

# **NWT SPCA**

**Advocates for Animals of the North  
Strategic Plan 2020-2024**



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## Introduction

The NWT SPCA is a non-profit, charitable, and volunteer-run organization dedicated to improving the quality of life for all domestic animals in the Northwest Territories since its establishment in 1988. Through public education and awareness, relationship building in communities and partnering organizations within and outside of the NWT we are achieving this. We support stronger animal protection legislation, offer various programs and services to the residents in the NWT, participate in animal rescue and protection initiatives, and run programs to support adoptions and fostering of abandoned, stray, and neglected animals.

Our organization continues to build and improve upon our shelter facility (built in October 2012) and the programs offered to the public and animals of the NWT. We strive to be as environmentally friendly as we can be and currently use safe cleaning products. We intake hundreds of dogs and cats a year and adopt many of them out to local families. Some are adopted south, and more are sent south to trusted Rescue organizations to find new homes. Most of the animals we care for need medical attention of varying degrees including vaccinations, deworming, sterilization, life threatening viruses, infections, abrasions and malnutrition and sometimes amputation.

Though most of the animals coming into the shelter are from communities outside of Yellowknife, many of the benefits stay within the City. The following is a list of how the NWT SPCA has contributed and continues to play a role as a significant corporate citizen of Yellowknife as well as NWT communities:

- ❖ Employment of up to 20 people
- ❖ Student Employment Program
- ❖ Provide abundant volunteer opportunities for all ages
- ❖ Provide opportunities for Yellowknife's Community Livings EmployABILITY program, Brownies, Girl Guides and GirlSpace, youth summer camps
- ❖ Pay for utilities in the City including water, power, phone and oil
- ❖ Provide affordable programs such as vaccination /spay & neuter services to communities
- ❖ Provide business for local companies such as the veterinary clinic, airlines, local shops, Northwestel, Northland Utilities, etc
- ❖ Provider of educational materials to communities and youth in general
- ❖ Provide scholarships for youth
- ❖ Make the communities safer by taking dogs as requested
- ❖ Respond to emergency situations involving animals helping RCMP and by-law
- ❖ Provide companion animals to the citizens of Yellowknife and other communities in NWT and Canada

## Executive Summary

The NWT SPCA Board of Directors, management team, and staff, have created this strategic plan to guide the organization for the years 2020 to 2024. This document is the result of many hours of planning, information gathering, and discussion and contains four operational areas of focus which include Funding, Community Outreach and Support, Improved Animal Care and Advocacy for Animal Welfare in the NWT. Based upon these four areas of focus, there are 18 strategic goals to which the team at NWT SPCA will direct their attention and focus their energy on achieving over the course of the next four to five years.

### *Funding*

- ❖ Build and diversify our sources of revenue
- ❖ Grow and enhance existing donors
- ❖ Work with Territorial and Federal government to secure essential funding
- ❖ Find and apply for relevant public grants

### *Support Communities*

- ❖ Partnerships with First Nations communities
- ❖ Develop humane educational materials that reflect the cultural diversity of the NWT
- ❖ Engage leaders in each community
- ❖ Vet clinics in more communities
- ❖ Promoting better animal compassion, suggest in-community temporary shelters, encourage responsibility of dog ownership in communities

### *Improve Animal Care in Shelter*

- ❖ To strengthen staff abilities
- ❖ Recruit volunteers for shelter operations and animal care
- ❖ Improve administration and organization at shelter
- ❖ Continue improving and maintaining the facility
- ❖ Improving marketing of our mandate and programs

### *Advocacy for Animal Welfare in NWT*

- ❖ Put more effort into changing legislation
- ❖ Continue and maintain current relations with RCMP, bylaw officers, Fire Department
- ❖ Advocate for training of officers in communities with animal control plus proper care
- ❖ Strive to reach all 33 communities in the NWT

This document is meant to be a living document. The success of the strategies and goals above is dependent upon many different variables, most of which are not static and are subject to change, including factors such as:

- ❖ Economic conditions, Government and regulatory bodies and private sector changes
- ❖ Changes in demographics, loss of funding and technical advancements
- ❖ Changes in key staffing

Many of these variables are out of the control of the organization and may impact the priority of the strategy listed or the time it will take to complete the action item. It is therefore reasonable and to be expected that modifications will be made as needed should anything impede our progress.

Changes will be made as deemed necessary at the discretion of the Board of Directors. This plan will take us through to the year 2024, and it is the hope of SPCA team that, in achieving the goals set forth, we will have positioned the organization well, for the foreseeable future to continue to:

- ❖ Be leaders in animal welfare in the NWT
- ❖ Support the communities of the Territory to the best of our ability
- ❖ Attract and retain the most dynamic staff, volunteers and board members
- ❖ Help as many animals as we can while offering the highest standard of care
- ❖ Build relationships to ensure ongoing sustainability

The NWT SPCA is committed and ready to work over the life of this plan to achieve what has been set forth. We are dedicated to the overall success of the organization and the animals we care for.



## Mission

To protect and enhance the quality of life for domestic animals in NWT and to help support the North in appreciating and learning the value of the northern dog in today's society.

## Vision

To prevent animal cruelty; educate about humane treatment of animals; provide shelter and care to abandoned and abused animals; and encourage adoption to suitable homes. Through education and programming, we hope to promote responsible pet ownership and encourage spaying/neutering, so animals can live the best life possible.

Our over-all goal is to engage and encourage our society to help build communities where all animals who depend on humans for their wellbeing can experience freedom from hunger and thirst, pain and injury, distress and discomfort.

## Requirements for Success

The needs of our mission are enormous and beyond our ability to fulfill within our current financial capacity and framework. We require all governments to recognize that our organization and its programs are essential and help with improving the communities social, health and safety concerns. It is proven that the general welfare of a community can begin with the improved attitude and care of its animals. Resources and partnerships are essential to improve the health of each community; funding and support are critical to accomplish this.



## Accomplishments & History

Though established as a non-profit organization in 1988, the NWT SPCA as a volunteer Board spent most of its energy and funds working with the Great Slave Animal hospital and its pound animals helping with medical bills and advertisement to the public. There was also some transporting of dogs south to Alberta Rescues. In recent years, we have become a separate entity and are able to house our own animals and be responsible for our own adoptions and programs. Our success has been the result of hard work, incredible community support and a mutual passion for helping animals in need. In 2010, the Board applied for and won a \$300,000 grant through the AVIVA Community Foundation of Canada. This started the ball rolling with major fund-raising efforts to build a facility.

In October 2012, the shelter opened its doors. Since that time, we have slowly improved and completed more of the facility to better accommodate the animals and our program needs. We have saved the lives of 1000's of animals since 2011 and before that while helping the Great Slave Animal Hospital with countless animals. Through fostering and transporting, adopting within and outside of the Territory, we have rescued and re-homed all these animals without any government funding. From its inception the organizational goals have been:

- ❖ To promote awareness of, and concern for, the humane treatment of domestic animals
- ❖ To discourage abusive practices leading to domestic animal suffering
- ❖ To encourage responsible care and treatment of domestic animals
- ❖ To encourage and support law enforcement of current and future laws enacted for the protection of domestic animals
- ❖ To encourage and promote the adoption of abandoned and stray animals from animal shelters, SPCAs, rescue organizations, and Humane Societies
- ❖ To assist other animal shelters and communities in the NWT who want to improve the quality of life for domestic animals in their own communities
- ❖ To help communities be healthier and safer through helping the dogs
- ❖ To be as environmentally friendly as possible at our facility

## Moving forward

### **Our Guiding Principles**

**These beliefs and principles guide our attitudes and actions:**

#### *Ethical behavior*

We strive to be open, honest and transparent in our relationships with staff, members, volunteers, our donors and the public. We will treat each other and those we serve with integrity, respect and compassion. This includes people and animals.

#### *Partnerships*

We look to form partnerships and alliances with those that share our vision, guiding principles and respect for animals so we can accomplish more than we would on our own.

#### *Leadership*

We strive to be leaders in the protection and promotion of animal welfare in the NWT by demonstrating courage, compassion, knowledge and advocacy.

#### *Learning*

We recognize the need to grow and learn, using an evidence-based approach to improve and to evaluate the impact of our work.

#### *Responsibility*

Animal welfare is not the sole responsibility of the NWT SPCA. It's the responsibility of individuals and the community. Through education and other initiatives, we will promote greater responsibility for animal welfare.

#### *Accountability*

We endeavor to be accountable to those we serve. We will report and regularly track what we plan and achieve.

# Strategic Objectives

## Priorities

### 1. Funding and on-going public donations

- ❖ Build and diversify our sources of revenue
- ❖ Grow and enhance existing donors
- ❖ Work with Territorial and Federal government to secure essential funding
- ❖ Find and apply for relevant public grants

The NWT SPCA will look at ways to maximize fundraising potential and be creative in our revenue sourcing. We need to look at legacy income, merchandise and retail, workshops, and to look at other non-profit organizations that have been successful. It is also essential to look at all levels of government for support considering we work with and service all communities in the NWT.

### 2. Community Outreach and Support

- ❖ Build and maintain current partnerships with First Nations communities
- ❖ Continue to develop humane educational materials that reflect the cultural diversity of the NWT
- ❖ Continue to engage leaders in each community
- ❖ Continue to expand vet clinics in more communities
- ❖ Promoting better animal compassion, suggest in-community temporary shelters, encourage responsibility of dog ownership in all communities

In the past few years our organization has built relationships with many NWT communities. We have made many contacts with several isolated communities and have connected with teachers and local governments. Through educational material, vaccine clinics, outreach with pet food and supplies (collars, leashes, straw and dog houses) we have reached many people. Recognizing the proactive and critical role that humane education plays in raising awareness of animal welfare in communities, we are committed to improving and increasing our education in all communities we work with. We will work to creating educational materials for schools and youth groups that reflect cultural and ethnic diversity as well and engage more with leaders in as many communities as possible.

### 3. Improve Animal care in our shelter

- ❖ To strengthen staff by training (public interaction, animal behavior, cleaning protocols, vet and animal health)
- ❖ Recruit volunteers for shelter operations and animal care
- ❖ Improve administration and organization at shelter
- ❖ Continue improving and maintaining the facility, including enrichment for shelter animals
- ❖ Improve marketing of our mandate and programs

Our staff plays a critical role in ensuring the welfare of our in-shelter animals. We recognize the stress involved in a challenging work environment such as animal welfare and we strive to lessen staff turnover and improve the day to day work life of our staff. We will incorporate necessary training for staff including dog behavior and cleaning protocols. We will promote life-long learning for staff in the animal welfare field to enhance their abilities and performance in the work environment. Our

immediate goal is to motivate employees to do their best and to enjoy their work while earning a respectable wage. We will improve our administrative practices, expand our volunteer recruitment and work to complete and improve the shelter which will in turn benefit everyone involved in our organization. For security we will complete the perimeter fencing around our facility and keep up on maintenance of shelter. We also will do this in the most efficient way possible.

For overall success with adoptions and the programs in general we require a better promotion and marketing strategy for our organizations programs and what we do for the community overall.

**An awareness campaign will be developed and implemented within two years if funds are available.**

#### 4. Advocacy for Animal Welfare in the North

- ❖ Continue and maintain current relations with RCMP, bylaw officers and fire department
- ❖ Advocate for training of officers in communities and better animal control and care
- ❖ Strive to work with all 33 communities in the NWT
- ❖ Put more effort into changing legislation

The NWT SPCA does not have a legal or legislative authority in the NWT. We work with RCMP and bylaw officers to help with animal neglect and abuse cases. Our board does not currently have the capacity to work on changing legislation. We will strive to recruit individuals and form a committee to focus on lobbying for improved laws. We will also work with other groups to support change and work with authorities to educate and advocate where possible.

