



# Strategic plan 2023 to 2027



# A WORD FROM THE PRESIDENT

On behalf of myself and my colleagues on the Board of Directors, I am proud to present this strategic plan, which represents the fruit of enriching discussions that took place over a period of just over a year. This plan, in addition to reflecting the ambitions of the organization, will guide its day-to-day decision-making for the coming years.

As you know, social concerns evolve over time and yesterday's struggles have led to changes in the mentality of Quebec society that are slowly being translated into legislative changes. Like society, the Montreal SPCA has changed since its creation 153 years ago, while keeping its focus on its unique mission.

It was therefore essential for the Board of Directors and the Executive Committee of the Montreal SPCA to identify the organization's priority orientations for the next five years, based on both its solid achievements and a desire to surpass itself.

The Montreal SPCA is an indispensable organization in terms of animal protection and welfare. Much more than a shelter, it is an important political player that contributes to the evolution of society. More than ever, citizens are willing to hear about the protection of animals, living and sentient beings entitled to respect and compassion. Being more and more aware of the intrinsic value of our non-human companions, citizens are ready to take concrete actions to help them and to stop them being perceived as "things", for good.

Driven by this momentum, the Montreal SPCA intends to further assert itself as a leader in animal protection in Quebec and to become an essential reference for the entire Quebec population. Let's take advantage of the next five years to improve the lot of animals, regardless of their species. Let's make sure that they are finally treated with the dignity and consideration they deserve. With determination, the Montreal SPCA will continue to lend its voice to all vulnerable beings who suffer in silence. Around the world, the winds of change are blowing strongly for the animal cause, and the Montreal SPCA intends to be at the forefront of this formidable revolution.

Marie-Claude St-Amant  
President of the Board of Directors



# A WORD FROM THE EXECUTIVE DIRECTOR

It is with great pride and enthusiasm that the Montreal SPCA is unveiling its 2023-2027 strategic plan, which presents the vision and priorities that will define our orientations for the coming years.

Protecting animals from neglect, abuse and exploitation; representing their interests and ensuring their well-being; raising public awareness and helping develop compassion for all sentient beings: this has been the mission of the Montreal SPCA for many years. It is the cornerstone of our organization, and it will continue to guide our daily work throughout this new stage in our growth.

An unprecedented change is taking place in Quebec, and across the world, in terms of our relationship with animals and their place in our sphere of moral consideration. Founded in 1869, the Montreal SPCA was the first animal protection organization in Canada and has always been a major force driving change. We have already accomplished a great deal for animals, but much work remains to be done. That's why we'll be stepping up our efforts to raise awareness, educate and advocate for animals in the years to come.

In keeping with our values of dedication, compassion, respect and collaboration, we will also work to enhance our services to vulnerable and underserved populations, both human and animal. We will also pursue our efforts to improve our organizational performance, notably through exemplary management of our human and financial resources.

The Montreal SPCA has a long and rich history that places it at the forefront of the animal protection movement in Montreal, Quebec and even Canada. It is now up to us to build on this strategic plan and implement our vision of a world where animals are full members of the community.



Sophie Gaillard  
Acting Executive Director







# VISION AND MISSION

## VISION

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A world in which animals are full members of the community.

## MISSION

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To protect animals from neglect, abuse and exploitation; to represent their interests and ensure their well-being; to raise public awareness and to help develop compassion for all sentient beings.



# VALUES

## DEDICATION

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Animals are our priority.

## COMPASSION

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for those in difficult circumstances.

## RESPECT

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for animals, colleagues and the community, whom we treat with consideration and fairness, civility and openness, and without judgement.

## COLLABORATION

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Through transparency, honesty, mutual aid and support in all our activities.





# 1.

## PRIORITY ORIENTATION

Refocus the SPCA on its mission by placing greater emphasis on its role as an animal protection organization and by strengthening its efforts in raising awareness, education and advocacy.

## STRATEGIES

Increase and diversify current activities that aim to achieve legislative and public policy changes.

Develop and implement a litigation strategy to create jurisprudence.

Increase education efforts with animal guardians to provide them with the best knowledge of animal welfare.

Expand public awareness and education activities to foster compassion for animals and highlight the importance of protecting them.

# 2.

## PRIORITY ORIENTATION

Redirect shelter services to vulnerable and underserved clients, both human and animal.

## STRATEGIES

Support the creation of a public municipal shelter to provide municipal animal services.

Enhance the services offered to vulnerable clients to help them keep their companion animals in their homes.

Continually review policies and practices based on best practices in shelter medicine.

Position the SPCA as a leader in the Quebec shelter ecosystem by increasing and structuring the organization's knowledge and practice sharing activities.

Analyze the best models of urban wildlife management in shelters and adapt one for use at the Montreal SPCA.

# 3.

## PRIORITY ORIENTATION

Improve the overall performance of the organization through exemplary management of human and financial resources.

## STRATEGIES

Review existing processes to maximize recruitment and retention of human resources—both employees and volunteers—and ensure a safe and healthy work environment.

Assess risks and opportunities regarding the condition of current assets, based on various mid- and long-term development scenarios, and plan for necessary maintenance and upgrades.

Review the funding strategy to ensure the growth, renewal and diversification of the donor base.

Revise structures, policies and work processes to strengthen the Investigation Division's independence and impact.





## OUR CONTACT DETAILS

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Meet our board members by  
scanning the QR code



Meet the members of our  
management team by  
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