



Sidonia Tameshtit, Toronto Brain Tumour Walk Community Champion and Studentship Grant Recipient

STRATEGIC PLAN

2026-2029

One Community. One Mission. Real Impact.



braintumour
foundation
OF CANADA

Vision

To discover the cause of and a cure for brain tumours, all the while enhancing the quality of life for those impacted.

Mission

To reach every individual in Canada affected by a brain tumour through advocacy, research, information, support, and education.

Values

At the heart of Brain Tumour Foundation of Canada, five core values shape our actions and decisions:

- **Hope:** We hold onto the belief that a better future is possible and work toward it every day.
- **Caring:** We act with empathy, compassion, and a genuine commitment to those we serve.
- **Integrity:** We are transparent and ethical in how we use resources, make decisions, and communicate.
- **Accountability:** We take responsibility for outcomes and steward the trust placed in us.
- **Collaboration:** We work together with patients, families, volunteers, clinicians, and partners to amplify impact.

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Executive Summary

Brain Tumour Foundation of Canada (BTFC) enters 2026 at a defining moment. As the needs of people affected by brain tumours continue to grow, BTFC's responsibility to be a trusted, visible and responsive national partner grows alongside them.

This Strategic Plan is grounded in extensive community engagement, staff and volunteer collaboration, partner input, and a thorough assessment of BTFC's strengths, challenges and opportunities. It integrates insights from the 2025 Community Report, Staff Retreat Summary and multiple planning drafts. Together, these sources reinforce a clear message: BTFC must deepen its impact while strengthening the systems, relationships, and organizational capacity that enable meaningful change.

The **2026–2029 Strategic Plan** provides a bold, integrated roadmap built around five strategic directions:

- Build national visibility and foster trust.
- Create a collaborative, innovative culture that adapts to community needs.
- Develop programs in partnership with the community and health-care providers.
- Grow sustainably by aligning revenue, capacity, and investment.
- Modernize systems and data practices for clarity, efficiency, and impact.

These directions respond directly to themes that surfaced across national surveys, focus groups, staff and volunteer discussions, and strategic planning sessions. Common themes include:

- Need for stronger brand visibility and clarity.
- Uneven access to programs and services across regions.
- Fragmented systems and inconsistent internal processes.
- Need for clearer communications and role clarity.
- Opportunities for stronger partnerships and collaboration.
- Desire for a strengthened donor experience and clearer impact reporting.
- Need for modern, integrated digital tools and a unified online presence.

BTFC's work over the next three years will be organized under five strategic pillars:

1. People & Culture
2. Communication & Engagement
3. Programs & Community Impact
4. Sustainability & Growth
5. Innovation & Systems Excellence

Progress will be monitored quarterly through streamlined reporting aligned with best practices in strategic lifecycle management. This plan prioritizes clarity, measurable progress, and disciplined execution.

By 2029, BTFC will be a nationally recognized, trusted, and modern organization that:

- Provides equitable, high-quality support across Canada.
- Is a valued partner to health-care providers and researchers.
- Is financially resilient and transparent.
- Uses data responsibly to guide decisions.
- Fosters a healthy, inclusive, collaborative culture.



Service Principles

BTFC's service principles guide how support is delivered and how people experience the organization. Staff and volunteers emphasized the importance of being:

- **Timely** – responding within clear and reasonable timeframes.
- **Personalized** – tailoring support to individual journeys.
- **Helpful** – offering practical, relevant, and understandable information.
- **Transparent** – being clear about what BTFC can and cannot provide.
- **Inclusive** – ensuring equitable access regardless of geography, language, culture, or identity.
- **Effective** – prioritizing approaches that meaningfully improve outcomes.

These principles must be embedded in program design, communications, evaluation, and feedback systems

Collaboration Charter

BTFC's Collaboration Charter describes how staff, volunteers and leadership commit to working together. It is a foundational cultural framework for this plan.

Key commitments include:

- Respect and inclusion – every voice is valued and treated with dignity.
- Clarity and focus – shared understanding of priorities, roles, and expectations.
- Trust and transparency – open communication about decisions and risks.
- Learning and growth – a culture that encourages feedback and experimentation.
- Psychological safety – space to ask questions, surface concerns, and learn from mistakes.

The Charter must be woven into onboarding, supervision, performance management, cross-team collaboration and leadership behaviours.

Strategic Pillars

Each pillar was derived from consistent needs identified across stakeholder groups:

-  **1 People & Culture:** Responding to challenges in clarity, capacity, collaboration, and culture.
-  **2 Communication & Engagement:** Responding to community feedback: "We need to hear from you more, and more clearly."
-  **3 Programs & Community Impact:** Responding to the need for accessible, credible information and support.
-  **4 Sustainability & Growth:** Ensuring long-term stability through diversified revenue and strong donor experience.
-  **5 Innovation & Systems Excellence:** Modernizing platforms to scale impact and improve user experience.

Each pillar includes a goal, three-year objectives, Year 1 priorities, KPIs and a rationale for sequencing.

Advocacy and research are integrated throughout these pillars rather than being separated into distinct streams. This ensures that advocacy, research, and community voice are embedded in all areas of BTFC's work.

1 People & Culture

Goal:

Build a collaborative, inclusive, high-performing culture supported by clear expectations, effective systems, and pathways for growth.

Why This Pillar Matters:

Community impact is built on people. Staff, volunteers, and board members need clarity, consistency, and collaboration to succeed.

Context:

BTFC's strengths include relationships, compassion, integrity, and commitment. Challenges identified include unclear roles, inconsistent processes, siloed work, and limited structured growth opportunities.

Three-Year Objectives

- Build a modern volunteer engagement model
- Increase engagement and retention
- Strengthen performance management, leadership development, and succession planning
- Mature learning pathways and competency-based models

Rationale for Sequence

- Clear roles, SOPs, and expectations must come before building leadership pathways or advanced volunteer programs.

YEAR 1 OBJECTIVES (2026)

- Update all job descriptions with clear responsibilities and success measures.
- Develop and implement SOPs across all portfolios.
- Launch a national Volunteer Management Program.
- Implement a project management platform and standardize collaboration tools.
- Develop and implement an internal communications strategy.
- Embed IDEA commitments into policies and decision-making.
- Create a consistent onboarding program for staff, volunteers, and board members.

Year 1 KPIs (2026)

- Employee net promoter score (eNPS) of at least 30%.
- Volunteer retention of 75%.
- 10% increase in cross-team collaboration (for example, cross-team meetings, joint projects, shared planning).
- Role-specific KPIs and goals in place for all staff.
- Digital learning modules in use.
- 100% of new staff, board, and volunteers complete standardized onboarding.

YEAR 2 OBJECTIVES (2027)

- Launch leadership development and succession planning.
- Introduce cross-training across departments.
- Implement annual engagement surveys.

YEAR 3 OBJECTIVES (2028)

- Mature volunteer and staff development systems.
- Complete competency-based profiles.
- Demonstrate multi-year improvements in culture and psychological safety.

2 Communication & Engagement

Goal:

Strengthen national visibility, trust, and engagement through clear, compelling, and consistent communications.

Why This Pillar Matters:

The community wants more consistent communication and visibility from BTFC.

Context:

Community members report difficulty navigating resources and a desire for clearer impact stories. Staff identify the need for a formal, cohesive marketing and communications approach.

Three-Year Objectives

- Launch national awareness campaigns
- Expand partnerships with health-care organizations
- Strengthen digital presence and accessibility
- Develop personalized, segmented communication pathways

Rationale for Sequence

Segmentation precedes campaigns. Brand clarity precedes major outreach. Impact reporting must be aligned before donor and community messaging can mature.

YEAR 1 OBJECTIVES (2026)

- Develop a full audience segmentation strategy.
- Implement a comprehensive Marketing and Communications Plan.
- Create a storytelling asset library.
- Redesign the Annual Impact Report.
- Create social media toolkits and brand guidance.
- Clarify distinctions between information, education and support.
- Enhance website content and personalization.

Year 1 KPIs (2026)

- 10% increase in resource views.
- Increased time spent on key pages.
- Fully bilingual accessibility for core resources.
- Improved user experience across devices.
- Higher social media engagement and earned media.
- Increased toolkit downloads and shares.

YEAR 2 OBJECTIVES (2027)

- Launch a national awareness campaign.
- Use CRM tools for personalized communications.
- Strengthen storytelling across all portfolios.

YEAR 3 OBJECTIVES (2028)

- Publish public-facing engagement dashboards.
- Sustain annual national campaigns with increasing reach and engagement.
- Demonstrate measurable outcomes through engagement metrics (for example, referrals, sign-ups, policy engagement).

3 Programs & Community Impact

Goal:

Deliver impactful, co-created programs that are accessible, evidence-informed, and aligned with community needs.

Why This Pillar Matters:

People affected by brain tumours rely on BTFC for timely, credible support.

Context:

The community values BTFC's programs but notes gaps in geographic access, inclusivity, support groups, and resource navigation. Staff emphasize the need for stronger advisory structures, co-creation, and evaluation.

Three-Year Objectives

- Expand national reach by 20%
- Improve equity and accessibility
- Implement regular program evaluation and evidence-informed program design.
- Integrate research translation throughout programs

Rationale for Sequence

Expansion depends on prior development of advisory structures, evaluation frameworks, and co-creation pilots.

YEAR 1 OBJECTIVES (2026)

Programs and Services:

- Identify two to three regions for expansion.
- Activate a Community Advisory Council.
- Activate the ISE Committee.
- Define evaluation frameworks for all programs.
- Update educational resources with evidence and lived experience.
- Improve website resource navigation.

Research and Knowledge Mobilization:

- Launch a plain-language research translation initiative.
- Increase visibility of researchers.
- Standardize research grant review processes.
- Build a researcher and clinician database.
- Increase collaborations with research institutions.

Year 1 KPIs (2026)

- Three co-creation projects launched.
- 30% participation from equity-deserving groups.
- Pilot satisfaction of 80% or higher.
- At least half of the community recommendations are in progress or implemented.
- 10% increase in program participation in priority regions.
- Growth in research summaries and collaborations.

YEAR 2 OBJECTIVES (2027)

- Expand regional delivery.
- Build five new cross-sector partnerships (for example, health systems, community organizations, research networks).
- Launch CRM-linked dashboards (for example, tracking participation, outcomes, and equity metrics across programs).

YEAR 3 OBJECTIVES (2028)

- Increase program reach by 20% over 2026.
- Publish a public Impact Dashboard summarizing outcomes and reach across programs and services.
- Translate three research into practical, accessible tools or resources for the community.

4 Sustainability & Growth

Goal:

Achieve long-term financial sustainability through diversified revenue, strong stewardship, and compelling impact.

Why This Pillar Matters:

Financial resilience is essential for delivering on BTFC's mission.

Context:

BTFC must balance restricted and unrestricted revenue, grow donor and partner bases, modernize the donor experience, and clearly demonstrate how funds are used.

Three-Year Objectives

- Increase unrestricted revenue annually
- Build multi-year corporate and major gift partnerships
- Strengthen donor retention and donor journeys
- Mature fundraising policies, governance, and systems

Rationale for Sequence

Improving the donor journey must occur before major fundraising growth.

YEAR 1 OBJECTIVES (2026)

- Strengthen the donor journey and stewardship practices.
- Enhance technology for donor engagement and personalization (for example, marketing automation, integrated donor communications tools).
- Expand diversified funding streams (for example, corporate partnerships, grants, events).
- Develop a comprehensive Fund Development Plan.
- Grow engagement of younger donors.
- Strengthen cross-sector partnerships.

Year 1 KPIs (2026)

- 10% increase in donor retention.
- 10% increase in unrestricted revenue.
- 10% increase in event profit margins.
- More balanced revenue mix (for example, a more balanced mix of events, individual giving, corporate, and grants).
- Funding pipeline established and actively managed, including prospecting, cultivation, and stewardship stages.

YEAR 2 OBJECTIVES (2027)

- Develop multi-year partnerships.
- Integrate a unified Case for Support into all fundraising materials and campaigns.
- Align fundraising governance and policy.

YEAR 3 OBJECTIVES (2028)

- Strengthen reserves.
- Increase unrestricted revenue further.
- Demonstrate improved transparency and accountability through regular financial and impact reporting.

5 Innovation & Systems Excellence

Goal:

Build a modern, integrated digital and data ecosystem that improves user experience, supports efficient operations, and enables evidence-informed decisions.

Why This Pillar Matters:

Modern systems are essential for efficiency and scaling impact.

Context:

Staff cite challenges including disconnected platforms, inconsistent data and barriers to accessing information. There is a strong desire to build a central “Hub” for the community and partners.

Three-Year Objectives

- Full CRM and system integration.
- Launch a new website that provides a “Hub” for the community.
- Strengthen data governance and dashboards.
- Automate reporting and workflows.

Rationale for Sequence

Clarity on the website’s purpose and resource organization must precede advanced features.

YEAR 1 OBJECTIVES (2026)

- Define BTFC’s role as a central access point for the brain tumour community.
- Develop evidence-informed digital resources and organize them in a way that is intuitive and easy to navigate.
- Distinguish information, education, and support.
- Ensure accessibility, including language (for example, English and French), and responsiveness.
- Strengthen referral pathways with health-care providers.
- Implement resource navigation tools (for example, search, tagging, guided journeys).
- Add features such as partner opportunities, help desks and portals.
- Provide comprehensive training on all relevant systems, including CRM, collaboration platforms and content management tools.

Year 1 KPIs (2026)

- Significant advancement on the new website or digital Hub by September 2026.
- 10% increase in digital resource usage.
- Increased health-care referrals.
- Core dashboards or reports in place to support decision-making (for example, participation, donations, website analytics).
- Strong technology partnerships established.

YEAR 2 OBJECTIVES (2027)

- Enhance personalization of digital experiences based on user needs and preferences.
- Implement departmental dashboards (fund development, programs, communications) that are used regularly in planning and review.
- Expand self-service portals for volunteers, donors and board members.

YEAR 3 OBJECTIVES (2028)

- Achieve full or near-full integration of CRM and systems.
- Automate routine reporting.
- Establish data governance standards and data quality benchmarks.

Implementation, Guardrails and Reporting

90-Day Foundations

- Approve an intake and prioritization framework for new initiatives.
- Identify and begin work on three high-friction processes.
- Establish baseline KPIs for each pillar.

Organizational Guardrails

- Staffing and workload: Align initiatives with capacity.
- Financial: Maintain operating reserves and use multi-year projections to assess commitments, particularly for research.
- Governance: Ensure clear mandates and succession planning for standing committees, advisory bodies and key volunteer roles.

Monitoring and Reporting

- Quarterly KPI dashboards to review progress against each pillar.
- Annual progress updates to the Board of Directors, including achievements, risks and adjustments.
- Annual Impact and Sustainability Report summarizing outcomes, reach, financial health and future priorities.

Conclusion

This Strategic Plan provides a clear, integrated path forward for BTFC. It reflects the voices of the community, the dedication of staff and volunteers, and the leadership of the Board. Through focused work across the five pillars, BTFC will strengthen its role as a trusted partner and national leader.

Above all, the plan advances a simple, powerful goal: ensuring that no one in Canada faces a brain tumour alone, and that everyone affected has access to the information, community, and support they need.

Board Members and Staff

This Strategic Plan was shaped by the insight, experience and commitment of our Board of Directors and staff. We gratefully acknowledge the individuals listed here for their valuable contributions to the development of the plan and for helping define our priorities and direction for the years ahead.

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The voices of people affected by brain tumours, families and caregivers, volunteers, health-care professionals, researchers, donors, partners and other members of our community helped us better understand what matters most and where we can make the greatest impact.

Your contributions have helped shape our priorities and strengthen our vision for the future. As we move forward, we remain committed to listening, learning and working together to create meaningful change for everyone affected by a brain tumour. Thank you for helping us build the path forward.

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