

# STRATEGIC PLAN 2019-2024



FORT McMURRAY  
 **SPCA**  
Save lives! Spay or Neuter



The Board of the Fort McMurray SPCA participated in a two-day strategic planning session to determine the vision and plan for the organization over the next five years. Several factors lead to the need for a new strategic plan including: changes in leadership, management, staff and board; building expansion; new relationship with the Regional Municipality of Wood Buffalo; three years post wild fire and the conclusion of the current plan. The board sought input from staff and management in order to inform them of the current state of affairs at the SPCA as well as their vision of the future.

This document is focused on best practices in animal welfare, shelter management and community engagement designed to successfully take the FMSPCA into the next decade. The five priority areas of Animal Welfare; Community Partnerships; Financial Responsibility; Organizational Culture and Good Governance along with the strategic goals will guide decision making, produce required modifications and focus on securing viable funding sources.

### **Mission**

The Fort McMurray SPCA is dedicated to ensuring all companion animals in our region achieve the 5 Freedoms through education, advocacy and a second chance for a forever home.

### **Vision**

Every animal in our region is treated humanely.

### **Values**

#### ***Advocacy***

- Advancing our cause for the humane treatment of animals.

#### ***Safe Haven***

- Ensuring temporary and long term shelter that provides safety from the elements, food, medicine, intervention, enrichment and rehabilitation.

#### ***Quality of Life***

- Ensuring an animals' freedom from hunger and thirst; pain, injury and disease; fear and distress; discomfort and to express most normal behaviours.

#### ***Transparency***

Honesty about:

- What we do;
- How we do it;
- Why we do it;
- The outcomes of our work, and
- The challenges we face

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## **Education**

- Providing the public with current industry best practices and training on proper animal care.

## **Meaningful Partnerships**

- Building relationships with individuals, organizations, other stakeholders and animals that increase the humane treatment of animals regardless of breed.

## **5 Freedoms**

The Five Freedoms state that an animal's primary welfare needs can be met by safeguarding the following five freedoms:

1. Freedom from hunger and thirst by ready access to fresh water and a diet to maintain full health and vigour.
2. Freedom from discomfort by providing an appropriate environment, including shelter and a comfortable resting area.
3. Freedom from pain, injury or disease by prevention or rapid diagnosis and treatment.
4. Freedom to express normal behaviour by providing sufficient space, proper facilities and company of the animal's own kind.
5. Freedom from fear and distress by ensuring conditions and treatment which avoid mental suffering.

## **Success**

In the next five years we will create a healthy and safe region for residents and companion animals by building a strong foundation for protection, advocacy and education of animals. Through improvements to our facility, including expanding our humane education programs and fulfilling the needs of our regional outreach programs for health, preventative medicine, and spay and neuter initiatives we will achieve success.

## **Priorities and Strategies**

### ***Animal Welfare***

- To provide a healthy, clean and enriched environment for animals in our care in accordance with the 5 Freedoms.
- To increase the adoptability of each animal in our care.
- To ensure the length of stay for each animal is appropriate.
- To ensure the rate of return is within the provincial average.
- To have a community where pet owners are educated and responsible.
- To promote and provide spay and neuter initiatives and education as a means to responsibly control the animal population.





### ***Organizational Culture***

- To ensure strong communication between all parts of the organization.
- To be a highly respected employer and volunteer opportunity in the community.
- To foster and support a highly motivated and passionate team of individuals.
- To provide relevant training and education to staff and board that meets best practices and benefits the organization and the individual.
- To encourage a culture that reflects the values of the organization.

### ***Fiscal Responsibility***

- To manage financial resources with accountability and transparency.
- To become the animal welfare partner of choice in our community for donations.
- To provide veterinary services to support low income clients and rural communities.
- To develop responsible long term and viable revenue streams.
- To accurately collect data to better inform decision making, processes and reporting.

### ***Community Engagement and Partnerships***

- To create opportunities for public participation in events.
- To foster partnerships with organizations that will assist us in advancing our cause.
- To promote the shelter to create public awareness and inform the community of current operations.
- To develop and post position statements.
- To become the charity of choice in Wood Buffalo for participation.

### ***Good Governance***

- To create a clearly defined governance model.
- To develop a solid board and executive director succession plan.
- To recruit and retain skilled, qualified and influential board members.
- To produce up-to-date, relevant and legislatively appropriate policies that meet industry best practices.
- To connect and support the organization's relationships.