



2024 - 2027

STRATEGIC PLAN



A bold new direction.



Calgary
Humane
Society



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MESSAGE FROM BOARD CHAIR AND EXECUTIVE DIRECTOR

The 2018 – 2022 Strategic Plan was focused on continued excellence in the standard of care that Calgary Humane Society offers to the animals we serve, increased engagement with our community, ongoing improvement in the programs and support we are able to provide to all those that need it, and the further development of our skilled and dedicated team.

Calgary Humane Society saw the achievement of many of the goals set forth in this aggressive five-year plan, all while managing the significant challenges we faced during this time period. We successfully maneuvered through the pandemic, navigated a disruptive renovation project, and worked to keep our shelter functioning. This alone was a great accomplishment!

The strategic plan was designed to conclude in 2022, at the end of our centennial year. This was done with intention. We wanted to confidently set the organization up for success as we entered our next 100 years. We believe we have succeeded and today the organization is stronger than ever before.

In 2023, we began the process of developing the next strategic plan for the Society. Guided by our Board of Directors, the 2024 – 2027 Strategic Plan was developed in consultation with donors, volunteers, staff, and partners to create goals and strategies for the next four years, acknowledging the evolving challenges in animal welfare. The issues that charities and the animal welfare sector are facing are very different from what they were five years ago, and they are significant. Many compounding factors have led us to where we are today, and it is going to take a collaborative and thoughtful response to begin creating sustainable solutions.

The 2024 – 2027 strategic plan captures a bold new direction for Calgary Humane Society. It establishes a clear path forward and the team is committed to success which will mean a measurable difference in the lives of our animals and the people who love them. We will create the world we want to see – one where all animal lives are respected, and people have the compassionate support they need to care for them.

As we launch our new strategic plan, the entire team is motivated by the goals which have been set over the next four years. It will be challenging, however, with the commitment of the entire Calgary Humane Society team and the support of our community, we know we will achieve what we have aspired to do. We invite everyone to join us and be a part of this exciting time at Calgary Humane Society. Together we will have a greater impact, we will make a difference, and we will see a more humane world.

Andrew Wilson, Board Chair

A stylized, handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke extending to the right.

Carrie Fritz, Executive Director

A stylized, handwritten signature in black ink, featuring a large, bold 'C' followed by a series of loops and a horizontal stroke.



EXECUTIVE SUMMARY

For over 100 years, Calgary Humane Society has been an important part of the Calgary community, providing critical services to protect and support animals from cruelty. Over the decades, as the animal welfare sector has evolved, the Society has remained a leader in animal welfare and has helped hundreds of thousands of animals find the second chance at the life they deserved right from the start. However, as the Society successfully concluded the 2018-2022 strategic plan, the landscape shifted. The challenges facing the animal welfare sector are significant and the needs of the community are amplified.

The 2024 – 2027 strategic plan has, therefore, been created to address these increasing demands, while continuing to maintain the highest standard of excellence in animal care. The plan invites all those who share a passion for a more humane world to join the team at Calgary Humane Society in advocating for a better life for all animals, as well as the people who love them. It will take the support of our entire community to help address today's animal welfare concerns. The goals outlined in the plan establish sustainable solutions to these challenges and create a pathway to a better future for animals, and their people.

The entire team at Calgary Humane Society, the staff, Board of Directors, volunteers, foster families and other key stakeholders have provided input in order to create this new strategic plan and develop a bold new direction for the organization. The 2024 – 2027 plan outlines the Society's new mission – Protect animals. Support people. Create a more humane world. The vision is an empowered community with the courage to advocate for animal welfare.

To lead us closer to our vision, four strategic pillars have been established, each with corresponding goals and objectives that provide guidance – Our Community, Our Animals, Our People, and Our Foundation.

Under Our Community, we strive to engage, educate, and empower people through expanded outreach

programs and advocacy efforts that influence policy and legislation. Our goal is to foster partnerships, engage our supporters and influence decision makers to maximize our impact and create meaningful change in animal welfare.

For Our Animals, we endeavor to create innovative programming which will support our animals and their families, so they never have to face the difficult decision of relinquishment, while also providing the highest standard of care for all animals who need us.

Our People pillar focuses on nurturing a supportive and empowered team. We will invest in staff development, mental health support, and proactive recruitment and retention practices to create a strong culture of collaboration and inclusivity.

Finally, under Our Foundation, we ensure financial sustainability and organizational effectiveness. By building relationships with our stakeholders, diversifying revenue streams, optimizing resources, and investing in technology and infrastructure, we strengthen our foundation for long term impact.

The Strategic Plan is meant to guide the organization through to 2027 and will ultimately be a living document. Successful achievement of the goals outlined is dependent upon many different variables which fluctuate over time. While it is the responsibility of the entire Calgary Humane Society team to collaboratively work to attain the goals through the strategic actions identified, it is the role of the Board of Directors to monitor the progress made. Through ongoing reporting and evaluation of established metrics, the Board will evaluate the advancements achieved and work collectively to ensure success.

Together, we will work toward achieving the Society's vision of a community where everyone has the courage to advocate for animals, so all lives are treated with compassion and respect.



Vision

An empowered community with the
courage to advocate for animal welfare.



Mission

Protect animals. Support people.
Create a more humane world.



Values



COMPASSION

We demonstrate kindness, concern and empathy towards animals and people, promoting a community of care and understanding.

COURAGE

We are unwavering in our dedication to animal welfare by facing challenges, pushing boundaries, and standing up for those who need us.

COMMITMENT

We act with integrity to uphold the highest standards of honesty, transparency, and ethical conduct, strengthening a foundation of trust and confidence.

COLLABORATION

We empower and support one another as a cohesive team of staff, volunteers, and community partners, leveraging our diverse talents and expertise to achieve our shared mission.



OUR CULTURE

Calgary Humane Society is committed to a culture that embodies our core values and promotes an inclusive, supportive, and creative environment.

Our teams work together, demonstrating courage, compassion, and individual accountability to achieve the organization's goals. We prioritize respectful communication by fostering trust, curiosity, and collaboration among team members.

We value continuous learning and innovation. We recognize and appreciate the unique contributions and perspectives of our team, understanding the importance of their role in fulfilling the Society's mission.



Strategic Pillars



Calgary Humane Society identified four areas of strategic focus, which represent our key pillars. Under each pillar, there is an overarching goal the team will strive to achieve.

OUR COMMUNITY

To foster partnerships, engage our supporters, and influence decision makers to maximize our impact and create meaningful change in animal welfare.

OUR ANIMALS

To enhance the well-being and welfare of animals through proactive engagement with our community to develop new and improved programs that promote the human-animal bond.

OUR PEOPLE

To foster a thriving and empowered community of team members, volunteers, and foster families, ensuring their engagement, development and recognition to create and retain a strong foundation of support for our Society.

OUR FOUNDATION

To secure the resources needed to support our activities now and into the future, providing the opportunities for all demographics to support the Society in the way that is most meaningful for them.



Our Community

To foster partnerships, engage our supporters and influence decision makers to maximize our impact and create meaningful change in animal welfare.



OBJECTIVES

- Embolden our story to build awareness, demonstrate impact, and deepen the connection with our supporters.
- Cultivate strong community partnerships to create opportunities for collaboration.
- Create programming designed to reach new and diverse audiences.



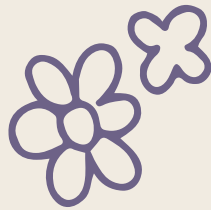
Our Animals

To enhance the well-being and welfare of animals through proactive engagement with our community to develop new and improved programs that promote the humane-animal bond.



OBJECTIVES

- Develop and enhance programming that supports companion animal families.
- Exemplify animal sheltering best practices.
- Create partnerships with organizations that can improve organizational capacity and animal welfare in the community.



Our People

To foster a thriving and empowered community of team members, volunteers, and foster families, ensuring their engagement, development and recognition to create and retain a strong foundation of support for our organization.



OBJECTIVES

- Expand the capacity of our staff, volunteers and foster families through targeted and proactive recruitment plans.
- Build engagement and job satisfaction to improve overall retention.
- Build a succession plan that ensures ongoing success of organization and continuation of positive relationships.



Our Foundation

To secure the resources needed to support our activities now and into the future, providing the opportunities for all demographics to support the Society in the way that is most meaningful for them.



OBJECTIVES

- Invest in the growth of our donor base to support them through their philanthropic journey.
- Investigate innovative social enterprise initiatives to diversify revenue streams and build community engagement.
- Inspire confidence through transparency in reporting and responsible use of organizational assets.



Performance Evaluation

At the end of 2027, if we are successful in achieving our goals, Calgary Humane Society and all who supported the organization will have created meaningful impact in the animal welfare sector, evidenced by:



OUR COMMUNITY

- Collaborative programming utilized by our Calgary community
- Increased government focus on animal welfare issues with a demonstrated interest in policy and legislative changes that promote a more humane world
- Strong collaboration with community partners to ensure all lives are treated with respect and compassion

OUR ANIMALS

- Programs are in place to support pet families designed to strengthen the human-animal bond
- Continued excellence in the standard of care of all animals to ensure all adoptable animals get a second chance
- Strong partnerships with our veterinary community to ensure equitable access to veterinary care

OUR PEOPLE

- A positive workplace culture with a high level of pride and personal satisfaction from the contributions offered
- An environment of continuous learning to ensure a team of collaborative professionals working to realize the mission of the Society
- An expanded and engaged group of volunteers who share a passion for animal welfare and a foster home for every animal who needs one

OUR FOUNDATION

- Increased community support to ensure the ongoing success of the Society
- Strong donor stewardship practices that encourage continuous engagement with Calgary Humane Society
- A high level of stakeholder confidence built through a culture of transparency and fiscal responsibility



CONCLUSION



Calgary Humane Society's 2024 – 2027 strategic plan is a road map that aligns our mission, vision, and values with actionable goals and strategies. By focusing on the pillars of Our Community, Our Animals, Our People, and Our Foundation, we are poised to make significant strides in advancing animal welfare and fostering a more compassionate society.

Through engagement and educational initiatives within Our Community, we will empower individuals and organizations to become advocates for animal welfare. By collaborating with stakeholders and influencing policy, we aim to create systemic change that benefits animals and humans alike.

Within Our Animals, we are committed to providing exceptional care to ensure the well-being of every animal entrusted to us. Through innovative programming and strategic partnerships, we will work tirelessly to strengthen the human-animal bond ensuring all families have the support they need so their animal remains a part of their family.

Our People are the heart of our organization, and we are dedicated to fostering a supportive and inclusive culture. By investing in staff development, mental health resources, and volunteer engagement, we will cultivate a passionate and empowered team dedicated to our mission.

Finally, Our Foundation is essential for sustaining our impact and expanding our reach. By diversifying revenue streams, optimizing operational efficiency, and leveraging technology, we will ensure the long-term viability and success of our organization.

In conclusion, this strategic plan represents our unwavering commitment to animal welfare and our determination to create a more humane world. Together, we can build a future where all lives are valued and treated with respect, inspiring compassion for generations to come.



Calgary Humane Society