



WINNIPEG
H U M A N E S O C I E T Y

2019-2020 Operational Plan

April 1, 2019 to March 31, 2020
Reviewed and Approved by the WHS Board of Directors April 10, 2019

Executive Summary

The 2019-20 annual cycle is a very special time at the Winnipeg Humane Society. We are celebrating **125 years** of community service, helping animals (and humans) in need while advocating for the humane and compassionate treatment of all animals.

The Humane movement was born in the mid 1800's as a result of a small passionate group of individuals committed to raise awareness regarding the welfare of animals, children and women in the midst of the rapid changes brought by the first Industrial Revolution. The Winnipeg Humane Society is a product of the moral, ethical, philosophical and social debates around the rights and protections needed for animals and vulnerable persons in modern society.

Fast forward to 2019: We have a new set of moral, ethical, philosophical and social debates deeply affecting the present and future of Humane Societies. And, sadly, animals continue to suffer.

Based on our extensive community consultation efforts (with more than 1,000 supporters participating!), these are the priority challenges we need to address today:

- Ensuring **all animals** are given an opportunity to thrive and find positive outcomes after being surrendered or rescued;
- **Improve the quality of care and reduce the length of stay** of animals under our care: pets should find a new forever home as quickly as possible because animal shelters are not the best environment for them;
- **End the cruelty and the suffering of farm animals in mass-production/factory farms**, including how they are transported;
- **Educate the public** about the link between animal abuse and mental health and personal struggles. Animal abuse is usually linked to a host of human problems, and we need to do more to address that link and provide greater support to the community;
- **Celebrate our 125th birthday** focusing on both the short-term pressures of budgeting to fulfill our mission annually while laying the ground for a long-term sizable endowment fund which can support our operations for the next 125 years.

With your encouragement and support we stand ready to pursue these challenges and continue our 125-year tradition of being a progressive, forward-thinking, compassionate animal welfare organization always defending and saving animals no matter how difficult or costly that may be.

While we do not look at cost when we try to save an animal or advocate on behalf of animals, the fact that our operational expenditures continue to grow by leaps and bounds every year is a major concern. We depend mostly on donations and corporate partnerships to pay our bills and keep our doors open, and we rely on over 750 volunteers to do a lot of work which otherwise we could not afford.

We are grateful for the ongoing financial support from the community and it is our hope that by being open and transparent with our operations donations will grow so we can keep up the important work ahead of us.

Lastly, and on behalf of the WHS Board and Senior Management, we would like to thank our amazing group of staff, volunteers, core supporters and donors which makes it possible for us to continue our 125th year of humane leadership and progressive actions to save, protect and advocate on behalf of all animals.

With gratitude and in service,



Javier

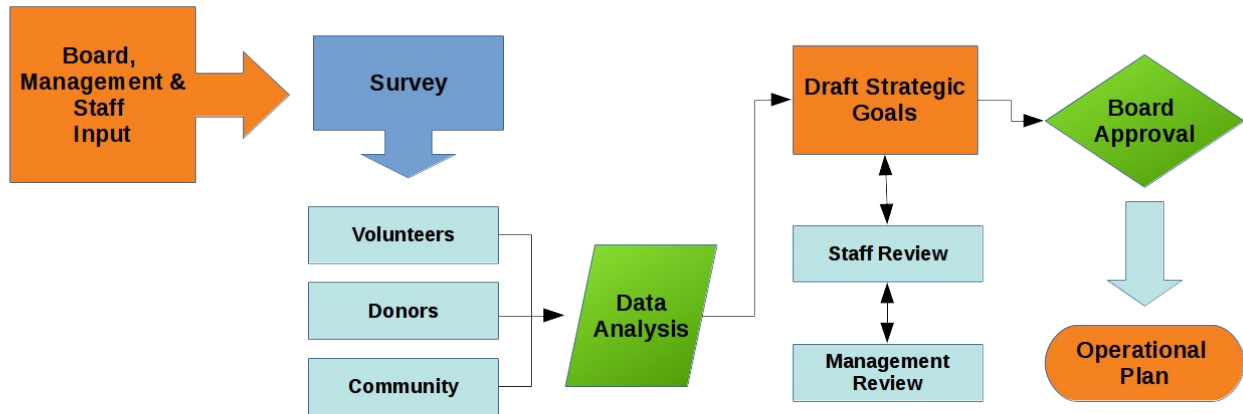
A proud member of the WHS Team

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The consultation process

The WHS utilizes a modified version of Randi Korn's "Intentional Alignment" process to ensure the actions of the organization closely follow the expectations and needs of those who we serve and of those who support us:



Key Strategic Goals 2018-2020

Goal #1

To continuously improve the WHS' intake, cat population management protocols, and community/citizen engagement with the goal of:

- a) reducing the number of cats euthanized for non-life threatening conditions to the lowest possible number; and
- b) reduce length of stay.

Goal #2

To enhance the WHS activity and presence in key areas of Winnipeg and in rural/northern communities where the need for assistance with spay/neuter clinics and animal control policies are higher.

Goal #3

To strengthen relationships with the veterinarian community and rescues in Manitoba and provide support services as resources allow

Goal #4

To be a strong voice for the humane and compassionate treatment towards ALL animals

2019-2020 Key Operational Goals

Goal 1: Transformation of our focus from single location-based to community-based service delivery.

Description

All across North America shelters are realizing that the traditional model in which we build a facility and expect people to come to us is not sufficient to address the various challenges the community faces.

It is imperative for the WHS to mobilize resources so we can do more activities outside of our building or establish systems to assist people and pets to safely be transported to our facility to receive services.

It is also critical to do everything we can to avoid the traumatic experience of surrendering a pet by assisting humans and pets before the relationship gets to a point of “no return”.

What it means in practice

- (a) **Create a stand-alone Behaviour and Community Support department**, which in addition to the existing tasks of working with animals under our care will also offer low-cost or free services to those needing help with their pet's behaviour
- (b) **New application for City of Winnipeg grant funds** to allow our Main Street community liaison office to do more outreach while increasing the number of ultra-low cost or free spay and neuter surgeries
- (c) Ensure WHS provides **logistical and material support** to reputable rescues creating fair and easier to understand guidelines and partnership agreements
- (d) Conduct a **full business viability study** to implement a low-interest loan service to assist humans needing to take their pets to a veterinary clinic for urgent or important treatment
- (e) **Enhance our Investigations and Emergency Response Department** to ensure compassionate delivery of services with a focus on rescue and support while protecting the well-being and safety of our team

Goal 2: Modify internal structures to fully implement the Capacity For Care shelter management model

Description

The Capacity for Care model (usually referred to as C4C) is a proven method developed by academics and progressive shelters in the United States and Canada with the overall objective of finding live outcomes for as many animals as possible.

The key planks of C4C are community engagement to find alternatives to intake (surrendering animals) if possible and safe; reducing the time from the moment an animal enters the WHS to the time it is ready for adoptions; and increasing the number of adoptions by removing barriers.

What it means in practice

- (a) Modify our internal structure by creating a new **Shelter, Intake and Capacity 4 Care** area. This integration will allow for better animal flow management while additionally allowing for the creation of the new Behaviour and Community Support area
- (b) **Navigate the tension between consistency and the “fair shake test”**. The WHS recognizes the challenging nature of balancing the mandate to save as many animals as possible with the responsibility to keep staff and the community safe and having standards that allow for consistency. In this context, rules are used as guidelines while still allowing for individual assessments.

- (c) **Introduce a mandatory “behaviour/medical” check** before accepting any animal to be surrendered. While we remain a place of last resort, it is important to ensure every alternative to surrender has been explored and that the individuals and animals in question have all the proper information and tools to perhaps avoid parting ways.
- (d) **Continue to expand innovative programs** such as Care-to-Adopt and Care-to-Rehome and the Scaredy Cat Academy partnership; as well as soliciting ideas and encouraging the development of **new innovations** to support our C4C efforts.
- (e) **Remain open to new ideas and criticisms** from all stakeholders and take every feedback as an opportunity to do better.

Goal 3: Improve response time and service delivery

Description

One of the most common myths around the Winnipeg Humane Society goes like this: “Nobody answers the phone, except if you call to the donations line”. We can easily document that this is not the case, but myths start for a reason and usually there are truth underlying them.

For this reason, we are committing to completely transform the way the public communicates with the WHS, putting humans first and also allowing for new technologies to accelerate the exchange of information.

What it means in practice

- (a) Creating a **single point of contact** for all inquires via phone (one number for all needs)
- (b) Creating a **WHS Call Centre**; a small in-house inbound customer calling team which can direct the call to the right area and follow up with the individual(s) to make sure they received the information they were looking for
- (c) **Updating our phone systems** (funding-dependent)
- (d) **Add online chat** to our website and through Facebook Messenger (if technically feasible)
- (e) **Automate certain processes** to ensure all key information from the public (for stray animals as well as potential surrender) is received

Goal 4: Diversify revenue generation, transparency and accountability

Description

A central challenge for a charity is to ensure long-term sustainability while balancing revenues and expenditures each and every year. The short-term pressures of finding money to pay bills today sometimes can make us lose sight of the need to do what is required to secure future revenue streams.

Currently, the WHS is over-reliant on bequests. This source of funds is both unpredictable and we can’t responsibly assume it will be there forever: new generations have overall lower savings capacity and their interests span multiple charities not just one or two.

It is imperative then to find ways to continue to fund our operations while ensuring new sources of long-term revenue.

What it means in practice

- (a) **Celebrate our 125th** anniversary with a focus on stewardship, gratefulness and future-proofing our sources of revenue through legacy giving
- (b) **Expand and improve** our online donations systems and stories
- (c) Review and relaunch the **WHS Employee giving program**

- (d) Utilize the **WHS Foundation Agency Fund** with the Winnipeg Foundation to expand the number of supporters considering leaving a bequest/legacy to support our long-term sustainability
- (e) Sign a **new contract with the City of Winnipeg** for the provision of services related to stray cats
- (f) Sign a **new contract with the Province of Manitoba** for the provision of enforcement services and use of facilities to house animals under protective custody
- (g) **Support the WHS Foundation** by highlighting its importance in the long-term sustainability of the WHS and their key role as a backstop in case of financial emergency
- (h) **Use blogging, social media and traditional media opportunities** to showcase the WHS through its CEO and other members of the WHS team

Goal 5: Play a central role both locally and nationally in animal welfare advocacy

Description

Another myth surrounding the WHS is the notion that our core supporters and donors don't want our organization to take a more active role in animal advocacy and education activities.

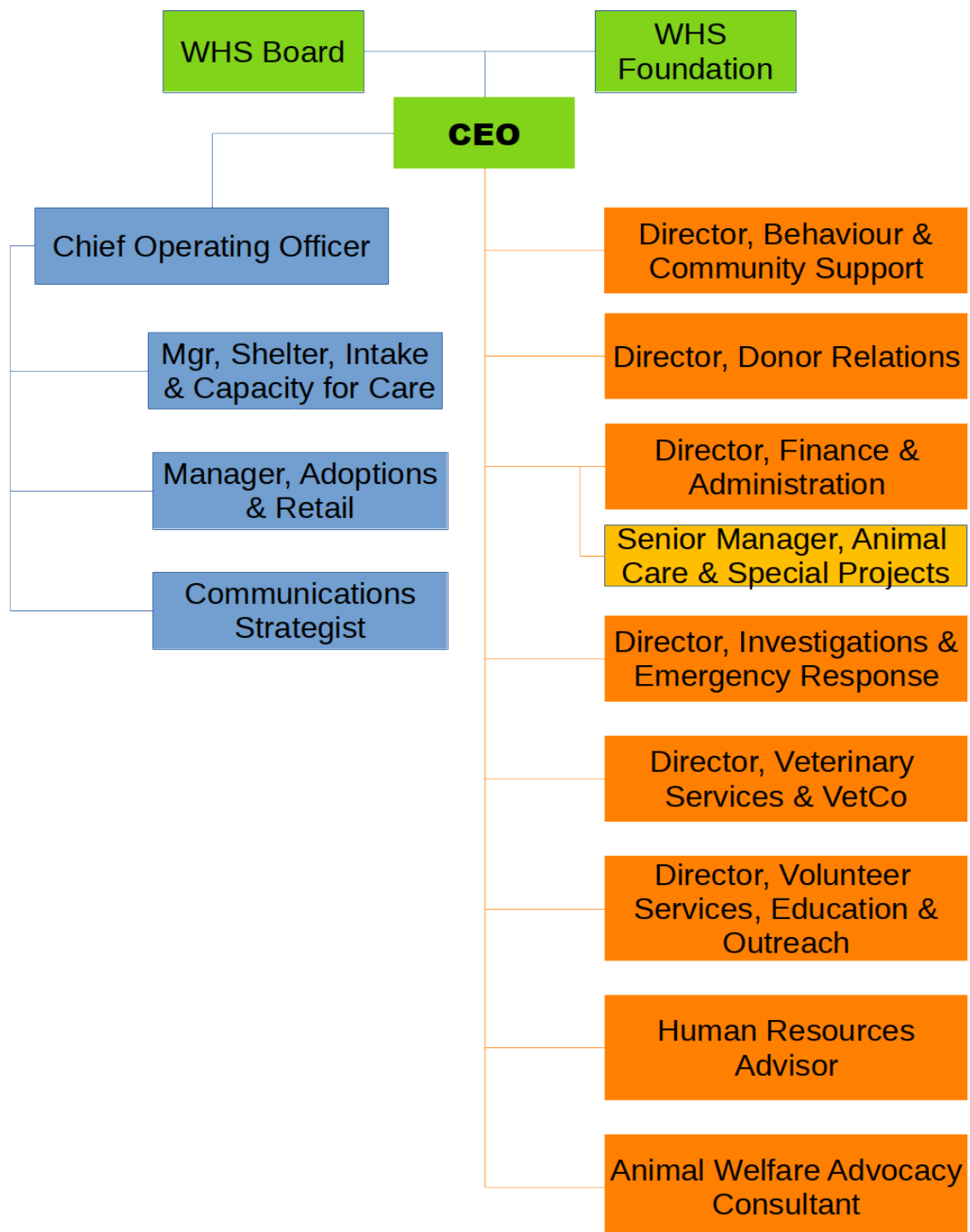
The past two years proved that this is not the case, as long as we are respectful of various points of views within the welfare realm. The next logical step in our evolution is to provide more resources to our advocacy area and engage in more robust dialogue with the community, educators, elected officials and industry.

In addition to dispelling this myth, there seems to be a lack of leadership at the national level when it comes to animal welfare. The voices we hear are usually from animal rights groups, but not Humane Societies and SPCAs. We believe the WHS can play an important role in bringing together animal rights and animal welfare organizations to lend a stronger voice on behalf of all animals.

What it means in practice

- (a) **Permanently separate** the Education area from Welfare Advocacy providing clarity of purpose and making the CEO more visible in regards to welfare issues.
- (b) **Hire and retain** a high calibre and respected animal welfare consultant to assist the CEO and the communication teams in crafting position papers and delivering the right messages through our various communication channels (social media, press releases, blogs, website, newsletters)
- (c) **Provide support** to the Animal Protection Committee of the Board and enhance financial support for VegFest
- (d) Enhance the WHS visibility locally and nationally as a **responsible and respectful advocate** for the welfare of all animals, including invitation to elected officials to tour the facility and discuss key animal welfare topics (farm animals, gestation crates, transportation, etc)
- (e) **Engage in the election cycle process** by asking the community which issues we should focus on and then creating opportunities to meet with incumbents and challengers to advocate for the inclusion of progressive animal welfare laws and regulations in their respective platforms as well as their personal commitment to seek certain laws passed in Parliament or the Provincial Legislature

2019-2020 WHS Senior Leadership Structure



Individual Departmental Goals

Please see next pages for the complete list of key departmental goals and how it links to the overall Operational Plan

For members of the public interested in individual departmental goals, please email us: reception@winnipeghumanesociety.ca indicating the area(s) you would like to learn more about. Thank you.