

# TOGETHER, WE ARE UNSTOPPABLE



\*CIBC Run for the Cure participants



Canadian  
Cancer  
Society

Strategic Plan | 2021 - 2025



## OUR PURPOSE

To unite and inspire all Canadians to take control of cancer.

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## OUR VISION

To champion world leading outcomes in cancer prevention, treatment and support.

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## OUR MISSION

In trusted partnership with donors and volunteers we improve the lives of all those affected by cancer through world class research, transformative advocacy and compassionate support.

## Where we are going: Our impact by 2025

By 2025, our vision is that we are uniting and inspiring our passionate community to not only recover, but to surpass, the impact we had prior to the pandemic.

We are shaping the health of Canadians. We are reducing cancer rates. Turning patients into survivors, we are making cancer less deadly. We are aggressively fueling this progress through cancer research, with a rigorous understanding of how this research benefits people, and how it is changing the future of cancer forever.

Through our advocacy, we are making it possible for people in Canada to have access to the best cancer screening, care and support. Because of us, governments at all levels are acting on the most pressing cancer prevention and health policy concerns.

We are sustaining and modernizing the leading support system for all people affected by all cancers, with particular focus on those who need it most. We are providing trusted

information and support in new ways to prevent cancer, cope with cancer and live life with and beyond it.

With the help of both long-standing and new supporters, we are raising between \$165 million and \$185 million or more per year through strong relationships and data-driven fundraising strategies that are relevant and aligned to the future, behind a brand that is more compelling and beloved than ever before.

Our staff and community reflect the diversity of our country. We are an engaged, high performing, digitally savvy and nimble team, where each of us feels valued and inspired to contribute our best every day.



# How we will get there: Strategies & Enablers

## STRATEGIES



### 1. Research

To fund a deliberate portfolio of scientifically excellent, high performance research that improves cancer outcomes and addresses greatest opportunities for progress, while providing recognition to CCS, leveraging partnerships and meeting donor interests.



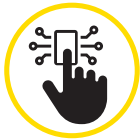
### 2. Advocacy

To lead change in the most pressing areas of cancer policy including prevention, access, affordability and support by engaging communities, communicating clearly and being a trusted partner for institutions and governments.



### 3. Information & Support

To provide the highest quality cancer information for all people in Canada, promote cancer prevention, and provide targeted support in a sustainable cost structure to help people with cancer, their families and caregivers cope.



### 4. Digital Transformation

To deliver exceptional and efficient relationships and experiences by investing in and leveraging digital, data and technology landscape for clients, donors, volunteers and employees in order to inspire, support, and engage Canadians.



### 5. Reimagining CCS's Role

To drive the impact of cancer research to real-world applications and initiatives that move knowledge into impact, with potential commercialization opportunities. To become a trusted facilitator of critical cancer data and a pan-Canadian cancer data strategy.



### 6. Community Fundraising

To leverage our scale, donor data, Customer Relationship Management tool and engaged community to increase the lifetime value of donors and community fundraising through personalized strategies, relationship management and sector leading performance.



### 7. Leadership Giving

To build meaningful relationships with philanthropists to attract significant investments to deliver personalized impactful projects that achieve CCS and donor goals.



## ENABLERS



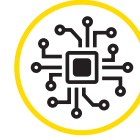
### 1. Brand & Reputation

To expand support for and efficacy of the CCS brand, consistently positioning the organization as the charity of choice for Canadians who care about people with cancer.



### 2. People, Culture & Processes

To be an integrated performance-driven organization with a talented and diverse workforce of staff and volunteers whose skills, abilities and interests drive continuous improvement.



### 3. Technology

To build a consolidated, secure, modernized and efficient (with low total cost of ownership) technology toolkit with high-quality Customer Relationship Management, mission delivery platforms, standard employee tools and back office systems.



### 4. Data

To unlock the wealth of our highly secured data so that management decisions are fact-based and informed, and community fundraising and mission programs can be predictive, automated and continually learning.



### 5. Community Presence

To utilize strategic community presence to enable fundraising and mission impact, at lowest possible administrative cost.



### 6. Operations

To deliver best-in-class operational performance and cost structures through scale and constant rationalization, process re-engineering, automation and real estate efficiency.



# Our evolution

We began our strategic planning process in 2019, in consultation with stakeholders. We built upon important strategic initiatives:

- Consolidation of 10 provincial CCS organizations into one national organization (2015)
- Reduction of expenses through significant operational changes (2016-2020)
- Consolidation of the cancer charity sector through mergers with the country's other largest cancer charities – the Canadian Breast Cancer Foundation (2017) and Prostate Cancer Canada (2020)
- Proven financial results and stability from 2017 to early 2020, marked by a reduction in fundraising and administrative expenses, more donor dollars invested in mission, and end of year surpluses

When the COVID-19 pandemic hit in March 2020, it created an immediate disruption to our fundraising programs, services and workforce. Some elements of the new strategic plan became more difficult to activate, such as reaching revenue targets in event fundraising and providing in-person support services. Simultaneously, other elements were accelerated including digital transformation and strategic restructuring. In light of the impact of the pandemic, we reviewed the plan again in 2021 and made adjustments.



# Top themes by year

As we complete a second year of living in a pandemic, we are in a position of stability and strength. We will make progress in each of the strategies and enablers, in every year of this plan. To paint a picture of our organizational evolution, these are top themes of each upcoming year.

2022 - 2023	2023 - 2024	2024 - 2025
<p>Our fiscal year running from 2022 to 2023 is the year of <b>cancer research</b>, where we launch a new research strategy that allows us to reposition ourselves in a fresh way with donors, supporters and the public, develop the internal capacity to tell the story of the importance of research, and see our contribution to cancer advancements increase through new forms of competition, partnership, evaluation and expanded research investment.</p>	<p>Our fiscal year running 2023 to 2024 is the year of <b>engagement and expansion</b>, where we have the digital and technological foundation to personally engage a vastly expanded community. This will include those who participate in advocacy, fundraising and volunteering as cause supporters, as well as the people we serve as patients and caregivers, and the people and organizations we partner with and fund as innovators and influencers.</p>	<p>Our fiscal year running 2024 to 2025 is the year of <b>new horizons</b>, where our healthy and diversified fundraising strategy is generating enough annual and future revenue that we can confidently expand into new areas of mission impact. We are exceeding our pre-pandemic budget and can begin our next strategic planning process – defining the next era of service to Canadians.</p>



## How you can help

Help change the future of cancer forever. You can make a difference today by:

**GIVING** > Donate to fund world-leading research and a compassionate support system to ensure no one has to face cancer alone.

**PARTICIPATING** > Take part in exciting fundraising events throughout the year.

**VOLUNTEERING** > Join our nationwide team and make a difference.

**LEADING** > Organize a fundraiser of your own.

**PLANNING** > Leave a legacy gift to the Canadian Cancer Society in your will.

Get involved and help change the lives of Canadians affected by cancer. Thanks to your support, we're able to fund the most promising cancer research, provide a support system for all those affected by cancer and shape a healthier society. No other organization does what we do.

Find out more at [cancer.ca](http://cancer.ca).





**Join us. Together, we can change  
the future of cancer.**

Learn more about the Canadian Cancer Society's world-leading research, transformative advocacy and compassionate support at [cancer.ca](https://cancer.ca) or by calling **1-888-939-3333**.





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[CANCER.CA](http://CANCER.CA)