



CANADIAN RED CROSS

Annual Report 2009-2010

...We're There

Red Cross

Fundamental Principles

Codified 45 years ago and explicit in the Red Cross activities over the last 147 years, our organization's **Fundamental Principles** guide all our operations.

Humanity

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

Impartiality

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

Neutrality

In order to 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 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 worldwide.



The Fundamental Principles
of the
International Red Cross and
Red Crescent Movement

(As proclaimed by the 20th International Conference of the Red Cross, Vienna, 1965)

Origins



In Canada, the **Red Cross** can trace its origins to the Northwest Rebellion of 1885 and the Battle of Batoche when **George Sterling Ryerson**, a Toronto surgeon serving with the Grenadiers, improvised a Red Cross flag under which battle-wounded on both sides were protected and given medical treatment.

To honour Dr. Ryerson's embodiment of enduring Red Cross principles and to recognize his enormous contribution to founding incorporation of the *Canadian Red Cross Society* in 1909, the organization's annual meeting in 2010 will be held in Batoche, Saskatchewan.

...We're There

The **Red Cross** is synonymous with a strong and effective humanitarian presence in hundreds of communities, large and small, either on a permanent basis or through the presence when needed of our disaster teams and other volunteers.

For more than **100 years**, the **Canadian Red Cross** has been active in communities across Canada and around the world, providing prevention programs and relief from disaster and conflict.



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Towards 2015



Where we're going
and how we're getting there

To be effective, successful and relevant, organizations in the private and public sectors are often guided by a strategic plan through which they define their goals and against which they measure their progress. So too is the Canadian Red Cross.

Integral to this process is regular organizational renewal and having a keen, informed picture of what changes we face and how we should face them. Just as the truism of philosopher Heraclitus some 2,500 years ago that, "*Nothing endures but change,*" is reflected even today in forward-thinking business strategies, the Red Cross experience is informed by continual change and its success influenced by our ability to accommodate this change.

As we finish the first decade of the 21st century, we are applying what we've learned, what we've seen and what we expect to see to redefine our organization for optimal effectiveness, efficiency and relevance.

This year past, we launched a detailed strategic plan. **Toward 2015** is a blueprint of how, where, and why we will operate over the next five years. Resulting from hundreds of interviews conducted both within and outside the Red Cross, this plan distills our objectives and our best views about how to reach those goals.

We do not, of course, exist in a vacuum. Implicitly, the strategic plan accounts for current conditions and emerging issues which may influence much of our operational activity.

The world is changing.

The world is changing. Over the past several decades, armed conflict between identifiable armies and states has decreased, while civil conflicts within states as well as international violence involving non-state actors and non-traditional means of warfare have increased. Civilian casualties are increasing as sides undertake deliberate campaigns, sometimes intentionally aimed at civilian populations.

The impact of natural disasters is also changing. Increased urbanization in the developing world, often involving inadequate construction practices, fragile national infrastructures or non-sustainable agricultural practices, creates a much larger, congregated pool of potential victims should a major disaster occur. Concurrently, the effects of climate change are being felt as populations become displaced through floods, prolonged droughts and changing weather patterns.

Domestically, the nature of the demand for services is changing. While personal injury prevention programs such as Water Safety, CPR and First Aid will continue to be mainstays of Red Cross offerings, there is increasing demand for community-wide programs for disaster prevention and preparedness.

In this evolving environment, the Canadian Red Cross is looking to the future with its strategic plan, beginning with its mission:

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

The Canadian Red Cross is a leader in Canada and within the Movement in direct intervention, and takes action to make a difference. Our capabilities are exemplified within our six **Areas of Excellence**:

- Disaster Management
- Community Resilience and Capacity Building
- Health and Social Programs
- Violence and Abuse Prevention
- Injury Prevention
- Humanitarian Issues and International Humanitarian law

These are the cornerstones of our work. They are where we need to focus our attention, our resources and our time and must continually improve and evolve to meet the needs of those we serve.

The six **Areas of Excellence** share equal importance within the Canadian Red Cross. In any given year however, one or several areas may hold the spotlight more than others. This depends on the maturity of the program, needs in the community and other global considerations. Following our community-based approach, programs are driven locally and based on need.

In this evolving environment, the Canadian Red Cross is looking to the future with its strategic plan, beginning with its mission: *To improve the lives of vulnerable people by mobilizing the power of humanity in Canada and around the world.*

Volunteers continue to be
at the heart of what we do
and how we do it.



Message from the President

The Canadian Red Cross closes out the decade and its own centennial year in a strong position. Thanks to individual and corporate donors, we weathered the recent economic downturn while maintaining service levels and with an ever-widening international presence at a time when such a presence is needed throughout the world.

There is no complacency attached to these achievements. The Board of Directors and senior management know that this is exactly the right time to prepare for the future. To reach this goal we will, over the next year, undertake a review of all our operations. At the same time, we are moving towards a country-wide system of standardized reporting and a performance management system aimed at increasing our operational efficiency and productivity.

We have an edge on most organizations – private and public sector. It is in the nature and it is in the history of Red Cross volunteers and employees to want to do the right thing. The reality is, however, that while the need may never be greater, so too is the need for transparency. We must and will be accountable to donors.

Part of this scrutiny extends to our operating and fundraising costs. When we look at a dollar of expense, all of us must look at it from the perspective of how it moves our yardsticks. We will redouble our efforts to ensure that maximum amount of funds available to us flows directly to our domestic and international programs, supporting our

people and the vulnerable populations we assist.

Volunteers continue to be at the heart of what we do and how we do it. We understand that new generations of volunteers have to be recruited and trained to handle what we know will be increased demand. By making our reporting systems accurate, up-to-date and consistent, we can only get better at identifying our resources and applying them where they need to go.

Finally, this inventory will assist us in establishing the areas of excellence we outlined in our strategic plan, **Toward 2015**.

Many private and public organizations talk about the necessity of culture change. We are not one of those groups. In my years with the organization I have seen nothing but a culture at the Red Cross that is caring, professional, dedicated, and creative.

I believe we can achieve whatever we choose to achieve. And further, that we are crafting exactly the kind of organization that can get the job done.

Regards,

A handwritten signature in blue ink that reads "Mario Dionne".

Mario Dionne
President



...it is clear to me that our people, volunteers, staff and donors, represent the very best that Canada has to offer.

Message from the Secretary General

The long-term relationships we have built with National Societies in affected countries and many others with whom we work demonstrate the success of these collaborations. We highlight several of these relationships in this report to illustrate a central theme which characterizes much of the Red Cross experience in 2009-10 and, ultimately, captures the essence of how we see our position in the humanitarian field.

Co-operation and use of best practices – regardless of where the idea originated – is an approach that works. Sharing information, resources and responsibilities makes action, more unified and, more effective and efficient in achieving our primary mission: to prevent and alleviate suffering. Simply put: we are all stronger when we work together.

Our exact role in Haiti will evolve over time. We will continue to work alongside our partners within the Red Cross family and other members of the humanitarian community, offering our expertise and our experience in recovery, just as we have in the past five years in Asia.

Secretary Gene

10

We're there.

Canadians should be justifiably proud of what we did in the immediate aftermath of the earthquake, and what we continue to do there.

This year, as we were concluding major elements of our mission in the Indian Ocean region with the marking of the 5th anniversary of the tsunami, our hemisphere was rocked by a disaster every bit as destructive in terms of lives lost. The Haiti earthquake of January 12, 2010 claimed thousands of lives and destroyed much of the country's already fragile infrastructure. The capital city of Port-au-Prince was the scene of almost incalculable loss, setting off the largest humanitarian relief effort to one country in Red Cross history.

Volunteers and staff of the Canadian Red Cross were tested again this year in virtually every region of Canada and in many places around the world. We responded to forest fires in British Columbia, a devastating tornado in Ontario, and other large scale natural and personal disasters across the country. At the same time, we continued to serve Canadians, in preparing, training and educating to prevent injury, avert disaster and reduce violence.

Reflecting on my second full year as Secretary General and CEO of the Canadian Red Cross, it is clear to me that our people, volunteers, staff and donors, represent the very best Canada has to offer. Their extraordinary work and their equally extraordinary generosity gives me nothing but optimism as we face the challenges before us at home and abroad.

2 Preventing Suffering

While the Red Cross is highly regarded for its ability to respond after a disaster occurs, it is also deeply committed to programs which can drastically lessen the impact of those disasters or reduce suffering in a variety of ways.

Injury Prevention

It is impossible to calculate precisely how many deaths or injuries are prevented because more than 1.6 million Canadians each year receive Red Cross injury prevention or leadership training such as first aid and CPR or swimming and water safety. However, many studies conclude that people trained in first aid tend to be more safety conscious and a 2009 International Red Cross Red Crescent report noted a European survey that found 30 per cent of those trained in first aid have had to use these skills.

Part of the Red Cross' commitment to leadership in injury prevention training was the purchase of 70 Automated External Defibrillation (AED) units. AED is a remarkable advancement in life-saving techniques changing the nature of first aid and pre hospital cardiac care. The more widely available these devices are, the more important authoritative training on their use becomes.

For decades, a cornerstone of Red Cross service to the community is our Swimming and Water Safety programs. Red Cross involved Canadians in our "Water Safety starts with you" campaign for national Water Safety Week and in our National Lifejacket Day.

This year, we engaged our Red Cross Swim instructors and aquatic facilities stakeholders in a review of the program. With their feedback we will fine tune our approach to better meet the needs of Canadians, ensuring we continue to offer a program that fits Canadians' needs to learn to swim and be safe.

To continually improve our offerings, the Red Cross has a leadership position in the research into causes of drowning and was the recipient of the Canadian Marine Safety Award for our contribution to drowning research in the fall of 2009. Our 10 year drowning research study identifies the key factors involved in water fatalities and offers solutions to manufacturers, enforcement and all Canadians about how we can reduce unintentional drownings even further.

Each year, more than 650,000 Canadians, a full 4% of our workforce, suffer an injury on the job. The Red Cross is determined to reduce the number of these often needless injuries by helping to create more safety-conscious work environments. For example, this past year we partnered with the American Red Cross, to deliver a continent-wide presentation during North American Occupational Safety and Health week.



Violence and Abuse Prevention

R E S P E C T E D

RespectED marked its 25th year as a program with the Canadian Red Cross in 2009. RespectED encompasses a broad range of topics and uses training and education to move the issues of bullying, violence and abuse from unmentionable to unacceptable and stoppable.

Through Prevention in Motion workshops delivered to staff, volunteers and parents, we assist with risk management, prevent child maltreatment and create safe environments. The 10 Steps to Creating Safe Environments for Children and Youth resources and a new edition of the workshop manual complemented this delivery, both online and in-person. Over 400,000 youth and adults were trained throughout the year.

We collaborate with Aboriginal communities to deliver Walking the Prevention Circle, a three-day abuse prevention workshop created by and for members of First Nations, Inuit and Métis communities and we work with primary school teachers and child-care workers to prevent violence against children and youth through the c.a.r.e. (challenge abuse through respect education) program for children ages five to nine.

Wherever possible, RespectED seeks to engage and train youth peers to help raise awareness and combat youth abuse in its many forms. Bullying and harassment warrants special attention, as this destructive behavior can have tragic consequences. In addition to educating adults and young people on preventing bulling and harassment, RespectED delivers Peer Facilitator Training, which equips youth to deliver bullying and harassment prevention workshops to their peers and younger children.

Another component of RespectED promotes healthy dating relationships, again through school-based workshops and information campaigns focused on understanding the elements of healthy and unhealthy relationships and building communication and prevention skills. We also strive to alert youth to the dangers of Internet sexual luring and exploitation.

First developed in the Vancouver area, Red Cross RespectED is now delivered across Canada and in partnership with 10 other National Societies around the world.

Shania Twain Boosts **RespectED**



Central Image Agency

Canadian music superstar Shania Twain joined forces with the Red Cross this past year to support RespectED programs across Ontario. The gracious Ms. Twain helped raise over \$100,000 at a January corporate event held in Toronto in partnership with RBC, to help programs aimed at preventing child abuse and neglect.



The Canadian Red Cross
has been involved in
mosquito net distributions
for over seven years.

Community Resilience

KENYAN PROJECT GOES BEYOND THE NETS

Regardless of the group involved, the malaria net program is a classic example of how one small expenditure can have a phenomenal impact on the lives of one family, protecting vulnerable young children and pregnant women from mosquito bites that spread the disease.

The Canadian Red Cross has been involved in mosquito net distributions for over seven years. In that time, through public generosity as well as support from the Canadian International Development Agency (CIDA), we've been able to raise \$47 million which, in turn, has supported the distribution of seven million nets in 12 campaigns in Africa, with the most recent distribution being in Burundi where 558,000 nets were given out.

The most important fact concerning these programs is that well over six million lives have been saved as a direct result.

Obtaining the nets is one thing; successfully distributing them to remote communities, educating families on their use and doing follow-ups to ensure they're being maintained and used properly is quite another. To do this, we have learned from experience, requires the presence of trained volunteers – local people who understand the language, the geography and the cultures of their fellow citizens. This capacity-building at the local level has included training of almost 30,000 volunteers by the Canadian Red Cross, other Red Cross societies and the International Federation.

While the idea of distributing malaria nets is not new, our efforts in Africa have a new aspect with tremendous potential. In partnership with the Kenyan Red Cross, World Health Organization, and CIDA, the Canadian Red Cross is helping to deliver a pilot project to ensure the local availability of life-saving anti-malaria drugs. A child with malaria can die within a day of symptoms presenting, and, in a huge number of cases, it's more than a day's travel just to reach the medical centres equipped with these drugs.

Through the community presence of the Kenyan Red Cross, the pilot has shown promising results. In conjunction with the nets programs – and assuming good support levels from governments, corporations and individuals – we see the very real prospect of stemming the terrible tide of this disease, not only in Kenya but in other African countries we know are vulnerable.



We also see that the development of these local networks of volunteers has an important multiplier effect. Not only can we get the nets and the anti-malaria drugs out to where they're needed, we can also train the same volunteers to assist with other lifesaving interventions such as rapid diagnostic tests, preventative medicine for pregnant mothers, helping families produce clean drinking water, measles and polio vaccinations, treatment for intestinal worms, and vitamin supplements help protect kids against other childhood illnesses.

Canada maintains a leadership position in the anti-malaria effort. We were one of the first countries to fund the distribution of mosquito nets with other health interventions, and we continue to be one of the world's largest funders of nets.

Despite our efforts and those of our partners to date, malaria continues to exact an unimaginable toll. For this reason, the Red Cross will remain dedicated to reaching the estimated 200 million Africans who do not have nets or access to public education and inexpensive anti-malaria drugs.

CANADIAN DETERMINATION HELPS REBUILD LIBERIAN RED CROSS

While the Red Cross and other humanitarian organizations commemorated the fifth anniversary of the Indian Ocean tsunami, there was another important five-year milestone in 2010: rebuilding of the Liberian National Red Cross Society (LNRCS).

The west African nation of 3.5 million people had endured almost 20 years of vicious civil war which saw a quarter of a million of its citizens killed and hundreds of thousands more displaced – many to neighbouring countries – plus 85 % unemployment and extreme poverty throughout the country.

The Red Cross offices had been looted and destroyed, staff and volunteers driven away, and some murdered.

This was the scenario awaiting **Sally Miller**; the Canadian head of a small team sent by the International Federation in 2005 to help LNRCS Secretary General Daniel Clarke and a handful of remaining workers rebuild the Society.

The west African nation of 3.5 million people had endured almost 20 years of vicious civil war which saw a quarter of a million of its citizens killed.



The LNRCS continues to rebuild, in the long and steady transition to a stable, important institution reaching even more people in a country still recovering from war.

Supported by the Canadian Red Cross, the LNRCS reached out to communities and branches to develop priorities and implemented human resource policies that would ensure they could attract and keep dedicated and talented staff, put in place tight financial controls, and adopt a strict policy of accountability and transparency.

Tragically, Sally Miller died while fulfilling her mission in Liberia but her vision and determination survived. The tireless efforts of both Canadian and Liberian Red Cross personnel gained momentum as important programs were developed. Liberian President **Ellen Johnson-Sirleaf** has cited the LNRCS as an example of integrity, transparency and accountability which her fledgling democratic government was committed to following.

With participation of communities, branches, management, governance and volunteers, they developed a strategic plan that reflected the priorities of a war-torn population. They also re-established their pivotal role as auxiliary to government; as a joint responder in disasters, as an advisor on humanitarian issues, on disaster management and child protection and rehabilitation from the ravages of war.

Today, the Liberian National Red Cross Society delivers programs for health, water and sanitation, disaster risk reduction and humanitarian values. They respond to the floods that each year affect thousands, help communities rebuild and become self-reliant. Programs with children affected by the conflict ensure a more promising future for thousands of young Liberians. The LNRCS continues to rebuild, in the long and steady transition to a stable, important institution reaching even more people in a country still recovering from war.

P R E P A R I N G S E N I O R S F O R D I S A S T E R ; S U P P O R T I N G I N D E P E N D E N T L I V I N G

In cooperation with the Department of Applied Disaster Emergency Studies at Brandon University, the Canadian Red Cross in Manitoba has launched **JUST IN CASE**, a program designed to help seniors prepare for disasters.

Personal Emergency Preparedness for Older and Isolated Older Adults educates seniors on personal preparedness and emergency planning, and encourages them to engage other seniors in their communities to do the same. Students conduct presentations in selected senior communities and recruit seniors to become peer facilitators who in turn deliver JUST IN CASE presentations one-on-one to isolated seniors, creating support networks. Raising the preparedness of seniors will – in a disaster – increase their safety and also allow first responders to focus on the more vulnerable.



UNIQUE PARTNERSHIP IN THE MALDIVES

After the 2004 tsunami, Canada undertook relief and recovery work in several countries including the Maldives, a low-lying chain of islands in the Indian Ocean. With no National Society in place at the time, the country was not prepared to deal with the aftermath of the tsunami. The Australian Red Cross and Canadian Red Cross implemented the first phase of the Tsunami Debris and Waste Management Program, which improved the lives of almost one-third of the population and succeeded in cleaning up 74 of the most heavily damaged islands, constructing 79 permanent waste centres and training 1,500 community members and over 2,000 students from 77 communities in waste management.

Canada stayed on to help in the design and creation of the Maldivian Red Crescent Society (MRCS) providing financial and organizational support for the development of programs, leadership and institutional capacity development, and external affairs. The result? On April 29, the Maldivian parliament passed the Maldivian Red Crescent Law. The Canadian Red Cross has made a further commitment to the Maldives, supporting the MRC's Community Based Disaster Risk Reduction program until 2014.

MAKING A DIFFERENCE IN HONDURAS AND NICARAGUA

Another example of ongoing relationships with other Red Cross Societies was Canada's work in Honduras and Nicaragua, the two most severely damaged countries in the wake of 1998's Hurricane Mitch for which Canada and Canadians sent substantial relief supplies and personnel.

Through collaboration among the Canadian Red Cross, Honduras Red Cross and Nicaraguan Red Cross and with funding support from CIDA, the Honduras and Nicaragua Community Health Care (CHC) project implemented community based disease prevention and health promotion in targeted vulnerable populations, particularly children under age five and women. Building on the reconstruction in the aftermath of Hurricane Mitch, the projects supported health activities and capacity building, particularly in remote areas.

Across the two countries, more than 12,000 households in 60 communities have received health care support from 450 trained volunteers.

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Canadian citizens, governments and corporations were, collectively, a world leader with their generous response to the tsunami recovery.

PICTURES TALK

A significant element of marking the 5th anniversary of the 2004 Boxing Day tsunami was **Pictures Talk**, a Canadian Red Cross cross-country exhibition featuring a collection of photos taken by child survivors of that disaster.

In 2008, the Canadian Red Cross provided young Indonesians, aged eight to 16 years old, with disposable cameras and an invitation to photograph what they felt represented their world today. The result is Pictures Talk, a story of hope and renewal nearly five years after the tsunami, offering a rare and touching glimpse of post-tsunami recovery through a child's eyes. The exhibit is a collection of 40 striking photographs selected from more than 1,000 photos submitted by the children. The exhibit was staged in cities across Canada accompanied by first-hand accounts from Red Cross workers.

Canadian citizens, governments and corporations were, collectively, a world leader with their generous response to the tsunami recovery. Pictures Talk was one way to give our community the opportunity to see up close the positive effect their support of tsunami survivors has had. While the photos were necessarily place-specific, they also served as a timeless visual reminder of how life and hope can return for young survivors in disaster-affected communities around the world.

SAFETY TRAINING

In Vancouver, British Columbia, the *SmartStart Multi-lingual Injury Prevention Training* program aims to address the safety needs of some of the most vulnerable, in their first language. Volunteer instructors, certified in first aid, bring various cultural and ethnic backgrounds to the program and are the backbone of SmartStart. They deliver free workshops in 46 different languages, reaching over 5,500 people.



A D D R E S S I N G V I O L E N C E A N D A D D I C T I O N

In 2009, the Red Cross branch office in Standoff, Alberta, which marked its 10th anniversary in the community this year, initiated an ambitious project to address the propensity of Aboriginal youth on the Blood Reserve to gravitate to tobacco, drugs, alcohol and violence.

The **Leadership and Resiliency Program (LRP)**, funded in part through a \$1.18 million Government of Alberta grant, uses school programming, community service, recreation and retreats to build resiliency and protective factors into the lives of vulnerable youth.

The LRP has had some amazing success. The rate of juvenile arrests has dropped by 47 per cent, and school suspensions have been reduced by 75 per cent. In schools where the program has been implemented, there is a nearly 100 per cent high school graduation rate. Part of our work with the Blood tribe includes the Youth Leadership and Resiliency Retreat, which is held at a guest ranch in the mountains. For many youth participants this was the first time they had ever left their reserves. *"Just from being here, I have lost a lot of weight from my shoulders and let go of my bad past,"* said one youth. Another young participant said: *"I learned that I shouldn't blame myself for other people's mistakes and that not everything is my fault."*

The rate of juvenile arrests has dropped by 47 per cent, and school suspensions have been reduced by 75 per cent.

Domestically, there was no national response capability until establishment of the Canadian Red Cross 101 years ago.

3 Alleviating Suffering

Conflict is as old as human history; so too are natural disasters. Until the Red Cross' creation some 150 years ago, there has not been a truly international response to these disasters where countries with the resources and the will turn their attention to alleviating the suffering of their fellow world citizens.

Domestically, there was no national response capability until the establishment of the Canadian Red Cross 101 years ago. Communities fended for themselves with uneven results before the Red Cross organized and was, by federal law, recognized as an auxiliary to government in the humanitarian field.

Catastrophe in Haiti; Magnificent response

There was no single event in the last year that more completely illustrated both the need to alleviate suffering and global willingness to do so than the January 12, 2010 earthquake in Haiti.

Centred just outside the populous capital of Port-au-Prince, the earthquake was responsible for the highest death toll from a natural disaster in the Western Hemisphere and touched off the largest Red Cross relief effort ever undertaken in one country. About 30 Red Cross National Societies mobilized and converged on the devastated Caribbean island country.

What the agencies found there were unimaginable losses of lives, infrastructure and livelihoods. Many buildings in Port-au-Prince were severely damaged, including most government buildings.

Among the first highly visible signs of Red Cross relief was a joint Canadian Red Cross/Norwegian Red Cross field hospital. Despite logistical and transportation obstacles in the wake of the disaster, this rapid-response unit and its staff, augmented by other Canadian Red Cross delegates, was on scene in four days near the damaged University Hospital in central Port au-Prince, treating up to 300 people per day. The 70-bed field hospital later relocated to Petit-Goâve, which is southwest of Port-au-Prince nearer to the quake's epicenter and was in dire need of additional medical capacity.





In the first two months after the disaster, 72 Canadian delegates were deployed to Haiti, involved in everything from health or water/sanitation services to distributing relief, shelter, assessment and communications. A Canadian Red Cross team also distributed non-food relief items including tents to more than 30,000 people (about 6,000 families) in Jacmel and surrounding communities. Overall, in the first four months the international Red Cross effort provided medical care to more than 100,000 people and relief supplies to some 350,000.

Not all relief work was carried out in Haiti. The Red Cross worked alongside public authorities as Canadian citizens returned to Canada from Haiti. Red Cross volunteers worked around the clock to provide comfort and to aid in locating and reuniting them with relatives in the Montreal area where the vast majority of Canada's Haitian population resides, and in Ottawa, Toronto and other communities coast to coast.

Overall, in the first four months the international Red Cross effort provided medical care to more than 100,000 people and relief supplies to some 350,000.

Although the emergency relief phase of major disasters typically lasts only a few weeks or months, the Red Cross committed early to maintaining a level of emergency response for up to a year while at the same time planning its involvement in the recovery and reconstruction phase and long-term development.

With torrential rains and hurricanes posing a serious risk for more than half the year in Haiti, shelter and sanitation are significant priorities. The Canadian Red Cross has committed to delivering 15,000 family-size transitional shelters designed to withstand up to a Category 4 hurricane or a moderate earthquake. Of these 15,000 shelters, half will be deployed directly by the Canadian Red Cross primarily in Jacmel, Leogane and surrounding areas and the rest will be allocated by the International Federation of Red Cross/Red Crescent Societies.

In the years to come, it is anticipated that the Canadian Red Cross will support water and sanitation as well as livelihoods projects implemented through the International Red Cross Red Crescent Movement and other national Red Cross partners to ensure an integrated approach to recovery. We also will likely provide transitional medical support and implement community-based health initiatives in selected areas.

Unquestionably, there will be a pressing need to strengthen the capacity of the Haitian Red Cross to help communities. This will include supporting disaster preparedness programming, activities to mitigate the impact of future disasters, and exchange best practices between the Canadian Red Cross and Haitian Red Cross on disaster management and response. Assessments and funding will also be required for rebuilding or repairing key infrastructure including medical centres and schools.



DESTRUCTION ON THE WEST COAST

The summer of 2009 saw British Columbia face among the most destructive forest fires seasons in its history as more than 244,000 hectares through the mainland and on Vancouver Island burned, forcing the evacuation of over 10,000 people, many for extended periods. The Red Cross was able to engage virtually every available volunteer province-wide to support government authorities in their relief efforts.

HEARTACHE ON THE EAST COAST

Exactly 10 months before the earthquake disaster in Haiti, the Canadian Red Cross responded to a vastly different tragedy at home. Seventeen passengers and crew perished in March 2009 when a helicopter en route to the Hibernia oil production platform southeast of St. John's, NL crashed in the North Atlantic. Only one person survived and it took several days to recover those who didn't. As more than 300 distraught family members converged on a St. John's hotel and initial hope turned to grief, a team of 26 Red Cross volunteers and staff stayed with them – 24 hours a day – offering emotional support plus blankets, hygiene kits, refreshments, transport and even crayons, colouring books and games to occupy young children. Our team included volunteers with professional experience in fields such as crisis intervention, grief counselling, mental health, other aspects of social work, education and the offshore oil industry.

CLOSE CALL IN QUEBEC

In October 2009, sudden and dangerous emissions of toxic gas in Saint-Sauveur, QC, northwest of Montreal, forced the evacuation of an entire neighbourhood for more than two days. It turned out that work to install a new water line underground fractured a long-abandoned gas line once used to power street lights but still containing residual amounts of toluene and benzene. A team of Red Cross volunteers responded quickly to a request for assistance from the municipality, Providing temporary hotel accommodation, food and personal-comfort items for more than 220 people until repairs were completed and air quality tests determined it was safe to return to their homes.

TORNADOES IN SOUTHERN ONTARIO

Severe weather and tornadoes swept across southern Ontario in August 2009, impacting hundreds of people. Images of destruction showed roofs torn from houses, downed trees and damaged cars. In the City of Vaughan alone, more than 600 homes and 2,500 people were affected.

The Red Cross was able to engage virtually every available volunteer province-wide to support government authorities in their relief efforts.



Red Cross Disaster Management volunteers responded immediately after the storms hit, working closely with the Region of York and local officials to meet the immediate needs of those affected. Red Cross staffed two Registration and Shelter facilities opened by the City after a state of emergency was declared, and also sent an Emergency Response Unit with cots, blankets and other supplies. About 100 residents were forced to evacuate their homes.

Some Suffering Is More Subtle

As our population ages and families become more dispersed, the elderly are becoming more vulnerable to loneliness and alienation in their declining years. To help support independent living, the Red Cross provides a number of services to different levels throughout Canada.

To help support independent living, the Red Cross provides a number of services to different levels throughout Canada.

In Ontario and the Maritime provinces, more than 4.3 million hours of Home Support and Continuing Care services were provided last year. Well over 400,000 hot meals were delivered to the homes of seniors or others with mobility challenges by Red Cross volunteers, and close to 233,000 drives to medical and other appointments were given to clients. These services benefit the physical and mental health and improve the quality of life for our clients, and clearly demonstrate how home-based care reduces the need for institutional health care.

In New Brunswick, a Red Cross program offering weekly telephone reassurance calls or visits to seniors expanded province-wide in 2009 with support from the provincial Senior and Healthy Aging Secretariat. Red Cross staff or volunteers make regularly scheduled contact with seniors who live alone or are confined to their homes, helping to relieve loneliness and social isolation and in some cases identifying other needs requiring additional response from government or other agencies . For some seniors, this Red Cross contact is a highlight of their week. Other seniors' advocacy groups support the Red Cross in recruiting volunteers and identifying potential clients.

Our approach to alleviating suffering is highly personal as the Red Cross strives to have volunteers across the country respond to a wide spectrum of disasters. Each year, thousands of Canadians are confronted with the unplanned and often tragic consequences of fires, floods, extended power failures and other disasters. Suddenly, they find themselves without resources. It is at these difficult times that Red Cross volunteers respond with compassion and offer comfort and reassurance while meeting basic needs.



Across Canada, the Red Cross has some 6,200 trained disaster volunteers who respond to these needs offering emergency assistance such as shelter and vouchers for other necessities like groceries or clothing. In each of our Zones, at least one volunteer team will respond on average to a call for assistance every day, and in some areas several times a day.

HELP IS HELPING

With hospital stays being reduced, more Canadians are convalescing at home from illness, surgery or injury. Throughout much of the country, they can borrow equipment through the Red Cross **HELP (Health Equipment Loan Program)** which provides basic health and mobility devices such as wheelchairs or walkers. The equipment is professionally maintained and sanitized by the Red Cross. Upwards of 200,000 Canadians make use of this service each year, lessening the burden on families already coping with injury or illness. HELP expanded throughout the Atlantic provinces in 2009 to include Personal Flotation Devices (PFDs) to reduce the risk of drowning among those who otherwise might not purchase or rent PFDs for rare or one-time use.

Across Canada, the Red Cross has some 6,200 trained disaster volunteers who respond to these needs offering emergency assistance such as shelter, vouchers and other necessities like groceries or clothing.



International Humanitarian Law and Humanitarian Issues

The Red Cross deeply respects and is, in turn, respected for its position of neutrality. It helps us negotiate the access we need to treat and comfort victims of conflict and natural disasters in Canada and around the world.

Not taking sides does not mean the Red Cross does not take positions on matters which are core to its work.

But not taking sides does not mean the Red Cross does not take positions on matters which are core to its work. While we will always respect our fundamental principles, we are also deeply committed to protecting the most vulnerable. We are not neutral to the suffering of vulnerable people, and we recognize that in today's world, remaining silent can also be viewed as "taking a position".

In the past year the Canadian Red Cross formalized its commitment to advocacy by creating a unit to support the Society's work in the area of public policy, humanitarian diplomacy, and promotion of international humanitarian law. By engaging policy experts and humanitarian practitioners, the Red Cross partners with program leads to find policy solutions to operational challenges and analyzes and addresses urgent threats to humanity. In its first year the unit has outlined its roles and responsibilities and supported the Executive Management team in identifying thematic areas in line with our strategic plan to help shape the Society's advocacy efforts over the next five years.

Our objective is to contribute to the building of a culture of awareness and action. Whether our advocacy strategy takes a public form, as with our campaign to ban cluster munitions, or remains behind the scenes, the goal is the same: to persuade decision makers, opinion leaders, and civil society to act, at all times, in the interests of vulnerable people and with full respect for fundamental humanitarian principles.

One of the cornerstone roles of the Humanitarian Issues unit is to provide leadership and expertise to the society in the area of **International Humanitarian Law (IHL)**. IHL, sometimes called the law of war, is based in part on the Geneva Conventions. It tries to balance military necessity in war with humanitarian objectives including the protection of civilians, detainees, and sick or wounded soldiers. The more we know about International Humanitarian Law, and understand its impact on human life and dignity, the more likely we are to respect it.



The greatest hope for a more humane future rests with young people. One of the important ways the Red Cross addresses humanitarian issues is through outreach to teachers and youth in universities and high schools.

Through our “**Even Wars Have Limits**” campaign, and the “*Exploring Humanitarian Law*” curriculum, we help youth build awareness on issues related to the human impact of war, and provide the tools to help them move from awareness to action. In doing so, we make an important investment in the next generation of leaders our world will need to tackle the humanitarian issues that challenge us, both in Canada and around the world.

SRI LANKA

In January 2009, as the conflict in northern Sri Lanka intensified with the rapid advancement of the army into previously LTTE controlled areas, a desperate humanitarian crisis unfolded for civilians caught in the hostilities. The UN estimates that tens of thousands of civilians died and many more were injured. The toll could have been much worse. The ICRC evacuated over 15,000 injured civilians by sea and over 230,000 civilians managed to escape into Government-controlled areas. Hospitals and health personnel were overwhelmed with the extensive needs of the displaced population suffering from malnutrition, war injuries, trauma and disease. The displaced populace was held in hastily erected camps in Vavuniya where the humanitarian services capacity was stretched to its limits.

As a long-term leading partner of Sri Lanka Red Cross, the Canadian Red Cross was able to provide significant relief in this crisis. We supported the improvement of emergency health services and patient care for 50,000 people by providing Red Cross volunteers in selected hospitals with customized first aid training for the war wounded. We also provided basic pre-hospital and emergency skills training for 250 IDP health promoters, first aid providers, hospital staff and community personnel working in ambulances. Essential equipment for six ambulances was also provided. A year after the end of hostilities, the resettlement process of the displaced population has begun. But there are still 80,000 IDPs remaining in camps in Vavuniya where, the Canadian Red Cross continues to support disease prevention and relief activities in partnership with the Sri Lanka Red Cross and coordination with the Sri Lankan Ministry of Health.

In Halifax, students from Dalhousie, Saint Mary's and Mount St. Vincent Universities who comprise an *Even Wars Have Limits (EWHL)* group participated in a youth leadership development program and coordinated public engagement initiatives such as a film screening on cluster munitions. To foster interest at other university campuses across Canada, they produced a promotional video on their work, and also created a 44-page on-line toolkit called *Children Affected by War*.

4 Making It Work

The **Haiti Appeal** raised more than \$135 Million in its first four weeks, making Canadians the largest donors per capita within the Red Cross internationally.

...Through Donors

The cornerstone of Red Cross success and the basis on which we are able to carry out our programs are the individual Canadian donors. It is a tribute to them and to our civil society that they recognize and are touched by avoidable suffering across much of the world, and more to the point, that they want to do something about, often with amazing speed.

The Haiti Appeal raised \$135 Million as of March 31st, 2010, making Canadians the largest donors per capita within the Red Cross internationally. Donations continued well beyond a deadline for matching federal contributions and across Canada volunteers and staff committed thousands of hours to raise funds and process donations with immeasurable dedication and professionalism.

Haiti was not the only disaster that mobilized Canadians. Tropical storms and typhoons hit parts of Asia, including the Philippines. Earthquakes in Italy and Indonesia in 2009 and Chile in March 2010 also had a human toll and produced generous donations by Canadians to help rebuild communities.

Corporate Canada also stepped up its involvement, such as the largest single campaign to date for the Red Cross by **Walmart Canada**. The in-store campaign surpassed its previous fundraising total by 20 per cent, giving individual Canadians another option for contributing important funds for our work in disaster preparedness, relief and recovery across Canada.



It's important to provide potential donors with a variety of ways to express their support – everything from lotteries in Saskatchewan, Ontario and the Atlantic provinces, to humanitarian recognition events coast to coast, or the annual gala event held in Montreal, which alone can raise more than \$1 million annually toward disaster relief in the province of Quebec.

Donor Profile PATRICK EDWARDS

Patrick Edwards, 28, of Vancouver, (*pictured above*), presented the Red Cross with a wonderful example of the power of the individual donor. After visiting Africa several times and witnessing the effects of poverty, Mr. Edwards was determined to help by supporting the Red Cross Malaria Bites campaign. He launched his "7 Dollar Lives" campaign after researching the disease and learning that as little as \$7 can help save a life through specially-treated malaria nets.

Funds were raised through the sale of all of his material possessions, from computer and bed to clothes and socks. Since November 2008, he has hosted open houses, sold items online, engaged in gear swap, and held fundraising events around the city. After 10 months of effort and help from hundreds of supporters in-person and through online social networking, a total of \$26,889 was raised, which means that almost 4,000 lives were saved as a direct result of Patrick's efforts.

"People living in poverty are strained on resources," he explained. "I feel gratified knowing that vulnerable lives are saved and that these children have a chance to grow up and change their world."

The cornerstone of Red Cross success and the basis on which we are able to carry out our programs is the individual Canadian donor.



Making It Work through: Corporate Partnerships

This past year saw further strengthening of relationships with major corporate partners

This past year saw further strengthening of relationships with major corporate partners and the attraction of new business supporters who selected the Red Cross as one of their charitable recipients. It is a trend the Red Cross welcomes and works diligently to cultivate.

As more and more corporate donors abandon “one-off” contributions in favour of sustainable, long-term support based on detailed social marketing programs, it is incumbent on the Red Cross to clearly demonstrate the value of our activities, in Canada and abroad.

While monetary gifts are welcomed and necessary for our core humanitarian activities, there is also a growing trend to gifts in kind. By definition, much of the Red Cross’s activities require relief supplies and tangible items – everything from tents to bottled water to medical equipment. Canada’s companies are answering the call, particularly for extraordinary events such as the Haiti earthquake.

Canadian corporations are also encouraging and making available another important resource: their human capital. We benefit every day from volunteers who infuse their professional skills and experience into their Red Cross work. And we know disasters will arise where we could make better use of our highly trained core volunteers by having auxiliary volunteers to fill support roles. Our solution to this need for “surge capacity” is a program called Ready When the Time Comes. The concept is simple: Corporations formally agree to make available to the Red Cross in emergencies some of their employees who volunteer to receive basic Red Cross disaster management training to augment their skills in key support roles like human resources, finance, accommodations or logistics.

One of the largest corporations to date whose management and staff have enthusiastically embraced RWTC throughout Quebec is **Bombardier Inc.** During flood-related evacuations in New Brunswick in 2008, some of our Registration and Inquiry services were carried out by *Ready When the Time Comes* volunteers from **RBC Financial**.

Walmart Canada continues to be a leading corporate supporter through both a strong national relationship and enthusiastic store managers across the country who have found creative ways to help with everything from hosting public events to promoting household disaster preparedness to additional training for cashiers who processed donations to the Haitian relief effort.



Making It Work through: Government Partnerships

Similar to our growing partnerships with corporations the Red Cross actively seeks new or expanded relations with governments at all levels. Increasingly, governments are recognizing that the Red Cross can deliver high quality and cost-effective services, particularly in the fields of disaster preparedness and response or community health programs.

Across Canada the Red Cross is cultivating and expanding agreements with provincial and municipal governments and aboriginal communities, building on our role uniquely entrenched in federal legislation as an auxiliary to government in the humanitarian field.

In November 2009 a landmark Memorandum of Understanding with the Province of New Brunswick, formalized for the first time in Canada our auxiliary role to government at a provincial level. The MOU provides a framework for Red Cross support to public authorities relating to emergency management including preparedness and capacity-building for health-related emergencies, as well as educational initiatives and community programs. Our auxiliary role can also take many other forms, such as hosting a symposium of emergency service providers in Ontario, or training 40 multilingual volunteers in BC to answer calls in 17 languages from concerned citizens and refugee claimants under the province's First Contact program.

From a global perspective, the Red Cross has continued an outstanding relationship with the Canadian International Development Agency, which provides funding for many Red Cross humanitarian and developmental programs.

Similar to our growing
partnerships with
corporations the Red Cross
actively seeks new or
expanded relations with
governments at all levels.

Internationally, our expertise is sought by other National Societies that recognize the absolute importance of building sustainable and accountable agencies throughout the world.

5 Leadership & Governance

The Red Cross is proud of its insistence on strong leadership and governance practices here and abroad. To maintain our domestic and international reputation as a trusted brand, we are deeply committed to high governance and accountability standards which give assurance that money donated is rigorously managed.

Our major appeals – such as the Haiti earthquake are accounted for separately so that donors may know how much was raised and where it was spent. This assurance that donations are going to their intended destination is as valuable and important to us as it is to our many donors. It also allows us to keep our fundraising costs at a low level, averaging from 5 to 7 per cent on these appeals.

Canada is a vigorous participant in the activities of the International Federation of Red Cross and the International Committee of the Red Cross, two bodies that coordinate plans for disaster and conflict response worldwide, address humanitarian issues, and strengthen national societies.



Internationally, our expertise is sought by other National Societies that recognize the absolute importance of building sustainable and accountable agencies throughout the world.

While these governance support activities may lack the high profile of a disaster relief effort, they are essential to creating strong National Societies, which can then better prepare and care for their local populations before and after disasters. While protecting lives, this disaster preparedness capability also benefits the entire humanitarian movement as increased self-reliance means resources can be redirected to more urgent situations.

Key to our successful responses in many disaster-stricken areas is our determination to see that donations address urgent needs but to the maximum extent feasible also include hiring local staff and procuring local goods. This approach makes aid delivery more efficient while also creating local economic stimulus when it is most urgently needed. While the logistics and supervision of these suppliers is an often complex task, Red Cross staff and suppliers are governed by *Codes of Conduct* to which they must adhere.

Implicitly and explicitly, a by-product of our international work is the sharing and proliferation of core Red Cross values in countries building their internal capabilities. While the Canadian Red Cross is respectful of local traditions and customs, we also adhere to, and strive to tangibly demonstrate, characteristics we consider essential to a successful Red Cross: integrity, fairness and respectful human resources policies, transparent accounting, gender equality and care for the natural environment.

Red Cross staff and suppliers are governed by Codes of Conduct to which they must adhere.



C O R P O R A T E O F F I C E R S



Mr. Conrad Sauvé
Secretary General and
Chief Executive Officer



Mr. John Byrne
Director General
Atlantic Zone



Mr. Michel Léveillé
Director General
Québec Zone



Mr. Ron Kelusky
Director General
Ontario Zone



Ms. Leslie Dunning
Director General
Western Zone



Ms. Susan Johnson
Director General
International Operations



Mr. Paul Wharam
Deputy Secretary
General



Mr. Claude Tremblay
Chief Financial
Officer/Chief Operating
Officer



Ms. Ann Clancy
National Director Human
Resources & Volunteer
Services



Ms. Pam Aung Thin
National Director, Public
Affairs and Government
Relations



Mr. Almin R. Surani
National Director,
Information Services



Ms. Tania Lafrenière
Director, Office of the
Secretary General and
Governance



Board of Governors

Governors

Members of the Canadian Red Cross Board of Governors, Ottawa 2010

President

Mr. Mario Dionne

Vice-Presidents

Mr. Alan Dean

Mr. Ted Tanaka

Mr. Dennis Holland

Ms. Jane McGowan

Mr. Tim Cameron

Mr. Conrad Sauvé

Mr. Amit Mehra

Mr. Jean-Claude Bellavance

Mr. Ted Tanaka

Ms. Sara John Fowler

Mr. Peter Zulauf

Mr. Norbert Woo

Mr. Lloyd Posno

Ms. Gwen Medcalf

Mr. Alan Dean

Ms. Mary Jane Dawson

Mr. Mario Dionne

Ms. Mylène Turcotte

Ms. Mandeep (Roshi) Chadha

(Absent from Photo)



PATRON

Her Majesty Queen Elizabeth II

HONORARY OFFICERS

Honorary President

Her Excellency the Governor
General of Canada

Honorary Vice-Presidents (Appointed)

The Right Honourable Prime
Minister of Canada

The Honourable Leader of the
Official Opposition

HONORARY VICE-PRESIDENTS

The Honorable Robert L. Barnes
Ms. Janet Davidson
Mr. Armand de Mestral
Mr. Gene Durnin
Mr. Darrell D. Jones
Ms. Huguette Labelle
Mr. Jon Turpin
Mr. Myrle Vokey
Mr. George Weber
Ms. Kate Wood
Ms. Jane McGowan

NATIONAL REPRESENTATIVE

MEMBERS

(Members at the June 22, 2009 AGM)

Atlantic Zone

Trisha Gallant-Leblanc
Gary Follett
Ella Kelly
Pam Miller
Geoff Moon
Barbara Penney

Quebec Zone

Jean-Claude Bellavance
Gilles Blondeau
Nathalie Croteau
Diane Desmeules
André Poirier
Mishell Potvin

Ontario Zone

Jane Ann Newson
Barb Trant
Diane Girard
Stéphane Gallant
Lynn Greiner
Heather Wilson

Western Zone

Merv Chia
Steve Donaldson
Coleen Fraser
Sandra MacArthur
Shelley Milne
Gordon Shead

Order of the Red Cross

2009-2010 Recipients

For more than a century, the Canadian Red Cross has been synonymous with humanitarian values of respect, dignity and care for others in need. These values are exemplified by the extraordinary individuals who are inducted into the *Order of the Red Cross* each year.

The Society's highest award, the *Order of the Red Cross* recognizes outstanding humanitarian service, dedication, and achievement on behalf of the Society and the world at large. Established in 1984, it replaces the Honorary Counsellor an Honorary Member previously granted by the Society.

Recipients may be appointed to one of three levels of membership: *Companion*, *Officer* or *Member*. With annual appointments limited to twenty-five *Members*, five *Officers*, and three *Companions*, each year's honorees represent the highest level of commitment to the service of humanity.

The medal itself, which is 10-carat gold plated and white enamel, gold plate, and sterling silver respectively, is a red cross encircled by leaves and centered in a larger cross with expanding arms. It is accompanied by a miniature and a lapel pin.



AUDREY WILSON

For more than a half century, **Audrey Wilson** has epitomized the Red Cross Fundamental Principle of Voluntary Service. In her 53 years of selfless involvement, she has made innumerable coaching, mentoring and leadership contributions in a range of areas including the Sunnybrook Volunteer Association, whose roots are in Red Cross Lodge, and where she continues to provide service to veterans, Administration, Disaster Management (Hot Weather Alert Call Centre), Transportation Advisory Committee and Awards Committee.

For many years of service Audrey has never once asked for anything in return. If she has a motto, it must be: "*what else can I do to serve?*"

In recognition of her deep devotion to the Canadian Red Cross and of her extraordinary contribution to the humanitarian work of the Society, we take enormous pleasure in welcoming Audrey Wilson to the ***Order of Red Cross – Officer Level.***

CHERYL BALDWIN

For 23 years, Manitobans have benefitted from **Cheryl Baldwin's** leadership and commitment to disaster management programs. Beginning her career as a volunteer on the front lines, Cheryl developed her skills and applied her talents as a leader to organizing a comprehensive response to threatening situations. At a time and place when flooding is a recurring and serious issue, her dedication and expertise has always shone through.

As the Disaster Response Team Director during the 2009 Manitoba Floods, Cheryl was called upon to provide leadership to staff and volunteers alike during a frantic period. She continues to offer ongoing support and mentorship during non-disaster times, devoting her efforts to the development of a growing and highly dedicated team of leadership volunteers.

In 2010, in recognition of her deep and abiding devotion to the Fundamental Principles of the Society, as exemplified by her extraordinary contributions she has made to our humanitarian work and in appreciation of her ongoing commitment to the community, we take great pleasure in welcoming Cheryl Baldwin to the ***Order of Red Cross – Member Level.***

DENNIS HOLLAND

For the last 12 years, **Dennis Holland** has been among the most dedicated Red Cross volunteers. After witnessing the Red Cross in action during the Swiss Air disaster, Dennis was encouraged to join as a volunteer. With the Disaster Management program, Dennis assisted stranded passengers in the days following September 11th and vulnerable Nova Scotians after Hurricane Juan.

In 1999, as president of the Nova Scotia Regional Council, Dennis made many important contributions, including developing the precedent-setting agreement with the Nova Scotia government, which has fundamentally changed the way emergency social services are delivered in the province.

Dennis has also been deeply involved in the governance of the Canadian Red Cross through many committees, including the Atlantic Zone Council, the National Board of Governors and the National By-Law Revision Committee.

Dennis' passion for the Canadian Red Cross, his ability to motivate staff and volunteers and his dedication to the Society's mission make him truly a remarkable volunteer. It is with great pleasure that we welcome Dennis Holland as a member of the ***Order of Red Cross – Member Level.***

GEOFF MOON

Geoff Moon has been a loyal *Red Crosser* since childhood and his presence within Red Cross has spanned many programs in different parts of the country.

Geoff's energy – whether it is responding to the New Brunswick River floods or working with the American Red Cross after Hurricane Jean – clearly demonstrates his deep understanding of the Principles of the Red Cross Movement and its role in alleviating the suffering of vulnerable people.

While in Kitchener-Waterloo, Geoff was instrumental in the development of the Branch Assessment Tool for Disaster Management, which has since evolved into a vital planning tool now used by all Zones across Canada.

In between his roles as a trainer for Disaster Management and as a facilitator for the Introduction to the Red Cross, Geoff, somehow, found time to take on various Branch, Region and Zone Governance roles.

In recognition of his long standing commitment to the Principles of the Red Cross and for his outstanding contributions, we take great pleasure in naming Geoff Moon to the ***Order of Red Cross – Member Level.***





KAI TAO

Kai Tao of Toronto has been a volunteer with the Red Cross for over 15 years, serving with distinction as President of the Toronto Regional Council, Vice President and President of the Ontario Zone Council as well as a member of the National Board of Governors for six years.

During this time, Kai has worked tirelessly in building relationships with the Canadian Chinese Community, representing the Society in China, organizing fundraising events, speaking engagements and community awareness activities.

In particular his tireless and productive efforts in raising funds for a devastating earthquake in China bears recognition, not only for the difference it made to countless lives, but for the heightened attention to the disaster and to the Red Cross response it created here in Canada.

In recognition of Kai's deep and abiding devotion to the Fundamental Principles of the International Red Cross and Red Crescent Movement and for his extraordinary contribution of time, energy and talent, we take great pride in naming Kai Tao to the ***Order of Red Cross – Member Level***.

PAULETTE DUCHESNE-PAINCHAUD

Ms. Paulette Duchesne-Painchaud has been a tireless and dedicated volunteer for the Chibougamau / Chapais chapter of the Red Cross for more than 35 years. During that time she has helped to create and serve numerous important programs and projects directed at fundraising, injury prevention, marketing and administration.

By regularly meeting with community groups and the media, she has helped to increase the Red Cross's profile in her region, in the process building the client base for first-aid, babysitting and water safety programs.

Thorough and caring, Paulette also prepares volunteer information files, maintains the historical records for the Society and has organized the 30th, 40th and 50th anniversary celebrations for the Chibougamau chapter, as well as many other community events.

Her expertise is regularly sought by other local Red Cross Chapters and she has received numerous provincial awards recognizing her contributions.

In recognition of her long standing commitment to the Principles of the Red Cross and for her outstanding contributions, we take great pleasure in naming Paulette Duchesne-Painchaud to the ***Order of Red Cross – Member Level***.

EVA ELIZABETH RODGERSON

It is an honour to elevate **Eva Elizabeth Rodgerson** as a member to the Order of Red Cross.

Eva is a woman with deep roots and passions for her rural surroundings of PEI and has been a tireless activist working for the well being of all Prince Edward Islanders. For thirty nine years, Eva has served as Chairperson of the Canadian Red Cross Water Safety Day Camp program. Her years of engagement are a testament to the Prince Edward Island Water Safety program's importance and continued success as hundreds of thousands of young people on the island have acquired life-saving skills.

Eva's contribution to her community (and her popularity within it) extends beyond the Red Cross. For seven years, she sat as an elected member of the Legislative Assembly of Prince Edward Island and she has devoted more than twenty years to the Community Health Board.

For almost four decades, Eva Rodgerson has embodied the principles and spirit of the Canadian Red Cross Movement, applying her vitality and commitment to the improvement of the health and safety of her fellow citizens. We take great pleasure in naming Eve Elizabeth Rodgerson to the ***Order of Red Cross – Member Level.***

JANE MCGOWAN

For several years, **Jane McGowan** has delivered vital support for the work of the Canadian Red Cross. During her tenure on the National Board of Governors, including one term as President, she chaired the Board Development Committee, was a member of the National Volunteer Resource Committee and served diligently as the Board's representative on the Ontario Community Health Services Advisory Committee.

In addition to leading the Board of Governors with skill and enthusiasm, Jane also headed the Society's delegation to the 30th International Conference of Red Cross and Red Crescent Societies in Geneva, Switzerland in 2007 and was a member of the Bureau overseeing the Conference.

Fulfilling her desire to obtain first-hand knowledge of the Canadian Red Cross' innovative work overseas, Jane traveled to Sierre Leone where she witnessed the Society's largest ever malaria bed net distribution – 875,000 insecticide-treated nets.

In recognition of Jane's deep devotion to the Fundamental Principles of the International Red Cross and for her extraordinary contribution of time, energy and talent, we take great pride in naming Jane McGowan to the ***Order of Red Cross – Member Level.***

6 Management Discussion & Analysis

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Report of the Chief Financial Officer

For the year ending March 31, 2010

BASIS OF PRESENTATION

The complete financial statements of The Canadian Red Cross have been prepared by management in accordance with Canadian generally accepted accounting principles and contains certain items that reflect best estimates and judgment of management. The integrity and reliability of the data in these financial statements are management's responsibility.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal controls and exercises this responsibility through the National Audit and Finance Committee.

This report describes The Canadian Red Cross Society's programs, operating environment, principal factors affecting the results of operations, and their impact on the Society's liquidity and capital resources.

BACKGROUND

The Canadian Red Cross Society operates across Canada and internationally, supported by over 6,484 employees in Canada. Domestic activities accounted for 67 percent of total program expenditures and international operations accounted for the other 33 percent.

In order to support humanitarian efforts, the Society manages a number of national and regional fund development appeals throughout the year.

The Society is organized into the following operational units:

- Atlantic Zone
- Quebec Zone
- Ontario Zone
- Western Zone
- International Operations

The corporate office is based in Ottawa and provides strategic and support services to the operational units.

This report describes The Canadian Red Cross Society's programs, operating environment, principal factors affecting the results of operations, and their impact on the Society's liquidity and capital resources

The Society's senior management team, both at the corporate level and in each operating unit, maintains appropriate controls to ensure that contractual obligations are respected.

RISK MANAGEMENT

The Society's major programs are subject to various types of contractual arrangements with federal and provincial governments and with other funding agencies. The Society ensures that the grants or funds are properly spent.

Large contracts are with:

- Ministries of Health
- Canadian International Development Agency
- United Way agreements.

The Society has material service delivery contracts with several Community Access Centres in Ontario, which require the provision of personal support services under specific contractual terms.

RISK MANAGEMENT PRACTICES

The Society's senior management team, both at the corporate level and in each operating unit, maintains appropriate controls to ensure that contractual obligations are respected.

The Society's Executive, including legal counsel, reviews major contracts for operational and financial risks.

Large transactions and non-budgeted expenditures are also reviewed and approved by the National Audit and Finance Committee.

The Society maintains adequate insurance coverage for third party liability on services it provides to Canadians. The Society also maintains fiduciary liability insurance relating to its pension plan and investment funds from disaster appeals.

While management is positive about the future outlook of its activities, the Society is exposed to certain risks and uncertainties such as:

- *Contract renewals and fundraising*

Maintaining the existing annual fundraising revenue is critical to maintaining the Society's humanitarian programs. Renewing and increasing contracts with

government agencies is essential to sustain the Society's current infrastructure and services in communities across Canada.

- *Cost overruns*

The Society has exposure to cost overruns if government funding does not match the cost of delivering the services associated with the various programs under contract.

The Society is able to manage costs on international programs as it typically only spends the funds previously received from donors. It can also access resources from its Canadian Disaster Relief Fund or International Disaster Relief Fund to supplement disaster appeals.

KEY OPERATING RISKS AND UNCERTAINTIES

Donor Support

The Society relies on donations from direct appeals. The continued support of individual donors, foundations and corporations, through monthly giving, direct marketing appeals, gaming events, or other special events provides the most significant support to the delivery of the Society's humanitarian programs.

Any major decrease in donor support would have a considerable impact on the ability of the Society to deliver humanitarian services to Canadians in need.

Government Support

The Society's ability to maintain its service capabilities is highly contingent on government funding. The Society provides a wide range of community health care services on a grant or fee-for-service basis.

The Society receives a significant portion of its revenues from provincial governments. Staff and benefit costs account for over 96 percent of government-sponsored programs. Any disruption of these revenues could impact the Society's ability to provide consistent and high quality services and would impact its financial results.

The Society relies on donations from direct appeals.

The Society's Community Health Support Programs in Ontario, New Brunswick, and Nova Scotia are examples of such government-funded programs that together make up approximately 33 percent of the Society's total operating revenues (excluding appeals).

Dependence on Gaming Revenues

The Society operates numerous gaming and lottery events across Canada. Three major lotteries in Ontario, Saskatchewan, and the Atlantic provinces accounted for about 3 percent of gross fundraising revenues and 1 percent of net fundraising revenues. Any material change in the gaming regulations in these jurisdictions could have an impact on the Society's operating budget.

Unionized Workforce

The Society has unionized employees in its Community Health Support Program in Ontario. Of the 3,507 employees 3,368 unionized employees are represented by the Service Employees International Union. In addition, the New Brunswick Community Health Support operation has 496 employees of which 165 are represented by the Canadian Union of Public Employees. Administrative staff in the Quebec Zone office are also unionized.

The collective agreement with the Ontario bargaining unit has been renewed for a period of thirty two months from August 1, 2008, to March 31, 2011. The agreement with the New Brunswick workers has expired on March 31, 2009 and negotiations continue.

RESULTS FROM OPERATIONS

For the year ending March 31, 2010, the Society's revenues over expenses were \$4.89 million (2009 – \$6.96 million).

For the year ending March 31, 2010, the Society's revenues over expenses were \$4.89 million (2009 - \$6.96 million).

The Society budgets its operations on a break-even basis and uses unrestricted excess revenue over expenses to maintain adequate financial reserves and develop its humanitarian programs. The Society has set aside \$43.5 million in permanent reserves to ensure the capability of operations should there be unexpected events.

The Society's various programs and projects ran close to expectations. The cost reduction initiatives introduced in the prior year continued in the current year and have become embedded in the Society's processes.

The results were favourably impacted by a gain of \$7.3 million on the sale of our Toronto offices and facilities to relocate to one central and more functional location. There was no significant equivalent gain in the prior year. Of the total proceeds of \$9.8 million, \$5.1 million was invested in acquiring the new location. \$4 million of the gain has been internally restricted for replacement or upgrading of the Society's other properties.

Included in the excess of revenues over expenses is an amount of \$1.8 million (2009 - \$3.5 million) in net investment income related to the funds restricted for the tsunami recovery operation. All interest earned from this fund is reinvested into the recovery effort. Tsunami interest income is recognized as revenue in the year earned and as an expense in the year that it is spent.

As a result of the successes in prior years, investment in the fundraising program (included in direct marketing in the financial statements) was increased in 2010. The full benefits of this investment will be seen over the next several years.

In the year ended March 31, 2009, the Society's investment portfolio suffered an unrealized loss of \$8.8 million as a result of the economic turmoil that year. As the markets have begun to recover, the losses were reversed with unrealized gains of \$6.3 million during 2009-2010.

In 2010, there was a tremendous outpouring of support in response to the tragedy in Haiti following the earthquake of January 12, 2010. The Red Cross has raised over \$135 million to date from over 700,000 individual donors, hundreds of corporate organizations and from governments at all levels. At March 31, 2010 deferred revenue of \$ 117 million (2009 - \$nil) related to the Haiti appeal.

As with the relief operations following the 2004 tsunami in the Asia Pacific region, we expect a multi-year program for our relief efforts and expenditures in Haiti. A significant portion of the funding will be spent in the 2010-2011 year to establish basic shelter and address emergency relief needs while future year expenditures will also be for longer-term redevelopment programs.

As a result of the successes in prior years, investment in the fundraising program (included in direct marketing in the financial statements) was increased in 2010.

Using an improved framework, we have now embarked on a three-year process to review our key programs and services across the country. Over the past year, we have aligned on a national vision and plan for the Disaster Management, Fund Development and First Aid programs. Resources have been put in place to achieve each program's goals over the next three fiscal years. We are pleased with the progress and dialogue of volunteers and staff across the country and will continue the process with a further review of six programs in 2010-2011.

The Society's Senior Management and Governance are committed to ensuring that donations from the public at large as well as funding agencies are used in the most effective manner as possible. This includes the cost of raising funds. Within the five year trend provided on page

The Society's Senior Management and Governance are committed to ensuring that donations from the public at large as well as funding agencies are used in the most effective manner as possible. This includes the cost of raising funds. Within the five year trend provided on page 47, our cost of fundraising averages 11.9%.

Our approach continues to be a focus on a conservative expectation as to future earnings, with spending that emphasizes high quality and long-term sustainable approach to each of the programs and projects within our mission. The introduction of “**Strategy 2015**” and the enhanced accountability framework are essential steps towards ensuring the continued progress towards operational objectives as well as a healthy and financially sustainable future for the Society.

The complete financial report as well as the notes to the financials and auditors' report can be found at www.redcross.ca.

→ *See Helene*

Claude Tremblay
Chief Financial and Operating Officer
June 1, 2010

Amit Mehra
Chair, National Audit & Finance Committee
June 1, 2010

Amit Mehra
Chair, National Audit & Finance Committee
June 1, 2010

Deloitte.

AUDITORS' REPORT ON THE FINANCIAL STATEMENTS

To the Board of Governors of The Canadian Red Cross Society

The accompanying summarized statement of financial position and summarized statement of operations are derived from the complete financial statements of The Canadian Red Cross Society as at March 31, 2010 and for the year then ended on which we expressed an opinion without reservation in our report dated May 7, 2010. The fair summarization of the complete financial statements is the responsibility of the management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the entity's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

Deloitte & Touche LLP

Deloitte & Touche LLP

Chartered Accountants

Licensed Public Accountants

Ottawa, Ontario

May 7, 2010

The Canadian Red Cross Society
SUMMARIZED STATEMENT OF FINANCIAL POSITION

As at March 31, 2010

(In thousands of dollars)

	2010	2009
CURRENT ASSETS		
Cash and cash equivalents	\$ 178,890	\$ 104,697
Accounts receivable – Trade and other	17,929	19,188
Accounts receivable – Tsunami	135	7,862
Inventory and prepaid	6,215	4,652
Advances on construction	8,918	8,166
	212,087	144,565
LONG-TERM INVESTMENTS (Note 1)	108,529	98,083
CAPITAL ASSETS	47,791	43,214
ACCRUED PENSION BENEFIT ASSET	233	279
TOTAL ASSETS	\$ 368,640	\$ 286,141
CURRENT LIABILITIES AND NET ASSETS		
Accounts payable and accruals	\$ 22,438	\$ 26,237
Deferred revenue – short-term (Note 2)	150,247	89,190
	172,685	115,427
DEFERRED REVENUE – LONG-TERM (Note 2)	53,985	37,520
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	10,582	12,843
ACCRUED OTHER BENEFIT PLANS LIABILITY	16,840	17,046
TOTAL LIABILITIES	254,092	182,836
NET ASSETS		
Invested in capital assets	37,209	30,371
Restricted for endowment purposes	1,204	1,149
Internally restricted	72,132	66,291
Unrestricted	4,003	5,494
TOTAL NET ASSETS	114,548	103,305
TOTAL LIABILITIES AND NET ASSETS	\$ 368,640	\$ 286,141

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

ON BEHALF OF THE BOARD

 _____ President
 _____ Chair, National Audit and Finance Committee

The Canadian Red Cross Society
SUMMARIZED STATEMENT OF OPERATIONS

Year ended March 31, 2010

(In thousands of dollars)

	2010	2009
REVENUE		
Organizational Capacity		
Fundraising General	\$ 38,839	\$ 41,445
Investment Income	4,798	8,946
Other	7,990	4,044
	51,627	54,435
Core Programs	306,171	345,816
Support Services	8,971	8,947
Disaster Appeals	4,921	13,183
Total Revenues	371,690	422,381
EXPENSES		
Organizational Capacity		
Fundraising General	22,970	17,434
Investment Expense	1,327	644
Other	1,474	9,023
	25,771	27,101
Core Programs		
International Programs	124,187	175,646
Disaster Management	9,483	8,371
Health and Injury Prevention	162,335	151,249
Program Management and Volunteer Resources	4,215	4,188
	300,220	339,454
Support Services	35,893	35,688
Disaster Appeals	4,921	13,183
Total Expenses	366,805	415,426
EXCESS OF REVENUE OVER EXPENSES	\$ 4,885	\$ 6,955

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

The Canadian Red Cross Society
NOTES TO THE FINANCIAL STATEMENTS

Year ended March 31, 2010

(In thousands of dollars)

1 INVESTMENTS

	2010		2009	
	Cost	Fair Value	Cost	Fair Value
Notes and GIC's	\$ 4,922	\$ 5,097	\$ 4,879	\$ 5,235
Fixed Income	89,621	89,405	73,676	75,448
Equities	13,028	14,027	24,957	17,400
TOTAL	\$ 107,571	\$ 108,529	\$ 103,512	\$ 98,083

The fair values of long-term investments are based on quoted market prices.

Fixed income investments are comprised of Government of Canada and corporate bonds with maturity dates from 2011 to 2015, earning interest from 0.50% to 10.35%.

Long term investments are externally and internally restricted as follows:

	2010	2009
Externally Restricted - General	\$ 43,949	\$ 20,187
Externally Restricted - Tsunami	11,657	25,139
Internally Restricted - General	40,374	40,376
Internally Restricted - Tsunami	12,549	12,381
	\$ 108,529	\$ 98,083

\$56,639 (2009 - \$90,229) of the total investments and cash equivalents relates to Tsunami.

Gross investment income is reported as follows:

Investment income - General	\$ 2,867	\$ 5,258
Investment income - Tsunami	1,931	3,688
Total Investment Income Earned	\$ 4,798	\$ 8,946

2 DEFERRED REVENUE

Deferred revenue is comprised of amounts restricted for the funding of expenses to be incurred in the future.

The movement of the deferred revenue is as follows:

	2010				2009		
	General	Haiti	Tsunami	Total	General	Tsunami	Total
Opening Balance	\$ 65,749	\$ -	\$ 60,961	\$ 126,710	\$ 51,215	\$ 172,391	\$ 223,606
Donations Received	106,424	135,033	-	241,457	111,978	-	111,978
Recognized as Revenue	(114,245)	(18,055)	(31,635)	(163,935)	(97,444)	(111,430)	(208,874)
Closing Balance	57,928	116,978	29,326	204,232	65,749	60,961	126,710
Less Long-Term Portion	-	(42,328)	(11,657)	(53,985)	-	(37,520)	(37,520)
Short-Term Portion	\$ 57,928	\$ 74,650	\$ 17,669	\$ 150,247	\$ 65,749	\$ 23,441	\$ 89,190

Tsunami and Haiti deferred revenue is recognized as part of the international programming revenue.

The Canadian Red Cross Society
COST OF FUNDRAISING

Five year Comparison (unaudited)
(in thousands of dollars)

	5 YR. TOTAL	2009-10	2008-09	2007-08	2006-07	2005-06
Fundraising Revenue	\$ 170,832	\$ 32,783	\$ 33,482	\$ 32,762	\$ 32,459	\$ 39,346
Bequest Revenue	33,365	6,056	7,963	5,669	6,753	6,924
Donations in Program Revenue	20,356	4,096	6,954	3,749	2,897	2,660
Deferred Revenue Donations	390,473	142,593	44,705	27,441	20,589	155,145
Total Revenue	615,026	185,528	93,104	69,621	62,698	204,075
Total Expense	93,285	22,970	17,434	17,642	17,702	17,537
Surplus/Deficit	\$ 521,741	\$ 162,558	\$ 75,670	\$ 51,979	\$ 44,996	\$ 186,538
Cost of Total Fundraising	15.2%	12.4%	18.7%	25.5%	28.2%	8.6%
Lotteries and Gaming Revenue	36,639	6,390	6,712	6,967	7,365	9,205
Lotteries and Gaming Expenses	24,508	4,241	4,426	4,532	4,964	6,345
Cost of Fundraising excluding Lotteries and Gaming	11.9%	10.5%	15.1%	20.9%	23.0%	5.7%

Source documents originated from notes 7 and 10 of our annual financial statements. Notes and schedules to the financial statements are available on the Red Cross website at www.redcross.ca.



Canadian Red Cross

**Founded 1896
Incorporated 1909**

The red cross emblem and designation "Red Cross" are reserved in Canada by law for the exclusive use of The Canadian Red Cross Society and for the medical units of the armed forces by the Geneva Conventions Act, R.S.C., 1985, c.G-3.

The programs of The Canadian Red Cross Society are made possible by the voluntary services and financial support of the Canadian people.

To donate, please call **1-800-418-1111**

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www.redcross.ca

Ce document est également publié en français.



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