

# Young Adult Cancer Canada – Strategic Plan

## **Vision**

To eliminate the isolation for young adults with cancer.

## **Mission**

To help every young adult dealing with cancer in Canada by providing inspiration, information and support.

## **Guiding Values**

*These are not just a collection of warm-fuzzy value statements, they represent the combined energy, of heart and mind with which we approach our responsibilities and use as our guide through challenge and triumph.*

**Hope** – We were founded on hope and from an experience that at times appeared to have no hope. Our very existence gives hope to others. We will always remember that our energy and actions can have a profound impact on others and that we all are messengers of hope regardless of our position within the organization or the task we are performing.

**Independence** – We have always been a financially independent organization with diversified sources of funding, this allows us truly authentic decision making and control over our growth and development ensuring that the needs of young adults with cancer are met in a manner we feel is most effective.

**Service** – We aim to provide the best possible experience for those that deal with us, whether they are young adults using our programs, donors supporting our programs or volunteers helping in any variety of ways. It is paramount these stakeholders have a positive experience and our duty to ensure it.

**Integrity** – Our every decision and action is guided by our belief in the value of personal and organizational integrity. We do the right thing, no matter what, and take full responsibility for it.

**Transparency** – We believe we are responsible to appropriately allocate our human and financial resources and to provide an annual operational and financial report to our donors, program partners, the young adults we serve and the community at large.

## **Goals**

1. Build a sustainable organization that helps generations of Canadian young adult cancer patients and survivors deal with cancer.
2. Establish a national presence through programs, communications, fund development and administrative activity.

## **Objectives**

1. Develop three strategic partnerships with regional/national corporate sponsors, including at least one media partner, to enhance fund development activities by the end of 2010.
2. Develop a survivor champions network with presence in five provinces to increase awareness of young adult cancer issues and YACC programs within those provinces and nationally by end of 2010.

3. Deliver locally/provincially focused workshops in five provinces by 2011, to complement existing regionally and nationally focused support initiatives.
4. Restructure the Board of Directors to include at least 4 non-Newfoundland and Labrador based members to expand the organization's network by end of 2011.
5. Establish activity levels in western and central Canada that will support the opening of an office by 2013.
6. Grow the Shave for the Brave by adding an event in one new market per year through 2013, five new markets in total.
7. Raise at least \$1,400,000 by end of 2013.

## **Strategic Directions**

### **Programs – Support**

*YACC programs are designed to provide a variety of options and involvement levels for young adults to connect and access the inspiration, information and support they are seeking*

- Switch our web presence to a social networking platform, content will be user driven and managed, YACC will remain responsible for monitoring, with user/community assistance – this initiative will remain the first point of contact for the vast majority of young adults with cancer in Canada
- Develop and deliver a locally/provincially focused 1-day workshop for young adult patients/survivors that can be delivered in partnership with local volunteers and support from YACC
- Distribute "We Get It – A Survivor Video" through our cancer network, web site and at YACC program events
- Adjust focus of Retreat Yourself to be a provincial/regional event and engage local partners (patients/survivors, community org's, health professionals) to help plan, promote and support delivery
- Maintain the national focus of the Survivor Conference – it is the "reunion" for connecting with peers and accessing inspiration, information and support annually
- Establish a leadership team of YA cancer patients/survivors to aid development and delivery of support programs

### **Fund Development**

- Target revenue mix for YACC:
 

	2009-2013	2007
○ YACC Events	35%	45%
○ Corporate Gifts	40%	36%
○ 3 <sup>rd</sup> Party Events	10%	6%
○ Personal Gifts	5%	1%
○ In Memoriam Gifts	5%	8%
○ Misc.	<5%	4%
- YACC's fund development methods:
  - A more significant percentage of YACC staff time will be devoted to the Shave for the Brave and corporate gift requests
  - Enhance the engagement of the YACC board of directors and fund development committee in corporate gift requests
  - YACC will move all "social" fund-raising events (ex. Golf tournament) to 3<sup>rd</sup> Party Events run by volunteers but remain in a supporting role for delivery
  - Growth of the Shave for the Brave, and the awareness it creates will help drive new 3<sup>rd</sup> Party Event growth as they are largely awareness driven

- Continue growth of personal donor base by transitioning event based donors to organizational donors, i.e. build the relationship directly with the donor as opposed to just through the event participant
  - Create "legacy funds" in memory of young adults who have directed in memoriam donations to YACC and engage donors annually
  - Develop a relationship management plan for all donors and volunteers and implement a system to deliver it
- Priorities
    - Grow the Shave for the Brave, in NL in 2009, and outside NL starting in Fall 2009
    - Focus corporate gift requests on NL for 2009, move beyond NL as network supports it
    - Develop strategic partnerships to provide event sponsorship and delivery support
  - Notes:
    - YACC has always maintained a position of financial independence, it is paramount that we continue this path moving forward. It reduces risk on programs and allows for authentic strategic planning based purely on what's best for the organization and the young adults we serve.

## **Awareness/Advocacy**

### *Young Adult Cancer Canada's Target Audiences:*

- *Young Adults 15-39 years of age – We "talk" like we're 23-28 years of age*
- *Young Adult serving corporations*
- *Parents of young adult patients/survivors*
- *Oncology health professionals, especially those in supportive roles – Nurses, Social Workers*
- Development of a comprehensive organizational communications plan is essential to raise awareness of YA cancer issues and YACC within our target audiences on a national level
- Increase HR and financial commitment to communications activities – Awareness is our biggest challenge at present for growth of programs and fund-raising
- Develop strategic partnerships with provincial and national networks that can connect YACC to YA's with cancer
- Increase national awareness of YA cancer issues and YACC programs with provincial and national PR activities
- Establish a YA patient/survivor leadership team to raise awareness locally/provincially and build YACC's network within the four target audience segments (YA's, oncology health professionals, YA serving corporations, parents of YA patients/survivors)
- Emotionally engage potential fund development and program partners through GE's speaking and other communications activities
- Enhance web promo of programs and Shave for the Brave in targeted areas with specific audiences

### Partnership Criteria:

- National/Regional network
- Support promotion and delivery of local/provincial programs and/or fund-raising activity
- Multi-year commitments when applicable

## Risk

<b>Risk #1</b>	A lack of engagement within the Board & FD Committee in fund-raising and network expansion activities
Consequence	Slower revenue growth, slower program and organizational growth
Offset Actions	Establish an effective governance committee to monitor Board activity
	Develop strategy to emotionally engage board in mission
<b>Risk #2</b>	Recession, a reduction in philanthropic activity
Consequence	Slower or no revenue growth, slower or no program and organizational growth
Offset Actions	Ensure financial projections and growth plans are reasonable and flexible
	Allocate a percentage of revenue to a reserve fund to be used in case of slower revenue growth or financial emergency
<b>Risk #3</b>	Recurrence of Geoff's cancer
Consequence	Short-term opportunity for awareness (but we'd prefer to get it other ways), longer-term challenge operationally and handing over the mission
Offset Actions	Develop leadership capacity at all levels of YACC, especially with staff and board of directors (i.e. continue maturing process)
Offset	Exercise, diet and sleep for Geoff