

BCSPCA
SPEAKING FOR ANIMALS

2014–2018
**Strategic Plan
Final Report**

*A detailed summary of the
results and achievements of
our 2014-2018 Strategic Plan.*



DEAR BC SPCA DONORS, SUPPORTERS AND COMMUNITY,

We're happy to share the results of our 2014-2018 Strategic Plan.

The 2014 – 2018 Strategic Plan committed the BC SPCA to focusing its resources in the development and expansion of programs that seek to eliminate the root causes of animal cruelty/neglect, which in turn will move society towards the creation of humane communities throughout British Columbia.

In addition to providing an update on progress made within each priority in the outgoing strategic plan, this report also provides a general overview of activities that are currently underway as we move into 2019.

We have made amazing progress in the past five years, but we didn't do it alone. Without the ongoing support of our community, we simply would not be able to continue our work for animals in British Columbia. We are inspired, touched and empowered by the work that you do every single day to make life better for animals who need us and for that, we thank you.

Sincerely,



Craig Daniell,
Chief Executive Officer BC SPCA





1 Creating Humane Communities

Key Priority 1.1

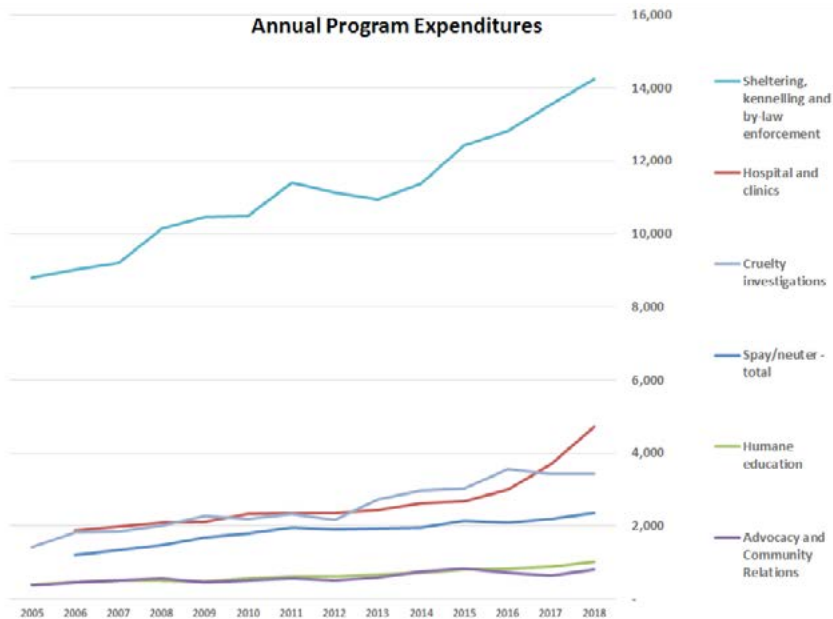
Strategically apply a specific percentage of new revenue and resources to preventative programs such as advocacy, education and pet over-population initiatives.

TIMEFRAME From year two and onwards, increasing over time as capacity permits.



1.1 Creating Humane Communities

MEASURABLE RESULTS



ACHIEVEMENTS

In February 2015, the Board of Directors approved a resolution that established a desired range for how new revenue would be allocated among prevention programs, reactive programs and general support and fundraising programs.

CATEGORY	LOW	MID-POINT	DESIRABLE
Preventative	21.5%	23.5%	25.5%
Reactive	53.1%	52%	50.7%
General Support	25.4%	24.5%	23.8%

Over the course of the 2014-2018 fiscal years, total revenues to the Society increased by **\$10,315K** (or 33%). Of the new expenditures made possible by this unprecedented growth in revenue:

- ▶ 27% were in the area of prevention (spay/neuter, advocacy, education, and veterinary practices)
- ▶ 43% were in reactive programs (animal sheltering and animal cruelty investigations)
- ▶ 30% were in general support and fundraising programs (including revenue development, finance, human resources and strategic planning)

Accordingly, the desirable range for allocation of new resources was met (as per table above). Including hospitals and clinics, preventative programs now comprise 22% of the operating budget (up from 20.5% in 2014). This increase is due largely to the inclusion of the Burnaby and Penticton Veterinary Hospital budgets as preventative expenditures.

Over the plan’s duration, the Society increased its annual investment in animal sheltering (including veterinary costs other than spay/neuter) more than in any other program (by \$3,729 or 24%). Over the previous strategic plan (2009-2013), annual expenditures

for sheltering increased by only \$198K or 1.7%. Due to a number of factors, including wage adjustments, higher standards of care for animals, increasing medical expenses, and other inflationary costs, sheltering animals is an increasingly costly program to operate.

Positive strides were made in program growth, due to extremely healthy growth in revenues. Specific program areas benefited from the following increases in resource allocation over the course of the plan:

PREVENTATIVE		REACTIVE	
Hospitals & Clinics	up \$1,999K or 75%	Veterinary Costs for Sheltering (not including spay/neuter)	up \$526K or 51%
Humane Education	up \$290K or 39%	Sheltering, Kenneling & Bylaw Enforcement	up \$2,846K or 25%
Spay/Neuter	up \$207K or 10%	Cruelty Investigations	up \$446K or 15%
Advocacy & Communications	up \$43K or 6%	—	—

Key Priority 1.2

Finalize and implement a comprehensive provincial pet over-population plan which will include:

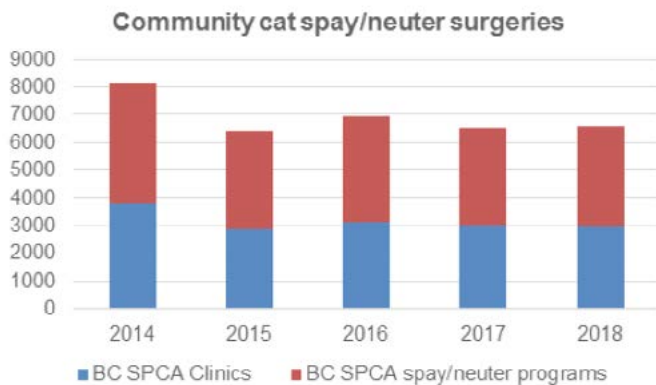
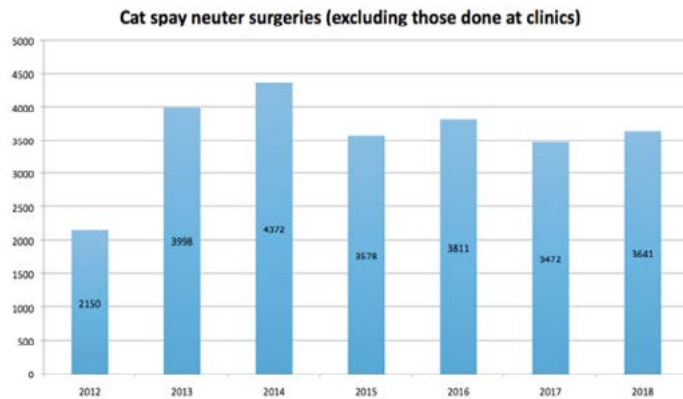
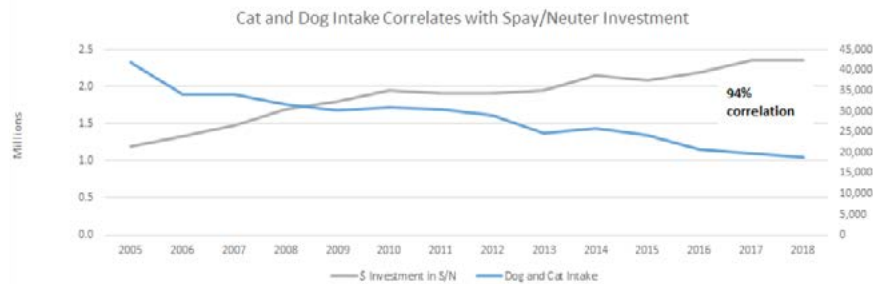
- ▶ Investigating opportunities for additional spay/neuter clinics and mobile spay/neuter services. Time frame: submission of recommendations to the Board of Directors by the end of year two
- ▶ Establishing community spay/neuter programs at six branches with the highest pet overpopulation problems. Time frame: incremental establishment each year
- ▶ Increasing partnerships with other organizations working in remote communities by offering BC SPCA spay/neuter grants. Time frame: each year; and
- ▶ Increasing public awareness and education.

TIMEFRAME By year three and onwards.



1.2 Creating Humane Communities

MEASURABLE RESULTS



ACHIEVEMENTS

The BC SPCA's increased investment in spay/neuter resulted in a measurable impact on reducing unwanted animals in BC as evidenced by a correlated decline in intake at our shelters, with kitten intake having the most measurable decline, as anticipated.

Investigating opportunities for additional spay/neuter clinics and mobile spay/neuter services

After initially identifying ten potential locations for spay/neuter clinics, staff narrowed options to a potential clinic in the Northwest and Northeast of the province, with the Northeast as the preferred option. The opportunity to acquire the Penticton and Burnaby Veterinary Hospitals was assumed as a new priority after this analysis was conducted.

Establishing community spay/neuter programs at six branches with the highest pet overpopulation problems

Seven targeted branch-based spay/neuter programs were completed (Prince George, Port Alberni, Campbell River, Cranbrook, Comox/Courtenay, Dawson Creek, and Salmon Arm), all funded by PetSmart Charities of Canada. With this experience, a guide of protocols and best practices was developed to facilitate

consistent and effective operation of all future high impact large scale spay/neuter programs across the branches.

PetSmart Charities of Canada additionally funded three free-roaming cat grants: Haida Gwaii, North Vancouver Island and Prince George.

In 2016, an audit was also conducted of all Branch-operated spay/neuter programs. At the end of the strategic plan (December 2018), **26** BC SPCA locations offered low income spay/neuter programs, up from only 12 in 2012. The majority of these programs offer discounted spay/neuter for owned cats, with some also servicing dogs.

Investigating opportunities to expand existing services at our clinics and hospitals

In 2016, the BC SPCA became the sole shareholder of the Burnaby Veterinary Hospital (BVH) as a result of a donation of shares. BVH is an AAHA accredited veterinary hospital that will allow for the expansion of SPCA services and the generation of net profits to support the mission work of the BC SPCA.

At the two spay/neuter clinics in Prince George and Kamloops, retail services were introduced as were tech appointments for microchipping, nutritional consults, nail trims etc. We continue to investigate additional opportunities for further growth.

Increasing partnerships with other organizations working in remote communities by offering BC SPCA spay/neuter grants

The BC SPCA Community Animal Spay Neuter Program provided 95 grants, funding the spay/neuter of **3,437** cats, preventing unwanted litters of kittens in community cat colonies and assisting First Nations communities across British Columbia. Over **97%** of colonies that were funded are reported to be declining.

Increasing public awareness and education

The Science and Policy department worked with a UBC researcher to determine the type of messaging and promotion that would most effectively motivate rural and semi-rural cat owners.

The BC SPCA launched a variety of public awareness campaigns to motivate cat owners to have their cats spayed or neutered, including video PSAs featuring Vancouver Canuck, Henrik Sedin and a public display using an enormous simulated “kitten box” to draw the attention of community members, which recently won two awards at the Association for Animal Welfare Advancement conference.



Award winning outreach project "Kitten Box"



Key Priority 1.3

Build strategic partnerships with stakeholders including provincial and local governments; veterinarians; other animal welfare, rescue and wild-life rehabilitation organizations; farm industry groups; donors and philanthropists and other organizations and individuals as appropriate.

TIMEFRAME By year three and onwards.



1.3 Creating Humane Communities

ACHIEVEMENTS

Achievements in this area include attendance at the annual Union of BC Municipalities (UBCM) Convention, a new Animal Policy in BC newsletter delivered to all BC elected officials semi-annually with updates about local, provincial and federal policy, as well as a new newsletter distributed to all BC veterinarians annually.

The BC SPCA's Model Animal Responsibility Bylaw was updated to incorporate more appropriate provisions for shelter standards, dangerous dogs, cat colonies, urban chickens and bees, wildlife feeding, exotic animals, and animal businesses. The bylaw was promoted at UBCM and was sent to all B.C. municipalities.

In 2016, with the support of the BC SPCA, the College passed regulations outlawing the practice of tail docking canines by veterinarians in the province and BC SPCA Chief Scientific Officer was invited to participate on the government's Provincial Urban Deer Advisory Committee and Controlled Alien Species Permit Advisory Committee as the only non-governmental representative.

A new advocacy tool implemented on the new website in 2017 was used to launch a "Welcome Your MLA" campaign to establish public support for animal welfare with the new Provincial Government. The tool then proved critical in gaining overwhelming public support for the successful campaign to suspend grizzly hunting with **6,000** emails sent to the Provincial Government calling for the ban.

The academic partnership established in 2014 with UBC Animal Welfare Program (Applied Animal Biology) continues through an Adjunct Professor role. A total of **115** practicum students have participated in the program at 12 different locations (including four BC SPCA locations). An Industrial Research Chair at the UBC Animal Welfare Program was established through an National Science and Engineering Research Council (NSERC) matching application.

The BC SPCA participated in committees in the animal welfare movement in partnership with other stakeholders, including the Animal Welfare Advisory Network of British Columbia, a conglomerate of animal welfare organizations, animal rescue groups and people involved in municipal animal control, and Cats and Birds, a group of bird and cat representing organizations interested in bird and cat welfare.

CREATING HUMANE COMMUNITIES

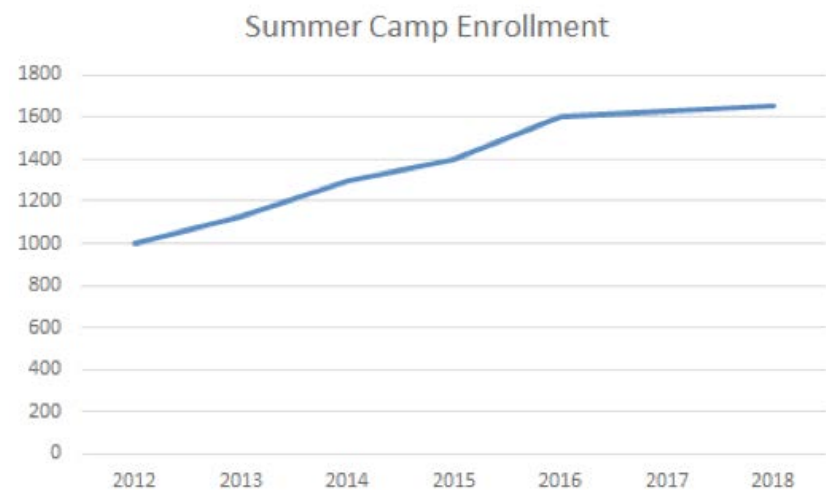
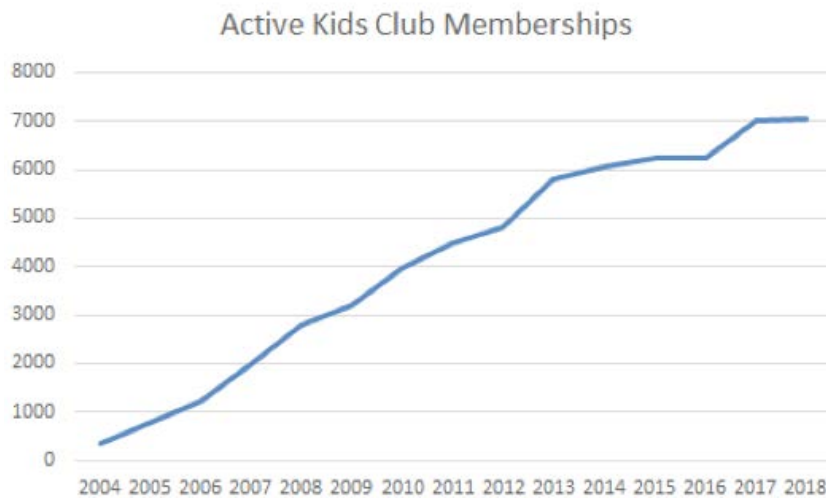
Key Priority 1.4

Enhance and expand humane education programs for youth, teens and adults through schools, in shelter programs and public events and workshops.



1.4 Creating Humane Communities

MEASURABLE RESULTS



ACHIEVEMENTS

The BC SPCA provided humane education programs to more than **12,000** children through nearly **550** school presentations and school-based animal clubs, and provided lesson ideas and resources to **5300** educators. Youth and schools donated more than **\$50,000** as reported by branches through school fundraisers and direct donations of birthday funds, allowances, etc.

Two additional summer camp locations were added (Castlegar and Prince Rupert) for a total of 23. In 2016, teen leadership camps were introduced regionally and these camps have expanded annually with nearly 20 per cent of programming now directed at teens. In 2018, the department secured **\$216,000** in Canada Summer Jobs grants, and hired and trained 56 camp staff. Total revenue for camp fees exceeded \$200,000 for a total gross revenue of **\$416,000**.

The BC SPCA delivered humane education material to all elementary schools and public libraries in the province (2,140), including Bark! magazine four times a year reaching an estimated audience of more than **100,000** students and parents. Bark! is also accompanied by a teacher's guide to help educators use Bark! effectively in the classroom.

Posters promoting small animal adoptions, early spay/neuter of cats, and performing "kind acts" were distributed province wide

to schools, libraries and all veterinary clinics. As well, a special teacher guide, Meow! was distributed to schools and ambassador teachers (350) for May's Be Kind to Animals Month.

In 2018, additional staffing for humane education was retained on Vancouver Island, the Peace region, and the West Kootenays. As new facilities become operational, regional humane education staff continue to be recruited to build out our youth education programs in those communities.



CREATING HUMANE COMMUNITIES

Key Priority 1.5

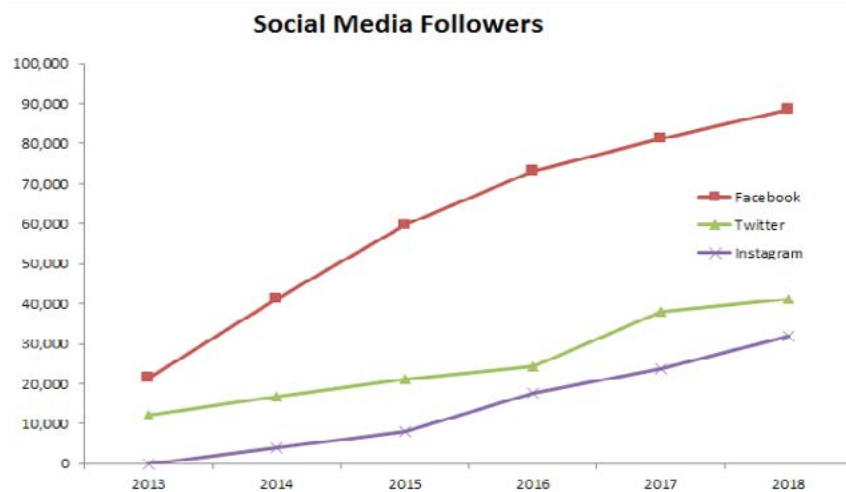
Expand the reach of social media to empower and encourage supporters to become involved in our advocacy and education initiatives.

TIMEFRAME By year three.



1.5 Creating Humane Communities

MEASURABLE RESULTS



Our online and social media engagement continues to increase, creating new areas of growth for fundraising, advocacy, education and community engagement. Online revenue via social media increased by 80% between 2017 and 2018.

All areas of the BC SPCA website are showing increases, including number of overall visits (up two per cent over 2017), website visits up two per cent over 2017 and quality of visits (length of stay on site, number of conversions (donations, advocacy actions, etc.) up dramatically.

ACHIEVEMENTS

In 2017, a new responsive BC SPCA website was launched, resulting in increased search engine optimization, improved navigation, increased online giving, longer website visits and more pages accessed. Visits to some areas of the website increased up to **4,000 per cent** after the launch of the new site. The site receives more than **4.5 million** visits annually.

Key Priority 1.6

Investigate opportunities to improve compliance with pet identification through implementing mandatory pet identification and/or outreach programs to dramatically increase the number of stray/lost animals returned to their guardians.

TIMEFRAME By year three, staff will have investigated the possibility and made recommendations to the Board of Directors.



1.6 Creating Humane Communities

MEASURABLE RESULTS

Since its launch in April 2015, the BC Pet Registry has grown to over **86,000** pet registrations.

ACHIEVEMENTS

In late 2016, the College of Veterinarians of BC turned over its entire tattoo identification program to the BC SPCA to be managed through the BC Pet Registry. This was a significant event for the Registry as it will broaden the appeal of a provincial identification database throughout the province.

The screenshot shows the BC Pet Registry website. At the top left is the logo 'BC Pet REGISTRY'. To the right is a navigation menu with links: 'HOW IT WORKS', 'FIND A VET', 'LOST PET', 'PET ID', 'FAQS', 'ABOUT US', 'SIGN IN', 'REGISTER', and a search icon. Below the navigation is a grey header with the text 'PET ID'. The main content area features the title 'Microchipping' and the sub-headline 'Pets can slip a collar, but they can't slip a microchip!'. The text explains that a microchip is a reliable form of permanent identification and provides lifetime protection. A blue button at the bottom of the text says 'Learn more about microchipping!'. To the right of the text is an illustration of a dog with a microchip implanted in its neck, with a dashed circle highlighting the chip and a magnified view of the chip itself.

Key Priority 1.7

Explore opportunities for a province-wide dog breeder assurance program, whether through a provincial licensing system or a BC SPCA certification program.

TIMEFRAME By year five.

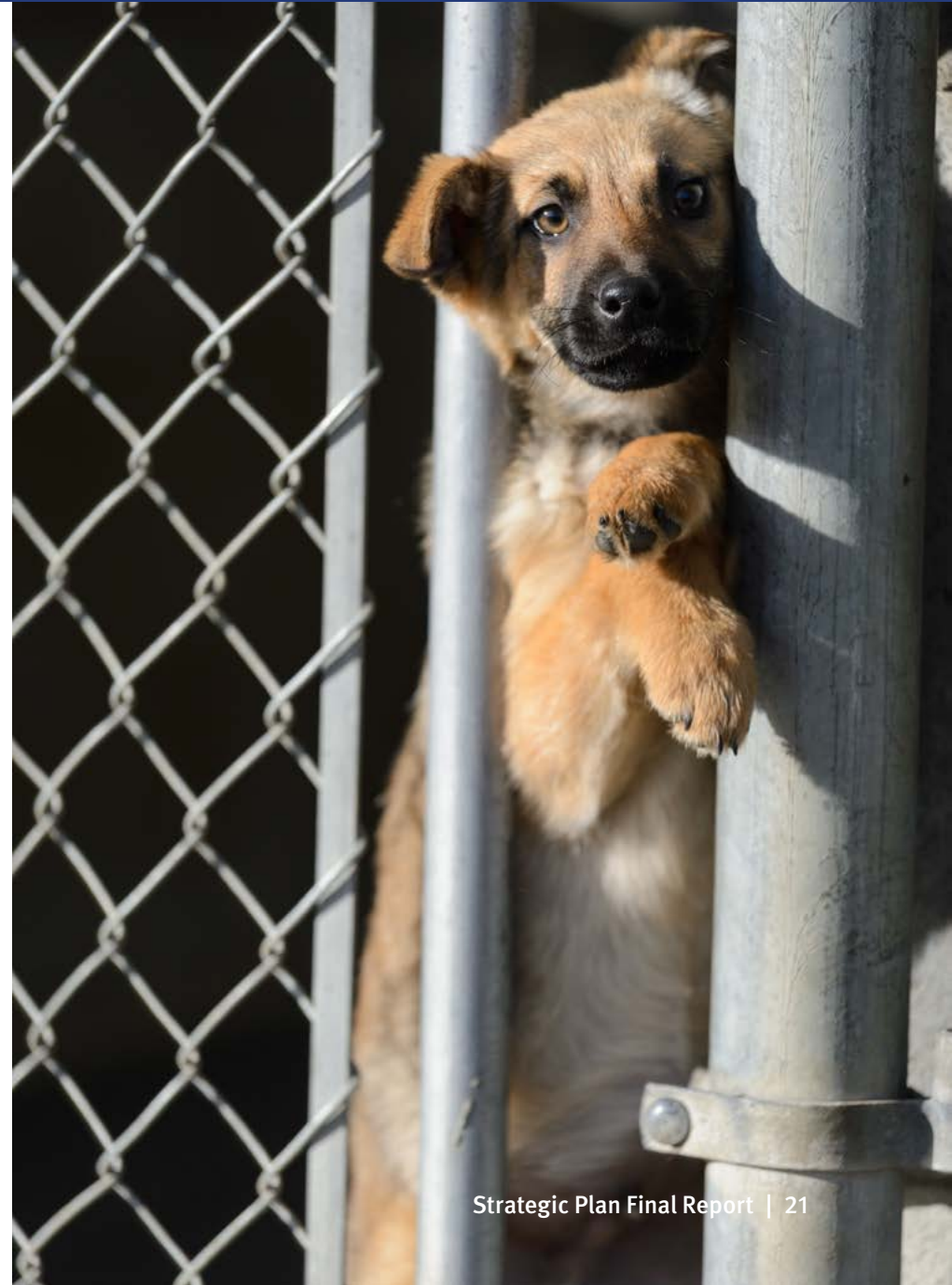


1.7 Creating Humane Communities

ACHIEVEMENTS

The Government of British Columbia made amendments to the PCA Act in 2017 to empower the creation of regulations and an inspection system for dog and cat breeders.

Staff met regularly with the Ministry of Agriculture to inform the regulations and inspection system they are planning. As of the end of the strategic plan period, a regulation has not yet been passed nor is there any agreement regarding funding for such a program. The BC SPCA continues to be willing to work with government in this area.



CREATING HUMANE COMMUNITIES

Key Priority 1.8

Investigate opportunities for the development of standards for the humane removal of wildlife by industry.

TIMEFRAME By year four.



1.8 Creating Humane Communities

ACHIEVEMENTS

With standards, audit and operations completed for AnimalKind wildlife and rodent control, the program was launched publicly on March 1, 2018. The AnimalKind team worked with the City of Delta to include AnimalKind wildlife and pest control standards into city pest control contracts. AnimalKind staff have met with numerous municipalities, institutions and agencies like Translink, who are keen to hire AnimalKind accredited companies in future and new company recruitment is underway.

Growth in the program has been supported by external grants through a UBC Animal Welfare Program partnership. Interest in the program has been expressed by companies in Ontario as well as SPCAs in other countries. Outreach opportunities have included academic and animal welfare organization conferences, pest control industry meetings, Paws for a Cause and BC SPCA public events, and internal BC SPCA staff training.

The AnimalKind model has also been applied to develop a dog training accreditation program, to which most staff resources in 2018 were dedicated.



CREATING HUMANE COMMUNITIES

Key Priority 1.9

Communicate and educate staff, volunteers and the public regarding the importance of adopting a community-based approach to animal welfare.

TIMEFRAME Every year.



1.9 Creating Humane Communities

ACHIEVEMENTS

During the course of 2014, staff travelled across the province to present the 2014-2018 strategic plan and its focus on community-based animal welfare to staff, community councils and volunteers. Branches developed their own local strategic plans, with a focus on implementing a number of prevention related initiatives.

The Communications Department continues to increase the number of preventative media releases it issues each year. In late 2018, staff travelled to branches in all regions to present the upcoming strategic plan, wherein trends in North American animal intake were highlighted and the move towards prevention/ community outreach was discussed.



CREATING HUMANE COMMUNITIES

Key Priority 1.10

Continue to seek greater transparency and accountability from all institutions using animals in research and encourage opportunities to reduce or eliminate the use of such animals through continued participation in the Canadian Council on Animal Care.

TIMEFRAME Every year.



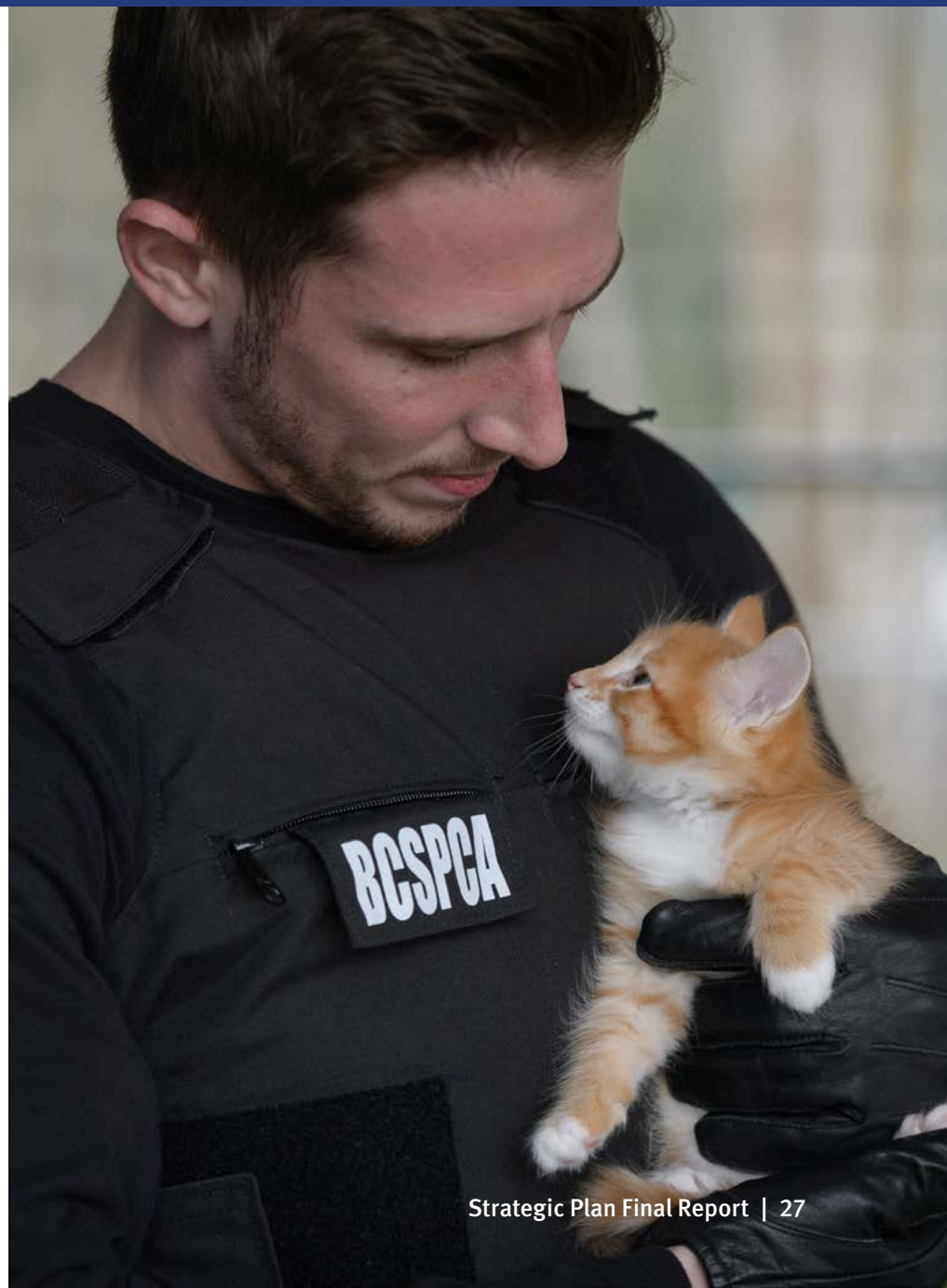
1.10 Creating Humane Communities

ACHIEVEMENTS

BC SPCA staff continue to participate in efforts to reform the governance and operational effectiveness of the CCAC by participation on the CCAC Board, Governance and Nominations Committee, Assessment and Certification Committee, and Data Use Working Group and were requested to sit on the Zoos and Aquariums and Wildlife Research Committees.

Staff participated in several CCAC assessments of BC academic institutions that used animals in research in the past year. The national non-profit Animals in Science Policy Institute (AiSPI) celebrated its fourth anniversary in 2017 and received charitable status. Staff continue to support AiSPI in key Board member roles.

Staff supported the passing of S-214, an Act to amend the Food and Drugs Act to make it illegal to test cosmetics and their ingredients on animals, part of a national campaign with other NGO partners like HSI and LUSH Cosmetics.



Key Priority 1.11

Continue to work towards prohibition of additional exotic species in British Columbia.

TIMEFRAME Each year.



1.11 Creating Humane Communities

ACHIEVEMENTS

BC SPCA staff continue to participate on the Controlled Alien Species Permit Adjudication Committee with staff from the Ministries of FLNRORD and Environment, to review permit applications and inform policy changes.

Operations and cruelty investigations staff continue to manage requests for exotic animal placements and surrenders as resources allow. Numerous operations and cruelty staff attended exotic animal training workshops to improve welfare of exotic pets. Finally, new BC SPCA Model Bylaws were updated to reflect a “positive-list” model of exotic animal possession for those municipalities wishing to update exotic pet bylaws.



Key Priority 1.12

Continue to take a leadership role in advancing improved standards of animal welfare for farm animals through participation in the national Codes of Practice process and advancement of SPCA Certified as a national farm certification program.

TIMEFRAME Each year.



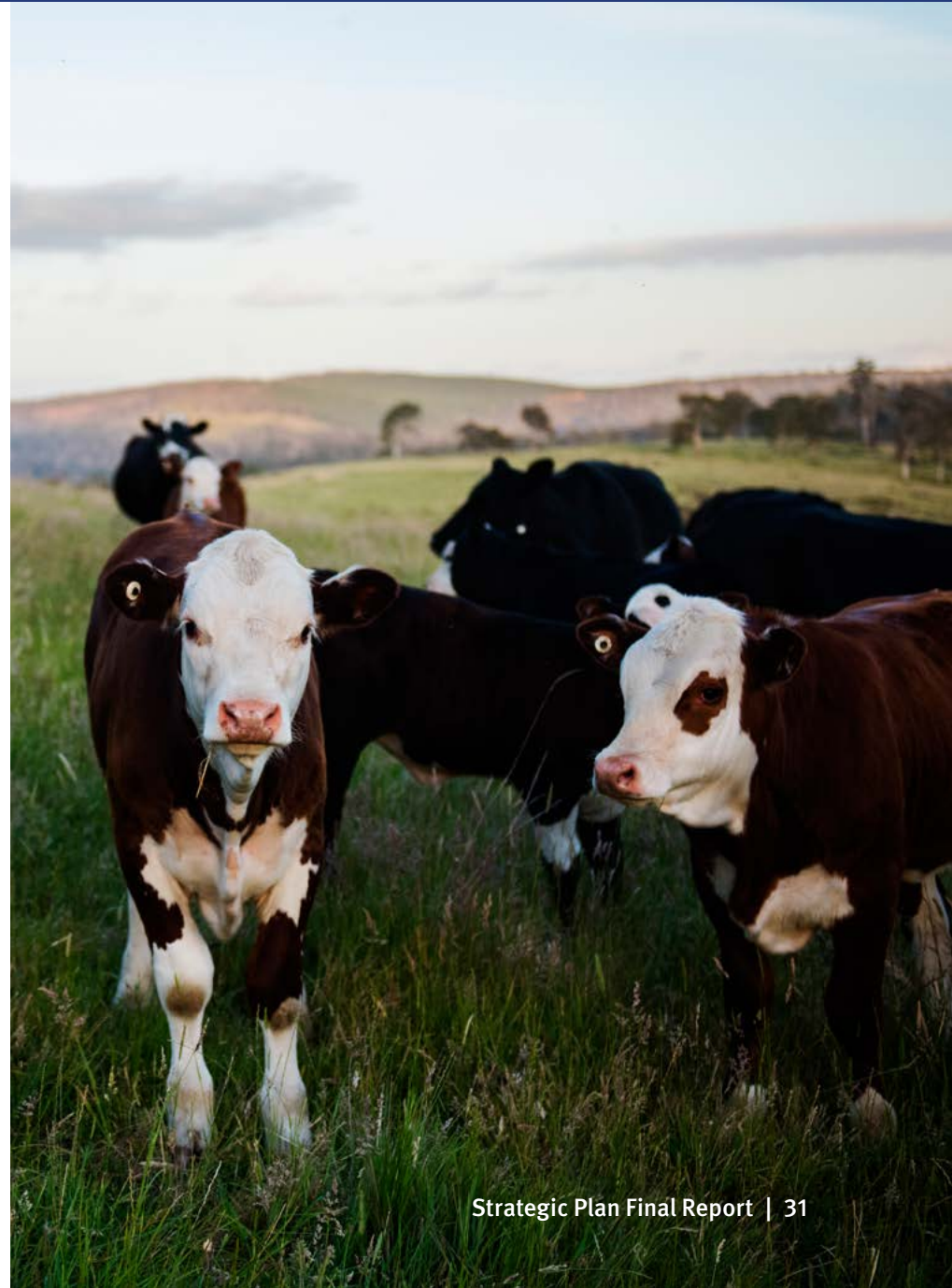
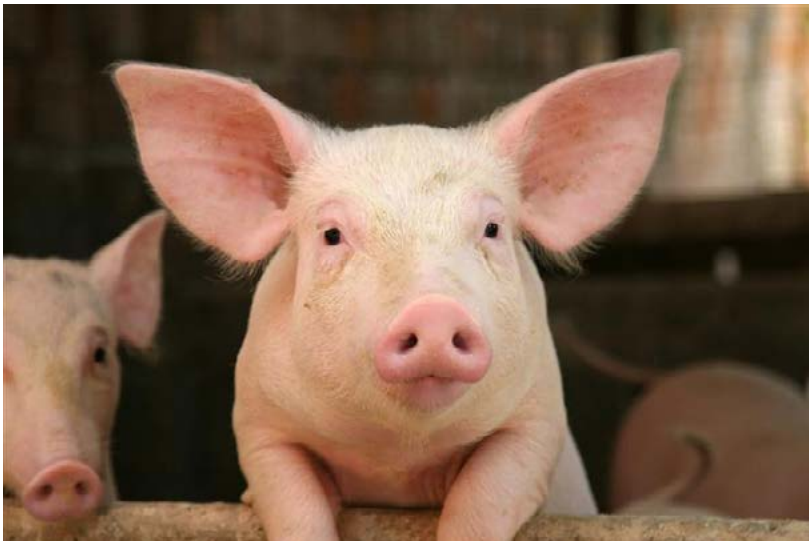
1.12 Creating Humane Communities

MEASURABLE RESULTS

The BC SPCA certified more than **346,961** farm animals and more than **24.7 million** eggs on a total of 29 farms participating in the SPCA Certified farm certification and food labelling program.

ACHIEVEMENTS

The BC SPCA was represented in the Canadian humane movement to set new and revised Canadian standards for raising farm animals and auditing on-farm animal welfare, including Canada's Codes of Practice and the Canadian Organic Standards.





2 Delivering Excellence in Animal Welfare Programs



DELIVERING EXCELLENCE IN
ANIMAL WELFARE PROGRAMS

Key Priority 2.1

In the area of animal cruelty investigations, we will:

Enhance the training of shelter-based staff, enabling them to undertake initial animal cruelty investigations.

TIMEFRAME By year two onwards.

2.1 Delivering Excellence in Animal Welfare Programs



ACHIEVEMENTS

An online learning management system (LMS) training course on conducting initial animal cruelty investigations was completed in 2015. Work on continued education in this area slowed due to re-assessment of need.

The Cruelty Investigations Department also held training sessions on the PCA Act and investigative interviewing for special provincial constables and managers in 2018.

As the overwhelming majority of all cruelty complaints are now handled by the special constables themselves, there is now less need to provide cruelty training to shelter based staff.



DELIVERING EXCELLENCE IN
ANIMAL WELFARE PROGRAMS

Key Priority 2.2

Recruit new constables to targeted and underserved areas of British Columbia.

TIMEFRAME Each year as resources permit.

2.2 Delivering Excellence in Animal Welfare Programs



ACHIEVEMENTS

In 2015, a full time animal protection officer was added in northern Vancouver Island and a horse welfare coordinator was also recruited. In 2016, a SPC was hired and commenced work in the West Kootenays and a full time Animal Protection Officer position was filled in the Lower Mainland/Fraser Valley in June 2016.

In 2017, a seized animal liaison officer was added to assist the Chief Prevention and Enforcement Officer in the handling of the significantly increased number of disputes that are being heard by the BC Farm Industry Review Board.

In 2018, an additional **\$45k** was dedicated to the cruelty investigations department to provide for increased vacation coverage.



DELIVERING EXCELLENCE IN
ANIMAL WELFARE PROGRAMS

Key Priority 2.3

Continue to educate and update the legal and law enforcement communities on animal cruelty law through teaching opportunities and partnerships with the police forces, Crown Counsel, faculties of law and other educational facilities/opportunities.

TIMEFRAME By year two.

2.3 Delivering Excellence in Animal Welfare Programs



ACHIEVEMENTS

The Chief Prevention and Enforcement Officer (CPEO) was a key contributor in the development, by Humane Canada, of a National Centre for the Prosecution of Animal Cruelty (NCPAC). The database includes precedent on sentencing guidelines and webinars and workshops for Crown counsel on prosecuting animal cruelty cases. Four NCPAC conferences have been held over the strategic plan.

A comprehensive review of the five crown regions and charge approval between 2014-2018 was completed. The average time for charge approval in the province over these five years was five months. The cruelty investigations department held internal and external training opportunities in each of the strategic plan years.

Staff presented to stakeholders and students in law enforcement and justice, including at UBC, Thompson Rivers University, Langara College, and the Canadian Violence Link conference. The CPEO attended the Community Coordination for Women's Safety Working Group to represent the animal voice in interpersonal violence cases. Funding has been applied for to provide our constables with Integrated Case Management Training (ICAT) and working on violence link cases for 2019.





DELIVERING EXCELLENCE IN
ANIMAL WELFARE PROGRAMS

Key Priority 2.4

Implement the initial phases of the Facilities Development and Services Plan (FDSP), ensuring that all facilities are constructed in a manner consistent with the Society's goal of preventative animal welfare and a focus on youth and adult education, support for animal guardians, community support mechanisms and environmental responsibility.

TIMEFRAME Completion of a priority facility by the end of year two of the plan and completion of a minimum of two facilities by the end of year four.

2.4 Delivering Excellence in Animal Welfare Programs

ACHIEVEMENTS

In Nanaimo, construction on a 7,500 square foot community animal centre was completed in the summer of 2016. This facility won two architectural awards for the BC SPCA. In Kelowna, a 2,800 square foot recovery and adoption barn was completed during the summer of 2015, while in Surrey, a recovery and adoption barn, education centre, supply centre, and cat intake facility have been completed and are operational.

In 2019, a 10,800 square foot community animal centre in Kamloops was completed and completion is underway for a 4,850 square foot facility in Dawson Creek. In Vancouver, the CEO is in discussions with a prominent local developer and the City of Vancouver for redevelopment of our current community animal centre/clinic/provincial office facilities.

In Prince George, the Crown has a number of requirements that must be fulfilled prior to evaluation of an offer to purchase. These are currently being worked upon, and First Nations representatives have been contacted as they hold first right of refusal on all Crown lands.

In the Fraser Valley, discussions with the deputy mayor and City real estate manager have been positive; additional relationship-building is recommended between the Society and City prior to a formal land ask. Further funding from the Province will also likely be necessary to fund this project.

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Discussions continue with the City of Campbell River in pursuit of partnering with the BC SPCA on a new facility. A new Sea to Sky Education and Adoption Centre is now in its final stages in Squamish, and a new Tri-Cities centre was opened in 2018 in Port Coquitlam.



BC SPCA Tri-Cities Education and Adoption Centre, Port Coquitlam



DELIVERING EXCELLENCE IN
ANIMAL WELFARE PROGRAMS

Key Priority 2.5

Seek federal, provincial and local government funding as base funding for the FDSP and other aspects of our mission.

TIMEFRAME Submission of formal funding request in the first year of the strategic plan with funding obtained by the end of year three.

2.5 Delivering Excellence in Animal Welfare Programs

ACHIEVEMENTS

Over the span of the 2014-2018 Strategic Plan, the Government of British Columbia provided two grants totaling \$10 million towards our capital plan. In Kelowna, a Recovery and Adoption Barn was completed during the summer of 2015, while in Surrey, a Recovery and Adoption Barn, education centre, supply centre and cat intake facility have been completed and are operational.

A new community animal centre was opened in Castlegar in 2018 to serve the West Kootenay area. A new facility has recently opened in Kamloops and a facility is nearing completion in Dawson Creek. In Prince George, the Crown has a number of requirements that must be fulfilled prior to evaluation of an offer to purchase. These are currently being worked upon, and First Nations representatives have been contacted as they hold first right of refusal on all Crown lands.

In the Fraser Valley, discussions with the deputy mayor and City real estate manager have been positive and further funding from the Province will likely be necessary to fund this project. Discussions continue with the City of Campbell River with a view to partnering with the BC SPCA on a new facility.

A property was purchased and renovated to house the new Sea to Sky Branch location, which includes a multi-purpose room for youth education programs. In Vancouver, the CEO is

in discussions with a prominent local developer and the City of Vancouver for redevelopment of the current community animal centre/clinic/provincial office facilities.



Good Shepherd Barn, Surrey



DELIVERING EXCELLENCE IN
ANIMAL WELFARE PROGRAMS

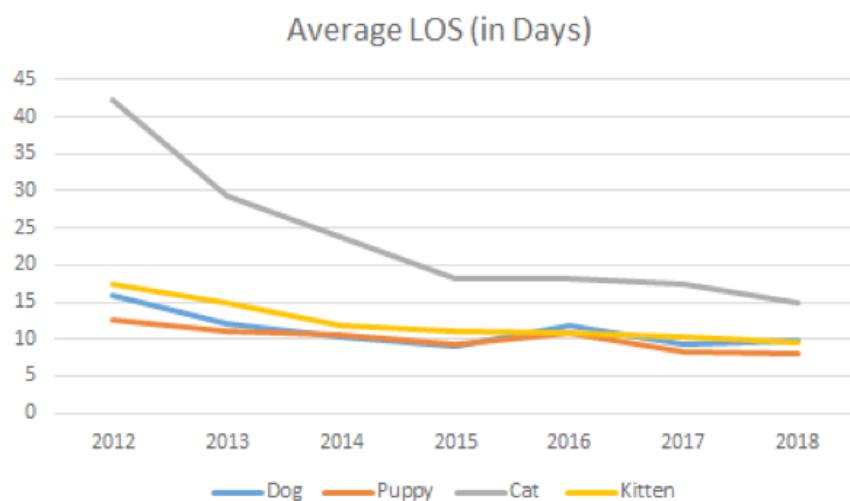
Key Priority 2.6

Introduce new and expand existing behaviour and welfare programs to increase adoptions, save more lives and support the most vulnerable animals in the province.

TIMEFRAME From year three and onwards.

2.6 Delivering Excellence in Animal Welfare Programs

MEASURABLE RESULTS



Length of stay (LOS) has continued to decrease for cats in particular, with adult cats decreasing to 14.9 days and kittens to 9.6 days. Accordingly, we have exceeded our goal to reduce length of stay for cats to 21 days by the end of the 2014-2018 Strategic Plan.

New animal care and adoption procedures are having a very positive impact in our overall Live Release Rate (the percentage of animals who are adopted or returned to loving families), which has increased from 91% to 92% for dogs and from 82% to 89% for cats since 2013.

ACHIEVEMENTS

The “Adopters Welcome” program was introduced to improve the adoption experience for potential clients. Together with an enhanced adoption process, introduced in 2014 to remove barriers to adoption that created higher lengths of stay, this has resulted in our adoption numbers trending up slightly since 2013, in spite of a small decline in our overall intake. While annual **animal intake declined by 516** animals since 2013 (due chiefly to fewer stray or impounded animal intakes, and to declining kitten intake as a result of successful spay/neuter programs), **surrenders increased by 570 animals**, a result of staff working to bring vulnerable animals into our care for rehoming.

Our Senior Manager, Behaviour and Welfare, Dr. Karen van Haaften, developed a protocol to assist shelter staff in the recognition of psychological distress in sheltered animals. This will provide a guide for assessing whether critical distress of a psychological nature is present for stray hold or seized animals. Dr. van Haaften continues to train staff on Principles of Learning and Behaviour Modification during her shelter visits.



DELIVERING EXCELLENCE IN
ANIMAL WELFARE PROGRAMS

Key Priority 2.7

Recruit staff with specific animal behaviour and welfare expertise into the organization and enhance the skills of existing staff.

TIMEFRAME From year three and onwards.

2.7 Delivering Excellence in Animal Welfare Programs



ACHIEVEMENTS

In 2017, Dr. Karen van Haaften was recruited as the Senior Manager, Behaviour and Welfare. A graduate of the Ontario Veterinary College and a UC Davis clinical behaviour residency, she became board certified in animal behaviour in 2018, making her one of 75 veterinarians with this credential internationally.

The first BC SPCA Animal Behaviour Science Symposium occurred on June 1-2, 2018. The sold out event was very successful with 214 attendees from across Canada. Guest speakers included behaviour experts Chirag Patel, Dr. Zazie Todd and Dr. Karen Van Haaften. Please see priority 2.6 for more details on behavioural training in the organization.



DELIVERING EXCELLENCE IN
ANIMAL WELFARE PROGRAMS

Key Priority 2.8

Strengthen management and oversight mechanisms in Northern British Columbia and in the Lower Mainland/ Fraser Valley regions.

TIMEFRAME Years three and five, respectively.

2.8 Delivering Excellence in Animal Welfare Programs



ACHIEVEMENTS

In 2016, a position for a regional manager for the north region was created. Colby O'Flynn has assumed this role on an interim basis. With this addition, the Society now has a full complement of regional managers, from which will flow strong management and oversight in this historically underserved region.





DELIVERING EXCELLENCE IN
ANIMAL WELFARE PROGRAMS

Key Priority 2.9

Enhance the role of the BC SPCA
Provincial Call Centre to further
support branches and the Cruelty
Investigations Department.

TIMEFRAME By year four.

2.9 Delivering Excellence in Animal Welfare Programs



MEASURABLE RESULTS

The introduction of the Call Centre has dramatically reduced the number of calls to branches, allowing staff and volunteers more time to focus on direct animal care. The call centre now fields nearly **30,000** calls annually, one third of which are animal cruelty complaints, with the remaining two-thirds being in service of the BC Pet Registry and other BC SPCA services and programs.

ACHIEVEMENTS

During 2015, the Call Centre assumed responsibility for responding to enquiries relating to the Pet Registry and enquiries of a general nature. The organization is currently planning for piloting expanded services in 2019.



DELIVERING EXCELLENCE IN
ANIMAL WELFARE PROGRAMS

Key Priority 2.10

Participate in national efforts to improve consistency and quality of animal cruelty investigations in Canada.

TIMEFRAME By year five.

2.10 Delivering Excellence in Animal Welfare Programs



ACHIEVEMENTS

Please see key priority 2.3: Continue to educate and update the legal and law enforcement communities on animal cruelty law through teaching opportunities and partnerships with the police forces, Crown Counsel, faculties of law and other educational facilities/opportunities.





DELIVERING EXCELLENCE IN
ANIMAL WELFARE PROGRAMS

Key Priority 2.11

Modify and enhance the Drive for Lives transfer program to support and optimize the FDSP.

TIMEFRAME By year two.

2.11 Delivering Excellence in Animal Welfare Programs



ACHIEVEMENTS

The Drive for Lives program was expanded in 2016 and 2017 to include the Peace Region, through the addition of five transfer vehicles. The Society has also hired a dedicated Animal Transfer Manager to oversee the program.





DELIVERING EXCELLENCE IN
ANIMAL WELFARE PROGRAMS

Key Priority 2.12

Identify all areas of BC SPCA involvement in animal control and develop corresponding policies to ensure operational consistency and optimal implementation of the FDSP.

TIMEFRAME By year two.

2.12 Delivering Excellence in Animal Welfare Programs



ACHIEVEMENTS

Work on this directive has been completed and implemented. We are already seeing the dividends of such work. Examples include a significant increase in the dollar value of the animal control contract in Prince George and Dawson Creek.





DELIVERING EXCELLENCE IN
ANIMAL WELFARE PROGRAMS

Key Priority 2.13

Further develop and increase customer service training for all staff and implement measures to objectively track and reward progress.

TIMEFRAME By year four.

2.13 Delivering Excellence in Animal Welfare Programs



ACHIEVEMENTS

Eleven customer service training modules were developed under the online Learning Management System program. Customer service continues to be monitored, with a survey available to anyone who has interactions with the BC SPCA, but also by way of a link that goes to adopters.





3 Building a Mission-Focused Team of Staff and Volunteers

BUILDING A MISSION-FOCUSED
TEAM OF STAFF AND VOLUNTEERS

Key Priority 3.1

Continue to invest in the recruitment, training, compensation and career development of staff across the province.

TIMEFRAME Incremental investment in each year.



3.1 Building a Mission-Focused Team of Staff and Volunteers

ACHIEVEMENTS

The starting wage for hourly exempt staff was increased to \$15/hour by the end of the 2014-2018 Strategic Plan. Over the course of the past five years, we have consistently closed the wage gap between unionized and exempt staff, while maintaining a premium above minimum wage.

In addition, we introduced a matching RRSP program for exempt hourly staff, beginning at 2% in 2016, increasing to 3% in 2017, and to 5% in 2018.

A new compensation philosophy and plan were approved by the Board of Directors and Phase-1 was implemented with salaried staff, to ensure the organization maintains the equity and competitiveness necessary to attract and retain a committed workforce

More than **65** courses have been developed through our learning management system (LMS) since its inception in 2013. Notably, in 2018, a comprehensive onboarding/training program was designed and implemented for our entry-level Animal Care Attendant positions.



BUILDING A MISSION-FOCUSED
TEAM OF STAFF AND VOLUNTEERS

Key Priority 3.2

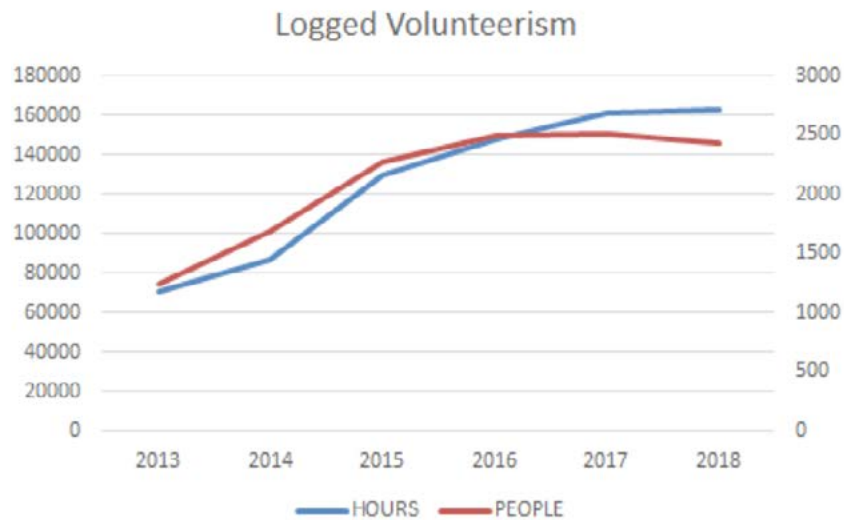
Develop a multi-level volunteer development plan to significantly increase the number and training of volunteers across the Society. This will include the creation of volunteer positions in new areas.

TIMEFRAME Development of the plan by the end of year, with implementation thereafter.



3.2 Building a Mission-Focused Team of Staff and Volunteers

MEASURABLE RESULTS



ACHIEVEMENTS

In 2015, 2016 and 2018, an independent volunteer program assessment survey was undertaken by the University of North Carolina (UNC) Charlotte. Results indicated that BC SPCA volunteers are highly committed and satisfied with their volunteer work overall, both independently and compared to other organizations participating in the survey. Response rates and performance both improved since 2015. Areas of growth identified included volunteer recognition, communication, and volunteer coordination at the local level.

Branch volunteer assessments were completed in early 2017.

Regional Managers then worked with their teams to create regional plans. These plans have been reviewed by the Volunteer Task Force to ensure the priorities are aligned with the Provincial Volunteer Plan. Regions are starting to establish regional volunteer coordination groups to collaborate and share resources.

To increase communication, a monthly email is now sent to all volunteers with contributions from various departments, as applicable, updating them on important and relevant information.

A large portion of our volunteers are now in Better Impact and are logging their hours which enables us to produce reports identifying our areas of strength and opportunity. In 2018, we had **4894** accepted volunteers, **2438** of them logged **162,945** hours of time which was an average of **66 hours per volunteer**.



4 Enhancing Financial and Organizational Strength



ENHANCING FINANCIAL AND
ORGANIZATIONAL STRENGTH

Key Priority 4.1

Recognizing the importance of donor support to our organization, grow new and enhance existing donor relationships to support programs that benefit animals, focusing on the long term and working in partnership.

TIMEFRAME Incremental investment in each year.

4.1 Enhancing Financial and Organizational Strength



MEASURABLE RESULTS

Since 2013, the final year of the previous strategic plan, overall annual provincial fundraising has grown 34.7%, with significant growth in key revenue streams noted below:

- ▶ 48.5% growth in Philanthropy (major giving and foundations combined)
- ▶ 82% increase in Third Party Fundraising
- ▶ 164% growth in Online revenue
- ▶ 239% growth in Corporate Sponsorship
- ▶ 128% growth in Corporate Annual
- ▶ 403% growth in Offleashed Gala (since 2014, the gala's first year)
- ▶ 2584% growth in Shop BC SPCA online merchandise
- ▶ More than \$67 million total in legacy gifts (bequests) over four years.

ACHIEVEMENTS

In 2017, an additional 0.5 FTE employee was retained to support the critically important and growing area of planned giving. A Director, Philanthropy was retained in early 2018.



ENHANCING FINANCIAL AND
ORGANIZATIONAL STRENGTH

Key Priority 4.2

Explore the potential for new and existing social enterprise opportunities.

TIMEFRAME Recommendations submitted to the Board of Directors by the end of year two, with action thereafter dependent on the Board's decision.

4.2 Enhancing Financial and Organizational Strength



MEASURABLE RESULTS

Since its launch in 2015, the BC Pet Registry, generated over **\$2.4 million** in gross revenue, or **\$357K** in net revenue to the bottom line, making it the BC SPCA's most successful social enterprise.

ACHIEVEMENTS

AnimalKind™ branding, legal contracts, operations manual, auditing process and fee recovery schedule was completed in 2017.





ENHANCING FINANCIAL AND
ORGANIZATIONAL STRENGTH

Key Priority 4.3

Continue to invest in technology, including expanding our use of social media; our website and enhancing our support, volunteer and adoption platforms.

TIMEFRAME Incremental investment in each year.

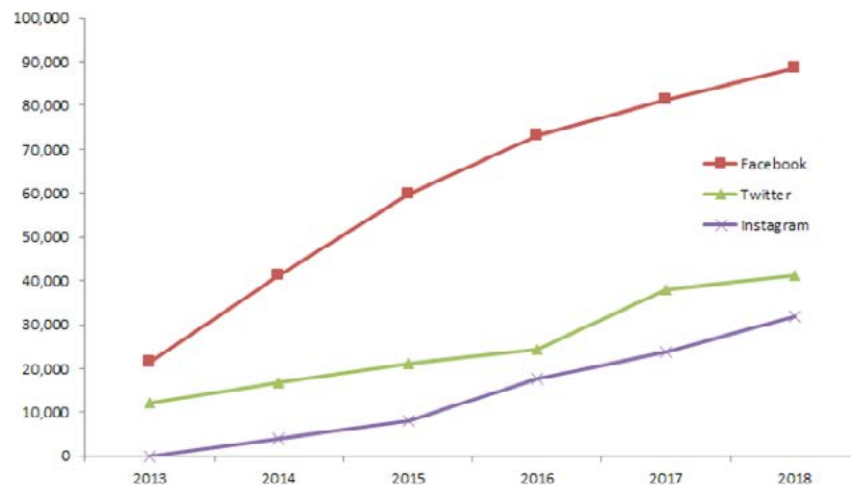
4.2 Enhancing Financial and Organizational Strength

MEASURABLE RESULTS

Our online and social media channels continue to increase, creating new areas of growth for fundraising, advocacy, education and community engagement, with online revenue via social media is **up 80%** from 2017.

All areas of the BC SPCA website are showing increases, including number of overall visits (up 2 per cent over 2017 total of 4.5 million visitors), website visits up 2 per cent over 2017 – quality of visits (length of stay on site, number of conversions (donations, advocacy actions, etc.) up dramatically.

Social Media Followers



ACHIEVEMENTS

Enhancements made to the functionality of the website resulted in significantly increased website activity during 2016, while we also saw additional traffic to our social media accounts. A new website was launched in June 2017 to ensure mobile functionality, resulting in overwhelming growth in traffic, online donations and advocacy actions.

In 2018, the pet registry database transitioned to the Salesforce platform to elevate functionality of the system and facilitate future growth.

A new Learning Management System was purchased in 2018 and the first planned update to the Adoption site has been completed, with another major revision underway in 2019.



ENHANCING FINANCIAL AND
ORGANIZATIONAL STRENGTH

Key Priority 4.4

Investigate the possibility of partnering with local government to support spay/neuter programs, the adoption of pound animals, education initiatives and cruelty investigations within their jurisdiction.

TIMEFRAME Year two and onwards.

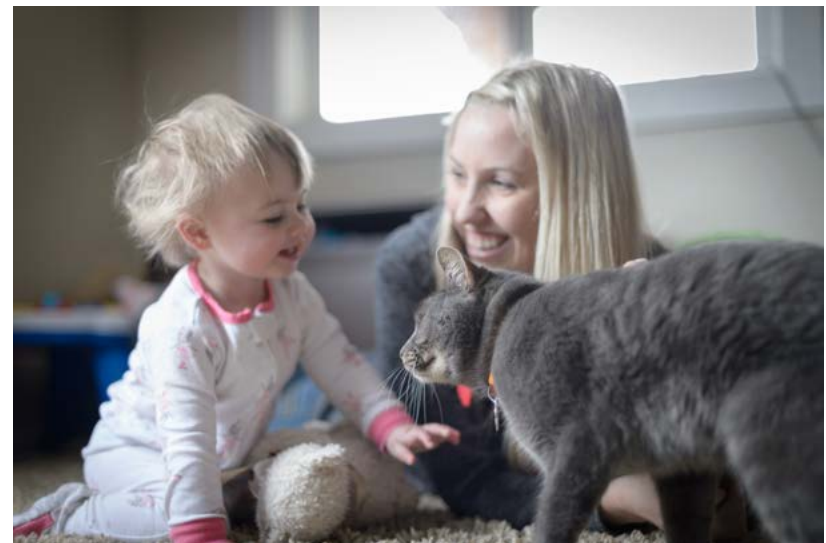
4.4 Enhancing Financial and Organizational Strength



ACHIEVEMENTS

Staff have developed new or expanded partnerships with a number of local governments to support spay/neuter and adoption initiatives, including with Alberni, Port Hardy, Tofino and Surrey.

Science and Policy staff continue to support the branches through direct guidance and the Outreach Ambassador program in order to create further opportunity to strengthen local government and outreach opportunities.





ENHANCING FINANCIAL AND
ORGANIZATIONAL STRENGTH

Key Priority 4.5

Explore the potential for BC SPCA to access support from industry community social responsibility programs in resource-based, northern communities.

TIMEFRAME By year three.

4.5 Enhancing Financial and Organizational Strength



ACHIEVEMENTS

Efforts to solicit support from corporations involved in the natural resource sector have been undertaken in communities such as Prince Rupert and Dawson Creek. These activities have included presentations and one-on-one meetings. To date, these efforts have not met with success. While all opportunities for engagement with this sector that present themselves will be pursued, corporate support in the charitable sector traditionally represents a small component of overall giving, and affiliation with certain resource industry segments may carry to risk with regard to public credibility.





ENHANCING FINANCIAL AND
ORGANIZATIONAL STRENGTH

Key Priority 4.6

Ensure the Society maintains an effective disaster recovery plan, so that we can continue to provide services in the event of a natural disaster.

TIMEFRAME An initial audit completed and recommendations submitted to the Board of Directors by year three.

4.6 Enhancing Financial and Organizational Strength



ACHIEVEMENTS

The Society has established a disaster recovery centre currently based out of Kelowna that will enable the BC SPCA to operate in the event of a natural disaster.

The construction of the new Kamloops and District Community Animal Centre will see disaster recovery moved to this new location that includes custom built disaster recovery facilities.

Accordingly, the priority has now been fully implemented in advance of the time period laid out in the Plan.





5 Strengthening Governance

STRENGTHENING GOVERNANCE

Key Priority 5.1

Create a process and policy for the recruitment, election and succession of Board of Directors that ensures optimal candidates are identified to eligible voters in a timely manner.

TIMEFRAME By year two.



5.1 Strengthening Governance

ACHIEVEMENTS

In 2018, the Board Development Committee (BDC) developed and piloted a new interactive board orientation tool. The BDC has assumed responsibility for recruiting potential candidates for the board.



STRENGTHENING GOVERNANCE

Key Priority 5.2

Explore opportunities to reassess the role of Community Councils to ensure optimal and effective governance of the Society, taking into account the 2012 report of the Community Council Task Force.

TIMEFRAME By year three.

ACHIEVEMENTS

This priority, as described, was completed in 2016.

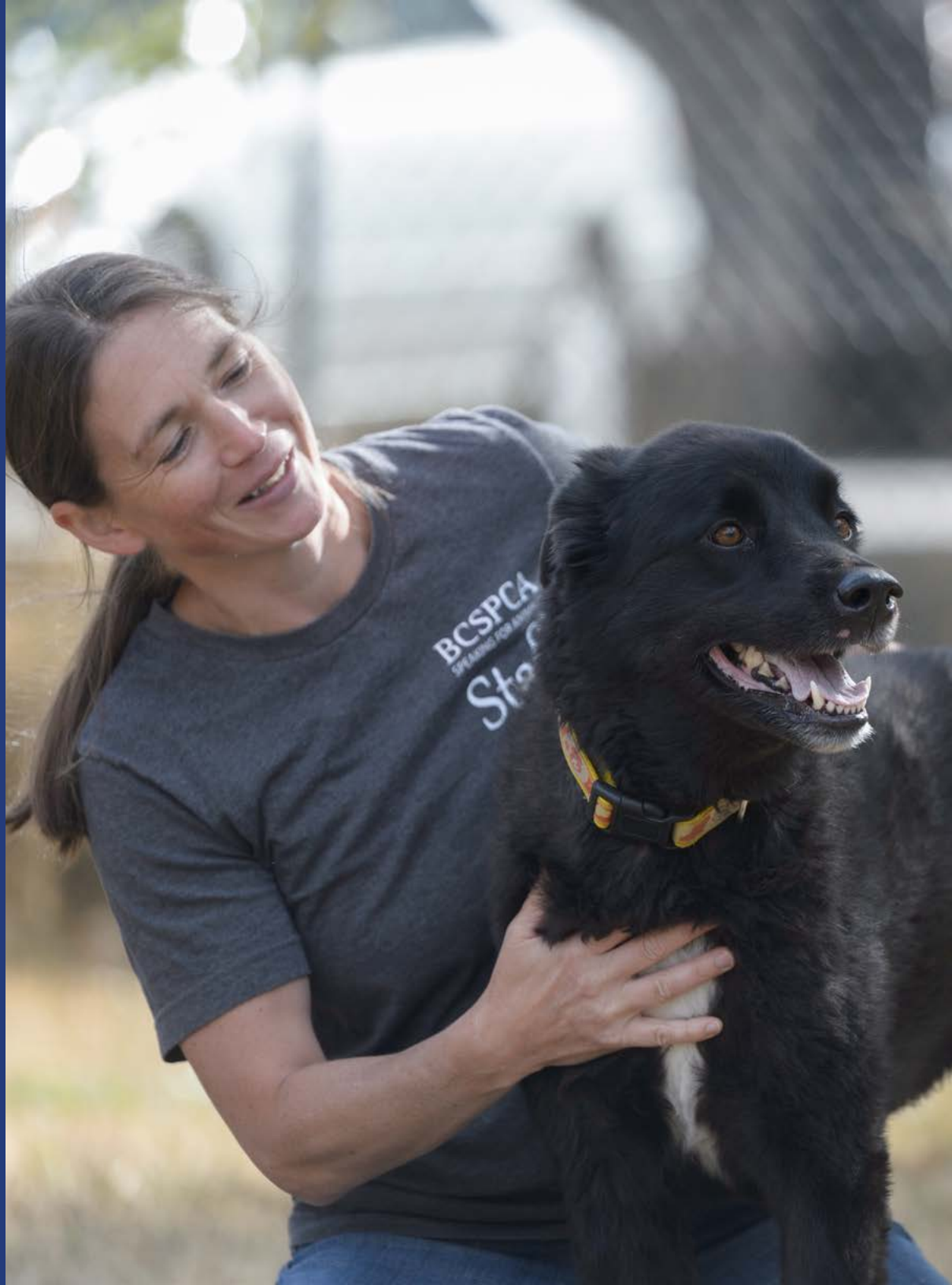


STRENGTHENING GOVERNANCE

Key Priority 5.3

Determine the role and value of membership to the Society and based on that determination, develop related policies and procedures to improve the governance of the Society.

TIMEFRAME By year two.



5.3 Strengthening Governance

ACHIEVEMENTS

In 2018, the bylaw amendments were approved at the Society 2018 AGM that revised the non-voting member category and remove the honorary member category which has not been in use since 2003 and earlier.

The 2017 staff standard operating procedure for membership was updated to add the online membership application process. The Membership Policy is under revision to include this new process.



STRENGTHENING GOVERNANCE

Key Priority 5.4

Revise and consolidate the Terms of Reference for Directors (at large and regional) to ensure accountability, transparency and participation.

TIMEFRAME By year two.



5.4 Strengthening Governance

ACHIEVEMENTS

In 2018, the revised Terms of Reference for the Regional Director and for the Director-at-Large positions were passed by the Board. It was determined that two separate Terms of Reference were preferred, and the revised TORs address the balancing of tasks and responsibilities between the roles of the Regional Director and the Director-at-Large.



STRENGTHENING GOVERNANCE

Key Priority 5.5

Create new and/or revise existing by-laws and other governance documents to enhance the Board's ability to provide effective oversight of the business and affairs of the Society

TIMEFRAME By year five.



5.5 Strengthening Governance

ACHIEVEMENTS

Bylaw amendments were approved at the 2018 Society AGM amending non-voting and honorary member categories, amending the length of time a board candidate must be a member prior to election, revising the language to allow a CC to designate an alternate to the CC Chair to attend and vote on behalf of the CC at a Regional Council meeting; and correcting administrative errors such as incorrect references to section numbers within the bylaws.

In 2018, bylaw amendments were proposed to:

- ▶ allow for Directors' meetings to be held by electronic means;
- ▶ allow extraordinary general meetings other than the AGM to be held by electronic means;
- ▶ allow a majority of Directors in office to vote in favour of a resolution in writing as opposed to the current requirement of all Directors; and
- ▶ change the deadline for conducting Branch AGMs to better align with the Society AGM and year end.

Eight terms of reference and policy documents were approved by the Board in 2018-2019. Each key priority within Strategic Priority 5 has been addressed and several key priorities continue to be monitored and enhanced. The Society remains committed to continually improving its unique governance structure, engaging with its members and ensuring accountability.



Thank you for your support!



BCSPCA
SPEAKING FOR ANIMALS