



Innovators  
**supporting**  
**animals**  
in  
**their homes**  
and in  
**our**  
**communities!**



---

**STRATEGIC PRIORITIES**  
**2022-2024**

# Table of Contents



**1** Message from President  
and Chief Executive Officer

**2** Mission + Vision + Values

**3** Elements of our Strategic Plan

**4** Strategic Priorities 2022-2024



## **Message from the President and Chief Executive Officer**

December 2020 saw the completion of our 2018-2020 strategic plan – a plan that was about strengthening our foundation. We are pleased to report that despite the pandemic, we met the priorities we set to achieve.

Throughout 2021, we regrouped and began the process again. Stakeholders including volunteers, donors and community partners, along with staff, provided input for this plan. The product of that consultation and discussion is the 2022-2024 Strategic Priorities.

As you review this plan you will see a common theme of supporting the “Human Animal Bond”. Pets are our family members and companions, and keeping pets safe, healthy and wanted is our goal.

This is an exciting time for your Humane Society and we look forward to our continued work together.

**Jacqueline Watty**  
President



**Kathrin Delutis**  
CEO



## VISION

Communities that value and respect animals.

## MISSION

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

## VALUES

We believe in.....

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



# STRATEGIC PRIORITIES

## 2022-2024



### **Promote the human-animal bond**

We will partner with our communities to encourage and support keeping people and their pets together.



### **Tell stories to raise awareness**

We will raise awareness of the importance of a strong human-animal bond and how we proactively supports this.



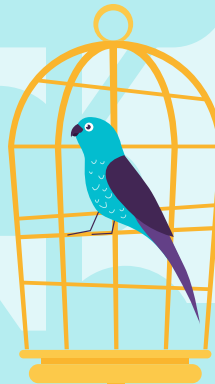
### **Engage and Innovate**

We will lead the creation of diverse, inclusive, accessible and innovative programs and services for animals in our communities.



### **Enhance organizational Sustainability**

We will secure resources to support our activities now and into the future.



**To achieve our Strategic Priorities, we will focus on:**

Partnerships • Communication and Engagement • High Quality Innovative Programming



# STRATEGIC PRIORITY 1

**Promote the human-animal bond** by partnering with our communities to encourage and support keeping people and their pets together.

## GOAL

**1.1 Establish a strong foundation to facilitate people and their pets staying together.**

## STRATEGY

- Create and implement accessible options for all people seeking vet care services
- Establish sustainable partnerships with community groups as appropriate to advance innovative support programs for pets and their owners
- Develop and share educational opportunities for the community
- Evaluate and implement, as appropriate, the Human Animal Support Services (HASS) and Pets for Life (P4L) philosophy
- Develop and implement an animal welfare advocacy strategy



## STRATEGIC PRIORITY 2

**Engage and innovate** by leading the creation of diverse, inclusive, accessible and innovative programs and services for people and animals in our communities.

GOAL	STRATEGY
<b>2.1 Expand programs and services</b>	<ul style="list-style-type: none"><li>• Develop a comprehensive community engagement plan focusing on raising awareness and increasing knowledge in the community about the HSKW&amp;SP</li><li>• Provide In-person programming (PD Days, summer camps, school visits), and innovative online programming advancing animal care and support</li><li>• Investigate and implement of an educational program and support services for non-traditional pets.</li></ul>
<b>2.2 Enhance the involvement of specific populations (e.g. students, youth, new Canadians, Immigrants and Seniors) in HS KWSP activities</b>	<ul style="list-style-type: none"><li>• Identify and seek input from specific population groups on how they would like to engage</li><li>• Create and support opportunities for the identified specific population groups to lead and participate in activities</li></ul>



# STRATEGIC PRIORITY 3

**Raise awareness** of the importance of a strong human- animal bond and how we proactively support this.

GOAL	STRATEGY
3.1 Advance Animal Welfare strategies by promoting the human-animal bond	<ul style="list-style-type: none"><li>• Implement an education strategy and program to support staff and volunteers to understand what the human-animal bond means</li><li>• Explore the establishment of an Animal Welfare Academy</li><li>• Establish a network of diverse groups within our communities that promote the importance of animal and human well being</li><li>• Provide opportunities for the network to share stories, resources, and ideas to further advance the understanding and advantages promoting the human-animal bond</li><li>• Gather input from the general public to determine gaps in knowledge, support and or services needed that the HSKW&amp;SP could provide</li></ul>





## STRATEGIC PRIORITY 4

**Enhance sustainability** by securing resources to support our activities now and into the future.

GOAL	STRATEGY
<b>4.1 Sustain the current level of revenue</b>	<ul style="list-style-type: none"><li>• Continue existing revenue generating activities and evaluate to ensure current level of funding is maintained and or enhanced</li><li>• Build and implement a comprehensive funding strategy for new and expanded programs</li></ul>
<b>4.2 Create innovative solutions for attracting funding and growing revenue streams</b>	<ul style="list-style-type: none"><li>• Develop and implement unique tactics for segments within our current donor base and identify potential new donors and approaches to reach them</li><li>• Create and implement a comprehensive stewardship strategy with a focus on major gifts and planned giving</li></ul>
<b>4.3 Create innovative solutions for supporting our people (staff and volunteers) and recruiting new people (as required) to advance our organization</b>	<ul style="list-style-type: none"><li>• Create and implement learning and development opportunities to support staff</li><li>• Develop and implement a re-engagement strategy for volunteers</li><li>• Develop and implement approaches to increase the number of foster volunteers</li><li>• Implement new methods of attracting, engaging with and retaining staff and volunteers from diverse communities</li></ul>





# Focus on the **human-animal** bond.



**2022 - 2024**

The Humane Society of  
& Kitchener Waterloo  
& Stratford Perth

