

# BCSPCA

## SPEAKING FOR ANIMALS

### **YEAR-1 PROGRESS REPORT ON THE 2019-2023 STRATEGIC PLAN**

Our work together in the first year of the BC SPCA's new Strategic Plan for 2019-2023 has set the foundation for a stronger organization capable of realizing our vision for animals across BC.

2019 saw us take on organizational weaknesses identified through our strategic planning process with a courage and determination that will transform them into strengths over time.

In 2019, some of our key accomplishments include:

- Significantly lowering our time to respond to reports of animal cruelty in every region of the province, through the addition of a number of additional special constable positions and a reorganization of the management structure within the department.
- Growing our community to more than 214,000 people actively engaged in learning about and supporting our work
- Mobilizing more than 37,000 citizens in support of successful campaigns to reform federal cruelty laws and end the captivity of whales and dolphins in Canada
- Opening innovative new facilities in Kamloops, Dawson Creek and Squamish to improve our services for animals and people in these communities
- Designing and launching a new volunteer support system, including recruitment of four regional volunteer support specialists who will assist our locations and departments in recruiting and onboarding volunteers to expand our impact
- Retaining a training specialist and redesigning our employee training programs and online learning management system to improve training support for animal care to our staff
- Launching a review of our governance system, led by our volunteer Board of Directors, to identify and implement new structures to better support organizational function

The BC SPCA is committed to achieving measurable results for animals and evaluating the quality of our work in every area to increase our organizational effectiveness. To this end, we have created a set of Organizational Health Indicators and Key Performance Indicators, which are tracked over the year and reported to our Board of Directors.

This report presents our 2019 results in each pillar of our strategic plan, results which are the outcome of the tireless efforts of our dedicated community of volunteers, staff, members and supporters. They are yours to celebrate for the animals.

**Vision:** To inspire and mobilize society to create a world in which all animals enjoy as a minimum, five essential freedoms.

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## BC SPCA ORGANIZATIONAL HEALTH INDICATORS

	Surplus(Deficit)	Fundraising Revenues (Cash Receipts) <sup>1</sup>	Financial Statement Delivery	Size of BC SPCA Community (Active Email Subscribers)
<b>2019 Target</b>	(2,189,474)	\$16,867,325	39 days	142,576
<b>2019 Actual</b>	2,069,392	\$25,327,704	38 days	214,683 <sup>2</sup>

	Voluntary Retention of Permanent Employees	WorkSafe Claims Cost <sup>3</sup>	Average Length of Stay	Proportion of KPI Targets Met
<b>2019 Target</b>	80%	No target set for 2019; 2020 target is a measurable reduction in Claims Cost	Cats: 14 days Kittens: 9 days Dogs: 9 days Puppies: 8 days Rabbits: 40 days	90%
<b>2019 Actual</b>	85%	\$195,116	Cats: 15 days Kittens: 10 days Dogs: 10 days Puppies: 8 days Rabbits: 46 days	79%

 Target met

 Target not met

<sup>1</sup> Includes annual (provincial), will and estates (provincial), branch fundraising and over the counter (branch)

<sup>2</sup> 60,000 of these are as a result of a one-time addition of Pet Registry emails, however even without those additions saw 24.76% growth when 15% was projected

<sup>3</sup> The total dollar amount of claim benefits paid within the year by WorkSafe. It is different from the assessment we pay, but it will influence our assessment in future years.

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## GROW | Strengthening our Work for Animals

### GOALS by 2023:

Our programs, facilities and governance system embody best practices, serving as a measurable model of excellence in animal welfare.

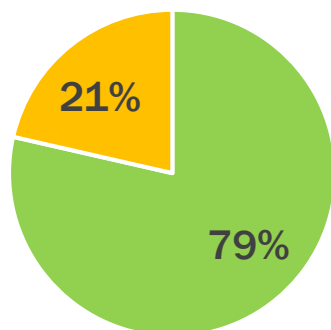
Our people are thriving – effective in their work and respected for their knowledge and capabilities.

Our mission is supported through identifying and pursuing new opportunities for annual revenue growth and building future capacity.

### Organizational Effectiveness

Increase our effectiveness to achieve measurable results for animals through a culture of leadership, innovation, accountability, and effective communication that proactively manages change.

### 2019 Key Performance Indicator Summary



■ 2019 Target Met   ■ 2019 Target Not Met

### Organizational Performance

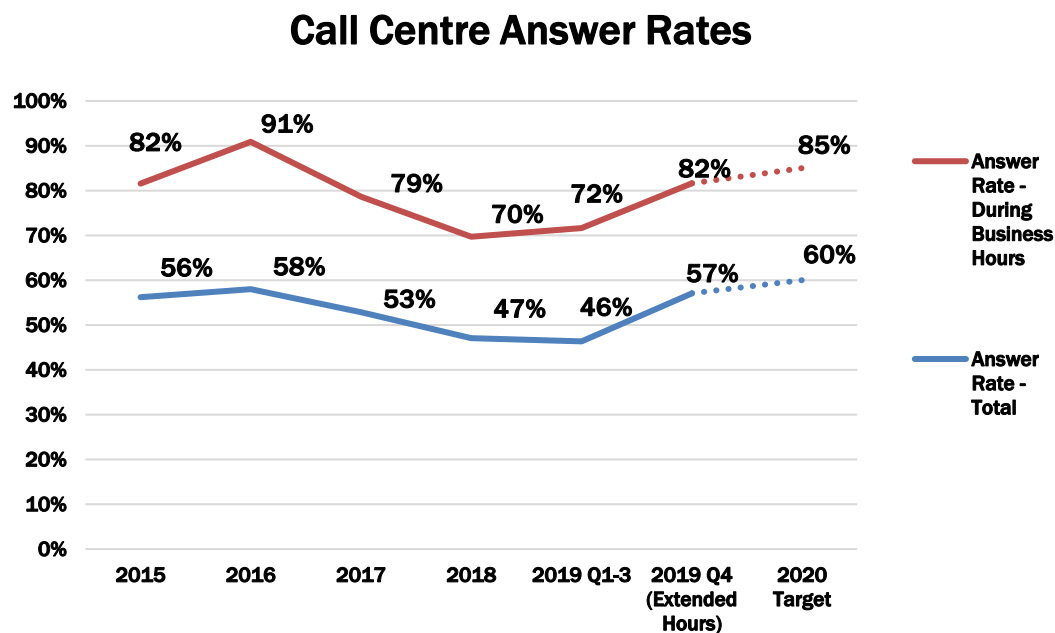
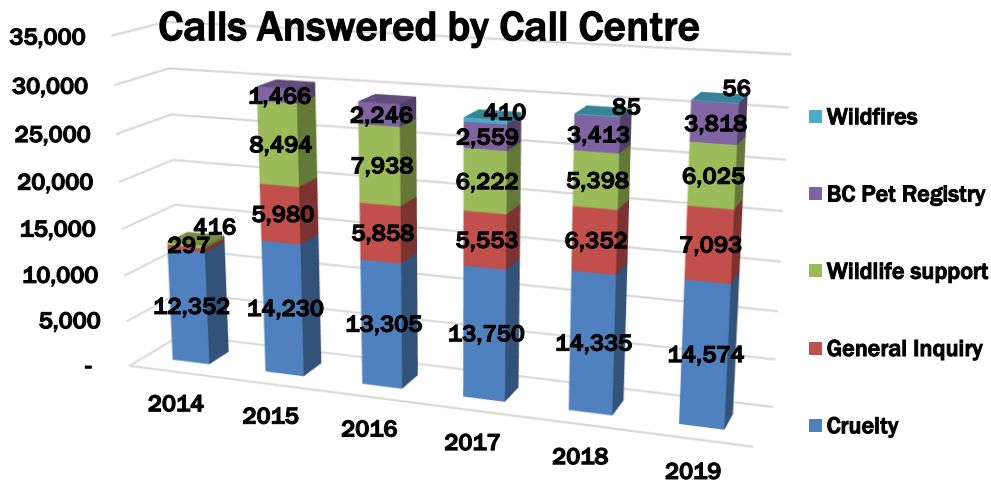
In 2019, 37 Key Performance Indicators were defined to measure performance with the new strategic plan. 2019 targets were set for 28 of these KPIs, while the remaining 9 required further benchmarking prior to setting targets. In 2019, targets were met or exceeded for 22 out of 28 KPIs for which targets had been set.

The BC SPCA's performance was recognized through:

- Continued accreditation with Imagine Canada Standards Program
- Recognition as a top-10 charity in MoneySense magazine's 2019 survey of 100 Canadian charities for overall efficiency, transparency and donor stewardship.

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- A Four-Star rating (the highest possible) in Charity Intelligence Canada’s annual list of top charities.

Change management training was delivered to all managers, and to Provincial Office staff.

#### Call Centre

The call centre was originally launched to provide a professional and consistent service for receiving complaints of suspected animal cruelty from across the province. While this is still the primary call type, additional services have been added, including general inquiries and wildlife support (added 2014), BC Pet Registry (added 2015), and wildfire support (added 2017). These additional functions have doubled total call volume, and human resources have been stepped up over time to support these services.

In 2019, the Call Centre commenced new extended autumn hours (9am-7pm) and is now the first point of contact for people calling WildARC. Call Centre Operators provide information and assistance to these callers to decrease the time WildARC’s wildlife rehabilitators need to spend on the phone, thereby increasing their ability to provide direct animal care.

The development of a new office in Victoria to house an expanded call centre is also underway with an expected move-in date in autumn 2020.

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**Governance**

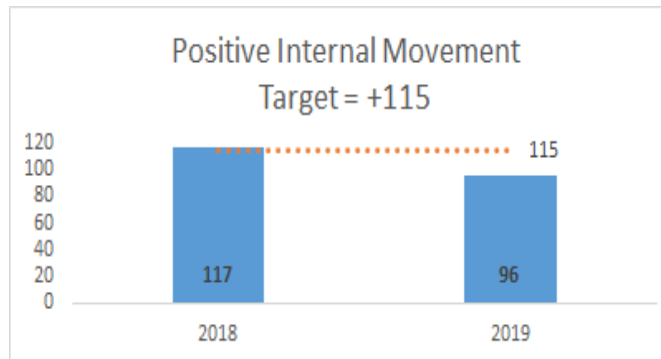
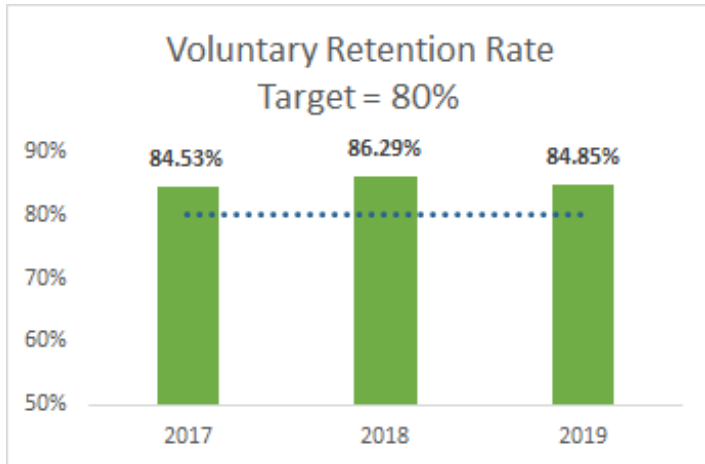
Evaluate and enhance the effectiveness of our governance system so that it best empowers the fulfillment of our mission and the achievement of our strategic priorities

The Society engaged in an external evaluation and carried out stakeholder consultations among our community to assess the effectiveness of our governance system and consider changes to support our ability to our best work for the animals.

**Strengthening our People**

Attract and retain skilled and diverse staff and volunteers, and invest in training and developing our people for effectiveness and resilience.

**Retention**



**Retention**

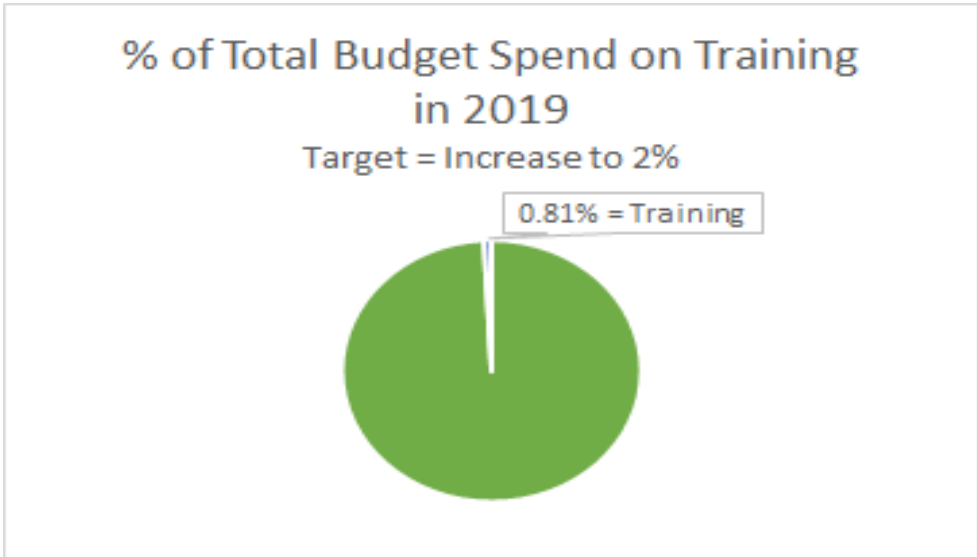
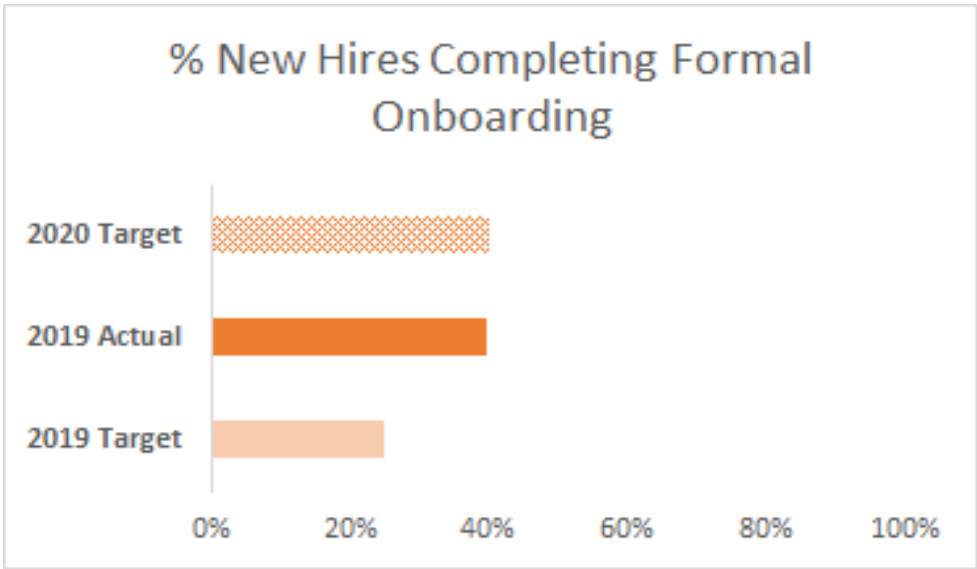
We are meeting our target for healthy voluntary turnover organizationally. Our voluntary retention rate represents our total pool of permanent employees less those who leave us voluntarily over a calendar year.

We are also supporting internal opportunities for career growth within the organization by setting a KPI for 'positive internal movements', defined as employees moving to a more desirable position (e.g. more hours, permanent position, increased level of responsibility, or lateral move)

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**Training**



**Training and Development**

To increase our investment in the skills and development of our people, we have set a goal to increase our resourcing of training to 2% of our total budget by the end of the strategic plan.

A new Training & Development Specialist role was created to support the development of training materials across programs.

A new online Learning Management System was implemented to improve quality and ease of use of online training programs

New onboarding resources were created and rolled out for front-line, managerial, and provincial office positions

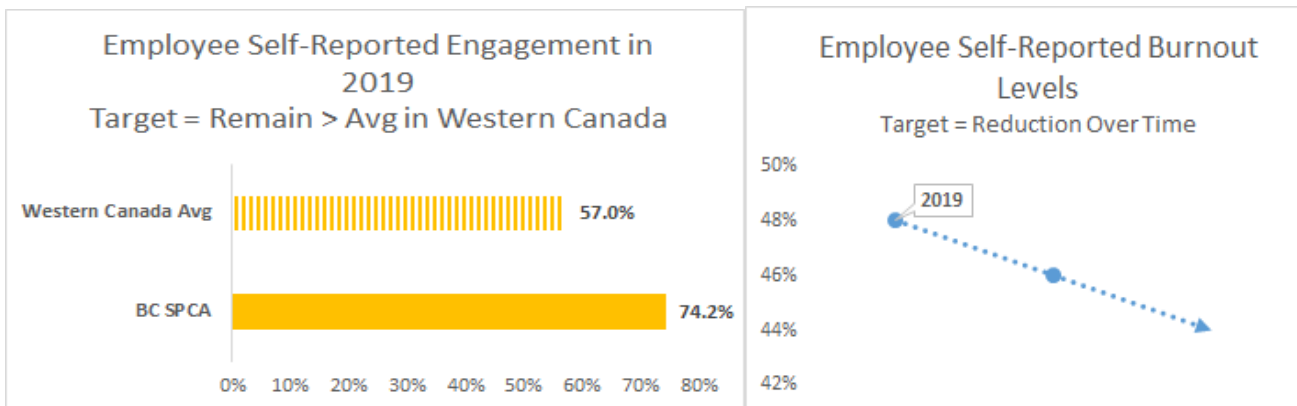
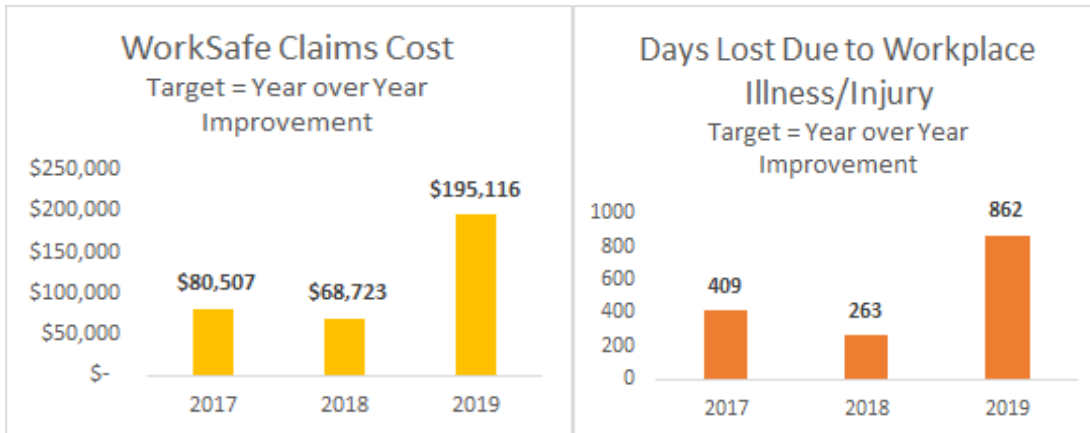
A new expanded course for New Employee & Volunteer Orientation was created

Leadership development and conflict resolution programs offered by Franklin-Covey and the Justice Institute of BC are being piloted beginning with more senior staff positions.

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**Health, Safety & Wellness and Employee Engagement**



**Health, Safety & Wellness and Employee Engagement**

BC SPCA historical data from WorkSafe was compiled to assess our situation in this area. Claims Cost is the total dollar amount of claim benefits paid within the year by WorkSafe. It is different from the assessment we pay, but it will influence our assessment in future years.

While our WorkSafe assessment costs have been decreasing over the last 5 years, the spike in our 2019 Claims Cost may reverse that trend.

While the leading causes of disability claims among our employees are physical strains and lacerations from animals, claims for stress are now a major cause, accounting for 33% of our total claim costs over the past 5 years.

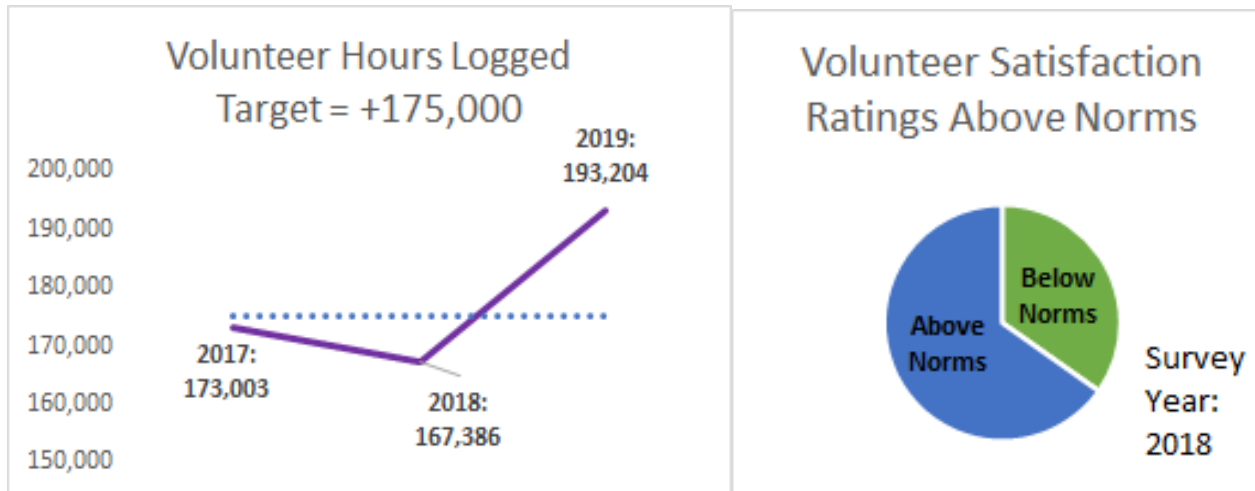
Employee claims for stress, including post-traumatic stress disorder, are focused primarily in the cruelty investigations department. Organizational leadership is taking this situation seriously for the well-being of our people and of our organization. We have brought in external experts to inform a strategy, and we are placing government on notice that more support is needed.

As a first step, an increase in counselling benefits to \$500/year has been provided, with an expanded list of professionals that can be accessed under this benefit. This benefit is in addition to our Employee and Family Assistance Program through Lifeworks.

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## Volunteer Engagement



Further, counselling sessions for teams involved in large-scale animal intakes has been established as a required practice after any such event.

### Volunteer Engagement

New Volunteer Pathways for volunteer recruitment and development were defined across BC SPCA program areas

4 new Regional Volunteer Specialist positions were created to support volunteer recruitment and development province-wide; 3 positions have been filled.

A communication/implementation plan for this new service delivery model was created

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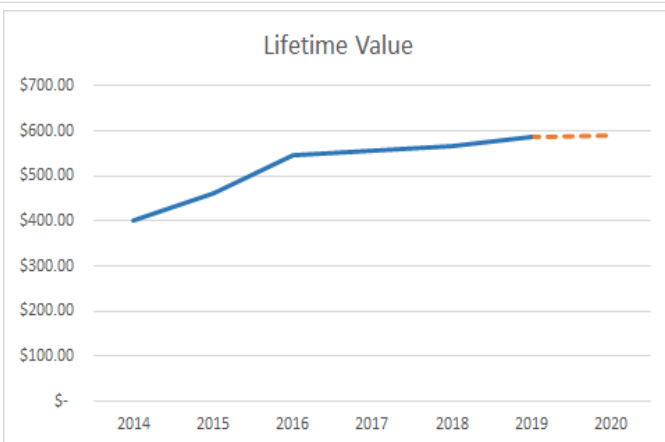
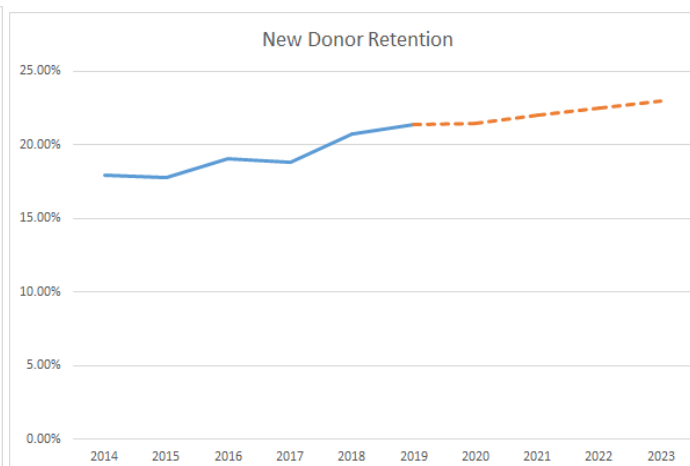
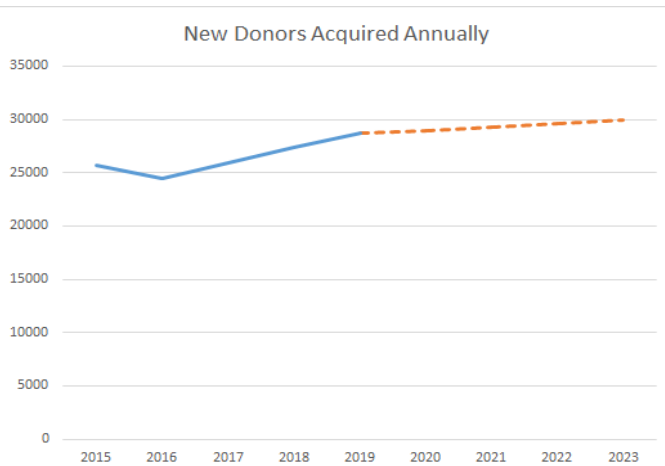
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## Financial Strength

Strategically invest to grow our supporter base, strengthen and diversify our funding sources, and enhance our financial management structures to support priority programming, community needs, and further capacity building through innovation and social enterprise opportunities.

### Revenue Development



### Revenue Development

Strong donor lead generation activities in 2019 grew our list size significantly and strong conversion from that list to donor meant we exceeded our 2019 goal by 10.6%

Despite disappointing returns in branch retention pilots we did see an improvement and are on pace to meet our 2023 goals. This is due to growth in retention of online donors from 21.8% to 22.4% (Online donors account for 64% of new donors).

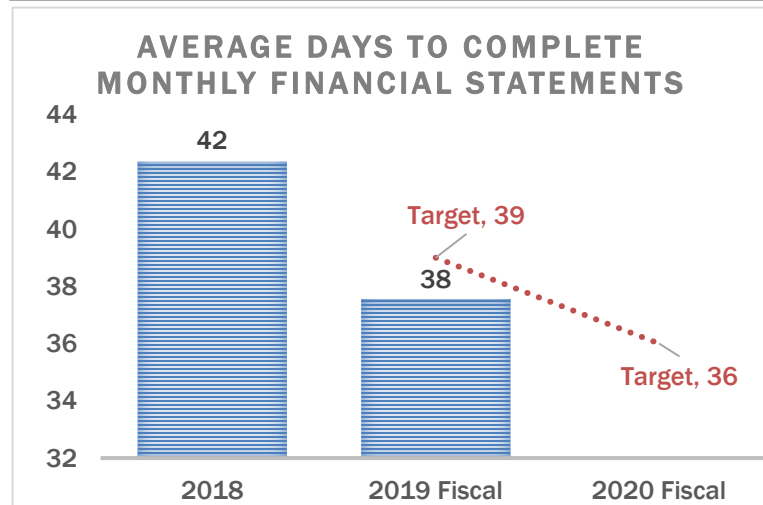
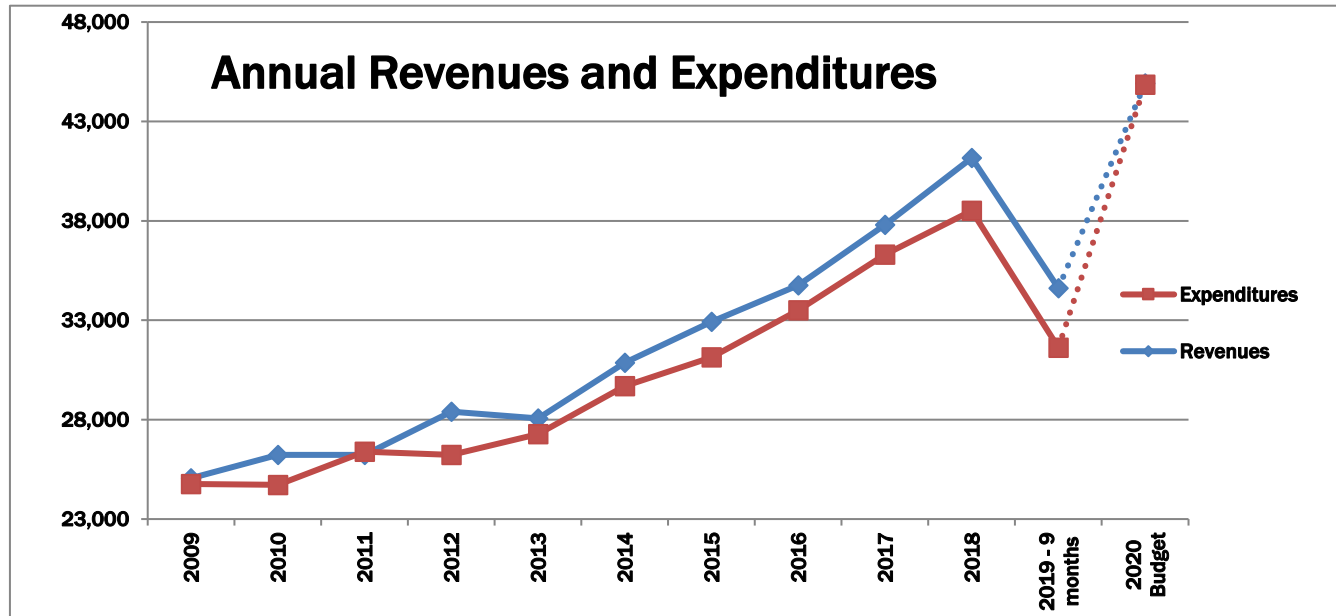
In 2020, while still pursuing ways to improve the lower than average branch retention we will launch a new initiative focused on continuing to grow retention of online sourced donors.

We accomplished very strong results with lifetime values; however as we continue to add new donors, we should anticipate that this will drop slightly before leveling out in 2023. New Donors and Lifetime Value generally have an inverse relationship and so fundraising health depends on seeing growth in both areas, not in one at the expense of another.

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**Finance**



**Finance**

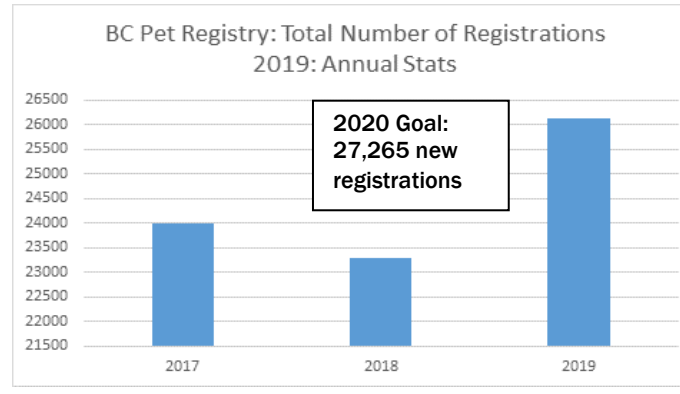
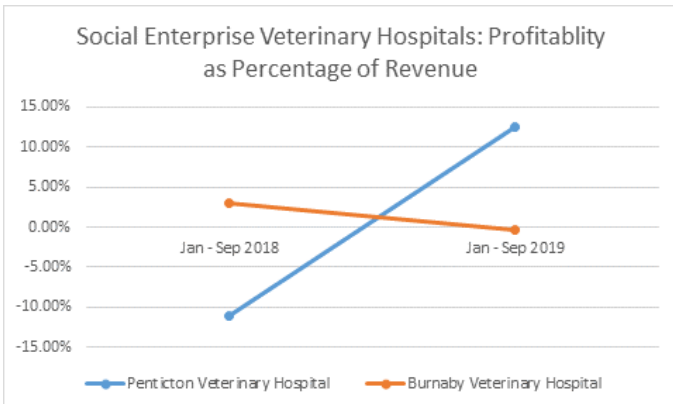
In 2019, we established a new fiscal year, transitioning to the new structure with a 9-month fiscal year.

The Finance Department set a goal of reducing the time to produce monthly financial statements to 31 days by the end of the strategic plan. In 2019, an average 4-day average improvement was achieved towards this goal.

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**Social Enterprise**



**Social Enterprise**

The new General Manager, Veterinary Hospital Services has been retained to commence in spring, 2020, and will oversee all five of the organization's hospitals and clinics.

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**PROTECT | Enhancing Animal Protection**

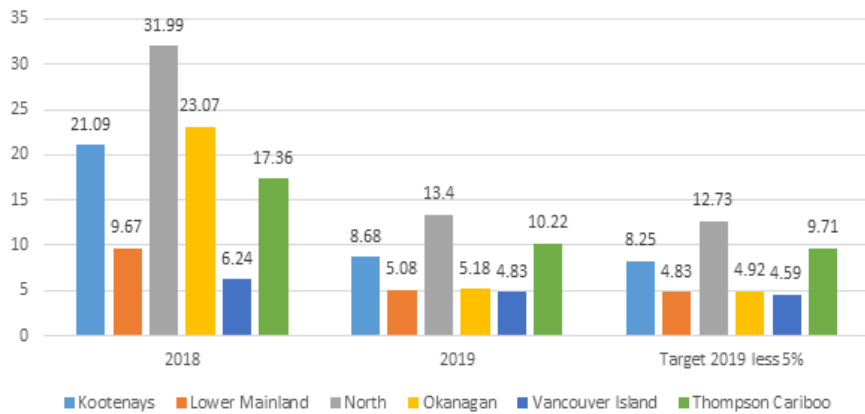
**GOALS by 2023:**

A reduction in animal abuse and neglect in British Columbia through prevention, collaboration & enforcement.

**Enforcement**

Increase the delivery of timely, effective, and consistent response to complaints of animal distress, in cooperation with partner agencies, particularly in underserved communities.

Avg Response Time 2018-2019 and Target 2020



**Cruelty Enforcement Response**

We completed a review of animal cruelty response times by region and set goals to improve them.

We added four new Regional Manager positions to improve management support to animal protection officers province-wide, also resulting in additional officers being deployed on the ground, particularly to more remote and/or rural regions of the province.

As a result of these changes, we achieved major reductions in the number of days it takes to respond to complaints of animal cruelty, over our 2018 results: 23% lower on Vancouver Island; 44% lower in the Thompson-Cariboo; 47% lower in the Lower Mainland; 58% lower in the North; 59% lower in the Kootenays; and 78% lower in the Okanagan.

Further improvements are needed and targets for 2020 have been set at a 5% reduction in response times below 2019 levels.

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**Prevention**

**Collaborate with law enforcement, prosecution and social service agencies to grow their interest in considering vulnerable animals, and partner to reduce animal distress in the community**

Support was secured for BC SPCA inclusion on Integrated Case Assessment Teams (ICATS). ICATS are activated when women & children are at high risk of violence/death. Pets have previously not been considered.

A survey of branch compassionate board programs was completed to assess our pet care services for women fleeing interpersonal violence stakeholders

Work is underway to develop training and consistent compassionate boarding practice and policy for our branches.

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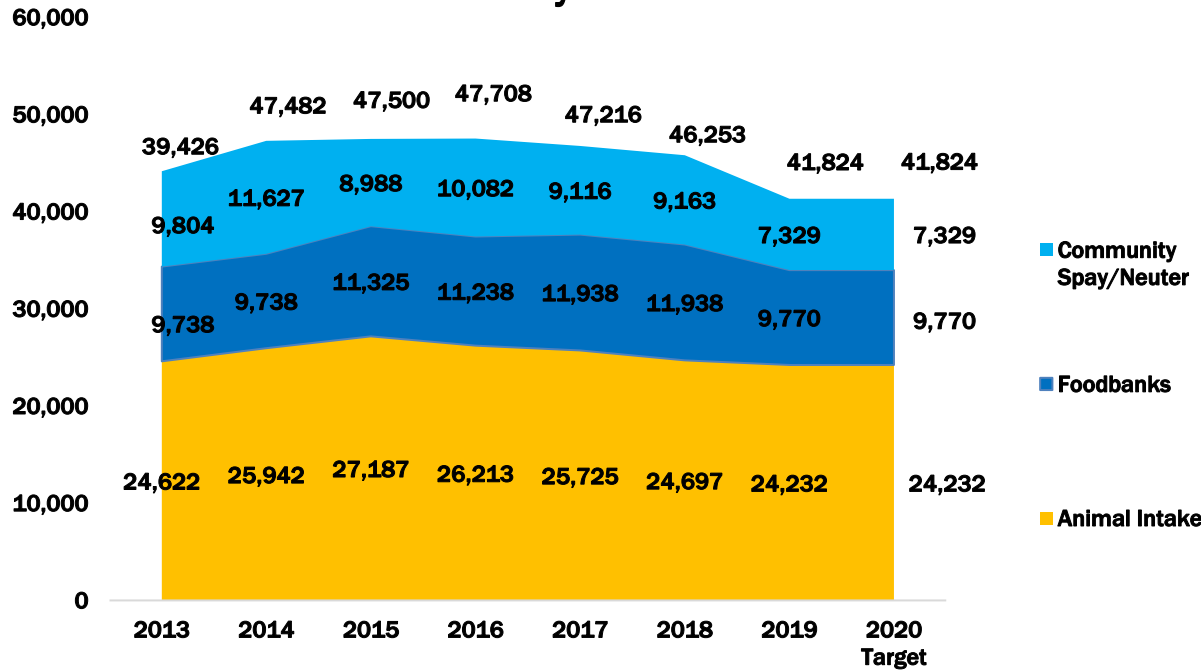
## CARE: Ensuring Care for Vulnerable Animals

### GOALS BY 2023:

People facing barriers to providing good physical and behavioural care for their animals are supported, thereby improving animal welfare, and reducing the need for them to give up their animal.

The care of domestic, farm & wild animals is elevated through stronger standard practices in our operations & the broader community.

### Animals Assisted by the BC SPCA



### Assessing our Impact for Animals

Total animals assisted has declined gradually since 2016 when our community spay/neuter programs were supported with greater contributions from PetSmart Charities of Canada.

Animal intake is relatively stable with a continued small decline as is the trend across North America.

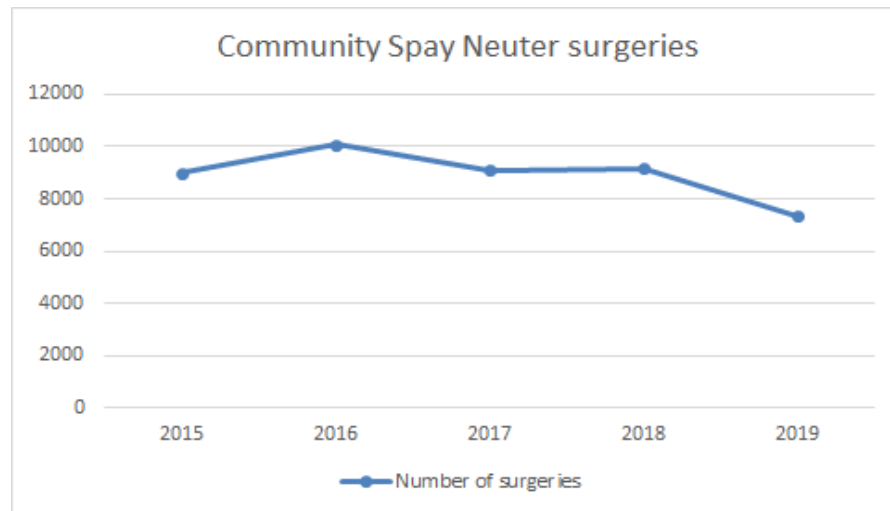
Animals supported through pet foodbanks across the province are now being tracked for the first time. Figures prior to 2019 in this category reflect estimates based on current service levels at our Branches.

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### Community Outreach

Develop and advance an approach for supporting vulnerable people to provide care for their animals through access to spay/neuter, identification, disaster response, animal care advice, and related services



#### Community Outreach Services:

An environmental scan on our current community outreach programs was completed and a comprehensive report was produced to inform our next steps in developing this area of work.

A consistent tracking mechanism for animals assisted through community outreach has been developed and will be introduced to Branches in 2020.

Progress on growth plan for outreach programs stalled in the last quarter of 2019 due to competing priorities of CPEO and no specific additional funding allocated.

Additional support for improving and expanding on Charlies food bank/vet clinic has been secured and will be deployed in early 2020.

Workshops were designed to teach members of the public how to build outdoor shelters to keep community cats safe and warm over the winter.

### Veterinary Care

Develop and advance an approach for supporting vulnerable people to provide care for their animals through access to spay/neuter, identification, disaster response, animal care advice, and related services

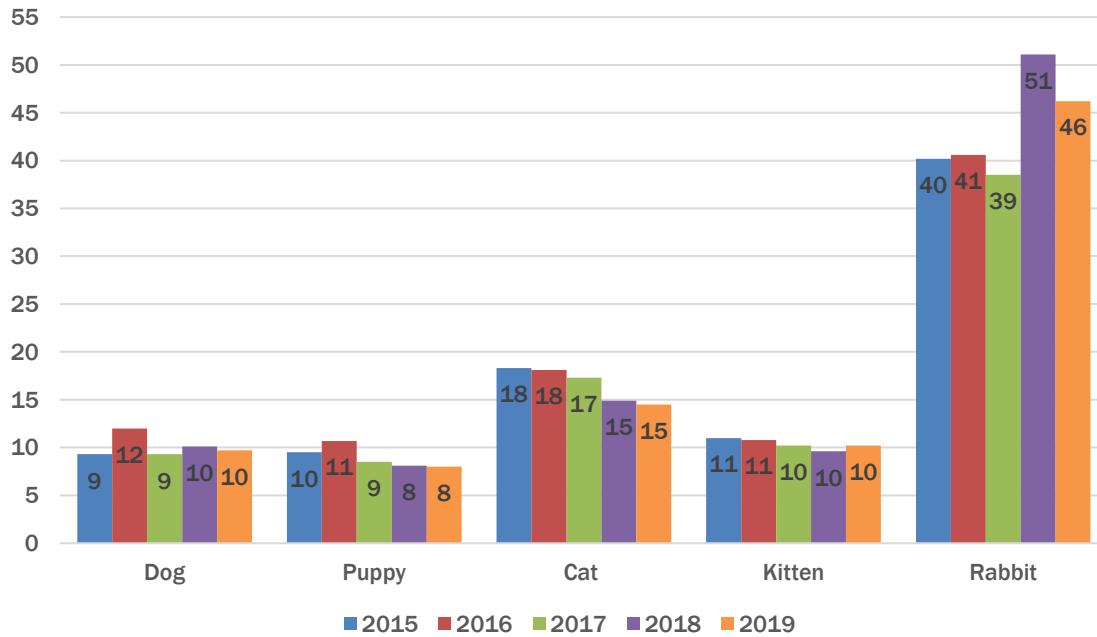
The Veterinary Care strategy will be championed in part by the new General Manager, Veterinary Hospital Services, a new role commencing in spring, 2020.

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**Compassionate Care for Animals**  
 Provide professional humane care and/or placement for vulnerable domestic, farm and wild animals at risk of suffering, making best use of innovations in facility design and technology

**Average Length of Stay (in days) 2019**



**Animal Care Services**

Length of stay results were within 10% of targets for 2019 and remain well below national averages. Nationally, average lengths of stay in 2018 (the most recent year of national data available) were more than double BC SPCA's: 21 days for canines and 32 days for felines.

The data for length of stay is now on a shared drive for all staff to monitor on a monthly basis. The information is updated regularly so it remains current.

New guidelines were created to create consistency and clarity on how animals are prioritized when entering branches. An infographic was developed to assist staff determine pathways for incoming animals.

A new structure was established to increase equity in medical budgets across the branches. Based on branch needs. The new approach resulted in significant increases to 2020 medical budgets at many branches, with no decreases assigned.

A transfer vehicle has been assigned to Nanaimo for the purpose of transferring animals between the Island branches and the mainland, beginning in 2020.

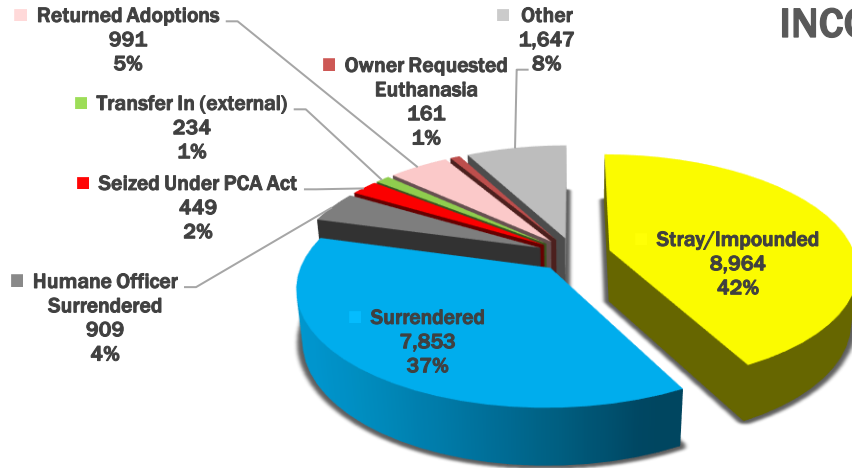
The branches completed audits of their practices to verify adherence to the Guidelines for Standards of Care in Animal Shelters. They will be compiled in a spreadsheet and action plans.

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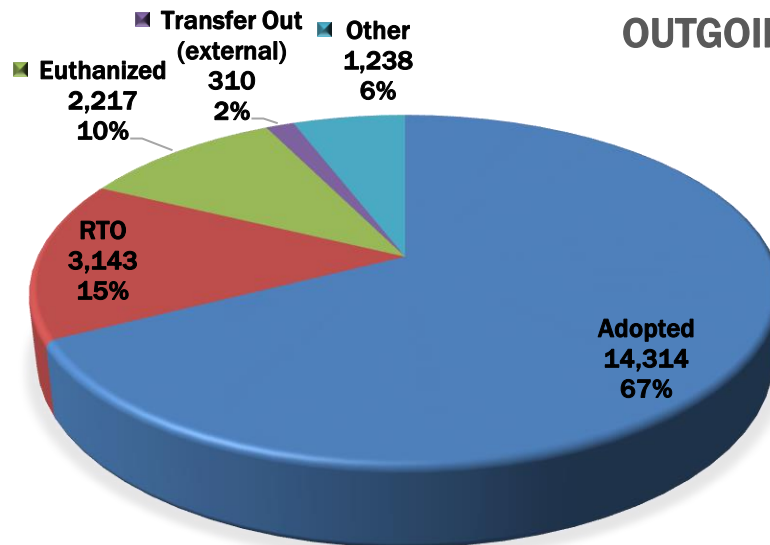
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### INCOMING ANIMALS 2019



### OUTGOING ANIMALS 2019



will be created in 2020 to address the areas needing attention.

Innovative new facilities were opened in Kamloops (Community Animal Centre, including spay/neuter clinic), Squamish (Sea to Sky Education & Adoption Centre), and Dawson Creek (South Peace Community Animal Centre)

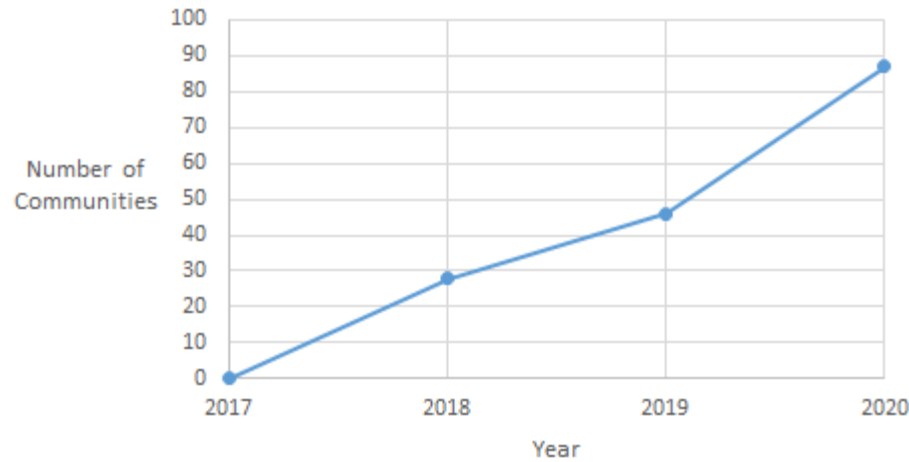
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**Animal Welfare Assurance**

Certify animal businesses that provide higher welfare to domestic, farm and wild animals, and leverage public concern into consumer demand

**Communities with AnimalKind services**



**Animal Welfare Assurance Services**

As of Feb 2 2020, 19 dog training businesses have been accredited (2 audits of new business in progress) and 2 pest control companies. These provide accredited services in 87 communities (community count now includes First Nations who are geographically located inside the accredited businesses service areas).

A report was completed to assess effectiveness of our farm animal programs and a decision was made to wind up the operation of the SPCA Certified program, allowing the Society's two employees devoted to farm animal programs to refocus their efforts on advocacy and education, where greater societal gains for animals can be achieved.

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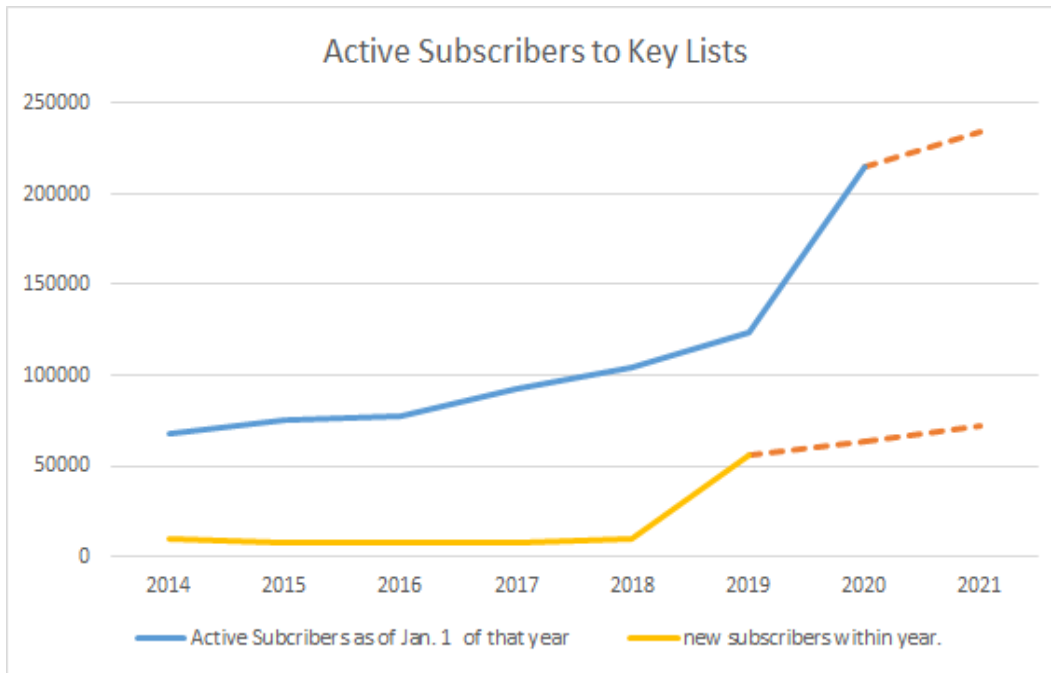
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## INSPIRE: Creating a New Future for Animals

### GOAL BY 2023:

- British Columbians are motivated to take action to improve the lives of domestic, farm and wild animals.



### Growing our Community of Supporters

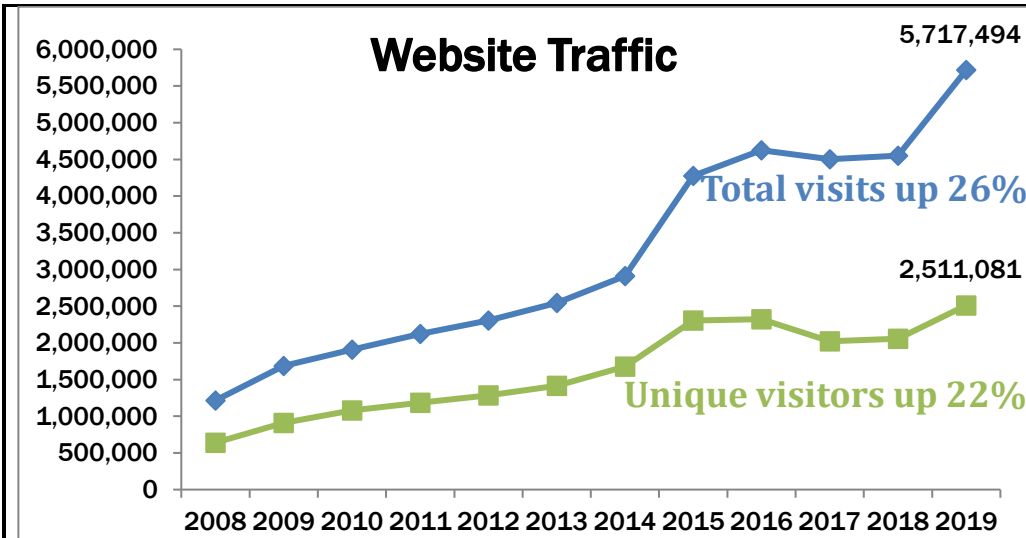
12 lead generation projects for new supporters were completed in 2019 with 9,423 new emails acquired and 4,577 converted from implicit to explicit subscriptions.

Pet Registry subscribers from start to now were uploaded into the BC SPCA lists. There were 60,000 records, of which 30,000 were new. Future results will not benefit from this one-time bump in enrollment.

In looking at the 56,121 new subscribers in 2019, an impressive 26,000 of the 56,000 were through repeatable activities.

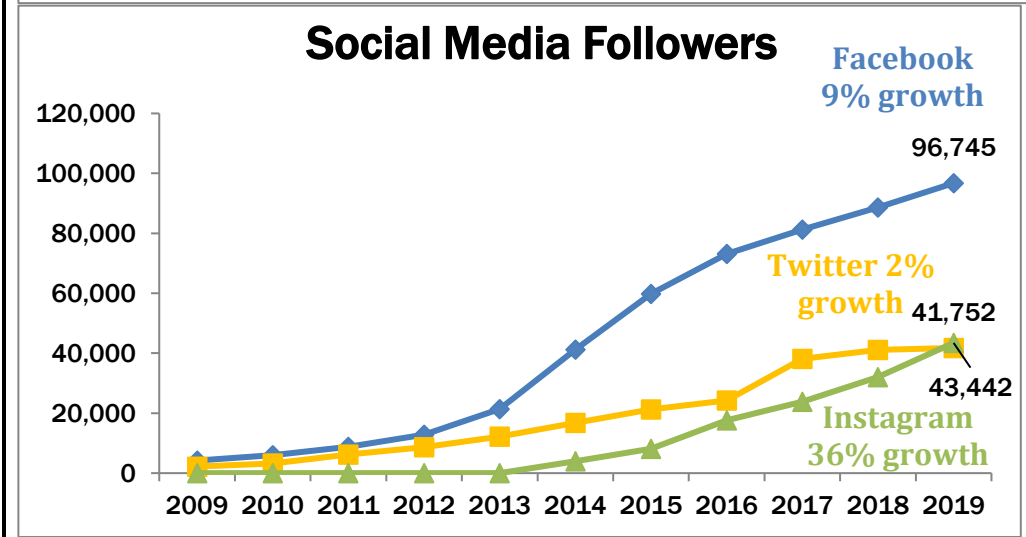
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Our significant increase in web visits is due to an increase in organic search traffic (up 20%) to our site with an increase to locations (up 39%) and main landing pages (home & adoptions up 37%), social media visits (up 71%), email traffic (up 17%). In addition, some key landing pages for dog and cat adoption were created a couple of years ago and those have risen in rank on Google along with our most popular article on mini pigs.

Social Media is now the second highest traffic channel to our website site at 18% of all traffic, after organic search traffic.

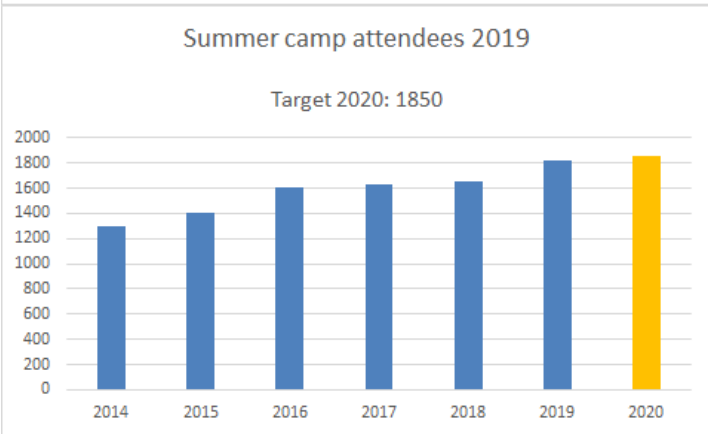
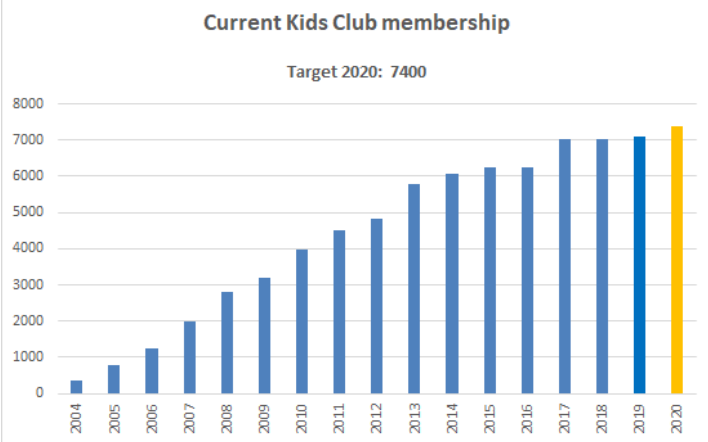


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**Education**

Empower British Columbians of all ages with knowledge and resources to raise awareness of priority animal welfare issues and inspire behaviour change



**Youth Education**

Kids Club: Membership grew to 7,091 (2019 target: 7,300)

Summer camp enrolment grew to: 1,826 participants, exceeding target of 1,726 by 6%

A survey of Summer Camp participants was conducted to gauge changes in knowledge and attitudes; results are now being compiled

Teacher Ambassadors grew to 354 (2019 target: 368)

E-Kids subscribers are at 5,650 (2019 target: 5,930)

We reached 9,000 youth through 450 classroom presentations (2019 target: 12,600)

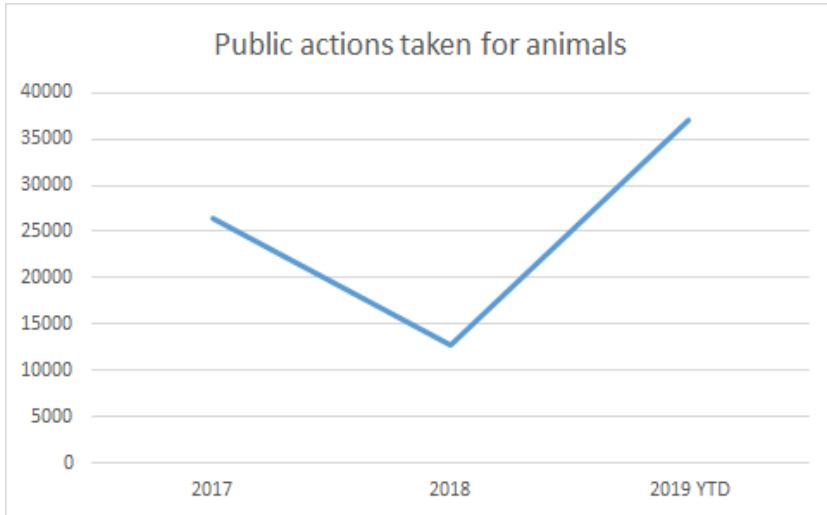
2,336 educators now receive our e-Teacher email newsletter: 2019 target: 2,450)

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**Advocacy**

Motivate political, social, and economic change through leadership in our relationships with local, provincial, national and Indigenous stakeholders, and by inspiring public action on priority animal welfare issues



**Advocacy for Societal Change**

In 2019 our advocacy successes included:

- strengthening federal laws protecting animals used in fighting rings,
- closing the gap in legislation on bestiality and ensuring that those convicted of bestiality will now be listed on Canada’s National Sex Offenders Registry, and
- an end to the keeping of whales and dolphins in captivity in Canada,
- new protections to eliminate the trade in shark fins imported into Canada.

Through seven action campaigns a variety of advocacy issues municipally, provincially and federally and saw a total number of public actions of 37,022 in 2019.

We secured 3 municipal animal bylaw changes – in North Cowichan, Vernon & Gibsons.

21 policy submissions were made to municipal, provincial, and federal government and to the National Farm Animal Care Council.

**Research**

Invest in research that supports animal welfare advancements and evaluates the success of humane initiatives

Dr. Sasha Protopopova was hired Aug 1, 2019 as BC SPCA Chair in Companion Animal Welfare at UBC.

An application for matching funding from the National Science and Engineering Research Council (NSERC) was submitted Aug 2019, and an announcement is pending for February, 2020.

Dr. Protopopova is now supervising two PhD and two MSc students, and is developing new courses to be offered starting in 2020

**Vision:** To inspire and mobilize society to create a world in which all animals enjoy as a minimum, five essential freedoms.

**Mission:** To protect and enhance the quality of life for domestic, farm and wild animals in British Columbia.