

The Nova Scotia SPCA

FIVE – YEAR STRATEGY

2015 to 2020



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OUR VISION

“The Nova Scotia SPCA is recognized as the leader in the areas of companion animal advocacy and protection. The Nova Scotia SPCA operates with a philosophy of zero tolerance for animal cruelty and sets the standard of animal care for the province of Nova Scotia.”

EXECUTIVE SUMMARY

We are a compassionate group of community-minded people. Our organization, through perseverance and integrity, provides life-saving and meaningful services for companion animals throughout Nova Scotia.

BACKGROUND AND HISTORY

Since our incorporation in 1877, the Nova Scotia Society for the Prevention of Cruelty (to Animals) (NS SPCA), has undergone several regulatory changes in relation to the services we provide.

In 2008, the Animal Protection Act (Act to Protect Animals and to Aid Animals that are in Distress) gave the NS SPCA legislative power to enforce animal protection laws, and provided an effective means for the prevention of cruelty to animals across the province. Through visionary leadership and deep-rooted community engagement, we have proudly transitioned from our historic roots as a multi-faceted human and animal humane organization to our current position as the province's highly respected, recognized leader in animal welfare.

With corporate headquarters and a provincial shelter in Dartmouth, and with branches in Cape Breton, Colchester, Kings, Pictou, Yarmouth, Antigonish, Hants, Digby (LaBaie), Queens, and Lunenburg, we continue to grow, increasing our influence, experience, and expertise.

Investigative units now have greater regional coverage, and we are partnering with municipalities to provide animal control services throughout the province. All NS SPCA branches have now merged under one umbrella. We recognize and celebrate the unique and diverse histories of the rural and urban communities that organized branches over the years across the province, and we welcome the collaborative opportunities this brings us today as a stronger, unified organization.

We provide shelter, medical care, and rehabilitation, spay and neuter services and re-homing opportunities for thousands of abused, neglected, injured, and abandoned animals every year. Over the next five years, we will work to achieve more sustainable funding, so we can continue to grow our capacity and fundraising capabilities, improve our advocacy and education programs, and increase our volunteer engagement.

Our governance model, policies, and bylaws continue to evolve and our internal communications are more frequent and relevant, building a more cohesive and consistent environment among all branches. External communications, particularly through social media, have given a 'face' to our mission.

Our purpose remains strong, consistent, and clear.

CORE VALUES

Our work is grounded in six Core Values that provide a guide for our culture and a framework for decision-making.

COMPASSION – we are sensitive, applying the tenets of justice, mercy, and fairness in everything that we do

INTEGRITY – our clients trust us to be true to our word, act in good faith, be committed and consistent in our beliefs, and be honest and sincere

PROFESSIONALISM – practiced by all - it is the key to the quality of our services

RESPONSIBILITY – we are accountable and dependable

COMMUNITY – we serve the communities where we live and work, and we are all responsible to build and maintain positive relationships and connections

DIVERSITY – we respect, appreciate, and value our individual and regional differences so that we can build on the strengths of our diverse team to better achieve our mission and goals

CONTEXT

Nova Scotians care deeply about companion animals and, as such, have high expectations of the NS SPCA - they are very passionate about our organization and the work we do. We currently face many challenges, ranging from enforcement and education, to cat overpopulation and finding foster homes and adopters for the animals. There is much work to be done and we understand that only with the public's support, as well as support from our donors, partners, staff, and volunteers can we meet these challenges and achieve our goals.

We have identified several key capabilities necessary to further enhance our standard of service. These are:

1. Improve the flow and quality of information internally and externally;
2. Increase educational opportunities for the public;
3. Continue to enhance and refine solutions for overcoming financial constraints and cat overpopulation issues; and,
4. Maximize (and appreciate) use of resources, like volunteers and donations.

We know Nova Scotians want effective service delivery that is timely and responsive, particularly around such issues as animal cruelty and adoption. They want clear communication and transparency regarding donations and animal care, as well as immediate solutions to problems, with timely follow-up and updates on our enforcement actions.

OUR STRATEGY

We invested in a comprehensive process to develop a strategy that assessed our current position and considered key trends for our clients and stakeholders now, and in the future.

Strategic planning is an important organizational activity. Strategic plans provide a “road map” for an organization over a specified period of time. Like a budget, strategic plans are dynamic documents that may change as goals and objectives are achieved and new ones take their place. Strategic plans typically address high level goals and objectives, not routine daily programs, projects or tasks required to operate the organization.

Reflecting on where we are today, we found that our internal culture of acting on behalf of, and caring for companion animals, along with our external reputation as leaders in companion animal advocacy and protection, were key factors in formulating our strategy. Going forward, internal culture, enhanced collaboration, and reputation play key roles in our direction, as does ensuring operational excellence and efficiencies.

We will measure our progress and achievements in our Strategic Plan Progress Report and in Individual Scorecards to ensure we stay on track with our strategy.

PRIORITIES & GOALS

To accomplish our five-year plan, we have established the following goals and objectives:

PRIORITY # 1

REORGANIZE/REBUILD/RESTRUCTURE – To change from our current organizational structure where each branch acts individually, to one cohesive organization with a clear and uniform purpose. This allows us to become more efficient financially through shared accounting practices and procedures, to take advantage of “group” buying power, and to grow our province-wide fundraising initiatives.

Objectives:

- A. Merge financial processes for all branches
- B. Create an animal welfare centre by merging the Dartmouth shelter, provincial office, and clinic into one location
- C. Increase collaboration, discussion, and sharing of information among branches

PRIORITY # 2

STRATEGIC MARKETING/COMMUNICATION/EDUCATION PLAN – To build on the strength of our brand and to enhance internal and external communications, public education and awareness by developing strategic marketing, communications, and education plans. Developing and then implementing these plans lets us determine our available resources, analyze our internal and external challenges and opportunities, and identify critical issues that need to be addressed in our marketing activities.

Objectives:

- A. Develop consistent and regionally appropriate marketing, communications, and education and awareness plans
- B. Create a Development and Communications committee
- C. Review all communications and communications mediums (print, radio, television, online) and set priorities to ensure more effective use and distribution of resources.

PRIORITY # 3

FINANCIAL STABILITY – To build a stable financial base that ensures adequate resources are available to fulfill our mission, and to meet our operating and capital expenses.

Objectives:

- A. Establish annual goals for major bequests, donations, grants and partnerships.
- B. Work with municipalities to secure animal control contracts.
- C. Develop volunteer and membership acquisition, appreciation, and retention plans.

PRIORITY # 4

SPAY/NEUTER/TNR STRATEGY FOR EVERY BRANCH – To reduce cat overpopulation. Cat overpopulation is problematic in and of itself; however, feral cats may also pose a health risk to humans and other animals.

Objectives:

- A. Determine a method to quantify Nova Scotia's feral cat population and develop a plan to control increases.
- B. Develop partnerships with veterinarians to create and implement marketing and educational campaigns focusing on responsible pet ownership.
- C. Support municipal and provincial legislation aimed at improving animal welfare.

IMPLEMENTING OUR STRATEGY

Executing the strategy is vital to the success of our work. As such, it is crucial that we provide the kind of leadership we need to support the organization and achieve our potential. Development areas for our team leaders include:

1. **Resourcefulness** - thinks strategically, handles pressure, manages complexities, builds relationships, and makes effective decisions
2. **Leading People** - delegates effectively to others, provides opportunities for team growth, and acts with fairness
3. **Perseverance** – able to take charge and focus during a crisis, open to learning, and executes plans

REDEFINING OUR FUTURE

The NS SPCA is **the** expert in the areas of companion animal advocacy and protection. We operate with a philosophy of zero tolerance for animal cruelty, and set the standard of animal care for the province of Nova Scotia.

Our five year strategic plan guides us in achieving our goal and objectives, and provides opportunities to measure our progress as we move forward.

Our team of staff and volunteers, including provincial and branch boards, and the communities we serve fully support the work we do. Community consultations are ongoing; funding is sustainable and sufficient, and our partnerships continue to grow.

Our strategy also harnesses the passion and energy of all of us, which is the true basis of our success. With this support, we can translate the thinking and dialogue from our strategic planning sessions into actions and results.

This strategy positions us, the Nova Scotia SPCA, for success, now and in the years to come.

