

May 10, 2022

Strategic Business Plan

Harvest Sky Animal Rescue Society



Harvest Sky
Animal Rescue

Situation Statement

The Hanna S.P.C.A. was founded in February 2005, incorporated as a society under *the Alberta Societies Act* in October of 2005, and became a registered charity in June 2009. In February of 2022, the Hanna S.P.C.A. ceased operations and, under new management, transitioned into the Harvest Sky Animal Rescue Society (HSAR) which continues the Hanna S.P.C.A.'s work.

The HSAR serves a very large area in East Central Alberta, spanning from the Saskatchewan border in the east, Stettler in the west, Wainwright in the north, and Brooks/Drumheller in the south. As well, the HSAR frequently provides services outside of this area.

The HSAR has no paid staff and is operated only by volunteers. There are 5-12 members on the Board of Directors. On a yearly basis, the HSAR receives approximately 122 animals into its care, and releases (either through adoption or the "catch-and-release" program) approximately 117. These averages are determined using totals from 2011-2016. The annual income of the HSAR averages \$47,098.16. Most of the HSAR's income is derived from donations and fundraising efforts. The annual expenses average \$49,302.07. These averages are determined using totals from 2018-2021. These expenses include but are not limited to, daily animal care, facility rental, veterinarian expenses, and utilities.

The HSAR's main programs include the care and adoption of companion animals and the feral feline "catch-and-release" program. Community education and outreach are also very important to the HSAR. Donations are the main source of income for the HSAR. The Town of Hanna provides a yearly grant; and specific fundraising campaigns, such as raffles, are successful. The HSAR also has had success in obtaining foster homes when required.

Vision

The Harvest Sky Animal Rescue Society believes in supporting the health, well-being, and safety of companion and feral animals in our service area; achieved through a valued companion animal population, a carefully monitored and managed feral animal population and an engaged and educated community.

Mission

The Harvest Sky Animal Rescue Society is dedicated to the promotion of welfare and dignity for companion and feral animals. We strive to end their suffering by encouraging a caring, responsible society. We provide a wide range of services necessary to meet the needs of the animals and to fulfill our mandate as the principal animal welfare program for Hanna and District. We promote a friendly and supportive service within the community. We strive to provide leadership and support in the development of animal care services and programs in conjunction with other affiliated animal groups.

Goals

1. A well-managed and reduced feral feline population.
2. Elimination of abandoned companion animal cases.
3. A safe, healthy, and valued companion animal population.
4. An educated community on the presence of the HSAR, its programs, and successes.
5. Increase the long-term financial security of the HSAR.
6. Promote volunteerism within the community.
7. Facilitate the education and experience garnering of youth in the community, specifically regarding animal care and volunteerism.
8. Obtain a new facility for the HSAR to conduct operations in.

GOAL 1

A well-managed and reduced feral feline population.

An appropriately sized, non-reproductive feral feline population is beneficial to the community in that it maintains a controlled rodent population, and aids in preventing unmonitored and unwanted feral animals from establishing a presence in the area.

Strategy 1

Control the current feral feline population's ability to reproduce, while still maintaining their present numbers.

- » *Action:* Implement a program in which feral felines are temporarily captured, have their health evaluated by a veterinarian, are neutered or spayed, and then released back into the area.
- » *Action:* When feral felines are surrendered to the HSAR and are deemed unable to be adopted as companion animals, they will have their health evaluated by a veterinarian, be neutered or spayed, and then released into the community to replace any existing feral felines that have been lost.
- » *Action:* As an alternative to releasing the feral feline into the community, they will be adopted as "shop/barn" cats, to aid in controlling the rodent population at a site, while requiring minimal care.

Strategy 2

Educate the community on the benefits of maintaining a feral feline population in the area, rather than removing them.

- » *Action:* Produce educational materials outlining the benefits of maintaining a population for distribution to the community.
- » *Action:* In conversations with the public, where appropriate, provide information on the benefits of maintaining a population.

GOAL 2

Elimination of abandoned companion animal cases.

Abandoned companion animal cases are generally caused by an owner's inability or unwillingness to continue care for the companion animal, along with their lack of knowledge of the HSAR's services.

Strategy 1

Better educate the community on the duties and costs of responsible, long-term companion animal ownership.

- » *Action:* In conversations with the public, where appropriate, provide information on the duties and costs related to companion animal ownership.
- » *Action:* Produce educational materials outlining the costs and duties of companion animal ownership for distribution to the community.

Strategy 2

Increase awareness of the HSAR and its services for owners in situations where they feel that they can no longer care for the animal.

- » *Action:* Wherever possible, advertise the HSAR and its services in local newspapers, on local radio stations/services, social media, and in other community publications.
- » *Action:* Utilize "word-of-mouth" and conversations with the public to spread awareness of the HSAR and its services.

GOAL 3

A safe, healthy, and valued companion animal population.

This goal is one of the central concepts of HSAR's mission. A community committed to responsible companion animal ownership will result in fewer surrendered animals, and a content companion animal population.

Strategy 1

Better educate the community on what is required to maintain a healthy and cared-for companion animal in their care.

- » *Action:* Produce educational materials outlining the physical and behavioral indications of a healthy and content companion animal.
- » *Action:* In conversations with the public, whenever appropriate, provide information on the physical and behavioral indications of a healthy and content companion animal.

Strategy 2

As companion animals are regularly examined by the local veterinarian, they can be an effective partner in delivering information on animal health and wellness.

- » *Action:* Partner with local veterinary clinics in developing educational materials, regarding animal health and wellness.
- » *Action:* Partner with local veterinary clinics to deliver HSAR produced educational materials regarding animal health and wellness.

Strategy 3

In situations where companion animals are not being properly cared for, the HSAR will take a leading role in resolving the situation, while following all legal procedures, in a way beneficially first to the animal, and secondly to other parties.

- » *Action:* When appropriate, the HSAR will forward complaints to an animal welfare agency in closer proximity to the location of the situation.
- » *Action:* When appropriate, the HSAR will forward complaints to the Alberta S.P.C.A. and provide support to their operations when requested.
- » *Action:* When appropriate, the HSAR will partner with the local RCMP detachment to determine proper actions in resolving a complaint.
- » *Action:* When appropriate, the HSAR will partner with the local bylaw officer to determine proper actions in resolving a complaint.

GOAL 4

An educated community on the presence of the HSAR, its programs, and its successes.

A community aware of the HSAR and its operations will be more likely to increase support in programs, donations, and fundraising.

Strategy 1

Better educate the community regarding the HSAR and its operations.

- » *Action:* Produce educational materials regarding the HSAR's history, programs, and successes to distribute to the public.
- » *Action:* In conversations with the public, when appropriate, information about the HSAR, its programs, and successes will be provided.
- » *Action:* Wherever possible, advertise the HSAR and its operations in local newspapers, on local radio stations/services, social media, and in other community publications.

Strategy 2

Engage agencies within the community to increase the visibility and presence of the HSAR.

- » *Action:* Engage the Hanna Learning Center to assist with the promotion of the HSAR
- » *Action:* Engage the Town of Hanna in promoting the HSAR.

GOAL 5

Increase the long-term financial security of the HSAR

The long-term financial security of the HASR is critical in maintaining operations and programs. Financial security also will allow the HSAR to better care for the animals in its charge. Long term financial security could also allow for the expansion of the HSAR's programs and services.

Strategy 1

Continue and expand current fundraising efforts including, but not limited to, raffles, the annual garage sale, and casino staffing.

- » *Action:* Continue to advertise for and hold the annual garage sale, procuring sale items through donation.
- » *Action:* Continue to hold various raffles through the year, in following with Alberta Gaming and Liquor Commission (A.G.L.C.) rules.
- » *Action:* Continue to participate in the "casino fundraiser", in following with A.G.L.C. rules.

Strategy 2

Investigate and implement new fundraising activities which will benefit the HSAR.

- » *Action:* Investigate all possible avenues of fundraising activities to determine their viability, success or failure potential in this community, and their volunteer requirements.
- » *Action:* When determined to be appropriate, implement new fundraising opportunities fully.
- » *Action:* When possible, implement these fundraisers on a regular basis.

Strategy 3

Investigate and pursue grants provided by various governments and other agencies.

- » *Action:* Investigate, and apply for, all appropriate grants or related to the HSAR's operations, programs, and goals.
- » *Action:* Engage with the Hanna Volunteer Association's service assisting organizations with finding and applying for grants.

Strategy 4

Pursue a partnership with a post-secondary educational institution to procure veterinary services at a reduced cost.

- » *Action:* Determine which post-secondary educational institutions run veterinary or animal health technology programs.
- » *Action:* Pursue a partnership with institutions in which the HSAR provides patients for students' hands-on learning opportunities for a reduced cost to the HSAR.

GOAL 6

Promote volunteerism within the community.

Organizations in small towns often rely on volunteers to operate. The HSAR is in a position to become one of the preeminent volunteer organizations in the community; through both obtaining and retaining volunteers for our organization and promoting the benefits of volunteering in general.

Strategy 1

Engage with the Hanna Volunteer Association, also known as Volunteer Hanna.

- » *Action:* Utilize services offered in support of volunteers in carrying out their duties.
- » *Action:* Utilize services offered in connecting volunteers and the HSAR.

Strategy 2

Advertise volunteer opportunities with the HSAR.

- » *Action:* Advertise opportunities utilizing traditional distribution methods such as print and radio ads
- » *Action:* Advertise opportunities utilizing social media platforms.
- » *Action:* Focus on fostering positive community relations to increase word-of-mouth communication of volunteer opportunities.

Strategy 3

Engage the senior citizen population in the community to promote the benefits of volunteering.

- » *Action:* Approach administration of the senior living facilities in the community to examine and pursue senior-oriented programs.
- » *Action:* Engage with senior-oriented activity groups in the community (eg:// Hanna Senior Circle) to examine and pursue opportunities for senior engagement.
- » *Action:* Develop materials purporting the benefits of volunteering as a senior citizen.

GOAL 7

Facilitate the education and experience garnering of youth in the community, specifically regarding animal care and volunteerism.

The HSAR is proudly a family-friendly environment and as such, is capable of providing opportunities for youth to obtain volunteer experience, education in animal care, and experience in a business/work environment.

Strategy 1

Partner with the J.C. Charyk school to investigate and implement a youth engagement program in the HSAR facility.

- » *Action:* Investigate the viability of, and implement if appropriate, a work experience program partnership with J.C. Charyk school.
- » *Action:* Investigate the viability of, and implement if appropriate, a volunteer program partnership with J.C. Charyk school.

Strategy 2

Promote volunteerism with the HSAR and its advantages in the school.

- » *Action:* Produce print materials for distribution at J.C. Charyk school (with authorization) purporting the advantages of youth volunteering with the HSAR.
- » *Action:* Pursue a time allocation with various classes in the school for an in-person presentation regarding the HSAR, its activities, and volunteer opportunities at J.C. Charyk school.

Strategy 3

Promote volunteerism with the HSAR and its advantages to youth outside of J.C. Charyk school.

- » *Action:* Produce print materials for distribution purporting the advantages of youth volunteering with the HSAR.
- » *Action:* Design and implement youth-oriented programs and activities within the HSAR.

Strategy 4

Engage preschool-aged youth in age-appropriate activities.

- » *Action:* Engage with pre-schools, day-homes, daycares, etcetera in the community with the goal of designing and implementing programs of mutual benefit to the youths and the HSAR.

GOAL 8

Obtain a new facility for the HSAR to conduct operations in.

A new, more adequately equipped, and more energy efficient facility will allow the HSAR to provide more effective services and programs to the community. The mentioned facility would also allow for more effective care of animals in the charge of the HSAR and could allow for the expansion of programs and services.

Strategy 1

Examine the pros and cons of all methods for procuring a different facility.

- » *Action:* Examine the benefits and costs of renting an existing facility.
- » *Action:* Examine the benefits and costs of leasing an existing facility.
- » *Action:* Examine the benefits and costs of purchasing an existing facility and repurposing it.
- » *Action:* Examine the benefits and costs of purchasing an unoccupied property and constructing a purpose-built facility.

Strategy 2

If it is determined renting or leasing an existing facility would be the most appropriate option, the HSAR will pursue this option.

- » *Action:* Identify a facility which would suit the HSAR's requirements.
- » *Action:* Engage into an agreement with the owner and relocate the HSAR's operations.

Strategy 3

If it is determined purchasing an existing facility or unoccupied property to build on would be the most appropriate option, the HSAR will pursue this option.

- » *Action:* Identify a facility which would suit the HSAR's requirements.
- » *Action:* Examine all fundraising methods [or a combination of methods] to fund the purchase, including the methods mentioned in "Goal 5", fundraisers specifically aimed at purchasing a new facility, or an unconventional [yet appropriate] method to be determined.