



# Toronto Humane Society

Strategic Plan 2017-2022

OVERVIEW

# Strategic Priorities

The Toronto Humane Society's mission is *to promote the humane care and protection of all animals and to prevent cruelty and suffering*. The Strategic Plan provides direction to guide the Board and staff in our actions and decisions.

**Guiding Principles: All animals should enjoy as a minimum five essential freedoms**

1. Freedom from hunger and thirst
2. Freedom from pain, injury and disease
3. Freedom from distress
4. Freedom from discomfort
5. Freedom to express behaviors that promote well-being

**Our five year strategic plan is built around four key strategic priorities:**

1. To lead and to inspire humane action;
2. To improve and save lives;
3. To leverage our core strengths to enhance performance and achieve strategic priorities;
4. To build a sustainable financial foundation to meet current and future requirements;

# Strategic Priority 1

**To lead and to inspire humane action;**

- 1. Disseminate information to members of the public and others working in animal welfare to build core knowledge and ensure informed decisions;**
  - I. Foster an environment of respect, responsibility and compassion for all animals through Youth Education Programs;
  - II. Reinforce our position as a community resource through the establishment of Pet Help Line that will provide compassion, information, and support;
  - III. Provide easily accessible professionally guided information through an Online resource Library;
  - IV. Establish Certification Programs in the areas of animal health and handling;
  
- 2. Create communities where animals are valued by promoting THS standards and core beliefs;**
  - I. Engage in dialogue with governments, bureaucrats, lobbyists, politicians and other stakeholders to improve and strengthen animal welfare legislation and guide policy development.
  - II. Provide leadership and inspiration that helps guide public action;
  
- 3. Extend the reach of our expertise, resources and capacity through shelter partner support programs;**
  - I. Broaden the impact of acquired knowledge and bridge gaps through research publications, speaking engagements and industry collaboration;
  - II. Extend and leverage the capacity of THS vendor relations through shelter partner purchasing programs;
  - III. Provide contract Vet Services under THS oversight that improve the health of animals in other shelters and rescues;
  - IV. Provide support to like-minded organizations through free of charge access to our equipment and facility;

# Strategic Priority 2

To improve and save lives;

**1. Provide second chances to all companion animals and reduce unnecessary euthanasia;**

- I. Improve stray management within the GTA;
- II. Operate a network to transfer animals into our care from areas where they are facing euthanasia due to lack of space, length of stay or lack of resources;
- III. Operate a compassionate open intake program;
- IV. Operate robust adoption and alternative placement programs that reduce length of stay and provide humane options regardless of health or behavior status;

**2. Provide best in class integrated care for all animals in our charge;**

- I. Deliver high quality veterinary care through a comprehensive compassionate and protocol drive approach;
- II. Implement leading edge behavior modification techniques and programs that improve mental health and mitigate suffering and damaging behaviors;
- III. Provide a stimulating and clean environment that supports and enhances the overall wellbeing of the animals in our care;

**3. Operate a diverse and integrative scope of programs and services that support the wellbeing of community animals, minimize euthanasia and decrease shelter intake and animal abandonment;**

- I. Provide effective and cost efficient programs to prevent health and wellness issues
- II. Develop and establish a set of response based programs that aid individuals in crisis
- III. Offer services that support the provision of basic care for animals in the community

# Strategic Priority 3

To leverage our core strengths to enhance performance and achieve strategic priorities;

- 1. Govern and oversee the THS with integrity, accountability and transparency;**
  - I. Ensure THS has an effective governance structure that enables the achievement of its mission;
  - II. Ensure THS has an effective and engaged Board of Directors;
  - III. Ensure the Toronto Humane Society is transparent to all stakeholders;
  
- 2. Ensure adequate human resources to meet operational goals;**
  - I. Attract and retain staff and volunteers who are aligned and engaged through an approach that values people, and maximizes their potential;
  - II. Operate a proactive approach with respect to social, economic, technological and legislative trends that impact human resources;
  - III. Foster a diverse, inclusive community and reduce the frequency and impact of occupational injury, illness and disease;
  
- 3. Ensure necessary infrastructure to provide for continued operation and improved efficiency;**
  - I. Utilize and sustain broad access to new and emerging technologies for operational application;
  - II. Ensure facilities and physical structures are maintained and upgraded to provide a safe environment for employees, volunteers and the animals in our care;
  
- 4. Ensure the THS is positioned to manage internal/operational crisis and to assist in the event of external crisis;**
  - I. Develop a business continuity plan;
  - II. Develop an incident management system and ensure all staff are informed and trained;

# Strategic Priority 4

**To build a sustainable financial foundation to meet current and future requirements;**

## **1. Increase Philanthropic Revenue**

- I. Ensure all fundraising programs are integrated across channels;
- II. Expand online donations through increased use of mobile applications and innovative technology;
- III. Develop and expand corporate relationships;
- IV. Increase and maximize revenue from foundations;
- V. Implement major gifts program;
- VI. Develop and augment donor recognition and retention strategies;

## **2. Implement a revenue diversification strategy;**

- I. Increase earned revenue through the expansion of existing revenue positive programs and services;
- II. Increase earned revenue through the development of new revenue positive programs and services;

## **3. Maintain and implement proactive financial management strategies;**

- I. Improve and augment financial controls;
- II. Ensure the collection and provision of financial and statistical information to support sound decision making;
- III. Ensure effective stewardship of resources;
- IV. Maximize purchasing power and increase logistical efficiencies to minimize expense;