

2020 (YEAR-2) PROGRESS REPORT ON THE 2019-2023 STRATEGIC PLAN

In 2020, the second year of the BC SPCA's Strategic Plan for 2019-2023, the BC SPCA's determined community of animal lovers rose the challenge of a year like any other to deliver our mission under adversity and innovate new ways to protect and enhance the lives of animals in British Columbia.

We are proud that together in 2020 we:

- Grew our total impact on animals by providing direct care and assistance to 97,109 animals
- Expanded community outreach efforts, providing assistance to more 33,000 animals whose guardians in need through emergency boarding and pet food banks during the COVID-19 pandemic
- Evolved our youth education programs onto virtual platforms, enabling us to reach more than 12,000 children and youth who previously may not have had access to our programs
- Conducted 7,423 animal cruelty investigations, through which we assisted 27,259 animals at risk of suffering and removed 1,740 animals from dangerous or neglectful situations
- Adapted our adoption procedures to a primarily online model for the health and safety of the public and our employees. This expedited the adoption process, reducing the length of stay for adoptable animals and allowing us to rehome 10,146 animals
- Grew our community to nearly 300 thousand animal lovers committed to supporting our work and advocating for animals
- Strengthened our governance structure by implementing a one-member-one-vote structure that increases the opportunity for involvement of individual members of the Society in influencing our directly
- Received acknowledgement for our professionalism as a charity through continued accreditation from Imagine Canada, a four-star rating by Charity Intelligence Canada, and an A-Grade by MoneySense magazine

In addition, as a result of the COVID-19 pandemic, the CEO and Board jointly established three overarching priorities for the BC SPCA for the 2020 calendar year, namely:

1. Ensuring the long term survival and health of the BC SPCA;

- 2. Delivering programs to support vulnerable animals and people during and immediately subsequent to the pandemic; and
- 3. Ensuring that its entire workforce remains in place throughout the pandemic, even if that means redeployment to other program areas and locations across the province.

Thanks to the incredible support of animal lovers across British Columbia, we are pleased to report that each of these priorities areas has been successfully achieved. Details are contained within the report.

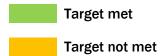
The BC SPCA is committed to achieving measurable results for animals and evaluating the quality of our work in every area to increase our organizational effectiveness. To this end, we have created a set of Organizational Health Indicators and Key Performance Indicators, which are tracked over the year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

This report presents our 2020 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. We honour your contribution to these successes for the animals, and we invite you to celebrate them with us.

BC SPCA ORGANIZATIONAL HEALTH INDICATORS

	Surplus(Deficit) (\$,000's)	Fundraising Revenues (Cash Receipts) ¹	Financial Statement Delivery	Size of BC SPCA Community (Active Email Subscribers)
2020 Target	119,520	\$29,472,501	36 days	257,620
2020 Actual	120,953	\$34,199,523	39 days	292,533

	Voluntary Retention of Permanent Employees	WorkSafe Claims Cost ²	Animals Assisted	Proportion of KPI Targets Met
2020 Target	80%	2020 target is a measurable reduction in Claims Cost from 2019 levels	85,185 ³	90%
2020 Actual	85%	\$42,183	97,109	74%



 $^{^{1}}$ Fiscal year 2020 - Includes annual (provincial), will and estates (provincial), branch fundraising and over the counter (branch)

² 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.

³ While no target was formally set for 2020, we have used 2019 levels as a benchmark. Vision: To inspire and mobilize society to create a world in which all animals enjoy as a minimum, five essential freedoms.

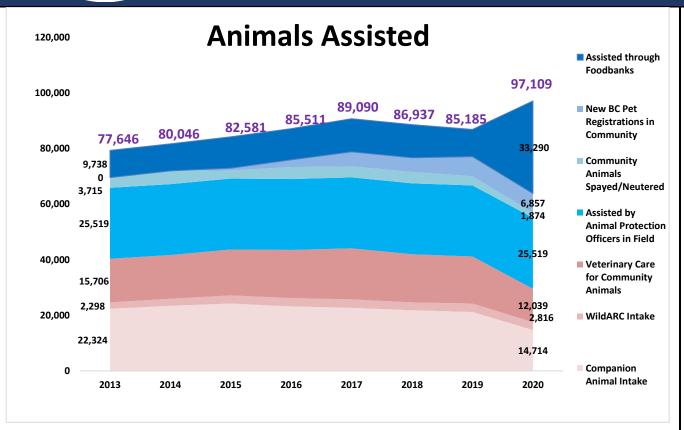


CARE: Ensuring Care for Vulnerable Animals

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.



Assessing our Impact for Animals

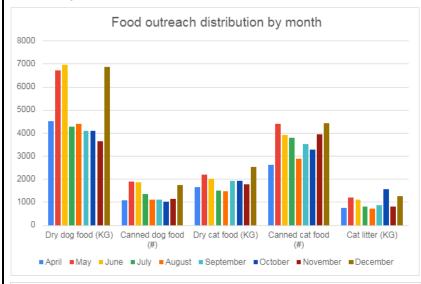
Total animals assisted grew in 2020 for the first time since 2017 due to a province-wide expansion of our pet food bank services. This impact more than made up for COVID-related declines in other in-person services (animal adoption, veterinary services) and demonstrated the BC SPCA's resilient ability to adapt and extend our support to the communities of people and animals who need us most during times of adversity.

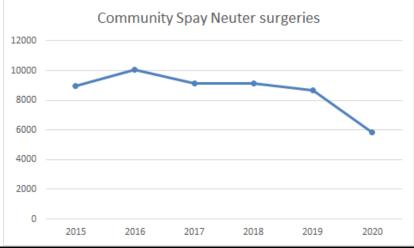
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Community Outreach

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:





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 was introduced to Branches in 2020.

A manager, outreach services was hired and will now oversee the organization's outreach activities including spay/neuter initiatives, food banks (including Charlies), violence link and DV foster programs, assisting with low cost veterinary programs and other outreach initiatives.

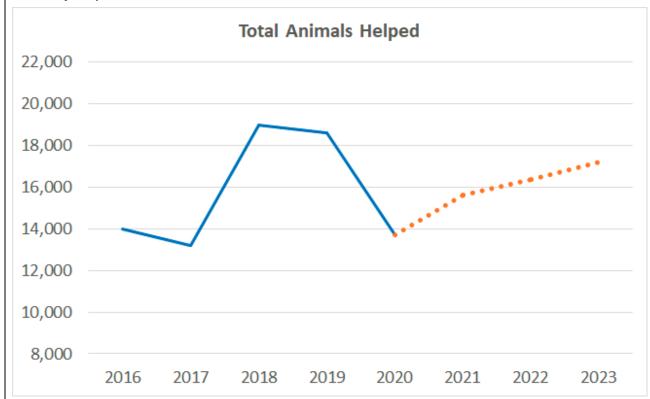
Food bank programs were significantly expanded in 2020 due to Covid needs. Over 80 partnerships were formed and 33,290 animals were directly assisted through the program. An incredible 62,380 kg dry food and 44,935 cans of food were distributed.

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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

Veterinary Hospital Services



Veterinary Hospital Services

A unified vision and mission for the department was developed, along with a 3-year departmental strategic plan. The Veterinary Hospital Services strategic plan sets the framework for resolving barriers that have historically held us back from achieving our goals. It identifies key areas of focus such as increasing total animals helped (13,693 in 2020), helping more low-income individuals (322 in 2020), increasing the total amount of subsidized veterinary services (not previously tracked), increasing spay-neuter numbers (4,017 in 2020), and increasing the number of shelter & CID animals seen (1,654 in 2020).

Total animals helped by BC SPCA veterinary practices declined in 2020 largely due to restrictions caused by the pandemic, but also because the department operated with 2.5 less veterinarians than in previous years. The veterinary shortage has made it difficult to recruit veterinarians, and the average time to recruit a veterinarian in B.C is greater than 6 months. A shortage of registered veterinary technicians has also limited ability to increase care numbers. Fortunately, recruitment efforts paid off in the last quarter of 2020, filling some but not all staffing gaps.

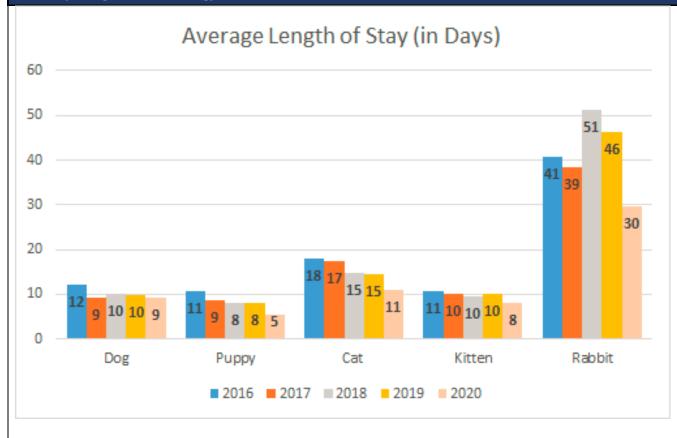
4,017 spays and neuters were performed by BC SPCA veterinary practices in 2020. The pandemic reduced ability to operate across the board, however had the greatest impact was on spay-neuter. For over 2 months, practices could

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only perform sterilizations in case of emergency, and spent 3 months thereafter at reduced operating capacity. The department aims to increase spay-neuter numbers by 53% in 2021.

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



Animal Care Services

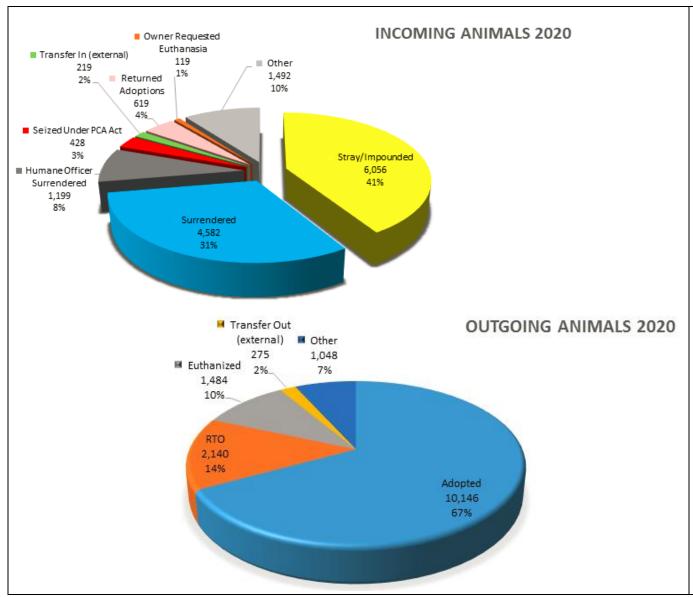
The length of stay at the facilities continue to be lowered as adoption procedures developed during the pandemic have created more efficiencies. The national average lengths of stay in 2018 (the most recent year of national data available) were more than double BC SPCA's: 21 days for canines and 32 days for felines.

New fostering protocols has resulted in an increase in foster homes across the province. This has a positive impact on the length of stay at our locations as those animals can recover in a stress-free environment.

Standard operating procedures were developed for Emergency Boarding during the pandemic in order to provide temporary housing for animals as a result of COVID. The new system allows for consistency and better tracking across the province.

The consolidated medical budget was not reduced from the previous year. We have seen an increase in animals from cruelty cases in 2020 compared to 2019, it went from 1380 to 1704. These animals require a higher degree of care and we anticipate to see a further increase in 2021.

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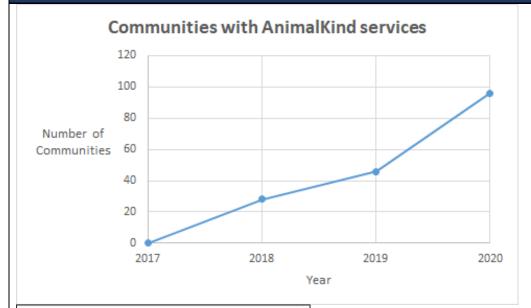
The facility managers completed their initial audits of for Standards of Care in Animal Shelters. Quality control checks are being performed by the regional managers to ensure uniformity with the results. Once the results are finalized, any outstanding areas will be addressed.

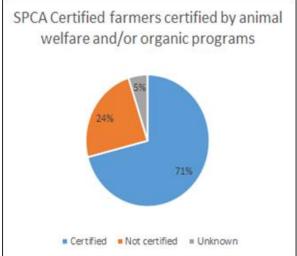
We have expanded our services in Castlegar and the City of Richmond as result of new animal control contracts with the municipal governments. This will allow us to further build relationships with local government and influence them on bylaw amendments.

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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





Animal Welfare Assurance Services

As of 31 Dec 2020, 23 dog training businesses have been accredited (2 audits of new business in progress) and 2 pest control companies (1 audit of a new business in progress). These provide accredited services in 96 communities (community count now includes First Nations who are geographically located inside the accredited businesses service areas).

A new website for AnimalKind was launched: www.animalkind.ca

The SPCA Certified Program was wrapped up over the year which required extensive communications with farmers, other third-party accreditation programs, and additional internal and external stakeholders. 12 out of the 17 previous SPCA Certified Farms have now been certified by another higher welfare or organic program. COVID-19 delayed some farms accessing inspections by these programs and we anticipate more will gain certifications in future; yet knowing their commitment to higher welfare, we expect they will continue long-standing practices. Further wrap-up activities included extensive data management, website and brochure updates, consumer purchasing polling, and benchmarking communities with access to higher welfare eggs (61.5%).

Pivoting our farm animal programming allows the Society's two employees devoted to farm animal welfare to refocus their efforts on advocacy and education, where greater societal gains for animals can be achieved.

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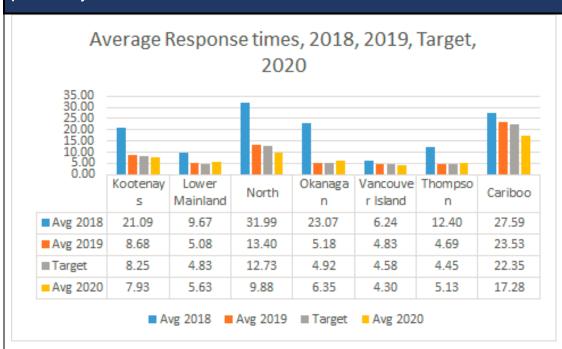


PROTECT | Enhancing Animal Protection GOALS by 2023:

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.



Cruelty Enforcement Response

Targets for Average response times for 2020 were set at 2019 Average less 5 %, These targets were met or exceeded in the Kootenays, North, Vancouver Island and the Cariboo.

A review into increase in response times in the Okanagan showed that while staffing levels remained static the total number of calls in that region increased by 148 or roughly a 17% increase in calls over 2019.

In the Lower Mainland the Animal Protection Office was tasked to take on preliminary investigations in both Maple Ridge and Burnaby due to a staffing shortage resulting in an increase of roughly 190 calls. The pandemic led to a moratorium on the use of auxiliary staff in the Lower Mainland for a short while that may have also impacted the response times for 2020.

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		%						
		within	%	%	%		%	%
		24	within 2	within 3	within 5	% with	within 3	within
L		hours	days	days	days	10 days	weeks	30 days
	2020	42.02%	54.79%	63.21%	72.12%	83.13%	90.75%	92.79%
	2019	44.40%	54.69%	62.05%	70.86%	81.63%	88.22%	90.37%
	2018	13.76%	26.65%	38.92%	30.86%	45.07%	62.93%	71.46%

A more accurate reflection of the percentage of calls attended to or finalized within a specific time period is in the table.

The number of calls responded to within 24 hours is less than in 2019; however, the percentage of calls responded to or finalized has increase in all other time frames.

Targets for 2021 will set at 2020 average response times less 5%.

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

Created and continue to maintain partnerships with agencies relating to animals and domestic violence, including West Vancouver Police Department, Ending Violence Association, Sage Transition House, Shelter Movers.

These partnerships will help form and influence a pilot project currently underway to assist women and their pets fleeing domestic violence. Contributed to the Provincial Domestic Violence Best Practices Manual to include animals - to be applied to all domestic violence files.

Presented at Canadian Violence Link Regional Workshop on the Violence Link – individuals from a variety of sectors were in attendance – over 200 attendees.

Contributed to Domestic Violence Training Portion of Police Academy Pre-Reading to include animal cruelty and domestic violence – for the Justice Institute of BC.



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

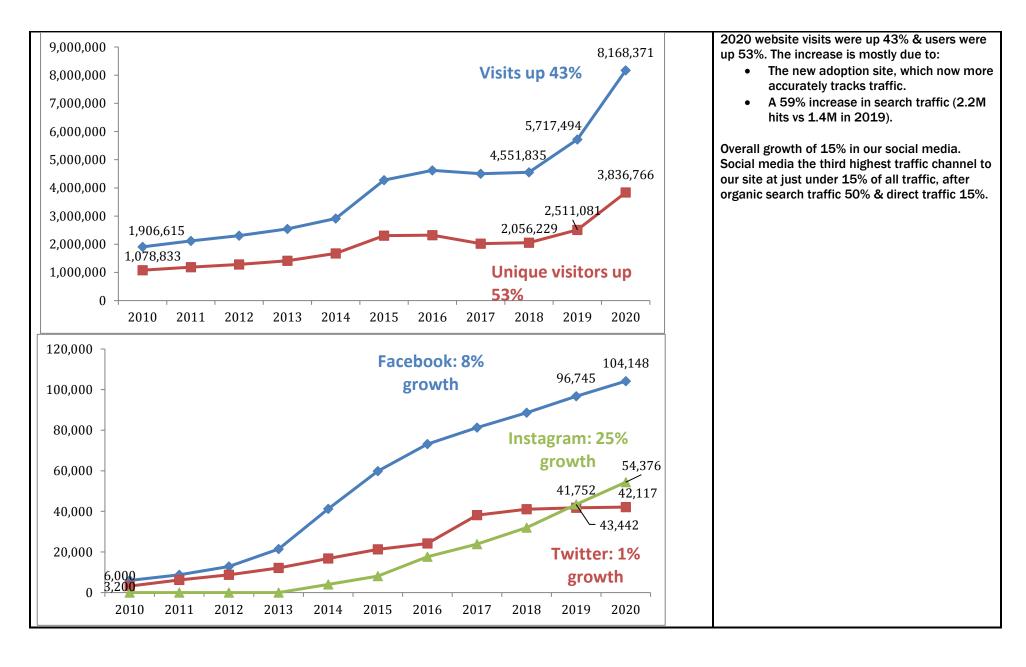
13 lead generation projects for new supporters were completed in 2020 with 27,376 new emails acquired. A new adoptable animal saved search feature acquired another 5241 emails. The addition of online adoption applications at the start of the pandemic led to a further acquisition of 18K emails.

New emails from Pet Registry subscribers for 2020 added an additional 8287 emails.

In total we increased our active list size by 76.212 emails in 2020.

With an active list size of 292K we have now exceeded our 2023 goal of 276K. We did anticipate that the last two years of the strategic plan would see slower acquisition as we reach closer to saturation point and unsubscribes increase (with reduced affiliation with the BC SPCA). Ongoing lead generation will need to be undertaken to counteract attrition and still show growth.

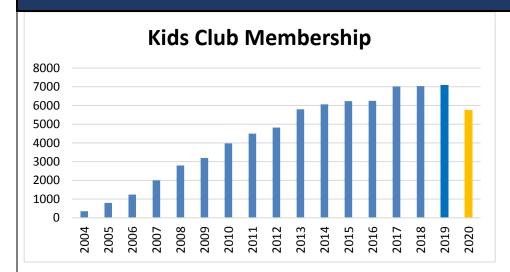
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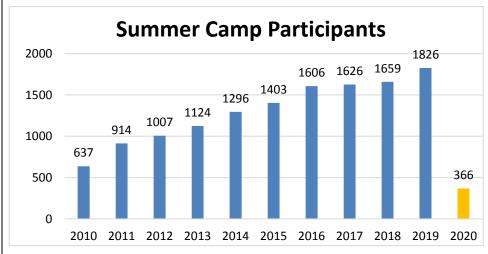


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Education

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 declined during the pandemic from to 7,091 to 5,758 largely due to the ~1,200 new kids we would have enrolled for in-person camps. Our goal for 2021 is to restore numbers to pre-COVID. In 2020, e-Kids subscribers remained stable at more than 5,500 subscribers.

Camps: Summer camp pivoted to virtual camps and as a result experienced a sharp decline from 1,826 participants in 2019 to 366 virtual attendees in 2020. The goal for 2021 is to offer a hybrid of some in-person in select locations and continue with virtual camps. Numbers are expected to remain lower than full in-person but hope to nearly double to ~700 youth in 2021.

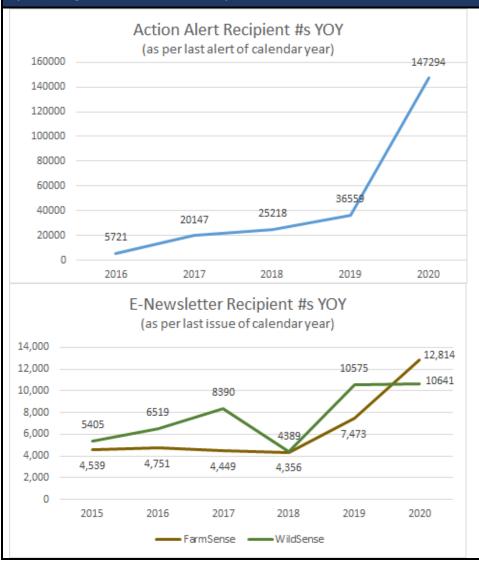
Presentations: Classroom presentations were put on hold during the pandemic. In the Fall staff retooled presentations to a virtual format, piloting a few dozen in preparation for a 2021. We did reach 546 youth through a combination of virtual (57%) and in-person workshops (43% pre-pandemic) in 2020.

Educators: rollout. We distributed teacher resources to more than 6,600 educators in 2020 through mailed Bark! teacher guides and our e-Teacher newsletter. This is an increase from 5,800 in 2019.

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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



In 2020, our advocacy successes included:

Increasing e-newsletter lists by year end:
Action Alert – current recipients = 147,294
FarmSense – current recipients = 12,814
WildSense – current recipients = 10,641
AnimalKind – current recipients = 1,047

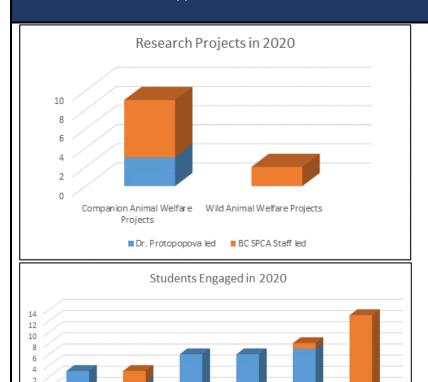
Through 7 action campaigns a variety of advocacy issues to municipal/provincial governments and federal agencies, we saw 60,356 public actions in 2020.

25 policy submissions were made to government, industry, regulators and businesses including: NFACC, CVMA, CFIA, Ministry of Agriculture, Emergency Management B.C., Canadian Commission on Building and Fire Codes, B.C. Emergency Services, and municipalities.

We secured 13 municipal bylaw or operational changes on rodenticide bans; 1 committee formed by CVMA on Code of Practice on Caged Birds; Pest Control Policy change at B.C. Ambulance Stations (200 locations).

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



UBC AWP Undergraduate

UBC AWP PhD UBC AWP MSc

and Vet Tech programs, UBC biology

■ Companion Animal Welfare Projects ■ Wild Animal Welfare Projects				
Course name	Dates	# Students		
UBC - Animals and Global Issues	Sept-Dec 2020	28		
UBC - Animal Shelter Management	Postponed to Jan 2022 due to COVID	~25		
UBC - Animal Motivation and Learning	Proposed for Sept 2021	~25		
Guest lectures by BC SPCA staff - Vet	Jan-Dec 2020	~450		

Clinical

Rotations

Dr. Sasha Protopopova (hired Aug 2019) as UBC Chair in Companion Animal Welfare was successfully awarded in Jun 2020 NSERC Industrial Research Chair (IRC) funding (\$1.5 million over 5 years) and was awarded a Government of Canada, Canada Foundation for Innovation grant for renovations to UBC buildings to create a new Laboratory for Human-animal Interaction and Companion Animal Welfare, the first of its kind for the UBC Animal Welfare Program.

In 2020:

- 11 new academic research projects were initiated
- 39 post-secondary students were engaged as researchers.
- 3 courses were offered at UBC and 8 guest lectures were presented by BC SPCA staff to a total of 450 students.

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students

Biology

Practicums



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.

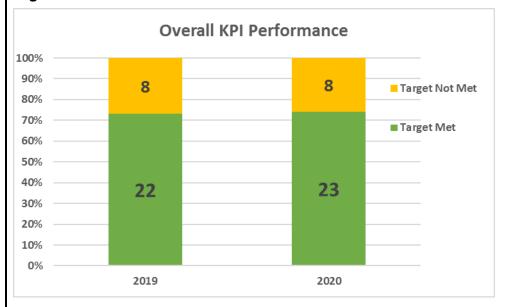
Our people are thriving - effective in their work and respected for their knowledge and capabilities.

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.

Organizational Performance



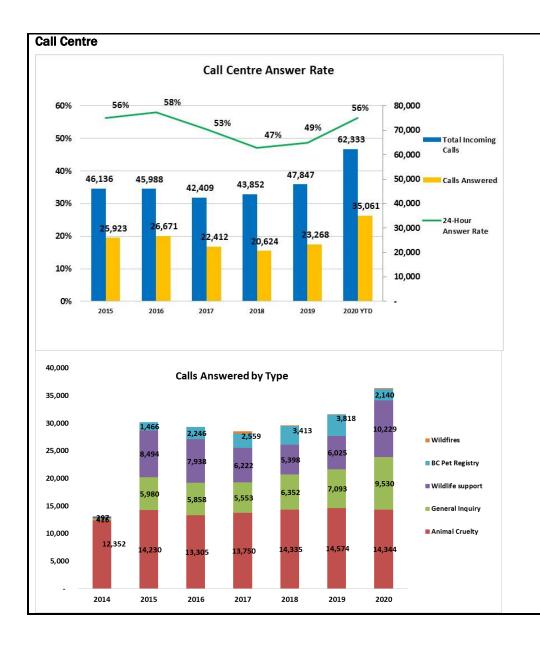
Organizational Performance

In 2020, performance on 31 Key Performance Indicators was measured. We aimed to meet 90% of our targets, and while falling short of this goal at 74% of targets met, we are pleased that we were able to achieve this level of performance through the disruptive year 2020 was.

The BC SPCA's performance was also recognized through:

- Continued accreditation with Imagine Canada Standards Program
- Recognition as a top-10 charity with an Arating in MoneySense magazine's 2020 survey of 100 Canadian charities for overall efficiency, transparency and donor stewardship.
- A Four-Star rating (the highest possible) in Charity Intelligence Canada's annual list of top charities.

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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, BC Pet Registry, provincial wildfire support, and in 2020, phone reception for the Provincial Office and WildARC. These additional functions have doubled total call volume, and human resources have been stepped up over time to support these services.

24-hour answer rate has improved year over year since 2018. Call volume has also increased markedly (incoming calls up 30% and answered calls up 51% in 2020 compared to 2019. This demonstrates higher productivity of the team, and that increased resources onboarded to support and services are producing a positive impact on our customer service delivery in the community.

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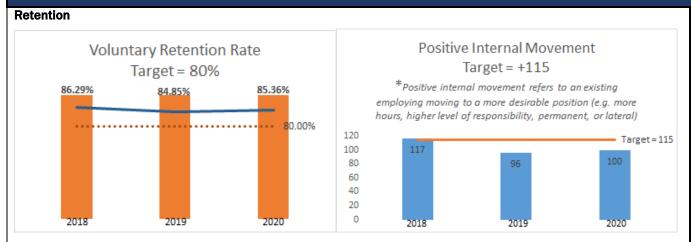
Governance

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

In 2020, the bylaws of the BC SPCA were amended resulting in important changes to the governance structure of the BC SPCA. The new bylaws are based on the concept of a "one member, one vote" governance structure, in which all voting members from across the Society, not just Board Directors and the Chair of each Branch Community Council, will be eligible to directly participate in the governance of the BC SPCA. This has effectively moved the Society from a maximum of 50 voting members to potentially thousands of voting members under its new governance structure. Changes to the composition of our Board of Directors and the establishment of a new structure for Regional Councils were also adopted, providing new pathways for members of the Society to be involved in our governance.

Strengthening our People

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



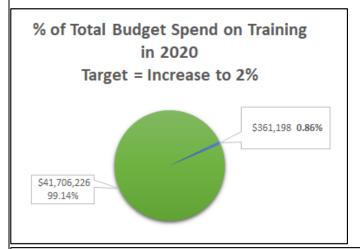
Retention

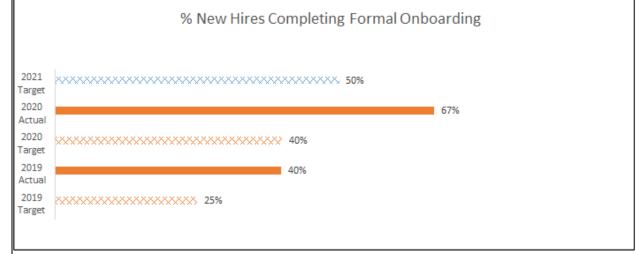
We are meeting our target for healthy voluntary turnover organizationally. Our voluntary retention rate represents our total pool of permanent employees less those who leave us voluntarily over a calendar year.

We are also measuring and supporting internal opportunities for career growth. This was up from 2019, but not at target level. Due to the pandemic, there were not as many opportunities for movement as expected.

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Training and Development





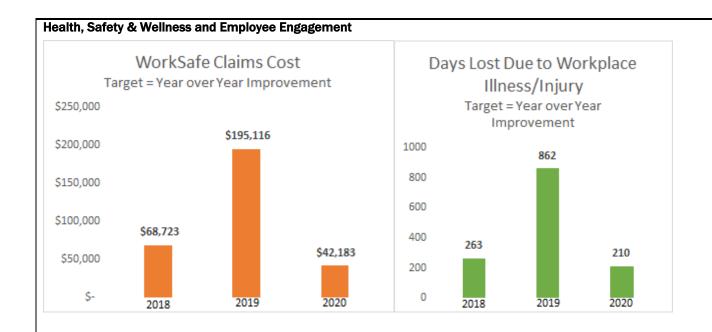
Training and Development

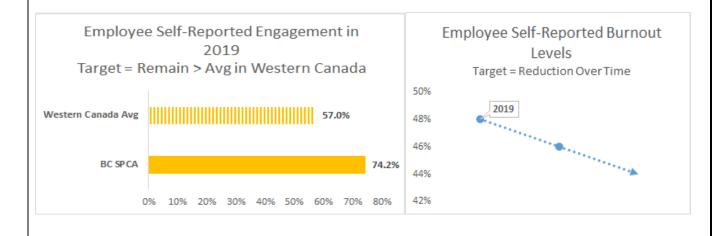
To increase our investment in the skills and development of our people, we have set a goal to increase our resourcing of training to 2% of our total budget by the end of the strategic plan.

The 2020 training budget was increased to 0.87% of the total operating budget, up from 0.80% in 2019. Courses were provided throughout the year in mental health support during the pandemic, unconscious bias training as a result of the social justice movement, and leadership training for senior management. Many of these were pilot programs that will be rolled out further in 2021. For the 2021 budget, training was reduced to 0.64% of the total operating budget, largely as a result of anticipated continued travel restrictions during the pandemic.

Onboarding activity was expanded to include additional positions and we are above target in this area. Onboarding programs have also been created for volunteer positions and we are piloting using our Learning Management System for volunteers as well as staff.

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Health, Safety & Wellness and Employee Engagement

Claims Cost is the total dollar amount of new claim benefits paid within the year by WorkSafe; it does not include claims that were incurred in previous years that are still being paid in the current year. It is different from our experience rating, which determines our premiums and are calculated on a 3-year rolling average.

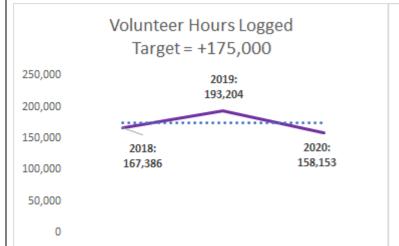
Our 2019 Claims Cost and days lost spiked in 2019 due to long-term leaves related to post traumatic stress primarily in the cruelty investigations department. There were no such claims initiated in 2020 and due to decreased activity as a result of the pandemic, our claims cost and days lost in 2020 are unnaturally low.

We continue to be concerned about the impact of mental-health related claims. We hope more preventative measures in mental health will eventually bring the number of claims and associated costs down to more stable pre-2019 levels. In the 2020 budget, we invested an additional \$150K in mental health initiatives.

We are piloting a monthly counselling program in the cruelty investigations department as well as looking at better screening for resilience prehire. We will expand the monthly counselling program to veterinarians and those involved in Large-Scale Animal Intakes (LSAIs) early in 2021. We will also be providing additional training in the areas of compassion fatigue and mental health first aid. Finally, we are putting together a Mental Health Task Force to look at this issue more broadly across the organization.

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Volunteer Engagement





An employee engagement survey was not conducted in 2020 and therefore we have no additional data on self-reported engagement and burn-out levels. The next survey is due in 2022.

Volunteer Engagement

The use of volunteers across the organization was dramatically impacted by the pandemic and we did not meet our target as a result. This, however, did allow us to build a solid foundation for the new Volunteer Resources service delivery model. We look forward to full implementation of this model once physical distancing restrictions are lifted.

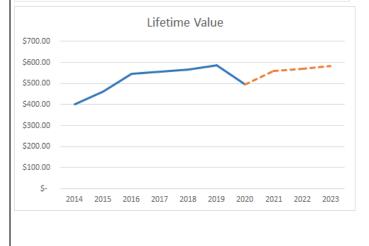
We have also increased our foster network and training as well as are looking to implement more virtual volunteer options in 2021.

A volunteer engagement survey was not conducted in 2020; it is next due for 2022.

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 New Donors Acquired Annually **New Donor Retention** 22.50% 21.40% 21.60% 22.00% 40000 19.10% 18.80% 35000 15.00% 25000 20000 10.00% 15000 10000 5.009 0.00% 2022



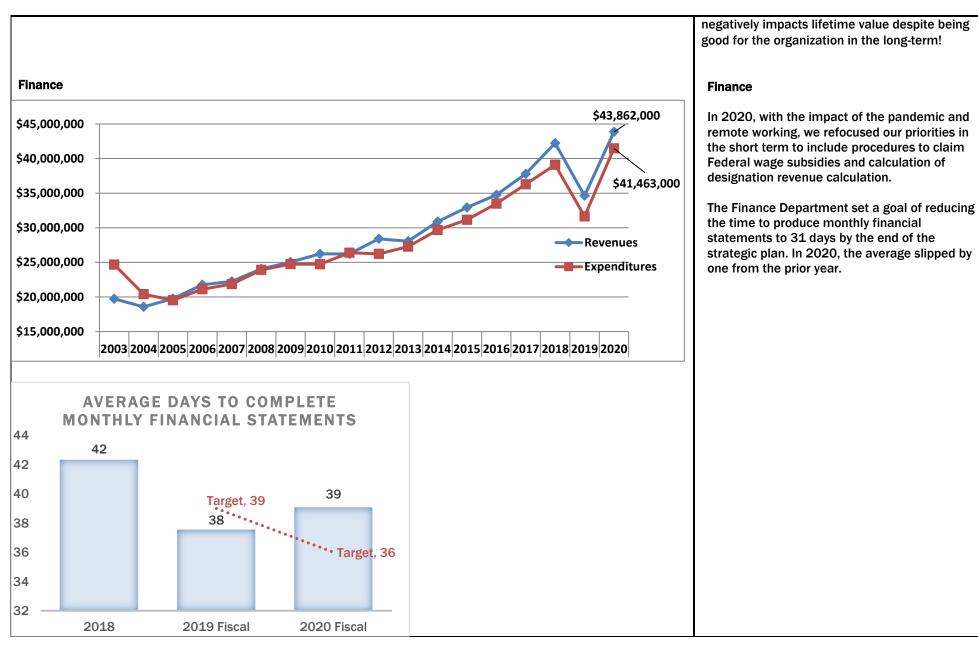
Revenue Development

Exceptional new donor acquisition activities in 2020 saw a 32.5% growth for total of 38K new donors, which exceeds our 2030 goal of 30K annually. However, it was an unprecedented fundraising climate and will likely see significant drops back towards the normal trajectory in 2021. We may also see that new donors acquired in 2020 have a lower average retention rate as they were responding to unusual circumstances. Nonetheless it was a remarkable effort, especially given the fact that our second largest source of new donors (branch giving) dropped 38% with the cancellation of events and restricted branch access. That deficit and all new gains were made in digital.

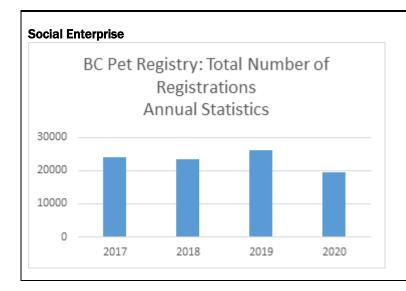
Our new donor retention only increased slightly to 21.6%. The two main factors: Branch new donor retention dropped nearly 3% (for the above reasons), however digital retention grew 1%.

Overall, average lifetime value increased to \$614.05. However, without Vancouver Capital Gifts it dropped to \$495. This is hardly surprising as one of the two key factors in Lifetime value is longevity – when you increase your new donor acquisition 32.5% in one year (larger portion of donor base with a low longevity of <1yr) it is disproportionate and

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Social Enterprise

Online pet guardian registrations remained steady (in fact, up by 0.5% from 2019) despite COVID.

The majority of the decline in registrations in 2020 from 2019 is accounted for by fewer registrations in BC SPCA shelters (a decrease of 5,758 or 38% compare to 2019). This difference accounts for the majority (86%) of the 2020 registration decline.