s geography. They are elected by the Society’s voting members and provide fiduciary, strategic and generative modes of governance in overseeing the organization’s by-laws, policies, finances and performance. That means asking questions such as: What do we have, and how do we use it?

Have we framed this issue correctly? Do we truly understand the current state? Is there anything more to consider? What's the desired future—and how do we close the gap between that and where we are today?

The Board, together with senior Canadian Red Cross leadership, sets the organization's strategic direction—which is adopted by Society members, then implemented by the CEO, employees and more than 20,000 program volunteers. 'Good governance' means different things to different organizations. For Red Cross, it is not just about making 'correct' decisions. It's also about creating conditions for success at all levels of the Society.

Recently, we have been on a journey of continuous improvement. That includes seeking out processes that assure innovation, accountability, transparency, participation, effectiveness and efficiency. It also means ensuring we operate in a way that is equitable and inclusive, respects our fundamental principles, and enables the organization to remain responsive to changing needs.

During the past year, that pursuit has seen the launch of Strategy 2020, a change in organizational culture and structure to create a unified 'One Red Cross' approach to our strategic direction, priorities and standards. It leverages expertise and efficiencies and strengthens alignment with key stakeholders, federal and provincial governments, and local authorities. A major Board initiative supporting Strategy 2020 has been the implementation of the 2015 by-laws that achieve an effective and current governance structure and support the 'One Red Cross' mandate. The new by-laws define one national governing body while establishing expert volunteer guidance to provincial operations through Provincial Advisory Committees.

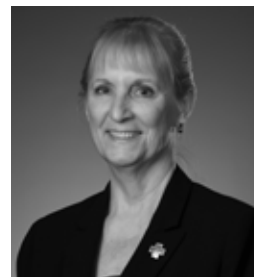
Altogether, it was another year of tremendous achievement throughout Canadian Red Cross areas of excellence delivered nationally and around the world. As always, our success would not have been possible without the remarkable generosity of our donors and partners, and the inspiring commitment of Red Cross volunteers and staff. Your contributions are vital and deeply appreciated by the Board of Directors and those whose lives you are improving each and every day.

Going forward, we will remain focused and work hard to maintain the positive position and trust we enjoy with clients and beneficiaries, governments, partners and supporters.

Thank you,



Sarah John Fowler
Chair of the Board



Canadian Red Cross Organizational Leadership Team and Board of Directors

ORGANIZATIONAL LEADERSHIP TEAM

CONRAD SAUVÉ, President and CEO

SUSAN JOHNSON, Senior Vice President /
Corporate Secretary

ANN CLANCY, Chief Operating Officer

MICHEL LÉVEILLÉ, Chief Communications Officer

SUE PHILLIPS, Chief Transition Officer

SARAH HEARN, Chief Financial Officer

SAMUEL SCHWISBERG, General Counsel

RONAN RYAN, Chief Development Officer

ALMIN SURANI, Chief Information Officer

JEAN-PHILIPPE TIZI, Vice President,
Emergency Management

HOSSAM ELSHARKAWI, Vice President,
International Operations

RICK CAISSIE, Vice President, Prevention
and Safety

LOUISE CASTONGUAY, Vice President,
Community Health and Wellness/ Vice President,
Atlantic Canada

PASCAL MATHIEU, Vice President, Quebec

TANYA ELLIOTT, Vice President, Ontario

SHAWN FEELY, Vice President, Manitoba
& Nunavut

CINDY FUCHS, Vice President, Saskatchewan

JENN MCMANUS, Vice President, Alberta & North
West Territories

KIMBERLEY NEMRAVA, Vice President, British
Columbia & Yukon

AMY MAPARA, Deputy Chief of Staff

BOARD OF DIRECTORS

SARA JOHN FOWLER, Chair of the Board

GAVIN GILES, Q.C., Vice-president of the Board

ALAN DEAN, Immediate Past Chair of the Board

DENNIS CHOW

PETER COLLENS

KATHLEEN MAHONEY

ALAN PEARSON

PETER SLOLY

HARVEY WYERS

TAMI KJERULF

MICHAEL BESWICK

AMIT MEHRA

TRISHA GALLANT

MATHIEU BOUCHARD

MARCEL VILLENEUVE

BACHIR HALIMI

Our Work in Action

2015 - 2016

PELICAN

ERU

Emergency Response Unit



CANADIAN
RED CROSS
CROIX-ROUGE
CANADIENNE

Building Our Capacity

There's a cost to investing in training, development and technology, but the Canadian Red Cross believes there's a far higher cost to not.

"Volunteers and staff are our lifeblood," says Ann Clancy, Canadian Red Cross Chief Operating Officer and Chief of Staff. "Each year, millions of vulnerable people count on the skill, passion and commitment of our personnel.

In such a rapidly changing environment, it's vital that we provide them the ongoing training, support and modern tools they require to continue serving their communities well." Clancy says aspirations of the Society's 2020 Strategy and results of volunteer and staff engagement surveys reinforced the need for a robust learning and development framework and modernized technology.

The new Learning and Development Centre launched in December 2012. It features a variety of sessions addressing everything from an introduction to the Red Cross and Red Crescent Movement, to Leadership Essentials, employee and volunteer management, customer service training, basic supervisory skills training and an entire disaster management training curriculum. Most of the learning and development opportunities are available online, keeping costs to a minimum while maintaining best practices in adult learning.

"The response has been phenomenal," says Clancy. "We're already seeing an average of 1,000 users a month connecting to our e-learning platform that features 22 courses in both French and English."

Clancy says Red Cross is also in the early stages of a three-to-five-year initiative called One Red Cross Architecture (ORCA) that will modernize technology to support the work of all operations, volunteers and staff.

"It's the most progressive and innovative business transformation initiative ever undertaken by the Society," says Clancy. "It will automate many facets of business operations to standardize processes and procedures, reduce costs and enable new business opportunities. In the end, it will provide Red Cross with a modern technology backbone that creates agility in responding to current and future challenges."

Strategy 2020

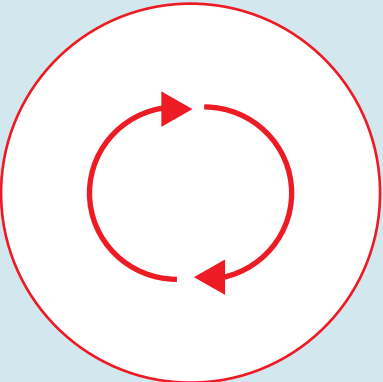
Transforming Today to Address the Challenges of Tomorrow

In 2015, the Canadian Red Cross launched Strategy 2020 an initiative which would help position the organization to better meet the needs of vulnerable people in Canada and around the world.

Through Strategy 2020, the Red Cross will maximize resources and refine our work to better adapt, innovate and build the capacity needed to address current and future humanitarian challenges.

THROUGH STRATEGY 2020, THE RED CROSS WILL:

ADAPT



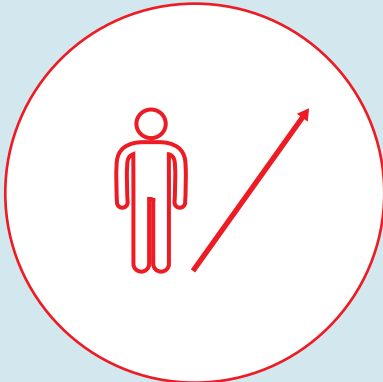
- Cultivating greater adaptability
- Leveraging our expertise across our domestic and international operations to promote inter-operability and organizational agility

INNOVATE



- Improving and increasing our use of technology to provide better and more efficient services to clients and improve organizational efficiency and effectiveness

BUILD CAPACITY

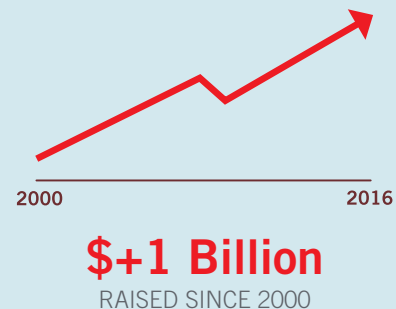
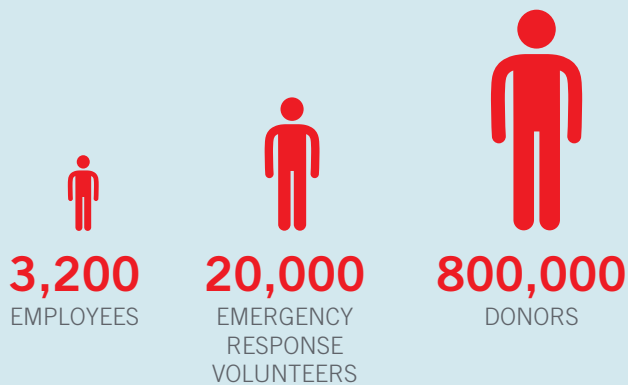


- Increasing the effectiveness with which our organization carries out its work
- Strengthening our capacity to respond to disaster and emergencies in Canada and around the world through increased engagement and training of volunteers and delegates

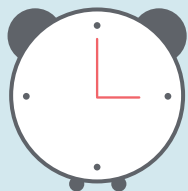
As part of Strategy 2020 the Canadian Red Cross has also refined our focus to three core areas of excellence which include Emergency Management, Health and Prevention & Safety.

In addition, we have also re-aligned our geographic structure to better meet the needs of Canadians. In doing so, we have moved from a Zone structure to a provincial structure. This move will allow us to better serve Canadians in our role as Auxiliary to the Public Authorities and adjust our work according to the challenges and need in each provinces and communities across the country.

OUR CAPACITY BY THE NUMBERS:



WE RESPOND TO DISASTERS
Every 3.5 Hours



AND ASSIST OVER
**100 Canadians
Daily**

STRONG RELATIONSHIPS &
AGREEMENTS WITH



**8 Provinces &
800 Municipalities**

LAST YEAR ALONE WE
ASSISTED MORE THAN



46,973 People IN
2,915 Disasters



Our Work in Canada

2015 - 2016

At the Canadian Red Cross we respond to the dynamic needs of communities across the country and around the world.

Whether we help people evacuated after a major flood or fire, 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.

Our programming for our three areas of excellence including Emergency Management, Community Health and Wellness and Prevention and Safety, span across the street and around the globe, ensuring no one is left behind.

OUR WORK IN CANADA FOCUSES ON 3 KEY AREAS:



EMERGENCY MANAGEMENT

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



COMMUNITY HEALTH & WELLNESS

Supporting community resilience, independence and wellbeing through innovative health and wellness programs that meet people's unique needs.



PREVENTION & SAFETY

Improving people's health and safety through education and preventing harm by cultivating safe environments.



Domestic Emergency Response

PREPARING, RESPONDING AND REBUILDING

Welcoming Syrian Refugees

There is little that Syrian refugees are likely to find familiar in their journey to safety and opportunity – except, perhaps, the help of the Red Cross and Red Crescent Societies.

“The entire Red Cross Movement has worked to support them within Syria, at temporary camps in neighboring countries, and wherever they go on to resume their lives,” says Jean-Philippe Tizi, Vice President of Domestic Emergency Management for the Canadian Red Cross.

Since early December, Tizi has led the Canadian Red Cross in working with all levels of government and community agencies to help 25,000 Syrians resettle in Canada.

It’s a role with which the Canadian Red Cross is familiar, having helped welcome 5,500 people fleeing conflict in Kosovo in 1999, and more recently, assisting with repatriation and resettlement work after war in Lebanon and an earthquake in Haiti.

“We welcome the opportunity,” says Tizi. “The Syrians have lost so much, but they haven’t lost hope for a brighter future – and we’re eager to help them realize that.”

Canadian Red Cross assistance is designed to help refugees restore their well-being and increase their self-sufficiency and resilience. It is delivered in three phases: at points of their arrival; at temporary accommodation sites; and as they are integrated into communities.

Between December and February, Red Cross volunteers welcomed nearly 11,000 refugees at

airports, welcome centres and interim hotel lodging sites in Montreal, Vancouver and Victoria. Help included family reunification services and the provision of meals, transportation, winter clothing, footwear, hygiene kits, blankets and calling cards.

As refugees moved on to temporary accommodation sites across the country, the Canadian Red Cross worked in coordination with governments and community-based organizations to provide: registration and translation services; nursing services and physical examinations; and learning and recreational activities for children. Red Cross has also provided information sessions that address human rights in Canada, financial management, community services, local customs and traditions, and how to obtain a driver’s license.

As refugees enter their new homes and communities, the Canadian Red Cross is partnering with recognized local organizations to address unmet needs identified through an assessment process.

For some refugees, that might include transportation to and from medical appointments, coordination of child care services or the provision of cash cards to support the purchase of essential items.

Refugees also have access to an innovative Red Cross smart phone ‘Buddy App’ that includes answers to commonly-asked questions, news, traffic and

transportation tips, basic first aid instructions, tools to assist with translation, and useful links. The app is available in English, French and Arabic.

As refugees integrate into communities, Red Cross is also funding community-based projects that: address health or safety problems related to resettlement; assist with refugee resources or program expansion; enhance community inclusion of refugees; or provide specific services addressing resettlement.

“All assistance is based on identified needs, with safety and security considerations being paramount,” says Tizi. “Collaboration is critical, too. We ensure resources are coordinated and that services are not being duplicated.”

So far, over 1,500 Red Cross volunteers have together logged more than 100,700 hours during the

response. Others have supported the resettlement through Red Cross donations now totaling over \$3.2 million dollars.

Tizi is grateful to all and pleased with the progress of the response, but says the work of Red Cross is far from done.

“Success is more than putting refugees into new homes,” he says. “These people left everything behind, fled their country and risked the safety of loved ones. That’s more than most of us can comprehend. Regaining their emotional health and well-being will be a journey – and not one they all make at the same pace. We intend to see them through that journey.” The resettlement program hasn’t been the only focus of Canadian Red Cross domestic emergency management during the past year.



Domestic Disasters

In July of 2015, wildfires forced the largest evacuation the province of Saskatchewan has ever known. In response, nearly 300 trained Canadian Red Cross personnel from across the country assisted more than 10,000 people from 54 communities. More than 4,000 were provided shelter, while many more were provided repatriation assistance – including food, water and gas cards.

People and communities still recovering from past major disasters continued to receive Red Cross help during the past year, too. A total of \$6.3 Million in assistance was allocated to initiatives addressing ongoing needs associated with two major 2013 events: the Alberta Floods and the Lac-Mégantic rail disaster. Support also continued to Northern Manitoba communities affected by Flooding in 2011.

The past year also saw continued progress in the participation of Indigenous communities in Red Cross disaster preparedness and response programming – a key goal of the Society's five year plan entitled Strategy 2020. More than 200 Indigenous communities across Canada are now participating in a range of programming, including the introduction last year of a joint project in B.C. to conduct disaster capacity hazard and risk assessments in 10 St'at'imc communities.

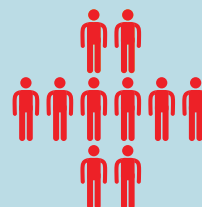
OVER THE PAST YEAR, OUR DOMESTIC DISASTER MANAGEMENT:



RESPONDED TO OVER
**2,700 Canadian
Disasters**



ASSISTED CLOSE TO
**40,000
Canadians**



MAINTAINED CLOSE TO
**5,000
Volunteers**

DELIVERED DISASTER
PREPAREDNESS TRAINING
TO OVER

**220,000
Canadians**



HELD OVER
**1,500
Disaster
Preparedness
Events**

A woman with blonde hair in a ponytail, wearing a red t-shirt with 'STAFF' written on the back, is seen from behind, interacting with a group of children in a swimming pool. The children are holding large, blue, inflatable objects. The background shows a pool with various colorful inflatables and a fence.

Prevention & Safety

EDUCATION, TRAINING AND AWARENESS

Innovations made to our Water Safety instructor training this past year has created a more holistic, blended, split-classroom approach where theory and practical application are combined to provide training that's in-tune with modern modes of learning.

Rick Caissie is Vice-President of Prevention and Safety – a collective of water safety, swimming, first aid and abuse prevention programming that attracts nearly 2.4 million participants every year.

“I know our programs are strong, but I never stop thinking about what we could do better or differently to provide more Canadians with the skills and knowledge to keep themselves, their families and their communities safe,” says Caissie.

Caissie’s thirst is shared by his team, which regularly analyzes the latest evidence-based injury, drowning and abuse research to determine how it might enhance Red Cross practices. The team also routinely solicits input from partners, trainers and participants in all of its programming.

“The operating environment keeps changing – as it should,” says Caissie. “Technology improves, educational techniques get better and the needs and expectations of partners and those we serve continuously evolve. Remaining relevant and a leader requires keeping on top of all of that. That’s our commitment. It’s also our passion.”

That drive saw the Canadian Red Cross set the pace again with a range of Prevention and Safety innovations during 2015-16.

Addition of Mental Health Programming

In January, the Society announced plans to add mental health components to its national training programs. The initiative, funded in part by Bell through its Let’s Talk program, will help participants recognize and respond to signs and symptoms of someone with mental health problems.

“The philosophy is that mental health crises, such as suicidal and self-harming behaviours, may be avoided through early intervention,” says Caissie. “If a crisis does arise, there are actions members of the public can take to reduce potential harm until appropriate professional treatment is received – or the crisis is resolved.”

Initially, mental health tips are being added to the Society’s free first aid app for mobile devices. Changes to program manuals and instructional content will follow.

New Innovations to Water Safety Training

Training provided to new Water Safety instructors also benefitted from innovation during the past year.

“Previously, prospective instructors were taught theory and practical application in separate courses – using a traditional head-of-class approach,” explained Caissie. “Research and consultation with pool personnel and educational experts told us that’s no longer in-tune with modern modes of learning.”

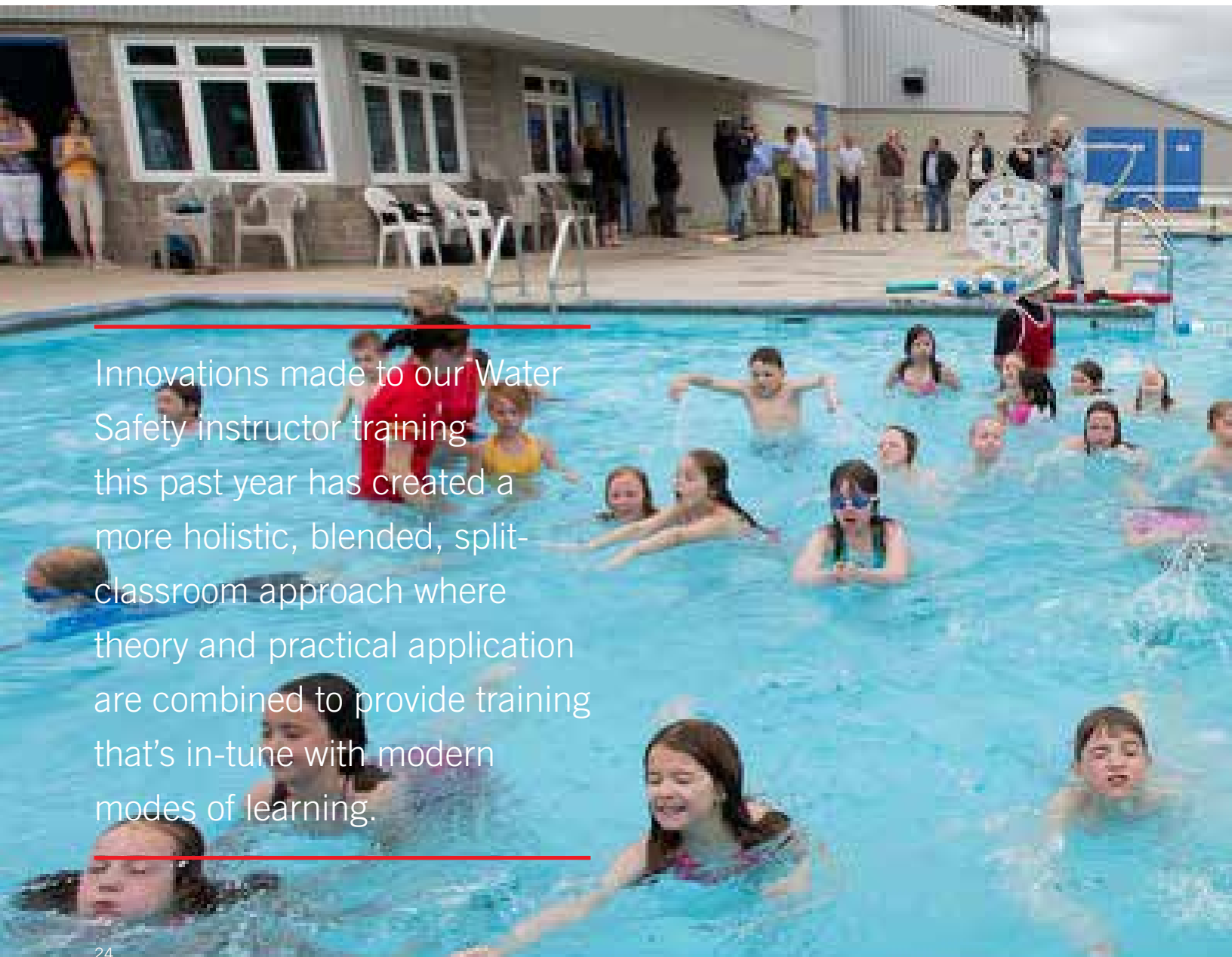
The new model is a more holistic, blended, split-classroom approach where theory and practical application is combined; where there is more use of multi-media; and where participants can learn more at their own pace.

“Partner facilities that have tried it are telling us it’s increasing their success in engaging teens – as they are familiar with that teaching model in their learning of other subjects,” says Caissie.

Keeping Canadians Water Safe for Over 60 Years

The Canadian Red Cross has been offering swimming instruction and leadership development programs in Canada for more than 60 years.

Today, over one million Canadians enrol in our swimming and water safety programs each year and more than 30,000 are trained and certified annually as Water Safety Instructors.



Innovations made to our Water Safety instructor training this past year has created a more holistic, blended, split-classroom approach where theory and practical application are combined to provide training that's in-tune with modern modes of learning.

IN THE PAST YEAR, OUR PREVENTION & SAFETY PROGRAMS:



TAUGHT RED CROSS FIRST AID PROGRAMS TO ALMOST

**630,000
Canadians**



MAINTAINED CLOSE TO

**8,000 Active
First Aid
Instructors**



DELIVERED RED CROSS SWIMMING AND WATER SAFETY COURSES TO OVER

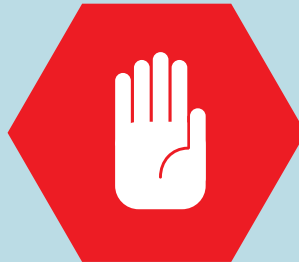
1,150,000 Canadians

AND MAINTAINED OVER

**30,000 Active Swim & Water
Safety Instructors**

OVER
740,000 Canadians
ATTENDED RESPECTED
WORKSHOPS IN CANADA

AND OVER
250,000 People
ATTENDED RESPECTED WORKSHOPS IN
OTHER COUNTRIES



MAINTAINED CLOSE TO

**3,000 Active
RespectED Youth
Facilitators**

**EDUCATION ON PROTECTION AND VIOLENCE PREVENTION IN TIMES OF
DISASTER AND CONFLICT**

MAINTAINED CLOSE TO
**800 Active
RespectED Adult
Prevention Facilitators**



DELIVERED THROUGH

12 National Societies

LWORKING WITH THE CANADIAN RED CROSS
TO CREATE SAFE ENVIRONMENTS

Community Health & Wellness

**SUPPORTING COMMUNITY RESILIENCE,
INDEPENDENCE & WELLBEING**



The massive wave of Canadians who will turn 65 over the next 15 years hasn't yet made landfall, but the Canadian Red Cross is already preparing for the change it foresees in the landscape of seniors'

"We're already starting to see a shift in Canada's health care sector," says Louise Castonguay, Vice President of Community Health and Wellness Services for the Canadian Red Cross. "More resources are being invested into support services that help aging Canadians live safely and independently in their homes – preventing or delaying admissions to acute care and long-term care institutions."

That trend can be expected to continue as the proportion of Canadians over the age of 60 grows from today's 21 per cent to nearly a third of the population by 2050.

Castonguay believes provincial governments are increasingly seeking more collaborative approaches to seniors' care that stretch the health care dollar, are client and family centred, and deliver efficient and effective service. She also believes the Canadian Red Cross is well positioned to help.

"Prevention of injury and promotion of wellness have always been at the core of Canadian Red Cross Community Health and Wellness Services," she says. "We also have a presence across Canada, a robust network of trained and compassionate volunteers, and a history of collaboration with all levels of government and health care stakeholders."

Canadian Red Cross Community Health and Wellness Services provide support to nearly 200,000 aging Canadians through programming in three core areas:

Health Equipment Loans, Home Support Services and Community Support Services.

Health Equipment Loans assist those with mobility issues, illness or injury through the loan of health equipment such as walkers, wheelchairs, commodes, crutches and canes. More than 273,000 such loans were made during the past year.

The loan of hospital beds is available in some provinces – such as Nova Scotia, where 1,600 beds were loaned during the past year for an average of 118 days each. The beds are delivered, set up and ultimately retrieved, refurbished and cleaned according to Health Canada's standards for infection prevention and control before being returned to service.

"Bed loans have become a game changer in terms of assisting clients with chronic health care issues to remain home safely," says Castonguay. "And each day a client can spend at home, rather than in a hospital, is a savings to the health system."

Red Cross Community Support Services – which is comprised of adult day programs, transportation, nutrition, safety and home maintenance – were also bustling last year. Included were more than 338,000 rides provided to clients so as they could attend medical or other important appointments.

The Society's Home Support Services – which includes personal care, assisted living/supportive housing, attendant outreach – logged 1.1 million hours of direct service delivery during the past year, nearly 40 per cent more than the year previous.

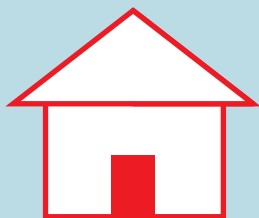
“We’re pleased with the continued growth of all of our programs, but you don’t get a sense for the difference they’re making by looking at a spreadsheet,” says Castonguay. “The impact is more evident when you see the faces of vulnerable people who are getting the help they need so they can stay in their homes and communities while managing their health conditions.”

To stay ahead of demand, the Canadian Red Cross recently introduced a five-year strategy for Community Health and Wellness that builds on its four core commitments: client and community driven; quality and safety focused; capacity building through engaged personnel; and leaders in innovative program delivery.

“The strategy provides direction, focus and a national

OVER THE PAST YEAR, OUR SENIORS' CARE PROGRAMS:

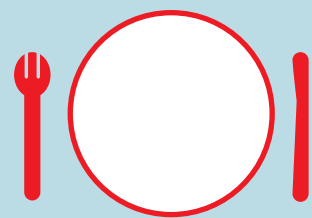
PROVIDED OVER
1,170,000
HOME SUPPORT HOURS



PROVIDED OVER
380,000 Rides



SERVED CLOSE TO
300,000 Meals



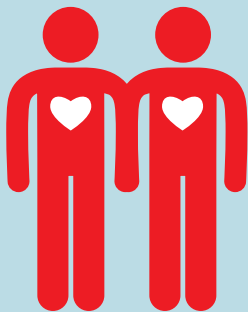
scope to our operations,” says Castonguay. “It leverages all we’ve learned to create standards and approaches based on leading internal and external practices.”

She says clients and their families, funders, stakeholders and the general public expect the Red Cross to deliver safe and effective services and it’s a

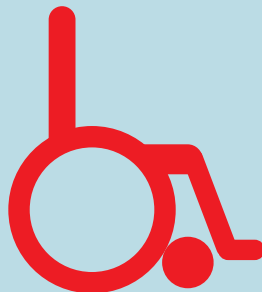
challenge the Society welcomes.

“We don’t view Canada’s aging population as a problem. Rather, we see it as a triumph of all manner of societal advances. The challenge is that progress has not benefitted all Canadians equally, and without help, the most vulnerable of our population will have worse health outcomes than others. That is where our Community Health and Wellness services can make the biggest difference.”

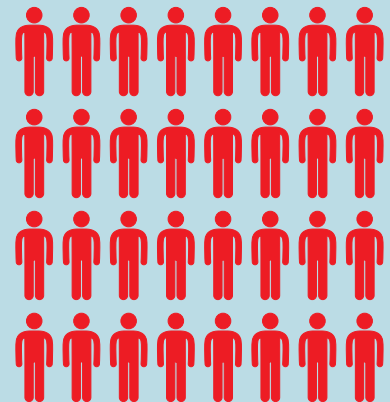
GAVE TIME TO OVER
140,000
ASSISTED LIVING RESIDENT DAYS



PROVIDED OVER
270,000 Loans



ASSISTED CLOSE TO
200,000 People





Our Work Around the World

2015 - 2016



No matter where there's a need, the Red Cross is well-equipped and ready to save lives. We offer humanitarian support in a neutral, independent manner in some of the world's most remote or conflict-ridden regions, while working in partnership with Red Cross and Red Crescent Societies around the world.

The Canadian Red Cross provides humanitarian support and emergency medical assistance, at home and internationally, for vulnerable people. Through delivering primary health care programs, relief supplies, water and sanitation, and shelter solutions to people affected by conflicts or natural disasters, the Canadian Red Cross promotes cost-effective and community-based programs, which target large numbers of people with humanitarian aid that is rapid, effective and large-scale.

In addition to our efforts to better prepare for and respond to emergencies worldwide, our comprehensive view of health includes effective interventions across a range of health needs. This includes our emergency mobile field hospital, the only one of its kind in North America, which can deploy within 48 hours after a request for assistance is made following an emergency, as well as our life-saving care provided to mothers and newborns reaching more than 13 million direct beneficiaries in 24 countries across the Americas, Africa and Asia over the past decade.

OUR GLOBAL WORK FOCUSES ON TWO KEY AREAS:



**GLOBAL
EMERGENCY
MANAGEMENT**



**GLOBAL
HEALTH &
WELLNESS**

Global Emergency Management

HUMANITARIAN SUPPORT AND EMERGENCY MEDICAL ASSISTANCE

Crisis in Syria

Many moments stand out for Conrad Sauvé when he recalls his journey last year through war-torn Syria and refugee camps in neighboring countries – but the gift of a little red and white box will stay with him forever.

The box was crammed with notes from refugee Syrian children that told of their dreams. One had a pencil map of Syria accompanied by a single word: Peace. Another depicted a group of children together with a simple wish to see friends again. A couple of drawings were of smiling aid workers, while many more spoke of a desire to grow up to become doctors.

For Sauvé, CEO of the Canadian Red Cross, the simple stick figure drawings and scribbles sent a clear and powerful message. “I felt their sadness, but I also saw their hope,” he says. “For me, it reinforced the importance of the role humanitarian aid plays in keeping hope alive amid incomprehensible despair and desperation.”

Hope is elusive for many affected by the six-year conflict in Syria. More than half of the country’s pre-war population of 23 million still requires urgent humanitarian assistance. Nearly four million have risked their lives attempting to find acceptance and opportunity elsewhere. Another eight million remain displaced within Syrian borders.

“It is the worst humanitarian crisis of our time,” says Stéphane Michaud, Senior Manager of Canadian Red Cross Emergency and Recovery Operations.

“Addressing it has required collaboration of the entire global network of caring people and crucial services.” The Canadian Red Cross routinely works with sister Red Cross and Red Crescent Societies and is doing so with the Syrian Arab Red Crescent (SARC) – which delivers the majority of all humanitarian aid going into Syria.

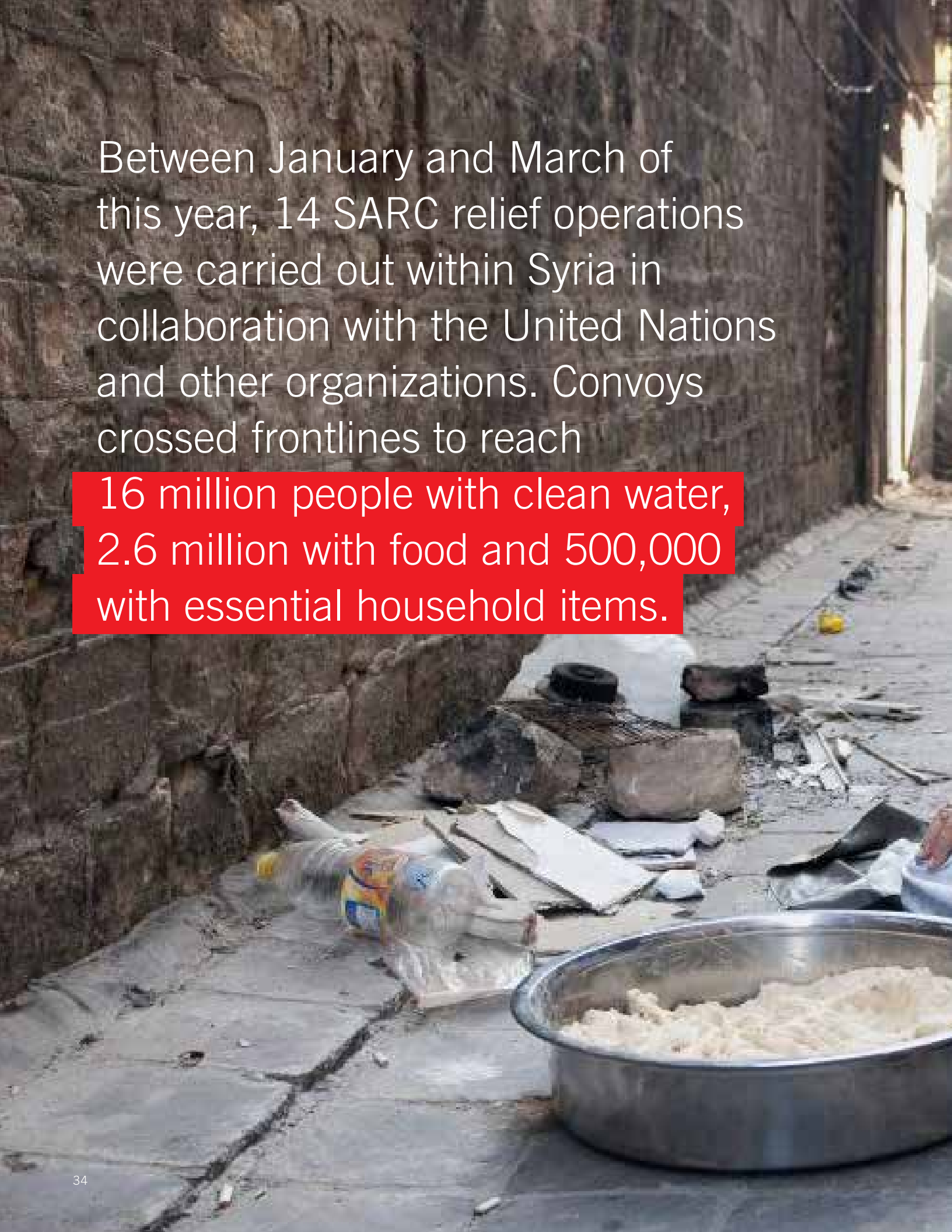
“SARC has the presence and relationships to get relief to hard-to-reach areas,” says Michaud. “For that reason, one of our initiatives has been to reinforce the pipeline for all by providing help to SARC.” That help has included placement of Canadian Red Cross health and medical logistics personnel in the Syrian capital of Damascus. “We’ve invested in the relationship and it’s making a difference,” says Michaud.

In Lebanon, the Canadian Red Cross is investing \$2.25 million to supply medicine, support mobile medical units and provide technical health and management expertise to local groups assisting Syrian refugees.

In Turkey, the Canadian Red Cross and Canadian Government are supporting local Red Cross teams in the provision of food, language training, psychological aid and occupational assistance to Syrian refugees.

Between January and March of this year, 14 SARC relief operations were carried out within Syria in collaboration with the United Nations and other organizations. Convoys crossed frontlines to reach

16 million people with clean water, 2.6 million with food and 500,000 with essential household items.





SYRIA: THE SITUATION TODAY

MORE THAN
11 million

Syrians still require urgent humanitarian assistance.

NEARLY
4 million

Have risked their lives attempting to find acceptance and opportunity elsewhere.

8 million

Remain displaced within Syrian borders.

Crisis in Syria (continued)

The chain of help extends to Europe, too, where the Canadian Red Cross is supporting emergency relief to Syrian refugees as they travel through Greece, Serbia, Macedonia, Hungary, Italy, Croatia and Slovenia.

In Germany, the Canadian Red Cross sent 32 Canadian aid workers, 10,000 cots and other supplies to camps in Feldkirchen and Erding, where thousands of Syrian refugees were arriving every day.

“Progress has been made, but no one wants to call Syria a success,” says Michaud. “It’s absolutely appalling what is happening there. Millions of people

are still caught in this crisis and remain desperate for help and hope; they’re praying the world won’t forget them. The Red Cross is alleviating some of the suffering but the crisis desperately needs a political solution.”

WHERE WE’RE PROVIDING HELP TO SYRIA’S NEIGHBOURING COUNTRIES





“Millions of people are still caught in this crisis and remain desperate for help. They’re praying the world won’t forget them.”

- Stephane Michaud, Senior Manager of Canadian Red Cross Emergency and Recovery Operations

Canadian Red Cross Response to Nepal Earthquake

On April 25, 2015, about 4,000 kilometers from Syria, a crisis of another kind unfolded in Nepal when a massive earthquake killed over 8,000 people and injured 21,000 more. Entire villages were flattened, leaving hundreds of thousands homeless.



Nepal Earthquake (continued)

In the hours and days after the disaster, people seeking treatment overwhelmed Nepal's national health care system.

Three days later, the Canadian Red Cross mobile surgical field hospital was on its way to Nepal, together with 25 highly trained delegates. The mobile hospital is half the size of a football field. It can be deployed in 48 hours and set up in eight. "It takes pressure off of local hospitals – particularly those damaged in a crisis," says Michaud.

In Nepal, the hospital's focus was on mother, newborn and child health and included an operating theatre to assist with complicated deliveries.

The mobile field hospital continued operations in Nepal until July 26th, providing more than 4,500 clients with primary care, surgery and psychosocial services.

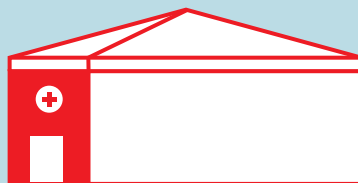
"Thanks to ongoing support from the Government of Canada, we're able to maintain the ability to rapidly deploy two of these mobile hospitals and trained personnel to hard-hit communities following a humanitarian emergency anywhere," says Michaud.

NEPAL BY THE NUMBERS



\$8.7M

PROVIDED
IN SUPPORT
TO GLOBAL
EMERGENCY
RESPONSE
OPERATIONS



1

FIELD HOSPITAL
DEPLOYMENT -
NEPAL EQ



176

DELEGATE
DEPLOYMENTS



“Thanks to the ongoing support from the Government of Canada, we’re able to rapidly deploy these mobile hospitals.”

- Stephane Michaud, Senior Manager of Canadian Red Cross Emergency and Recovery Operations

Global Health & Wellness

COMMUNITY-BASED CARE



Dr. Sohani is the International Operations Director of the Canadian Red Cross Global Health Unit.

The Pakistani native was educated in the United States, taught at Aga Khan University in Karachi, practised community health in Kenya, and has consulted widely on global health.

He's seen a lot in his journeys, but nothing that has troubled nor motivated him more than preventable deaths of women and children.

"For me, it's the biggest humanitarian imperative," says Dr. Sohani. "Over and over we see women and children suffer the most in underdeveloped regions – or where there is conflict or disaster. Either they are direct victims or suffer because of social and cultural vulnerabilities."

He cites the Indian Ocean Tsunami as an example. "Four times as many women died than men. Many were trying to save their children and other family members. Others were wearing more restrictive clothing than men and were less likely to know how to swim."

Dr. Sohani says women also face gender-based physical and sexual violence in conflict settings. "Targeting them can be a way of punishing adversaries," he says. "And when mothers are harmed there are dire consequences for children."

EVERY DAY, AROUND THE WORLD ...

ABOUT

18,000



Children around the world perish from preventable illnesses – nearly half in the first 28 days of their lives.

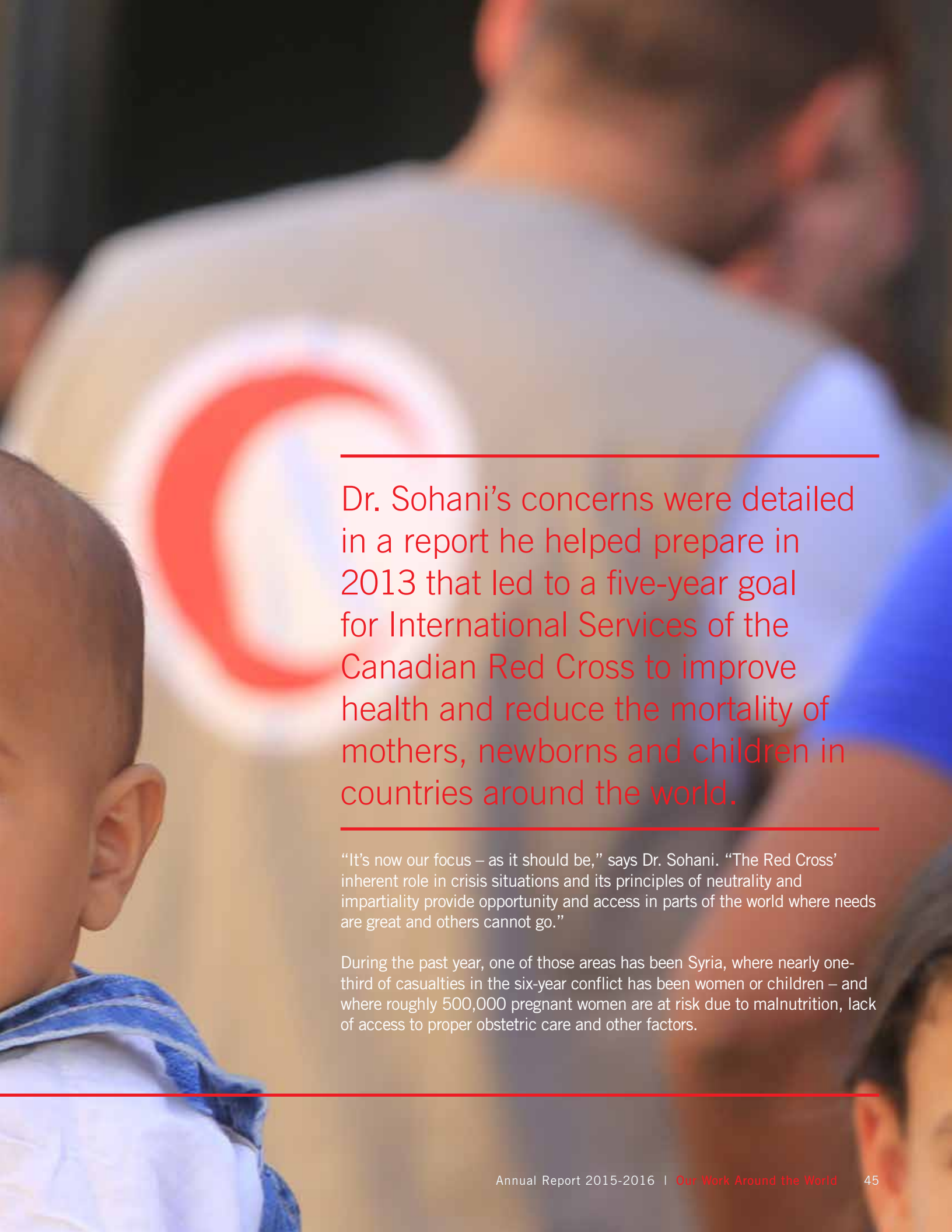
MORE THAN

800



Disadvantaged women die needlessly from pregnancy or childbirth-related complications.





Dr. Sohani's concerns were detailed in a report he helped prepare in 2013 that led to a five-year goal for International Services of the Canadian Red Cross to improve health and reduce the mortality of mothers, newborns and children in countries around the world.

"It's now our focus – as it should be," says Dr. Sohani. "The Red Cross' inherent role in crisis situations and its principles of neutrality and impartiality provide opportunity and access in parts of the world where needs are great and others cannot go."

During the past year, one of those areas has been Syria, where nearly one-third of casualties in the six-year conflict has been women or children – and where roughly 500,000 pregnant women are at risk due to malnutrition, lack of access to proper obstetric care and other factors.

Through generous donations from the Canadian public, the Canadian Red Cross has supported locally-positioned Syrian Arab Red Crescent (SARC) operations with nutrition promotion, mobile health clinics and training of community-based health workers.

“With mobile health clinics, we are working to ensure they include the range of services required to address maternal, newborn and child health,” says Dr. Sohani. “Sometimes that means saying: Hey, you have a clinical person here, but what happens with the pregnant woman whose haemoglobins need to be measured and you don’t have anything here with which to do that? The result is that we often provide SARC with commodities, supplies and training.”

Dr. Sohani says Canada is a hub of innovation with unique techniques and tools that are often unknown to SARC. “We expose them to that and they decide whether it will work in their context.”

During the first three months of this year SARC provided 16 million Syrians with access to clean drinking water. Food was provided to 2.6 million people and mattresses, blankets and hygiene kits to another 500,000.

“Given the exceptionally challenging circumstances, what has been accomplished is quite remarkable,” says Dr. Sohani. “So far, 47 Red Crescent volunteers have lost their lives in the line of duty.”

Dr. Sohani says collaboration is critical to initiatives around the world where the Canadian Red Cross is working to improve health and reduce the mortality of mothers, newborns and children.

Memorandums of Understanding are now in place to access research and technical expertise from the University of British Columbia and McGill University that support programs in Mali and Haiti. A roster of more than 200 Canadian delegates and a relationship with the Public Health Agency of Canada also provide the Canadian Red Cross with access to personnel with a broad range of expertise.

“There are three pillars to our work,” says Dr. Sohani. “The first is to provide technical assistance to program implementers. The second is to use research, analysis and self-reflection to learn from our programs and from others. And the third is to effectively communicate with beneficiaries, constituents, donors, policy makers, implementers and the public at large. We can’t improve on the first and third pillars unless we do well at the second. That means learning, pursuing innovation and analyzing what has and hasn’t worked – and collaboration is essential to making that happen.”

Dr. Sohani can’t imagine more rewarding work, but he looks forward to a time when his focus will shift to addressing diseases, healthy aging and mental health. “It would mean women and children have been saved. They’re alive, and we can now focus on quality of life issues, such as protecting them from infectious diseases, heart disease and cancers.”



The 'Improving Maternal, Newborn and Child Health' project was implemented in communities through Mali from 2012-2015 via a partnership between the Canadian Red Cross and the Mali Red Cross, and funding from the Government of Canada.

The Last Mile

For many, the term 'last mile' signifies the final stretch of any human endeavour to accomplish that which is most difficult. For the Canadian Red Cross, it's also a calling to assist those who are most in need of help.



“For us, the last mile is where people in remote communities suffer with destitution, exclusion and insecurity so great they would risk their lives to seek help and refuge,” says Hossam Elsharkawi, Vice President of International Operations. “It’s also where people are struggling to cope with little or no access to a minimum of life-saving goods and services.”

In short, the last mile is the last place you’d want to be – and the first place you’ll find the Canadian Red Cross and its local partners at work, whether battling Ebola in West Africa; operating a mobile field hospital in earthquake-ridden Nepal; or providing supplies and training to aid workers in Syria.

“When we assess potential international emergency and health projects, we purposefully choose those where people are most vulnerable and most

marginalized,” says Elsharkawi. “If they’re somewhere others can’t get to – they become an even higher priority.”

The last mile approach is imbedded in the International Operations component of Strategy 2020. It also requires Elsharkawi’s team to think and work in innovative ways with a high degree of vigilance and a robust approach to risk management.

He says working in remote and fragile settings is a constant challenge. “The landscape can be rugged, inaccessible and occupied by armed groups and others whose agendas can be in conflict with independent, neutral and principled humanitarian action. Being focused, collaborative and agile in our humanitarian work has never been more important.”



Our Fundraising

The Canadian Red Cross is fortunate to have the commitment of individuals and organizations, each and every year. Their support makes our work possible and we are grateful for the partnerships that we have developed together.

Giving in Canada has changed and the Canadian Red Cross continues to adapt to the new and different ways that our donors wish to give. Monthly giving, for example, is now a significant part of our fundraising each year. In the past year alone, several thousand people across the country have made the decision and made the commitment to support the Canadian Red Cross through a monthly gift. This allows the organization to plan its fundraising revenues and gives donors a way to plan out their contributions throughout the year.

We continue to receive incredible support from Canadians through a whole host of channels: from people walking into their local Red Cross office, to making donations on the telephone, through our website or by mailing a cheque, we seek to be present wherever and however our donors choose to give.

As we look back at the past year, we would also like to highlight donors that supported our emergency fundraising appeals. In April, a devastating earthquake hit Nepal. Canadians stepped up and their outpouring of support has fueled the significant response that the Red Cross is currently undertaking in Nepal. Tens of millions of dollars given by Canadians have allowed us to provide greatly-needed medical support in parts of the country damaged by this earthquake.

This year, Canadians also provided support to our efforts to support refugees, both overseas and here at home. The generosity of our new and existing donors made it possible to ease the suffering of people in desperate need. Images of people fleeing their homes touched Canadians and, with the partnership of our donors, the Red Cross continues to provide much-needed support to refugees overseas and to those who are making a fresh start here in Canada.

OUR FUNDRAISING



\$0.21*

OUR COST
TO RAISE
A DOLLAR

FOR EVERY

\$1.00

WE INVESTED IN
FUNDRAISING,
WE RAISED

\$4.68



117,600

TOTAL DONOR
INQUIRIES
ANSWERED BY
PHONE AND EMAIL
THIS YEAR

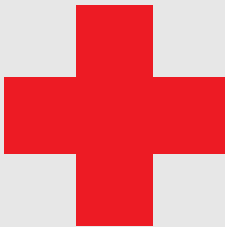


74,000

ACTIVE DONORS
AS OF APRIL 2016

OVER 70%

OF WHOM WERE
RECRUITED BY OUR
FACE-TO-FACE
FUNDRAISING



\$121M

TOTAL REVENUE RAISED
DURING THE LAST FISCAL YEAR

35%

FROM CORPORATE PARTNERS,
COMMUNITY EVENTS, AND
GRANTS & FOUNDATIONS



65%

FROM INDIVIDUAL
CONTRIBUTORS



Over \$27M

DOLLARS RAISED FOR THE
NEPAL EARTHQUAKE
EMERGENCY APPEAL —
OUR LARGEST THIS YEAR

*The fundraising cost related to all emergency appeals does not exceed five per cent. All remaining funds are used for Red Cross operations to support vulnerable people, families and communities. This includes a small portion of funds, one and a half per cent, which ensures the Canadian Red Cross is ready and prepared to respond to future disasters.

OUR COST OF FUNDRAISING

5 YEAR COMPARISON
(UNAUDITED)
(IN THOUSANDS OF DOLLARS)

	5 Year Total	2016	2015	2014	2013	2012
Fundraising Revenue	\$ 236,354	\$ 53,125	\$ 49,762	\$ 49,825	\$ 42,433	\$ 41,210
Bequest Revenue	\$ 31,084	\$ 7,525	\$ 7,858	\$ 5,426	\$ 5,684	\$ 4,592
Donations in Program Revenue	\$ 58,050	\$ 11,595	\$ 11,861	\$ 9,023	\$ 16,823	\$ 8,748
Deferred revenue donations	\$ 247,742	\$ 47,878	\$ 16,093	\$ 114,144	\$ 12,295	\$ 57,332
Total fundraising and donations revenue	\$ 573,231	\$ 120,122	\$ 85,573	\$ 178,418	\$ 77,235	\$ 111,882
Total Fundraising Expenses	\$ 132,879	\$ 28,023	\$ 27,293	\$ 27,799	\$ 25,591	\$ 24,172
Surplus	\$ 440,352	\$ 92,099	\$ 58,280	\$ 150,619	\$ 51,644	\$ 87,710
Percentage of cost of total fundraising	23.2%	23.3%	31.9%	15.6%	33.1%	21.6%
Lotteries and gaming revenue	\$ 17,713	\$ 1,208	\$ 1,403	\$ 4,016	\$ 5,384	\$ 5,702
Lotteries and gaming expenses	12,567	922	1,015	2,920	3,879	3,831
Percentage of cost of fundraising excluding lotteries and gaming	21.7%	22.8%	31.2%	14.3%	30.2%	19.2%

Notes and schedules to the financial statements are available on the Red Cross website at www.redcross.ca.

Financial Review

2015 - 2016

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The Canadian Red Cross has three main funding sources namely fundraising, program revenues and other sources.

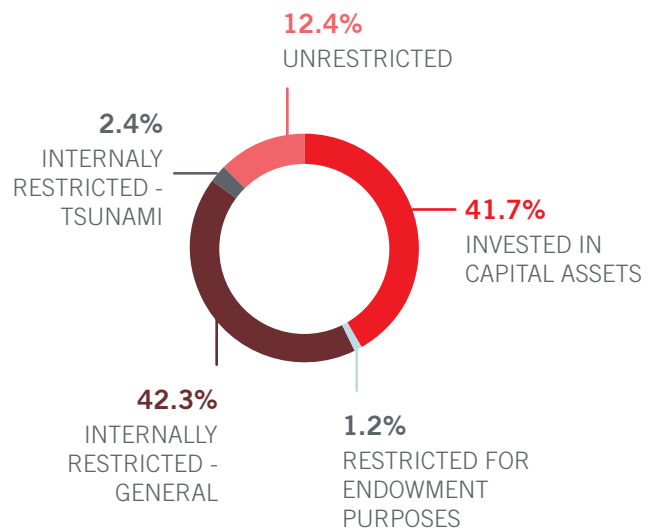
The total revenues for the year ending March 31, 2016 was \$308 million and the total expenses were \$313.1 million. The net assets of the Canadian Red Cross were \$104.5 million. A summary of the net assets, total revenues and total expenses are provided below.

The Society budgeted deficit of total expenses over total revenues of \$11.5 million. The actual results for the period was a deficit of \$5.1 million resulting in positive variance to budget of \$6.4 million. This was achieved through increased revenues from the main funding sources and cost efficiencies.

NET ASSETS: \$104.5 MILLION

REPRESENTING

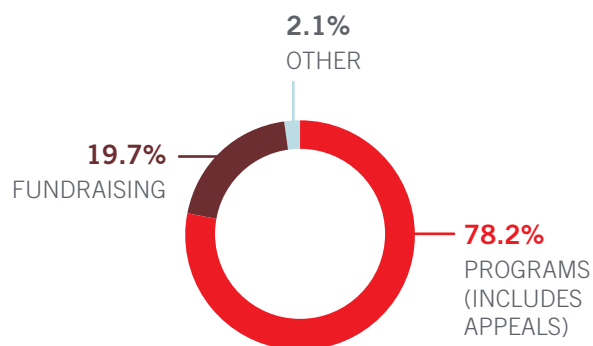
Invested in Capital Assets	\$43.6 million
Restricted for Endowment Purposes	\$1.3 million
Internally Restricted – General	\$44.2 million
Internally Restricted – Tsunami	\$2.5 million
Unrestricted	\$12.9 million
TOTAL	\$104.5 million



TOTAL REVENUES: \$308 MILLION

REPRESENTING

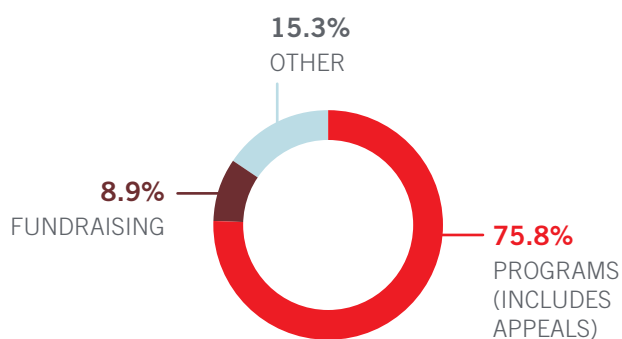
Programs (includes appeals)	\$240.8 million
Fundraising	\$60.6 million
Other	\$6.6 million
TOTAL	\$308 million



TOTAL EXPENSES: \$313.1 MILLION

REPRESENTING

Programs (includes appeals)	\$237.2 million
Fundraising	\$28 million
Other	\$47.9 million
TOTAL	\$313.1 million



Excess of expenses over revenues: \$5.1 million

Highlights

PHILANTHROPY

- Increased unrestricted revenue from donors in direct marketing and monthly giving programs.
- Continued investment in acquisition and stewardship initiatives resulting in lower than forecast donor attrition and higher than forecast average gift amounts.
- Holiday direct marketing campaign outperformed prior years.
- Strong results in planned giving/bequest program as a result of long-standing investments in this fund raising channel, particularly in Western Canada.
- Alignment of fundraising professional staff by areas of expertise to leverage talent across Canada and better support major donors.

OPERATIONS

- Increased programming in our International Operations resulting from response to the Nepal earthquake and increased government funding for the Middle East North Africa (MENA) region as part of the response to the Syria Crisis.
- Increased programming in Domestic Disaster Management through extended agreements to support people affected by the Manitoba Floods, Saskatchewan Fires and the Syrian Refugee Crisis.

Accountability

The audited financial statements of the Canadian Red Cross have been prepared in accordance with generally accepted Canadian accounting principles for not-for-profit organisations established by the Accounting Standards Board of the Canadian Institute of Chartered Accountants.

The Board of the Canadian Red Cross approves the annual operating budget for the organization and receives quarterly reports from management on budget variances. Additionally, the National Finance and Audit Committee of the Board—composed of volunteers with expertise in finance, accounting and risk management—meets quarterly with management to monitor the strategic financial direction for the organization.

The Committee and Management also review internal controls, compliance with financial management policies and procedures, and evaluate perceived risks.

The Canadian Red Cross is incorporated under the laws of Canada as a corporation without share capital and is a charitable organization (registration number 119219814RR0001). As such, the Canadian Red Cross files a publicly accessible annual information return (T3010) with the Canada Revenue Agency Charities Directorate.

To read our full financials please visit our website: <http://www.redcross.ca/about-us/about-the-canadian-red-cross/annual-reports-and-strategy>

Enterprise Risks

During the past year, the CEO and executive team worked to define the Society's top enterprise risks and to ensure that priorities, plans and budgets were aligned to address risks.

The following key enterprise risks were identified:

- Ability to respond to disasters and emergencies (domestic and international);
- Ability to generate sustainable funding for both on-going operations and investments in innovation and continuous improvement;
- Ability to protect the reputation and brand of the Canadian Red Cross and the Red Cross Movement in Canada;
- Ability to retain and grow market share in Areas of Excellence domestically and internationally;
- Adequacy of systems, technology and information management to support current operations and scalability for future needs;
- Ability to attract and retain the talent (staff, volunteer and governance) to lead the organization;
- Ability to implement the required transformation and change processes.



The risks of the Canadian Red Cross are closely monitored by our Executive Management and Board of Directors

OTHER KEY RISKS

1

Supporting capacity to respond:

Donors and partners are extremely generous in times of disasters in Canada and around the world, entrusting the Canadian Red Cross with millions of dollars. Those funds are, in turn, restricted for use in support of that disaster. Maintaining the organization's standing capacity to be able to respond to disasters in Canada and around the world such as recruiting, training and retaining a workforce of highly-trained volunteers and professional staff; holding sufficient stock and inventory for immediate deployment to a disaster site; and continuously improving processes and systems that support response therefore relies on undesignated funding from donors.

2

Growing philanthropic support:

While Canadians continue to be some of the most generous donors per capita in the world; a downturn in the economy affects how donors address charitable giving. Many individuals and corporations limit donations during such times, as is currently being experienced in Canada's energy sector. The collapse in oil and gas pricing has had ripple effects in other industries that are resulting in a reduction in gala events, workplace giving and general undesignated donor giving.

3

Addressing growing needs in Community Health & Wellness (domestic):

Health remains the biggest expense for provincial governments and that can be expected to worsen given the health demands of Canada's increasingly aging population. Funding revenue for Canadian Red Cross health programming has not increased in nearly a decade, while the cost of delivering those services continues to increase every year. Those challenges are straining our health programs as they endeavour to meet

Leveraging Technology:

More and more clients, donors, funders and the general public rely on technology to interact with service providers. Technology is also enhancing the way organizations work internally to deliver solid leadership, process redesign and personnel re-training. Investing in technology to improve organizational effectiveness and efficiency is often difficult for donors and funders to support. Making necessary improvements to technology thereby requires the organization to draw upon internally restricted funds.

4

Sustaining market share in Prevention & Safety:

The economic downturn has resulted in financial challenges for some of our Prevention and Safety programs—particularly in Western Canada. Many corporations are now limiting their investment in training (such as First Aid) that is typically offered to all employees. Additionally, new entrants in this market require Canadian Red Cross to continually improve its training and technology.

5

Investing in our people:

Despite the economic downturn, recruitment and retention of high quality staff continues to be a risk for all organizations, including the Red Cross. The funding limitations described above pose increased challenges for the Red Cross to maintain competitive wages and deliver enhanced training and professional growth opportunities.

6

CANADIAN RED CROSS

NATIONAL OFFICE

170 Metcalfe Street
Ottawa, Ontario K2P 2P2
Tel.: 613.740.1900
Fax: 613.740.1911
Email: feedback@redcross.ca

ATLANTIC PROVINCES

133 Troop Avenue
Dartmouth, Nova Scotia B3B 2A7

QUEBEC

6, place du Commerce
Verdun, Quebec H3E 1P4

ONTARIO

5700 Cancross Court
Mississauga, Ontario L5R 3E9

WESTERN PROVINCES

100-1305 11 Avenue SW
Calgary, Alberta T3C 3P6

REDCROSS.CA

