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## Message | FROM THE BOARD CHAIR AND CEO

The Humane Society of Kitchener Waterloo & Stratford Perth has been a leader in animal welfare in our community since 1927 – almost 100 years. In 2024, we saw the successful completion of our 2022-2024 strategic plan with a focus on promoting and raising awareness of the importance of the human-animal bond. We also engaged and innovated by leading inclusive and accessible programs and services for people and animals in our communities. Further, we are proud to have enhanced our sustainability by securing resources to support our activities now and into the future.

Through the support of our community, generous donors, supporters, and dedicated staff and volunteers, we have delivered on our strategies and will continue to weave them into our programs and services moving forward.

In 2024, we reflected on the past successes of our strategic priorities. We consulted with stakeholders including volunteers, donors, community partners, board and staff to understand community needs, build on our strengths, and prepare for our future. We are proud to present the HSKWSP's 2024-2027 Strategic Plan: Community Partners for Animal Welfare. A plan designed to guide us forward in creating a compassionate world where animals are valued and respected, and one that is deeply rooted in our values of compassion, leadership, integrity, transparency, and collaboration. The needs of our community continue to expand through increased animal ownership, housing shortages, and the rising cost of living. The opportunity to advance the welfare of animals through care, education, community engagement, and relationships has never been greater.

We are poised and ready to achieve our strategic priorities with a focus on further supporting our communities and the animals and people who reside within. With your support, we are confident we can achieve the goals set out in this document – Engage our Communities, Build Capacity, and Invest in our People!

Stay tuned to see how we will be growing to meet the needs of our communities!



Victoria Baby CEO



Mark Fox | Chai

## Vision

Communities that value and respect animals.

## Mission

We are leaders in animal welfare in our communities and committed to promoting the human-animal bond, while focusing on the responsible treatment of animals through education, collaboration, compliance, advocacy and care.

## **Values**

Accountability
Serving communities
Humane treatment of animals
Innovation and learning
Compassion and dedication
Leadership and collaboration



## Strategic Priorities



# ENGAGE WITH OUR COMMUNITIES



## BUILD CAPACITY



### INVEST IN OUR PEOPLE



## STRATEGIC PRIORITY

## **Engage with our Communities** by listening to and meeting the needs of the community.

#### GOALS

#### **STRATEGY**

#### Drive program and service excellence

- Develop and implement solutions to address growing needs in identified programming/ service delivery areas, optimizing current programs and building capacity.
- Explore and establish partnerships to create more options for individuals seeking support and assistance with their animals.
- Lead, share resources and model best practices in animal sheltering and welfare.
- Develop and implement a comprehensive community engagement plan to increase awareness and improve perceptions of HSKWSP.
- Evaluate and update internal and external communication strategies.

#### Advance animal welfare initiatives

- Build a community engagement plan which includes diverse groups.
- Provide opportunities to share stories, resources, and ideas to further the understanding of strong human-animal connections.
- Advance strategic alliances/partnerships to broaden the scope of current programming.



## STRATEGIC PRIORITY

**Build Capacity** by securing resources needed to support HSKWSP activities now and ignite change for the future.

GOALS	STRATEGY
Achieve financial sustainability	<ul> <li>Build a comprehensive revenue plan that will strengthen and diversify revenue streams.</li> <li>Advance models for capital planning, reserve planning and cost management to ensure long term financial stability.</li> </ul>
Demonstrate leadership in donor stewardship	Grow donor base by creating and implementing a stewardship strategy with a focus on groups not currently part of HSKWSP, major donors, and planned giving.
Drive a successful capital campaign and build	Complete all three phases of the Capital Campaign and Build: on budget and on time.



## STRATEGIC PRIORITY

**Invest in our people** by continuing to foster a healthy organizational culture where everyone feels a sense of belonging along with opportunities for professional and personal growth.

GOALS	STRATEGY
Enable high performing teams	<ul> <li>Create learning opportunities to further personal and professional development.</li> <li>Promote better inter-departmental symmetry, positive team cultures; and individual team member well-being.</li> <li>Strengthen talent retention and recruitment practices.</li> </ul>
Advance operational best practices	<ul> <li>Bolster operations by advancing our digital capacity.</li> <li>Implement a robust strategy for staff and volunteer engagement.</li> <li>Create and nurture a culture of continuous improvement</li> </ul>
Build the diversity of our teams to better reflect the communities we serve	<ul> <li>Focus on equity, diversity, inclusion, truth and reconciliation throughout HSKWSP.</li> <li>Implement new methods of attracting, engaging and retaining Team members (staff, Board and volunteers) from diverse communities.</li> </ul>



