



A STRATEGIC PLAN FOR THE BRITISH COLUMBIA SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS (BC SPCA)

2006 to 2008

(Approved by the Board of Directors on September 29, 2005)

INTRODUCTION

In November 2001, the BC SPCA revised its governance structure to enable it to fulfil its mandate to enforce animal cruelty laws, to prevent cruelty to animals and to promote animal welfare in a more consistent, accountable and effective manner throughout the province of British Columbia. Shortly thereafter, the Society adopted “New Eyes, New Directions”, a strategic plan for the BC SPCA for the period 2002 to 2006.

Although many of the recommendations made in “New Eyes” have been implemented over the course of the past four years, it became apparent to the Board of Directors that others could or should not be fulfilled under the present circumstances.

In December 2004, the Strategic Planning Committee was mandated to complete a full review of the existing strategic plan as well as the Society’s current programs and activities and to report back to the Board of Directors with its recommendations. The committee met regularly for a period of six months and submitted a draft strategic plan to the Board for its consideration. Subsequent to that, all branches were encouraged to submit their comments on the plan, after which a revised draft was once again forwarded to the Board of Directors for its consideration and approval.

The new BC SPCA Strategic Plan 2006 to 2008 was approved by the Board of Directors on September 29, 2005. It replaces, in its entirety, “New Eyes, New Directions.”

The new Strategic Plan contains 93 directives, grouped under five main strategic objectives. A limited number of directives have been individually prioritized as requiring action in 2006 and shall be implemented as part of the 2006/7-budget cycle. Those items not specifically identified as priority items will be included as part of the budget cycle as financial resources allow.

The plan will be monitored on a regular basis by the Board of Directors and progress will be noted on the Society’s website. The plan should be considered a ‘living’ document and may be adjusted from time to time.

THE BC SPCA CHARTER

Whereas:

The world is inhabited by many species sharing a common ecosystem of air, earth, and water. We recognize and value our interconnectedness with all animals.

Therefore:

The BC Society for the Prevention of Cruelty to Animals is dedicated to protecting and enhancing the quality of life for the animals of the world we share.

We pledge our energies to inspire and mobilize society to create a world in which all animals, who depend on humans for their well-being, experience, as a minimum, five essential freedoms:

- freedom from hunger and thirst
- freedom from pain, injury, and disease
- freedom from distress
- freedom from discomfort
- freedom to express behaviours that promote well-being.

MISSION STATEMENT

The Strategic Planning Committee has been tasked with re-developing the mission statement of the BC SPCA. A new mission statement will be developed with input from all stakeholders in time for the 2006 Annual General Meeting of the Society. Thus the Mission Statement is under development.

STRATEGIC OBJECTIVES:

The five strategic objectives for the Society are:

1. To intervene, protect and advocate for all animals suffering abuse and neglect;
2. To create humane communities by increasing awareness of responsible animal guardianship;
3. To improve the level of services and care to all animals in our custody and provide proven and innovative programs to increase the rate of successful rehoming of adoptable animals and reduce the number of animals requiring such care;
4. To strengthen and develop staff and volunteer resources to meet the needs of the animals of British Columbia;
5. To build financial and organizational strength throughout the Society.

These strategic objectives will be at the core of all strategic and operational plans until such time as the Society amends or replaces them.

While some of the directives within each objective are prioritized, all five of the above objectives carry equal weight within this plan.

1. TO INTERVENE AND PROTECT ALL ANIMALS SUFFERING ABUSE AND NEGLECT

Increased Enforcement of the PCA Act:

Prior to November 2002, the Society did not have a separate Cruelty Investigation Department -- cruelty investigations were handled as a subset of the Operations Department. In many cases, branches were simply unable to handle detailed cruelty investigations on their own and the provincial office did not have the resources to assist in any significant way. This changed in November 2002 with the adoption of new Bylaws and a Strategic Plan for the BC SPCA. A General Manager of Cruelty Investigations was appointed to spearhead efforts to improve the level of enforcement across the province. Shortly thereafter, a separate Cruelty Department was established and a number of Senior Animal Protection Officers were hired to oversee cruelty investigations throughout the province and to provide direct support to BC SPCA Special Provincial Constables. This restructuring has significantly increased our effectiveness in enforcing cruelty laws in BC.

Timely response to animal cruelty complaints and the enforcement of the PCA Act is at the heart of the mandate of the BC SPCA. Although the Society has come a very long way in this area in a relatively short period of time, additional resources must be found or diverted to this area in each of the next three years.

Directive # 1: Additional resources in the form of staffing, vehicles and equipment should be deployed in areas where there are currently no or inadequate resources to respond to instances of animal abuse. Areas requiring the most urgent attention and suggested timeline are:

Region	Year	New FTE's	Total FTE'S
<i>Peace region: one p/t APO*</i>	<i>(2006/7)</i>	<i>.5</i>	<i>.5</i>
<i>Interior: two additional p/t APO</i>	<i>(2006 and 2007)</i>	<i>2 x .5</i>	<i>4.5</i>
<i>Cariboo region, one additional p/t officer</i>	<i>(2006/7)</i>	<i>1x .5</i>	<i>1.0</i>
<i>Northwest region, one p/t APO</i>	<i>(2006/7)</i>	<i>.5</i>	<i>.5</i>
<i>Kootenays, one additional p/t APO and p/t SAPO** becomes f/t</i>	<i>(2006/7/8)</i>	<i>1.3</i>	<i>1.5</i>
<i>Sunshine Coast/Powell River, one additional p/t APO</i>	<i>(2008)</i>	<i>.5</i>	<i>.9</i>
<i>Vancouver Island, three p/t APO with some reduction in branch staffing</i>	<i>(2007/8)</i>	<i>1.5</i>	<i>3.0</i>
<i>Lower Mainland and Fraser Valley, one additional f/t APO</i>	<i>(2008)</i>	<i>1</i>	<i>10</i>

** Animal Protection Officer*

*** Senior Animal Protection Officer*

The above table was prepared based on the volume of complaints currently received and the Society's ability to respond to those complaints in a timely fashion.

Once implemented, the cruelty budget would increase from \$1.5 million in 2005 to \$1.8 million in 2008. This would represent slightly less than 10% of the entire budget of the BC SPCA (2005 figures.)

NOTE: Directive #1 shall be accorded priority in the Strategic Plan.

Directive #2: An increase in the number of officers in the field will inevitably lead to an increase in costs associated with cruelty investigations, such as veterinary expenses and boarding costs for

seized animals. Accordingly, the cruelty budget should each be increased by \$10,000 per annum in each of the next three years. Total additional cost is \$30,000

NOTE: Directive #2 shall be accorded priority in the Strategic Plan.

Facilities to House Seized Animals:

One issue that required further consideration was where seized animals are or should be housed. The current practise has been to house the animals at the closest BC SPCA shelter. While there are some advantages to this, there are obvious drawbacks, the most notable being the fact that if a large number of seized animals are brought into some of the smaller shelters, it effectively closes the shelter to the adopting public. Ideally, such animals should not be placed at every shelter, but rather kept at a limited number of facilities designated as Animal Protection Centres. This will allow remaining shelters to focus on adoption and the Animal Protection Centres to focus primarily on relieving the distress of seized animals.

Ideally there should be Animal Protection Centres in each geographic region, but this is simply not possible for the duration of this strategic plan. The Society will therefore designate two existing branches with available capacity as Animal Protection Centres. As a consequence of being so designated, these two branches will receive provincial funding to assist in their continued operation. These centres will be staffed by a core of well-trained employees, including a Senior Animal Protection Officer, and approved volunteers. In addition to companion animals, a small number of large animals may be housed at these centres. The remainder will continue to be boarded at private facilities or at some shelters where numbers allow.

Directive #3: Establish Animal Protection Centres at two locations across the province by the end of 2005. Evaluate the merit of such Centres after 12 months of operation.

NOTE: Directive #3 shall be accorded priority in the Strategic Plan.

Build Strong Animal Cruelty Cases that Crown can Prosecute:

Over the course of the past three years, there has been a substantial increase in the number of cases submitted to Crown Counsel for prosecution. A large majority of these cases are being accepted by Crown and often result in conviction of the accused. Procedures have been established to “vet” charges before they are submitted to Crown Counsel. A similar procedure is in place for the application and execution of search warrants.

A concern that has been expressed is that from time to time Crown Counsel is reluctant to prosecute due to the financial cost of prosecuting animal cruelty cases. This has resulted in some cases being stayed, while in others the Society has had to pay for costs that should normally be covered by the Attorney General’s ministry in order for the matter to proceed.

Directive #4: Establish stronger links with Crown Counsel across the province and with the Attorney General’s ministry. This can be achieved by staff initiating face-to-face meetings with Crown and the Attorney General on the work of the Society. Consider also hosting information sessions for Crown Counsels and/or distributing material to Crown highlighting the importance of animal cruelty cases and the link between animal abuse and other forms of domestic violence. Targeted face-to-face meetings with Crown offices and the ministry should take place during the course of 2006 and should be ongoing thereafter. It is anticipated that there will be no increase in the budget for implementing this directive.

Be More Accountable to Public about the Status of Cruelty Investigations through Regular Reporting:

Through ongoing co-operation between the General Manager: Community Relations and the Cruelty Investigations Department, the public has received significant information on the status of cruelty investigations through news releases, e-news bulletins and web postings detailing virtually every seizure undertaken, charges laid and conviction obtained during the course of the past two and a half years.

When the Society's website was redeveloped during 2004, a section was created within the cruelty investigations section to provide information on ongoing cases. It was anticipated that this area of the website would be updated approximately once a month with information on investigations happening around the province. Unfortunately, due to a lack of staff resources this has not been possible to date.

Directive #5: The "recent investigations" section of the website should be updated on a regular basis. Improved software capability will result in this directive being implemented without the need to increase the budget.

Directive #6: Ensure that the cruelty investigations component of Shelter Buddy is customized and implemented by the end of 2006.

Review of the Prevention of Cruelty to Animals Act and Criminal Code

The Cruelty Investigations Department, together with the assistance of outside legal counsel, have been documenting deficiencies and gaps in the current legislation with a view to seeking possible amendment of the PCA Act in the near future.

The Department has been and continues to be significantly more active in the courts, both criminal and civil, in an effort to expand the limits of the PCA Act. This more active approach has resulted in the development of a number of precedent setting cases that will guide the Society in the future. In addition, a number of legal opinions have been obtained with respect to specific provisions of the Act, some of which are in the process of being tested in the courts. Moreover, the Department has carefully monitored and collected important precedent from other Canadian jurisdictions.

Directive #7: Establish a Task Force under the leadership of the General Manager: Cruelty Investigations to make recommendations for amendment of the PCA Act. Beside Board and staff support, such Task Force to include legal counsel and volunteers from the legal community. The Task Force should be constituted during the course of 2005 with a mandate to conclude its work in 2006. No additional financial resources required. This directive will form part of the End Animal Cruelty campaign to be launched by the Society.

NOTE: Directive #7 shall be accorded priority in the Strategic Plan.

Directive #8: The CEO and the GM: Cruelty Investigations will continue to work with the Canadian Federation of Humane Societies (CFHS) and other groups to ensure passage of legislation that will amend the Cruelty to Animals Sections of the Criminal Code of Canada. Anticipated additional costs of \$2,500 in 2006 for attendance of meetings in Ottawa.

2. TO CREATE HUMANE COMMUNITIES BY INCREASING AWARENESS OF RESPONSIBLE ANIMAL GUARDIANSHIP:

Raise Awareness of Responsible Animal Guardianship:

Humane education and animal advocacy are the two proactive areas of the Society's mission work. The other two mandate areas, cruelty investigations and animal care, are primarily reactive in nature. As discussed earlier, the two reactive areas have traditionally received the lion's share of available resources, with humane education, animal welfare, youth programs and advocacy sharing a small percentage of the Society's entire current operating budget.

Despite being allocated a small proportion of the overall budget, the Society has and continues to perform significant work in both areas. This is a testament to the excellent calibre of staff in these areas. Having said that, if the BC SPCA is to further pursue its efforts in this regard, it must find ways of increasing support for proactive animal welfare. We believe an increase of 1% over four years is justified.

Directive #9: The Society will commit itself to increasing the percentage of total operating expenditure that is allocated to humane education and advocacy from 4% in 2005 to 5% of the total operating budget by 2008. A target of 6 % should be reached by 2012. Expenditure in this area will grow from \$879,000 in 2005 to \$1,100,000 in 2008. Total additional expenditure is \$221,000 over three years.

NOTE: Directive #9 shall be accorded priority in the Strategic Plan.

Support Materials for Branches:

The Branches are one delivery point for humane education, particularly animal care information, and the Humane Education Department will support this initiative by developing and updating adoption kits, behaviour fact sheets and general animal care sheets. The Education Department currently produces a wide range of printed materials which are distributed to branches, schools, community groups and posted on the BC SPCA website.

Directive #10: Reprint the existing Adoption Kit. Offset printing costs with corporate sponsorship. To support adoptions, a number of behaviour fact sheets should be created for animals with specific behaviour needs. Examples include separation anxiety, the needs of the senior cat, etc. It is expected that sponsorship could offset costs. Specific sheets have already been created relating to behaviour characteristics defined by dog management assessments for adopters to follow to manage and treat behaviour issues. Goal for 2006/7: Create an additional 10-15 sheets. Brochures – Specifically spay/neuter (major update), general animal cruelty, and ID/lost pet (major update). 1- 2005; 2- 2006; 2 in each subsequent years on topics to be determined.. Flyers: 2 in each subsequent years on topics to be determined. Brochure Updates: Small updates and reprinting of existing brochures will occur as required. Bite Free, Every Kids Pet Care Guide, etc. 2005-2008.

School-based Humane Education:

The recent release of a significant amount of humane education material in the form of teacher education units is very pleasing. The Department is busy with the following activities:

- Classroom animal care guidelines.
- Kindness Counts (animal care/empathy) for primary level.
- Curriculum linked unit on pet overpopulation (intermediate level).
- Friends for Life (Unit on responsible animal care) for intermediate level
- Farm animal welfare unit (intermediate)
- Dog bite safety (primary and intermediate): Update materials to include advanced dog communication

- Teacher workshops: Teacher workshops will become a major focus for humane education implementation and will be developed for implementation in 2006.
- Teacher support materials on website: Support materials for classroom units will be posted to the website with the aim of encouraging more teachers to take on humane education and to reduce Society printing costs.
- E-Teacher: An electronic newsletter for teachers will provide support for introducing humane education into the curriculum.

Directive # 11 : Continue development of additional teacher educational units with a view towards completing at least one new unit each year. We acknowledge that further financial resources may be required in 2007 to continue growth in this area. Develop mechanism to measure progress.

Directive #12: As a consequence of receiving a \$25,000 grant from the Vancouver Foundation, set aside \$5,000 in each of the next five years to provide quality humane education programs for first nations communities, focusing on pet overpopulation issues. Funding for directive to come from restricted reserves.

Directive # 13 : Develop and implement a plan to train a large number of volunteers across the province who will dramatically increase the number of humane education presentations in schools across the province.

Youth Education:

- **BC SPCA Kids Club** -- The goal of this program is develop a life-long dedication in youth age 8-13 to helping animals, other people and nature. The Club launched in 2004 and includes a membership with a club card, with a kit, Bark! magazine, e-Kids newsletter and campaign materials. Membership is \$15 per child and 850 kids signed up in the first year for revenue of \$13K. Bark! is a multi-purpose publication to be used in school presentations, by teachers in lessons and at branch community displays and with adoptions. The e-newsletter is sent to all Kids Club members each month with a personal challenge and facts and news about the SPCA. Campaign materials will be sent to youth once or twice per year on specific campaigns such as pet identification, exotic animals, farm animal care, etc. Where possible, costs will be offset by corporate sponsors.
- **Club Book Series** -- In partnership with Orca publishing a published children's author, has begun a series of youth books that will complement the SPCA's Kids Club. The first book is written (called Dog House Blues) and the second book is in production. If successful, additional books will be produced.

Directive #14: Increase the number of members in the Kids Club from 1,200 in 2005 to 3,000 in 2008.

Directive # 15 : Allocate additional incremental financial resources over each of the next three years if growth as per above directive is achieved. The Humane Education department should develop a marketing plan for Bark, including carefully considering its target audience.

Summer Camps:

The Society's summer youth camps are high quality learning environments to develop support for the mission work of the BC SPCA. With a record 23 camps in the Lower Mainland in 2005 and new camps in several branches, the demand continues to grow. The Lower Mainland camps are entirely self supporting and, in fact, generate a small surplus, which is reinvested in Lower Mainland education programming. There is a comprehensive manual for setting up youth summer camps in branches or with other community groups. With continued HRDC funding, it is our sincere hope that this area of the Society's work will continue to grow in the future, particularly in areas outside the Lower Mainland.

Directive # 16 : Develop and implement a plan to increase to 30 the number of summer youth camps across the province, contingent in some cases on available HRDC funding. Support branches in the establishment of camps in at least one new location in each of the next three years. The Society Summer Camp manual will be updated and distributed to branches as necessary.

Animal Learning Centre:

The Animal Learning Centre in Surrey has undergone restructuring over the past year to be more self-reliant on local funding and has expanded programming to support more areas of the Lower Mainland. This restructuring will continue. Programming should also have more involvement of volunteers and parents, or alternatively, local funding to support the Centre's operation.

Directive # 17 : Complete the restructuring of the Animal Learning Centre in Surrey so that it can provide quality humane education programs to a larger and more diverse group of youth and achieve a measure of self sufficiency . Ensure that the Centre offers programs that encompass significantly more than small animal care. Ensure that such Centre can serve as a possible template for other branches around the province.

Farm Animal Welfare:

Despite the fact that there are millions more farm animals than companion animals in Canada, farm animal welfare lags very significantly behind companion animal welfare in terms of profile and resources devoted to it. In fact, the BC SPCA is the only animal welfare organization of its kind in Canada with its own farm animal welfare department. Farm animal welfare is deserving of additional support and that we must find ways to begin increasing our level of commitment to this area of the Society's work.

Directive #18 : Continue to support the growth of the SPCA Certified labelling program. The program must seek new ways to achieve a large measure of self-sustainability within four years. Accordingly, plans to generate revenue through a levy on SPCA Certified products should be implemented. Revenue generated by the program will be returned to the program to ensure its continued viability. The SPCA Certified program should also establish identifiable targets to increase the number of producers in the program by 5 each year. Success will also be measured by the increase in number of animals certified and thus protected under the program. Additionally, educational materials should be developed to complement the SPCA Certified program and raise the awareness of farm animal welfare in BC.

Directive #19 : Additional resources should be allocated to farm animal welfare, as early as 2006, but no later than 2007 with a view to raising the profile of farm animal welfare. The Society must do more to advocate for the plight of farm animals. Staff must pursue grant applications to ensure further resources in this area. Funding has been secured from the Animal Welfare Foundation of Canada (AWFC) for the development of SPCA Certified standards for the transportation and slaughter of farm animals. The BC SPCA will seek to present its livestock transporters and abattoirs certification standards at a national conference on farm animal welfare sponsored by the AWFC in Vancouver in June of 2006.

NOTE: Directive #19 shall be accorded priority in the Strategic Plan.

AnimalSense Magazine:

AnimalSense, the Society's bi-annual 24-page magazine, continues to offer high quality articles and editorials on humane education and advocacy, combined with information and news features of events taking place in the branches or in departments. Produced and mailed at slightly more than \$1.00 per copy, it represents one of the best value for money programs the Society produces. Furthermore, since it is distributed to 80,000 SPCA supporters, it also serves partly as a revenue generating magazine. The production of *AnimalSense* is very time consuming and we complement the General Managers of

Community Relations and Humane Education for their ability to produce the magazine, given all their other tasks in the Society.

Directive #20: Continue to publish two editions of AnimalSense per year, focusing primarily on humane education, advocacy and on updating donors on the work of the Society. The General Manager: Community Relations should investigate the possibility of expanding circulation by five thousand people per year between 2005 and 2008. Consideration should be given to increasing the budget for this area by \$10,000 per annum in both 2007 and 2008. It is recommended that a reader survey be initiated in late 2006.

Be a Stronger Advocate for Animals:

The lack of available resources has affected the advocacy area more than any other program area in the Society. Resources allocated to this area are inevitably cancelled as the Society has tried to come to grips with its financial situation. The BC SPCA has a proud history of advocating on behalf of animals, and even with virtually no resources, the Society has been able to produce initiatives that raise awareness about animal-related issues. That said, the Society's ability to continue developing such initiatives is severely limited and it is becoming increasingly compromised due to staff burnout. A coordinated approach to advocacy is needed and this may need to involve additional staff resources. However, we note that this is an area of great interest to volunteers and we believe that more can and should be done to integrate volunteers into this important work.

Directive # 21 : The Animal Welfare Committee must give urgent attention to reviewing all the animal welfare policies of the Society and develop an action plan to update each of those policies within a period of two years. The Committee should also endeavour to identify areas of animal welfare where the Society does not have a formalized position statements and make recommendations to the Board of Directors for their development.

NOTE: Directive #21 shall be accorded priority in the Strategic Plan.

Directive # 22 : Beginning in 2006, the sum of \$15,000 per annum will be allocated for the specific purpose of raising public awareness and launching a media campaign on an animal welfare matter of significant concern to the Society. Such issues could include the plight of exotic animals, chained dogs, humane transportation etc.

Directive # 23: Beginning in 2006, urgent consideration will be given to recruiting a program officer to specifically handle advocacy issues across the province on behalf of the Society.

NOTE: Directive #23 shall be accorded priority in the Strategic Plan.

Directive # 24: Develop a plan through the Advocacy Committee to inspire a group of volunteers who will work together specifically on advocacy issues for the Society, including letter writing campaigns.

Directive #25: The Society, through its branches, will embark upon a membership drive, the result of which could mean a stronger voice with provincial and local government.

3. TO IMPROVE THE LEVEL OF SERVICES AND CARE TO ALL ANIMALS IN OUR CUSTODY AND PROVIDE PROVEN AND INNOVATIVE PROGRAMS TO INCREASE THE RATE OF SUCCESSFUL REHOMING OF ADOPTABLE ANIMALS AND REDUCE THE NUMBER OF ANIMALS REQUIRING SUCH CARE.

Direct Animal Care:

Approximately 65% of all Society expenditure is incurred operating the society's shelters, wildlife centre and hospitals. The operation of animal shelters to care for injured, abused, homeless and stray animals is one of the core mandates of the Society and will continue to be so well into the future. Currently, the Society operates 37 branches with 34 shelters across the province of British Columbia.

Where the human population is small, the animal population is usually fairly large, whilst where the human population is large, the animal population is fairly stable. Unfortunately, our facilities were not built and traditionally funded with this scenario in mind. In the past, branches were responsible for ensuring that they had enough resources to meet the needs in their own area, but nowhere else. This resulted in 'have' and 'have not' branches and significant inequity across the system especially in the area of cruelty investigations where some branches were able to respond to concerns from the public, while others did not have the resources to do so. With the change in Bylaws, the underlying assumption is a more equitable distribution of resources amongst all branches.

A significant number of branches incur operating deficits each year and while this situation has improved, some branches continue to struggle. In some cases, it is doubtful the branch could exist without significant transfers each year. These structural deficits also affect the branches that are in a positive cash position as they are required to send resources from their community to other communities. The Society itself cannot continue to fund operating deficits ad infinitum. Indeed, the Society must begin to re-invest in capital and equipment, something it has not done for a few years, and as such will simply not have the resources to fund continuing deficits.

Accordingly, the time has come for the Society to seriously consider whether it can afford to operate as many facilities as it operates. We must question what the Society would do if it were starting over. Would the BC SPCA operate a shelter in every community where it has operations today? We asked where the Society must be, where it should be, where it was desirable or made sense to be. In addition, we asked what our facilities should be, what we should do with seized animals and what we should do with the issue of animal control. The Society considered the level of support that can, and should, be given to a branch. The answers to these questions are essential if we are to build a sustainable Society for the future.

Directive # 26 : Given the inability of the Society to continue providing the majority of funds needed to sustain the operations of branches, an action plan must be developed, in consultation with the branches, to ensure the future viability of each of following six branches.

- ***Prince Rupert***
- ***Williams Lake***
- ***Boundary***
- ***Chilliwack***
- ***Vernon***
- ***Wild Arc***

NOTE: Directive #26 shall be accorded priority in the Strategic Plan.

Directive # 27: With respect to Prince Rupert, shelter operations must continue well into the future and that significant provincial support may be necessary to maintain such operations. To achieve this end, the Society will contribute the sum of \$70,000 to the branch in 2006, \$63,000 in 2007 and

\$57,000 in 2008. Continued support for the branch is contingent on maintaining and improving the animal pound contract, the development of an active Community Council, an increase in local fundraising initiatives of 15% per annum (i.e. approximately \$9,000 per annum), the development of staffing models that may result in moderate budget efficiencies and a significant increase in the number of volunteers at the shelter. In addition, neighbouring communities to Prince Rupert must be approached to provide financial support to the branch.

Directive #28: *With respect to the Williams Lake Branch, the Board is very encouraged by the level of recent community support and is of the view that the branch must be given more time to regain its financial health. On-going support for the branch will be contingent on three factors, namely:*

- The development of a sound business plan by October 31, 2005 which will identify new and improved revenue streams for the branch in 2006 and beyond ;*
- A commitment to increased levels of revenue generation in 2006 and beyond (i.e. a 15% increase in revenue generation year over year);*
- Increased volunteer support from the community, including the development of an effective Community Council.*

The Society will provide the following levels of financial support for the branch to assist it over the course of the next 3 years (\$50,000 in 2006, \$45,000 in 2007 and \$40,000 in 2008.)

Directive # 29: *Furthermore, urgent consideration should be given to making capital improvements to the Williams Lake shelter to increase the number of dog runs at the shelter with a view to securing a long-term animal sheltering contract with the City of Williams Lake. Such a project would be contingent on securing a capital grant from the City of Williams Lake to assist with the capital improvements.*

Directive #30: *With respect to the Boundary branch, based on productive meetings held with community representatives, no significant changes will take place during the course of 2006. Revenue from the leased property, the redeployment of the manager and increased revenue generation will result in a balanced budget. The branch will be monitored throughout 2006.*

Directive #31: *Discussions will continue on the concept of amalgamating the Boundary branch with that of Nelson and Trail to create a single branch, the Kootenay/Boundary Regional Branch and that a single state of the art animal centre be constructed in the Castlegar area to serve the animals of this region (see Directive #48). The success of the new adoption centre currently being built in Nelson must also be taken into consideration in the assessment of this plan.*

Directive #32: *With respect to both the Chilliwack and Vernon branches, Animal Protection Centres are hereby established in these two locations. Such Centres must continue to provide for adoptions, injured animals and surrenders of local animals.*

Directive #33: *With respect to the Wild Animal Rehabilitation Centre (Wild ARC) the Society will continue to support the work of wildlife rehabilitation, specifically through ongoing provincial support of Wild ARC. However, such commitment will be subject to the following conditions:*

- Support is based on the concept of reducing operating deficits at the facility each year;*
- Wild ARC be mandated to increase revenue and/or reduce expenditure by an average of 15% per annum over each of the next four years, with a corresponding reduction of 15% per annum in the approved operating deficit for the branch;*
- That Wild ARC actively pursue grants to offset the cost of its operational and capital costs;*
- That the Society's maximum level of commitment to Wild ARC be capped at no more than \$100K per annum from 2009 onwards.*

- ***If such conditions cannot be fulfilled and operating deficits remain above budgeted levels, then the branch will be closed no later than 2009.***

Directive #34: Upon adoption of this plan, the following branches will be notified that the level of support they can expect to receive in 2006 through approved operating deficits will be gradually decreased and must be made up through increased community support:

- ***Abbotsford***
- ***Shuswap***
- ***Comox***
- ***Cowichan***
- ***North Cariboo***
- ***Nanaimo***
- ***Alberni***
- ***Sunshine Coast***
- ***North Peace***
- ***South Peace***
- ***Quesnel***
- ***Squamish***
- ***Victoria***

Directive #35: At the same time, despite the fact that they are not in deficit positions, the following branches will be expected to significantly increase local fundraising initiatives in each of the next three years. Such increase to be in the 15% range:

- ***Vancouver/Burnaby***
- ***West Vancouver***
- ***Coquitlam/Maple Ridge***
- ***Richmond***

Directive #36: Staff should prepare a comprehensive level of service model for the Society, to ensure that there is staffing and resource equity across the organization. Such model to be completed in time to properly develop the 2006 operating budget.

The Vancouver Hospital:

Since its establishment in the 1970's, the Vancouver Hospital has played a pivotal role in combating pet over population, treating injured, abandoned and stray animals, and treating at little or no cost the animals of those guardians without the necessary financial resources to pay for their care. The Hospital also works very closely with a number of cat rescue organizations, spaying and neutering such animals free of charge. This vital function of the society's work must continue and be supported. We note that annual revenue amounts to approximately \$1.4 million per annum with operating costs of \$1.6 million per annum.

Having said that, the Society does not have the financial resources to cover increasing operating deficits for the Hospital. We note that its operating deficit was around \$230,000 before amortization in 2004 and is projected around \$210,000 in 2005. In view of the significant mission-related work that the Hospital performs, we believe such an operating deficit is justified, but that like the branches must seek to achieve efficiencies over each of the next three years.

Directive #37: The Society will underwrite an operating deficit of no more than \$190,000 at the Vancouver Hospital in 2006 and the Chief Animal Health officer will be instructed to carry out all efficiencies that will result in a reduction of this operating deficit by ten per cent in each of the next four years.

Spay/Neuter Programs:

Not all branches of the Society spay or neuter their animals prior to adoption. This situation cannot continue. Currently there are twelve branches that do not provide 100% pre-adoption spay/neuter. The cost to bring the entire Society into compliance would be in the neighbourhood of \$300,000 per annum, an amount currently beyond the Society's ability to allocate at this time. What is needed is a multi-year approach that will bring the Society into compliance with this goal. Included in this approach is the establishment by the Society of a spay/neuter clinic in Prince George to ensure 100% spay/neuter of adoptable animals.

Directive #38: Develop a plan to ensure the Society is 100% pre adoption spay neuter compliant no later than 2010. Investigate all available new medical technologies to ensure compliance.

NOTE: Directive #38 shall be accorded priority in the Strategic Plan.

Directive #39: Identify a minimum of two branches each year that are currently non 100% pre adoption spay neuter compliant and provide additional financial resources to help achieve this goal. Additional funding in the amount of \$180,000 over three years should be included in the budget to achieve this target.

Directive #40: Develop case for support for Prince George Spay/Neuter Clinic. Establish a goal of raising \$200,000 through the case for support by the end of 2006.

Directive #41: Establish a low-cost spay/neuter clinic in Prince George to sterilize shelter animals, the community's animals, as well as animals from First Nations communities. Initial capital costs of \$230,000 are required to bring the clinic into existence. Annualized approved operating deficit of \$86K in 2006 with ten percent reduction in operating support in each of the following three years.

Hide/Perch and Go:

During 2001, the Society developed the Hide and Perch Box for shelter cats. The Box has been very successful and together with the training video produced with the Box has resulted in significant reduction in the stress levels of shelter cats. In the Lower Mainland and at various locations across the province, the Society also makes use of cardboard cat carriers that are given to adopters once they adopt a shelter cat. Staff at provincial office have been working on a design which will see the two boxes combined into one Box, called the Hide, Perch and Go Box. If this is possible, it may result in significant financial savings for the Society, possibly many thousands of dollars each year.

Directive #42: Implement the new Hide, Perch and Go box at all branches as soon as possible and develop a plan to effectively market the box to other humane organizations.

Feral Cats:

The Society has launched a number of modest initiatives to help alleviate the plight of feral cats. Were the necessary financial resources made available, the BC SPCA would gladly increase the number and scope of programs in this area. As this is an area of concern to other organizations besides the SPCA, there may be possibilities to establish coalitions with other animal welfare organizations, municipalities and other interested parties to collectively tackle this issue. Given the scarcity of available resources, it is perhaps best if the Society participates as an active member of such a coalition, rather than as the steering force of the coalition.

Directive # 43: The Vancouver Hospital should work to increase the number of feral cat spay/neuter days. Such events are not only beneficial from an animal welfare perspective but build confidence and cooperation amongst organizations working in this area.

Directive # 44: Together with other rescue groups, the Society through its branches should explore options to establish a feral cat coalition consisting of animal welfare organizations, municipalities

and concerned citizens. Approach granting agencies to determine their interest in funding such an initiative.

Directive #45: All branches will encourage the development of spay/neuter days in their communities, in partnership with local veterinarians.

Animal Transfer:

With the launch of the two Petcetera “Pet Express” cube vans in the fall of 2004, opportunities have arisen to transfer more animals from rural communities to urban communities and amongst shelters in the Lower Mainland and Fraser Valley. The ability to transfer animals is beneficial to both the rural shelters and urban shelters. Rural communities are able to reduce their overcrowding and urban shelters are able to adopt out many more animals. The inhibiting factor is, as with many of our programs, a lack of financial resources. Ideally, an additional \$30,000 per annum could be allocated to the program, which in turn would allow for an increased number of transfers.

Directive #46: Explore ways to find new corporate or individual support for the animal transfer system, so as to ensure that an additional \$30,000 can be allocated to this program over the next three years. Such additional funds should not be restricted to the Pet Express, but be available for all forms of animal transportation.

NOTE: Directive #46 shall be accorded priority in the Strategic Plan.

Animal Assessment:

The dog management program has been implemented at nine Lower Mainland shelters (Vancouver, Burnaby, Abbotsford, Chilliwack, Richmond, Surrey, Maple Ridge, Coquitlam and West Vancouver) and two Vancouver Island shelters (Parksville and Victoria). The program is having an overall positive impact on both welfare and animal management practices for staff.

A quality control report is currently being prepared including a “before-and-after” picture of each shelter where implementation took place. Accuracy of test, length of time dogs are spending in shelter, return rate, quality of matching, euthanasia and so on are all being tracked through the control study.

Directive #47: The Animal Welfare Department will ensure that:

- ***A detailed schedule for future training and budget is developed before the end of 2005, with emphasis on training branches outside the Lower Mainland, particularly shelters which have been a hub for animal transfer;***
- ***Such plan to ensure that staff receive adequate and ongoing training in the care of shelter animals at least once every three years;***
- ***Orientation and training materials be developed for staff and volunteers to identify signs of stress in shelter dogs and remediation techniques introduced to ensure good welfare and;***
- ***That the dog assessment training program continue to be rolled out to all branches over a three year period, but that the training be modified to allow for more on the job training as opposed to classroom sessions so as to reduce the cost of replacement staff; and***
- ***That the Society explore the feasibility of developing a certification program to train behavioural therapists to act as a referral system to remediate both shelter dogs and community animals.***

Animal Control:

An Animal Control Task Force was struck fairly shortly after the adoption of the “New Eyes, New Directions” Strategic Plan in 2002. The Task Force concluded that animal bylaw enforcement was not necessarily in conflict with the Charter and Guiding Beliefs of the Society. The Society agreed to the following policy:

There is agreement in principle (BC SPCA and the specific municipality) to enter into a partnership based on the model of community animal management:

- Where possible, the Society expresses its preference to provide the sheltering component only, with the municipality providing bylaw enforcement;
- The contract must be consistent with the Society's Animal Care Guidelines and must enable the Society to provide an appropriate standard of care for the animals and a high quality of customer service to the public;
- The contract must be based on a business model. In financial terms, the contract must meet all the direct costs, provide contributions to overhead and capital and address a "plus" factor (profit margin) that can be directed towards the society's mission
- All contracts be subject to the proviso that they be negotiated in the best interest of the branch.

Directive # 48: After proper consultation with branches, the animal control policy will be extended to cover the entire province.

Capital Improvements – Facilities:

The Society has a combination of facilities that are new and in excellent condition, others that are relatively new and in good to fair condition, and a number of other facilities that are old and in poor condition. The facilities that are in a poor condition require replacement as soon as possible, but this has been made impossible by the Society's current financial position. The resources to fund such an investment will come from planned giving revenue and individual gifts. Later on in this report, we recommend the establishment of a formula that will gradually reduce the Society's dependency on planned gifts for operating expenses and will allocate these resources to capital investments.

Directive # 49: The Society approves the following provisional list and timetable for capital improvements across the province.

Victoria	-	Noise abatement	Completion 2005
Vancouver	-	Cat isolation	Completion 2005
Penticton	-	New facility	Completion 2006
Williams Lake	-	Additional kennels	Completion 2006*
Quesnel	-	New reception area	Completion 2006*
East Kootenay	-	New crematorium	Completion 2006*
Chilliwack	-	Improved security	Completion 2006
Vernon	-	Improved security	Completion 2006
Surrey	-	New facility	Initiate planning 2006, Completion 2010
Castlegar area	-	New facility	Initiate planning 2006, Completion 2011
P. Meadows area-		New facility	Initiate planning 2008, Completion 2013
Kamloops	-	New facility	Initiate planning 2008, Completion 2013
Nanaimo	-	New facility	Initiate planning 2008, Completion 2013

** Subject to conditions precedent*

NOTE: Directive #49 shall be accorded priority in the Strategic Plan.

Capital Improvements -- Vehicle Replacement:

The Society has an aging fleet of vehicles, a number of which are effectively past their shelf life. The Society currently operates 74 vehicles across the province, the majority of which are owned outright. The BC SPCA has not been in a position to regularly replace vehicles as necessary. There is a real need to regularly replace vehicles used at the branches and in the Cruelty Investigations Department to ensure the safety of staff and animals during transport.

Directive #50: Beginning in 2006, develop and implement an eight-year plan to replace the existing fleet of vehicles across the province. Additional cost of leasing approximately 8 new vehicles each year amounts to \$54,000. Annualized cost in year three is \$162,000

NOTE: Directive #50 shall be accorded priority in the Strategic Plan.

Staff Uniforms:

As a result of significant operating deficits over the past few years, the Society has not had the financial resources to enforce a strict dress code for all employees. With the Society's financial situation improving gradually, the time has arrived for enforcement of a dress code for all employees, but particularly shelter staff.

Directive #51: Beginning in 2005, develop and implement a consistent uniform policy for the BC SPCA, ensuring that all staff are consistently attired within two years. In addition, examine cost effective ways to provide a uniform shirt for shelter volunteers. Additional budgetary cost of \$5,000 per annum.

4. **TO STRENGTHEN AND DEVELOP STAFF AND VOLUNTEER RESOURCES TO MEET THE NEEDS OF THE ANIMALS OF BRITISH COLUMBIA.**

Improved Staffing Resources and Customer Service:

A number of the Society's busiest shelters are understaffed -- in some cases, one branch manager oversees two shelters which is a very difficult job and ultimately not beneficial to the growth of either shelter. It should be noted that the majority of staff in the Society did not receive any cost of living increase during the course of 2005. Because salary levels are low at most branches, this is particularly difficult for staff, resulting in demotivated employees and large-scale turnover in staff. The Society must adjust salary levels across the organization and provide at the very least cost of living increases for staff who are at the lowest levels of remuneration.

Customer service is a matter of growing concern for the Society. There are many reasons why customer service may not be at the levels desired by the Society. They include a lack of training, job insecurity, frequent turnover, poor wages and general uncertainty.

Directive #52 : Increase staffing at shelters with addition of six full time staff equivalents, including at least one new branch manager. Three FTE's in 2006, 2 FTE's in 2007 and 1 FTE in 2008. Total additional cost is projected at \$252,000

NOTE: Directive #52 shall be accorded priority in the Strategic Plan.

Directive #53 : Provide salary adjustments to staff at lower wage levels. Total anticipated cost over three years will amount to \$300K. In addition, develop a plan to achieve greater equity in salary levels across the province.

NOTE: Directive #53 shall be accorded priority in the Strategic Plan.

Directive #54: Ensure customer service workshops are provided to all staff during the course of 2006 with follow up training where necessary. Reward staff that demonstrate excellent customer service care.

Staff Training:

We note that many organizations allocate a minimum of 2% of their annual operating budget to ongoing training, whether it be through meetings and conferences or external training sources. Applied to the BC SPCA, this would mean the Society should allocate approximately \$180,000 per annum to this area. While this is laudable, it is obviously impossible given the Society's poor financial position over the past few years.

Training funds are needed so that the Society can run regular orientation programs for new employees, provide incentives for staff to complete their level 1 and 2 Animal Welfare Certificate at the Thompson Rivers University, as well as on-going training needs as required. These funds are also needed to ensure that all branch managers can meet once a year with provincial staff to discuss developments in the field.

Directive #55: Allocate a minimum of \$100,000 per annum in the Society's operating budget to provide ongoing training for all non-SPC staff. In consultation with all departments, develop a plan to ensure a wide range of training to all staff.

NOTE: Directive #55 shall be accorded priority in the Strategic Plan.

Volunteer Development:

Over the course of the past three years, the Society has not been in a position to allocate any significant resources to local volunteer development. For the most part, the Society's Board and senior staff have focused attention on financial and governance matters. With these two areas slowly starting to improve, attention is now gradually shifting to provide local Community Councils with additional support.

Directive #56 : Develop and implement a plan to ensure effective succession planning of Board and Community Council members.

Directive # 57: Work to ensure that all Community Councils are fully constituted and active at each branch no later than the end of 2006.

Directive # 58: Further develop terms of reference for board members and an orientation manual for Community Councils

Directive # 59: Build on the volunteer manual to ensure a province wide, consistent approach to volunteer recruitment. Ensure that this plan takes account of the unique skills of volunteers, particularly with a view towards identifying volunteers who have expertise in areas of governance, finance, fundraising and general committee work.

Directive # 60: Develop a volunteer recognition program for the Society.

Directive #61 : Develop and implement a consistent, province wide volunteer orientation program for the BC SPCA and ensure that an ongoing volunteer training program is developed to ensure volunteer growth in the organization.

Directive #62: Develop and implement a plan that ensures Board of Directors development through ongoing training workshops.

Directive #63 : Increase volunteer training budget by an additional \$10,000 per annum in 2006 and allocate specifically to volunteer orientation, development. To reduce costs, some of this professional development of Community Councils should take place at the annual general meeting of the Society.

Develop Policies, Procedures, Standards to Increase Consistency Across the Society:

The Society was slow to standardize policies, procedures and practises across the province. It is acknowledged that such a task is immense, especially when one considers that procedures and practises differed at every shelter and that some had been in existence for a great length of time. Significant developments have taken place or in the process of being finalized, including:

- Human Resources policies and procedures manual;
- Planned Giving policy;
- Investment policy;
- Media Relations policy;
- Code of Ethics;
- Membership policy

A brand new animal Cruelty Investigations Manual was released in the spring of 2005. The manual will provide Special Constables with a comprehensive overview of all relevant aspects of cruelty investigations and will replace relevant sections of the old Branch Operations Manual. It should be noted that this manual will be considered a confidential law enforcement manual and will not be available as a public document.

The first draft of a new Branch Operations Manual has also recently been released. The new manual, together with the Cruelty Investigation Manual, has entirely replaced the outdated Branch Operations Manual. Additions to the manual will be made on an as-needed basis.

Work is now under way to electronically catalogue every policy, procedure, protocol, guideline and form within the Society. This electronic catalogue, which will be administered by the provincial office, will be available to all branches via the Society's internal website.

Directive #64: Ensure that the Cruelty Investigations Manual is kept up to date and develop and implement an internal training curriculum based on this manual. Financial considerations are largely already contained within the operating budget of the Society.

Directive #65: Ensure that the new Branch Operations Manual is reviewed periodically to ensure that it stays abreast of the latest developments in animal welfare.

Directive #66: Complete task of electronically cataloguing all Society policies, procedures and protocols. Ensure that such catalogue is available on the intranet for use of the branches. Regularly review, update and notify branches of changes to this catalogue.

Directive #67: The Society recognizes that flexibility and less bureaucracy is an important issue for many branches and that more efforts must be made to reduce duplication and over centralization. We recommend a forum be held at the annual general meeting in 2006 where this item can be specifically discussed.

Directive #68: Every effort must be made by the Animal Welfare Department to complete the task of preparing a consistent glossary of terms for the Society. This work should be completed during the course of 2006. It is anticipated that this will not require additional financial requirements and will result in the elimination of confusion over the use of terms within the Society. The glossary will be posted on the Society's website.

Dramatically Enhance the Organization's Capacity to Take Advantage of Technology, particularly Computer Technology and the Internet:

Website:

The Society completely redeveloped its public website during the course of 2004, rewriting and adding numerous new sections. This was done at very little cost by making use of a short-term contractor and existing staff. Response to this redevelopment has been extremely positive. The new website is an excellent resource and is the envy of many humane organizations.

Directive #69: Ensure periodic updates of existing website. It will not be necessary to significantly upgrade the website for at least the next three years. Accordingly, we do not believe it necessary to allocate additional financial resources to this particular area until 2008 at the earliest.

The Internal Website:

The Society was quick to make use of new technology and developed an intranet for use by staff and volunteers. The site contains sections on fundraising, education materials, branch operations, cruelty investigations, downloads etc. A significant amount of material and documentation was and continues to be posted on the internal site. The site should encourage open dialogue on a wide range of animal welfare related issues and serve as the source of information and assistance on items such as fundraising.

Directive #70: An updated internal website can act as a powerful communication tool and galvanize interest in myriad areas of animal welfare. We acknowledge that the necessary financial and staff resources are not available to tackle this issue in any great capacity in the short term. It is envisaged that the upgrading of the internal site can be accomplished without significant additional expenditure. It will be necessary to hire an individual on a short-term contract to assist the IT department with this work.

Anim@ls e-news:

The Anim@ls electronic newsletter is distributed to over 4,000 individuals on a regular basis and has elicited significant positive feedback. The Society has been able to communicate its various messages to supporters as well as a regularly ask for support. The Society's e-newsletter is a joint partnership between Humane Education, Community Relations and Revenue Development

Directive #71: Expand readership subscribers from 4,000 to 8,000 by 2008.

FastTrack:

FastTrack remains one of the primary methods of internal communication within the organization. Distributed on a bi-weekly basis to an email distribution list of approximately 350 staff and volunteers, it remains an extremely cost effective method of disseminating information in the Society.

Directive # 72 : Expand FastTrack readership subscribers to include all CC members .

Shelter Buddy:

The Society researched and entered into a contract with the RSPCA in Queensland, Australia to implement a comprehensive, web based animal shelter software system across the Society. After significant customization, development and training, Shelter Buddy went "live" in three shelters in late 2004. Shelter Buddy has recently rolled out to approximately seven shelters in the Lower Mainland and Fraser Valley in April of 2005, with further rollout on Vancouver Island and other larger shelters during the course of 2005.

Directive #73 : The successful implementation of Shelter Buddy must become one of the key operational priorities for the Society for the next few years. A lack of reliable, readily available statistical information hampers the Society's ability to operate efficiently and is a source of some justifiable criticism from interested parties. Major implementation of Shelter Buddy is slated for 2005. Remaining implementation should be completed before the end of 2006.

Computer Systems Upgrades:

As a result of the Society incurring significant operating deficits over the past four years, it has not been in a position to invest sufficiently in upgrading its computer hardware. Improvements have, generally speaking, been made on an ad hoc basis. With the introduction of Shelter Buddy across the province over the course of the next few years, it will be necessary to make sure that the necessary hardware requirements can be met.

Directive #74: Develop and implement a plan to replace outdated computer hardware at all branches and departments. Such replacement should be consistent with the rollout plan for Shelter Buddy. Such plan should also include future replacement of such hardware every four years (as per the Society's established accounting policies.) (Annualized cost of \$20,000)

Define and Support an Organizational Culture with Animal Welfare at its Core

The original Strategic Plan recommended that an annual survey of staff and volunteers be initiated to assess their culture and attitudes as a basis for ongoing organizational learning and improvement. Unfortunately, no such survey has been initiated even though it is acknowledged by management that it is vitally important and long overdue. The Volunteer Resources Committee did survey volunteers and staff with respect to the role of the Community Council and the results of such survey acted as a catalyst in changing the Terms of Reference for this committee. It is acknowledged that lack of resources, both staff and financial, will make it difficult to get this work off the ground fairly soon.

Directive #75: Develop and distribute an annual survey of staff and volunteers in late 2006.

5. TO BUILD ORGANIZATIONAL AND FINANCIAL STRENGTH THROUGHOUT THE SOCIETY

Accountability to the Public about Operational and Financial Management:

The Society produced its first consolidated audited financial statements in its history during the course of 2004. The audited statements and management discussion and analysis that accompanied the statements provided members, donors and the public with the most comprehensive insight into the financial and organizational management of the organization. To maintain public confidence, it is imperative that the Society continue to produce a comprehensive audit and management report within 180 days of the Society's year end, i.e. before the end of June each year. These statements should be prepared and adopted at the AGM of the Society.

Directive #76: Implement a two-year budget cycle for the BC SPCA.

Directive #77: Ensure that the Society provides a contingency of no less than \$125,000 in the 2006 operating budget of the Society, with such contingency growing by \$25,000 per annum until it reaches \$250,000.

Implement Cost-Savings Methods for Carrying out the Society's Business while Maintaining a Focus on Service Quality:

The Strategic Planning committee is of the view that the most successful example of savings through shared resources has been in the area of cruelty investigations. With one Cruelty Investigations Department, the Society has been able to respond and appropriately deal with a significantly larger and more complex number of cruelty investigations across the province.

As one organization, we have also been able to negotiate improved premiums and coverage for general liability, vehicle insurance, and directors' and officers' liability insurance. We have consolidated all cellular telephones and office telephones into one account to reduce processing costs and take advantage of discounts, a similar system has been put in place for all hydro accounts. With respect to audit costs, it goes without saying that it is cheaper to perform one audit for the entire Society than it is to pay for 37 separate audits. Finally, we have consolidated all data processing within the provincial office to achieve economies of scale and to ensure donation receipting is done in accordance with CRA guidelines.

Directive #78: It is apparent that many of the services that could be consolidated have in fact already taken place. Management should continue to seek ways to consolidate remaining administrative services where this is in the best interests of the Society. Such examination to also include the cost of direct marketing expenses. Implementing such cost saving measures should ultimately result in reduced administrative expenditure for the Society.

Improvement in Cash Position and Use of Planned Giving Revenue:

The Society currently operates with a \$2 million line of credit. Staff and Board are determined to reduce reliance on the line of credit and eventually rebuild the reserves of the Society. This will not happen overnight, but rather take a number of years. It starts with the Society adopting balanced budgets, continues when the Society meets those balanced budgets and is reinforced when the Society does not commit all planned gift revenue directly to continue the day to day operations of the Society.

During the course of 2004, the Board of Directors adopted a Planned Giving Policy for the BC SPCA. The policy, which was approved after extensive consultations with branches, provides a number of options to our supporters to make a planned gift according to their exact wishes. Such planned gifts can be in the form of endowments, restricted contributions (i.e. for a specific purpose) or unrestricted in nature (i.e. used where there is the greatest need).

For many years now, the Society has allocated 100% of planned giving to fund the continued operations of the BC SPCA. The policy makes it clear that such a scenario cannot continue and that in fact, planned gifts should ideally not be used to fund ongoing operations but should rather be invested for capital projects and to replenish the Society's reserves.

Directive #79 : Over the course of the next four years, reduce the Society's reliance on the operating line of credit so that by 2009 the line of credit does not exceed one half million dollars at any time. Such reduction in the line of credit to be achieved by decreasing reliance on legacy gifts and ensuring that the Society's operating budget is cash positive/neutral so as to permit the liquidation of existing debt.

NOTE: Directive #79 shall be accorded priority in the Strategic Plan.

Directive #80: The Society adopts the following policy to ensure planned gift resources are gradually directed away from direct operating expenses and towards capital investment and reserves. The following schedule and timetable is recommended:

- ***No more than \$3.8 million to be budgeted for unrestricted planned gifts in the 2006-operating budget.***
- ***No more than \$3.6 million to be budgeted for unrestricted planned gifts in the 2007-operating budget.***
- ***No more than \$3.4 million to be budgeted for unrestricted planned gifts in the 2008-operating budget.***
- ***No more than \$3.0 million to be budgeted for unrestricted planned gifts in the 2009-operating budget.***

NOTE: Directive #80 shall be accorded priority in the Strategic Plan.

Revenue generation

Paws for a Cause -- Walk for the Animals:

Over the course of the past three years, the annual province-wide walk for the animals has demonstrated strong growth as a fundraising and awareness event. During this time, the number of branches participating has grown to the point that almost every branch is now involved in the event. It is anticipated that the event will continue to be held in September and that it will be one of the premier fundraising events for the Society.

During 2004, the walk raised slightly more than \$300,000 with significant improvements recorded in a number of communities. For 2005, the fundraising target is \$450,000 for the entire province. With a similar investment in 2006, it is anticipated that approximately \$600,000 can be raised for this event. To grow the event past this level of support may, however, require additional support. Accordingly, it is anticipated that with a further investment of \$50,000 in 2007, the walk could raise approximately \$800,000 per annum.

Directive # 81: The Society will continue to invest in Paws for a Cause to ensure revenue of \$450K in 2005 and \$600K in 2006. Should these targets be reached, it is recommended that additional staffing be incurred in the amount of \$50K with a view to growing the event to \$800K in 2007. The walk should be re-evaluated in 2008 to determine the possibility of further growth above and beyond that generated in 2007.

Corporate sponsorship:

A lack of available staffing resources has hampered growth in this area as no one staff member is able to concentrate on this file. Even so, the Society has been able to establish a number of corporate sponsorships over the past year, including one with Petcetera for the Pet Express, one with Vet Insurance for the Biscuit Fund and with Telus for humane education. It is apparent that there is significant growth potential in this area.

Directive #82: Staff and the Revenue Development Committee will develop a plan to increase corporate giving. A target of \$50,000 in new corporate giving should be established for 2006.

Direct marketing and monthly giving programs:

The growth in direct marketing and monthly giving programs has been hugely successful for the Society and in many respects has offset some of the reductions seen in branch fundraising projects.

The monthly giving or PAW program has seen substantial growth over the course of the past few years, including a growth of 22% in 2004. The fact that such revenue is spread evenly across the year significantly assists the Society with its cash flow. Also, once donors are on this plan it is very much more cost effective as fundraising costs are greatly reduced. It is important to note, however, that the PAW program does not exist in a vacuum, but rather works in tandem with the direct mail program run from provincial office.

The Revenue Development Department is of the opinion that if we are able to invest as contemplated in the 2005 budget, then the plan can grow by a further 30% in 2005. This would mean that the plan would grow from \$100,000 a month to start 2005 to \$130,000 a month to start 2006. With continued investment in both the direct mail program and the door-to-door program, there is no reason why this program will not continue to grow by double digit numbers for the next four years. Growth in the 20% per annum range is realistic

Directive #83: We recommend that the Society continue its investment in the direct marketing and monthly giving programs. Increased PAW revenue generation is projected to grow from \$1.1million in 2005 to \$1.9 million per annum (\$800K) by the start of 2009. The direct mail program will continue to grow modestly, but should be seen as the base for all revenue generation.

Branch fundraising:

Fundraising at the branch, particularly in the area of general donations have fallen over the course of the past few years. Urgent action on these fronts is necessary to reverse this trend. Accordingly, we make the following directives:

Directive #84: Train and instruct staff and volunteers to ask for a donation at the front counter. This method costs very little and usually is the most successful. Explore ways to reward and motivate staff and volunteers who are successful in this area. The goal is to increase over-the-counter donations by 5% over the course of the next three years, i.e. from \$1.5 million to \$1.75 million in 2008.

Directive #85: Encourage initiatives in certain program areas at the local level, but make the branch responsible for raising the funds necessary to sustain and grow those program areas. We recommend further that this item receive due consideration at the regional conference preceding the 2006 AGM.

Directive #86: Advise branches early in the budget approval process as to their maximum approved operating deficit for the following year, thereby ensuring that branches and not provincial office is tasked with ensuring that revenue and expense balance when they submit their budget for the following year. This directive should be read together with our directive suggesting that the Society approve a formula for reducing branch operating deficits to more sustainable levels over a four-year period.

Biscuit Fund:

The BC SPCA launched the Biscuit Fund in late 2004. The purpose of the fund is to provide emergency veterinary care for injured, abused or homeless animals. Administration costs are not charged to the program and 100% of all donations go to providing vet care. Public response to the initiative has been good with more than \$60,000 raised in a short period of time. The Society intends to grow the fund in the future..

Directive #87: Continue to allocate the necessary resources to the Biscuit Fund program in the future, with an eye towards achieving annual contributions of \$200,000 by the start of 2008. Ensure that the mandate of the Fund is sufficiently broad to cover a wide range of veterinary expenses.

Online Donations for Paws for a Cause and General Giving:

The Society made successful use of an on-line pledge system for the annual Paws for a Cause walk. More than 30% of all Vancouver revenue was raised through the on-line system, mostly through initiatives at the provincial office. Experience has taught us that this is an area that has significant growth potential if additional training is provided to staff and volunteers.

Directive #88: The Revenue Development Department must ensure that continued training is provided to all walk co-ordinators across the province so as to maximize opportunities for online giving.

Memberships:

Directive #89: Branches must be encouraged to develop and implement plans to significantly increase membership in the Society. The first goal is for branches to renew lapsed members, which can generate at least \$16K in revenue, and then embark on an initiative to sign up 350 new members in the province each year over the course of three years (\$9,000). Total additional revenue \$25,000. Membership generation will remain a branch responsibility.

New Fundraising Initiatives:

The past few years have seen some dramatic changes in fundraising at the Society. While branch fundraising has decreased significantly and is of great concern to the Society, provincial fundraising such as direct marketing, monthly giving, planned giving and the annual Paws for a Cause walk have seen very strong growth. While these provincial initiatives should show continued growth into the future, it is also imperative that the Society carefully research and investigate other initiatives that could prove successful such as lotteries, infomercials, gala events, and an additional fundraising event early in the year.

Directive #90: The Society will develop a short infomercial on the work of the BC SPCA, with a view to attracting more monthly donors. Anticipated expenditure in 2006 of \$150,000 for a twelve to eighteen month return on investment. Net loss on investment in year 1 (2006) will be in the region of \$75,000 with net revenue of \$125,000 in year two and three (2008).

NOTE: Directive #90 shall be accorded priority in the Strategic Plan.

Directive #91: The Society will develop a small Class A lottery. \$185,000 gross revenue with expenditure of approximately \$85,000. Net proceeds of \$100,000 in net revenue. Revenue will be slightly higher in 2007 as expenses will be less.

Directive #92: Branches will be advised to plan and implement a prescribed number of activities and fundraising events over the fiscal year, in addition to the Paws for a Cause. The Revenue Development Department and Committee could compile a list of such events and activities and make it available to branches. Branches could then choose from these activities or undertake their own activities provided that they are as successful.

Provincial Government Funding:

The Government of British Columbia currently provides the BC SPCA with the sum of \$71,000 per annum as a subsidy to offset the cost of training its Special Constables and enforcing the PCA Act. In fact, the Society uses the entire grant to simply cover the direct and indirect cost of training these individuals. The grant is given through the Ministry of Agriculture and Lands.

Other provinces, including Alberta and Ontario, provide an annual subsidy in the region of \$750,000 to \$1 million per annum to help offset the cost of investigating animal cruelty complaints in their province. In view of the fact that the BC SPCA investigates a similar number of complaints as the OSPCA, it can reasonably be argued that the BC Government should be providing an annual subsidy in the same range.

Furthermore, the Society now receives a million dollars less in gaming revenue than it did previously, making the subsidy all the more inadequate. All told, the provincial government contributes less than 2.5% of all Society revenue.

The BC SPCA investigates more than 8,200 complaints of animal abuse each year. These complaints would fall to the RCMP and other police services if there were no Society. Accordingly, there is a very considerable benefit that the government derives from having the Society investigate these complaints.

Directive #93: Through its End Animal Cruelty campaign, the Society will develop and implement a plan to actively lobby provincial government for increased and sustainable funding to partially offset the cost of the Society investigating animal cruelty complaints. Such plan should include meetings with MLAs, government ministries, and the Premier's office. In addition, the support of volunteers and donors should be solicited to engage in letter-writing campaigns.

NOTE: Directive #93 shall be accorded priority in the Strategic Plan.

