



# Strategic Plan


2026-2030





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## A Message from the Chair of the Board of Directors



Dear community members, partners, and citizens,

We are proud to present the 2026–2030 Strategic Plan of the Société pour la prévention de la cruauté aux animaux (SPCA). This plan is the result of a structured and responsible process: a public consultation with citizens, internal analyses, and a strategic planning retreat involving the Board of Directors, senior management, and key staff members. It reflects a clear ambition: to sustainably strengthen animal welfare in the Outaouais region, while ensuring rigorous, consistent, and transparent management of the resources surrendered to us.

In recent years, our organization has evolved rapidly. The 2026–2030 plan reaffirms our commitment to setting realistic priorities, measuring our results, and continuing to act with professionalism, a sense of responsibility, and openness toward the community. The Board of Directors is committed to following this plan with discipline, supporting management in its implementation, and reporting on progress made.

Thank you to everyone who contributes to our mission—employees, volunteers, donors, municipalities, and partners. Together, we can ensure a lasting and responsible impact for animals and the community.

A handwritten signature in blue ink that reads "Nathalie Joly". The signature is written in a cursive style.

Nathalie Joly, Chair of the Board

## A Message from the Executive Director



Dear Board Members, Partners, and Community Members,

The 2026–2030 Strategic Plan aims to provide a clear direction for the SPCA de l'Outaouais and ensure long-term alignment between our services, resources, and decisions. Our organization currently possesses significant strengths: strong brand recognition, high public trust, and an enhanced ability to measure our performance through management tools and metrics. But our environment remains challenging: pressure from rising demand, infrastructure constraints, a shortage of labor, and the need to maintain a viable financial model.

This plan was designed to avoid fragmentation: it prioritizes a limited number of key areas and emphasizes execution. It proposes measurable objectives, monitoring indicators, and disciplined governance to ensure continuous improvement. Finally, it takes a bold and responsible stance: acting more proactively through prevention, accessibility, and collaboration, while safeguarding our organizational capacity and the quality of our services.

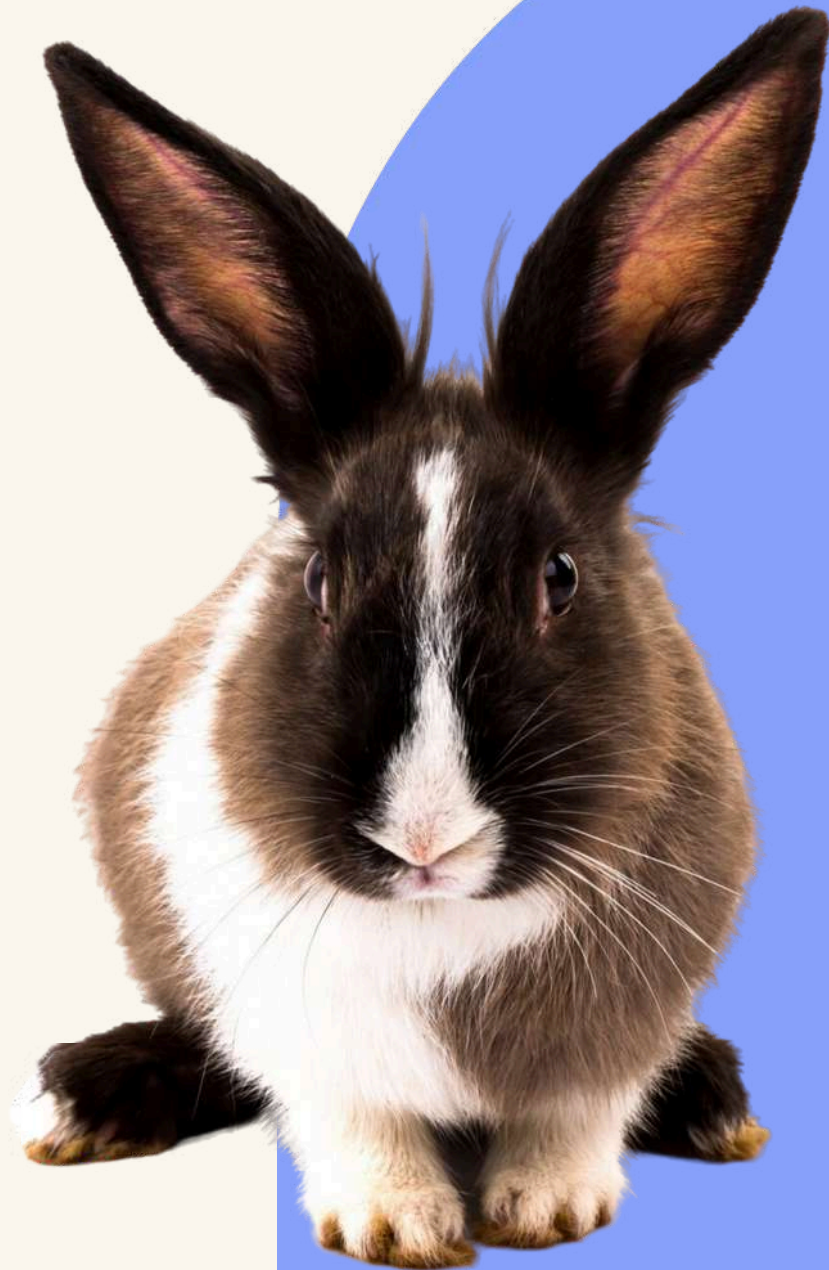
I thank the Board of Directors for its commitment, as well as the management team and all staff for their professionalism throughout the development of the strategic plan. The success of this plan will depend on our collective ability to stay the course, measure our progress, and rigorously adjust our actions.

A handwritten signature in black ink that reads "Mathieu Fleury". The signature is written in a cursive style with a long horizontal stroke at the end.

Mathieu Fleury, Executive Director

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# The Organization at a Glance



## 1.1 History and Regional Role

Founded in 1982 in Gatineau, the SPCA de l'Outaouais was established by citizens concerned about the plight of abandoned animals, at a time when there were no animal shelters in the region. On May 5, 1984, the organization obtained its official status as a nonprofit corporation. Today, the SPCA de l'Outaouais serves more than 40 municipalities and works to protect and promote the welfare of animals throughout the region.

## 1.2 Essential Services

The SPCA de l'Outaouais provides essential animal protection and care services, including shelter management, adoption, reunification, animal control services in accordance with municipal agreements, as well as prevention and awareness-raising activities, within the limits of its capacity and resources. We provide services on behalf of the Government of Quebec, the RCMs, the municipalities, and the City of Gatineau to ensure a high standard of service recognized throughout the Outaouais region.

## 1.3 Key Figures and Highlights (2025–2026)

The 2026–2030 strategic plan is based on a fact-based assessment of resources and performance:

### 2026 Budget

Total revenue of \$5,635,000 and total expenses of \$5,130,000, resulting in a projected surplus of \$505,000.

### Total Compensation and Benefits 2026

\$3,606,000

### Major sources of revenue in 2026

Municipal contracts: \$2,760,000; licences: \$1,562,000; donations: \$320,000.

### Public Consultation (Pixel)

1,284 respondents; an overall very/somewhat positive rating of 85%; 82% of respondents prioritize low-cost spay/neuter clinics, and 82% prioritize low-cost veterinary services.

### Operational indicators (early 2026)

Average length of stay was 13.6 days (January) and 11.5 days (February); number of spay/neuter procedures, adoptions, etc.

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# Approach and Framework

The strategic plan was developed in accordance with recognized best practices in strategic planning in Quebec, consistent with:

1. Government guidelines on strategic planning (results-based management, transparency, indicators, and targets),
2. Institutional policies (mission, vision, values, governance, and implementation), and
3. The continuous strategic management approach, which emphasizes execution, adaptation, and organizational learning.

**03**

# Context and Assessment

(2025)



## **3.1 External Context – Public Expectations and the Environment**

**The public consultation conducted in the fall of 2025 confirms the organization’s strong overall image**

85% of respondents report a very positive image.

**It also highlights a key issue for the future**

Access to basic care was cited as a priority by 82% of respondents for a low-cost spay/neuter clinic and 82% for low-cost veterinary services.

**At the same time**

40% of respondents believe that the SPCA’s services are moderately well-known, which suggests a gap between brand awareness and understanding of what we offer—that is, the impact of our services in people’s daily lives.

### 3.2 Internal Context – Resources, Capacity, and Risks

#### **The 2026 budget confirms increased investment capacity and stability, while highlighting structural vulnerabilities**

Reliance on municipal contracts, potential wage pressure, and the MAPAQ program's deficit.

#### **The planning also highlights infrastructure constraints**

The building is reaching its functional limits, and maintaining the status quo poses operational and human risks.

### 3.3 What the strategic review has clarified

The Board of Directors' strategic retreat confirmed three governance requirements:

- 01 Simplify and clarify the mission, vision, and values;
- 02 Limit the number of strategic priorities to avoid spreading resources too thin;
- 03 Align ambitions with the organization's actual capacity (finances, HR, infrastructure) while establishing metrics to measure impact.

04

# Strategic Identity

Mission, vision and values



## 4.1 Mission

To protect, care for, and give vulnerable animals in the Outaouais region a second chance, while supporting the community through responsible and accessible services.

## 4.2 Vision

To be a recognized and accessible leader in animal welfare for the Outaouais region, improving animal health through prevention, strategic partnerships, and local expertise throughout the region.

## 4.3 Values

### 1. A dedicated, skilled, and healthy team

*We believe that a high-performing and credible organization relies on committed, well-trained, and supported teams.*

The SPCA de l'Outaouais is committed to providing a healthy, safe, and respectful work environment that fosters collaboration, continuous skill development, recognition, and staff retention. The physical and psychosocial well-being of employees is inextricably linked to the quality of services provided and organizational performance.

### 2. Rigor, accountability, and professionalism

*We carry out our responsibilities with rigor, transparency, and professionalism.*

Every member of the organization is accountable for their actions and decisions within a clear framework where roles, responsibilities, and expectations are defined and understood. We prioritize interventions that are justified, documented, and in line with best practices to ensure fairness, consistency, credibility, and the trust of the public, partners, and authorities.

### 3. Respect, fairness, and human dignity

*We are committed to treating citizens, partners, volunteers, and our team members with courtesy, discretion, fairness, and respect for their integrity.*

We foster relationships based on listening, kindness, and professionalism, in an environment free from discrimination, intimidation, and harassment. Respect guides our internal and external interactions and is an essential prerequisite for trust and the quality of our services.

#### **4. Ongoing community engagement and impact**

*We recognize that our mission is at the heart of the community we serve.*

The SPCA de l'Outaouais is actively committed to building a stronger community through prevention, access to services, awareness-raising, and collaboration with residents, municipalities, and partners. We strive to make a lasting impact by acting responsibly, proactively, and collaboratively to promote animal welfare and the well-being of our community.



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# Strategic Choices 2026–2030

Key areas and goals

In accordance with best practices (prioritization and synthesis), the plan identifies five key areas. Each area includes measurable objectives and a phased implementation strategy.

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## Key Area 1 – Organizational Capacity and Operational Excellence

*Strengthen internal capacity to ensure the stable, secure, and consistent delivery of services.*

### Goals :

- 1.1 Strengthen performance-based management, financial controls, and accountability (dashboard, monitoring cycles).
- 1.2 Professionalize HR practices (performance evaluation, training, employee retention, and role alignment).
- 1.3 Structure and expand the volunteer program to support organizational capacity, philanthropy, and community projects.

## Key Area 2 – Accessibility, Prevention, and Animal Health

*Take more proactive measures by improving access to essential care and prevention, in line with public expectations.*

### Goals :

- 2.1 Define and implement a realistic model for community veterinary services (scope, volume, partnerships).
- 2.2 Sustainably reduce the average length of stay by optimizing protocols and the flow of the animal care process.
- 2.3 Strengthen spay/neuter and Trap-Neuter-Return (TNR) initiatives to reduce overpopulation and abandonment.

## Key Area 3 – Infrastructure and the Physical Environment

*Treat infrastructure as a strategic and well-managed priority, moving beyond the status quo.*

### Goals :

- 3.1 Conduct a functional analysis of requirements (biosecurity, traffic flow, quarantine, flexibility, occupational safety and health).
- 3.2 Compare plausible options (renovation, expansion, reconstruction, relocation) and develop a realistic plan.
- 3.3 Establish a mechanism for incremental decision-making and risk management under the oversight of the Board of Directors.

## Key Area 4 – Sustainable Financial Model and Revenue Diversification

*Reduce vulnerabilities and increase capacity for strategic investment.*

### Goals :

- 4.1 Modernize automation tools to support the licence and census programs as a means to generate revenue and gain a better understanding of the region.
- 4.2 Strengthen philanthropy and aim to increase its share of total revenue (10% of total annual revenue).
- 4.3 Address the chronic underfunding of the MAPAQ by developing a strategy to fund and recognize the value of the services provided on behalf of the Government of Quebec, in order to ensure that costs are covered and the service's reach is expanded.

## Key Area 5 – Outreach, Communication, and Community Engagement

*To increase understanding of the actual role of the SPCA de l'Outaouais, manage expectations, and foster long-term community engagement.*

### Goals :

- 5.1 Clarify the scope and boundaries of services by articulating service expectations to community partners.
- 5.2 Bridge the gap between brand awareness and understanding of our services through a consistent communication strategy.
- 5.3 Launch targeted awareness and prevention initiatives (schools, events, short videos).

# Context and Assessment

(Key areas, goals and indicators)

In accordance with best practices in results-based management, the table below presents a selection of monitoring indicators.

Key area / Goal	Indicator	Baseline (2025)	Target 2030	Source
Key area 2 – 2.2	Average length of stay (days)	2025 : avg. ~ 21.9 d; 2026 jan 13.6 d; feb 11.5 d	≤ 12 days (proposed target)	Internal dashboard
Key area 2 – 2.2	Live outcomes (%)	2026 jan ~85,6%; feb ~86,6%	≥ 92% (proposed target)	Internal dashboard
Key area 2 – 2.3	% CSR/TNR on outcomes	2026 jan ~5,3%; feb ~7,6%	≥ 12% (proposed target)	Internal dashboard
Key area 4 – 4.1	Licence renewal rate	Target for 2026: 80–85%	≥ 85% (proposed target)	License dashboard
Key area 4 – 4.2	Annual amount from campaigns/donations	2026 budget : 320 000\$	≥ 10% of revenue (proposed target)	Budget / Philanthropy
Key area 4 – 4.3	MAPAQ Cost-Revenue Gap	Cost: \$332,000 vs. Revenue: \$115,000	Substantial reduction in gap (proposed target)	Budget
Key area 5 – 5.2	Overall positive image	85% very/rather positive	≥ 85% (maintain)	Pixel Survey
Key area 5 – 5.2	% of respondents who consider the services to be moderately well-known	40%	≤ 25% (proposed target)	Pixel Survey

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# Implementation, Governance and Monitoring



The 2026–2030 Strategic Plan will be implemented through a disciplined management approach:

- 01 Annual planning (implementation plan and budget).
- 02 Quarterly monitoring of revenue via a dashboard.
- 03 Performance-based adjustments.

Roles and responsibilities for its success:

- The board of directors oversees governance, approves strategic directions, monitors key performance indicators, and sets priorities.
- Senior management is responsible for implementation, cross-departmental coordination, and accountability.
- The management team leads projects, standardizes practices, and generates monitoring data.

## Risk Management

The SPCA de l'Outaouais recognizes that achieving its strategic objectives depends on rigorous and proactive risk management. The 2026–2030 strategic plan explicitly incorporates the key risks likely to affect the organization's capacity, including financial risks (dependence on certain revenue sources, wage pressures, program sustainability), human resources risks (recruitment, retention, occupational health and safety), risks associated with infrastructure (functional limitations, compliance, business continuity), as well as regulatory and compliance risks.

To address these risks, the organization relies on structured monitoring and control mechanisms, including the use of performance indicators, formalized policies and procedures, targeted audits when required, and a progressive and documented decision-making approach. This approach involves a structured, step-by-step method, based on factual analyses, comparative scenarios, and formal reporting to the Board of Directors, in order to mitigate risks and ensure informed decisions.

This risk management aims to protect the mission, support organizational stability, and enable the board of directors and management to make informed choices consistent with available resources and the public interest.

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# Resources and Investment Discipline

The 2026 budget confirms that the SPCA de l'Outaouais has a real investment capacity, supported by a projected surplus of \$505,000. This financial margin presents a strategic opportunity, but it also requires greater investment discipline to ensure the organization's long-term sustainability.

This discipline is also rooted in lessons learned from past decisions and in the collective commitment to strengthen the rigor, predictability, and financial sustainability of the SPCA de l'Outaouais.

The Board of Directors and management recognize that this discipline is essential given the organization's reliance on municipal contracts, the significant weight of payroll in the cost structure, financial and regulatory compliance requirements, as well as substantial infrastructure needs.

In this context, the 2026–2030 strategic plan recommends that surpluses be used in a structured and prudent manner, prioritizing investments that strengthen organizational capacity, support prevention, improve compliance, and enhance the quality and consistency of services provided. Any expansion or development project must therefore be evaluated in light of these priorities, the organization's actual capacity, and its long-term impact, in order to avoid the dispersion of resources and maintain financial balance.

## **Annex A**

# **Methodological Framework and Institutional References**

**2026 Strategic Plan – SPCA Outaouais**

### **Purpose of the Annex**

This appendix is intended to document the methodological framework that guided the development of the SPCA de l'Outaouais's 2026 Strategic Plan. It demonstrates how the process aligns with recognized best practices in Quebec regarding strategic planning in public, quasi-public, and institutional organizations.

This appendix also aims to support accountability, the plan's external credibility, and the Board of Directors' ability to demonstrate that the chosen strategic directions are based on proven standards of governance and strategic management.

## Conceptual Foundations of the Strategic Approach

### Strategic Planning as a Governance Tool

The institutional strategic planning policies of Quebec universities (Laval University, Université du Québec à Chicoutimi, and the University of Sherbrooke) emphasize that strategic planning is first and foremost a governance tool, not an operational exercise. It aims to:

- clarify the mission, vision, and values;
- establish a limited number of guiding principles;
- guide the board of directors' decision-making;
- ensure alignment between priorities, resources, and organizational capabilities.

These principles are explicitly reflected in the approach taken by the SPCA de l'Outaouais, which has deliberately opted for a concise, hierarchical structure focused on overarching issues rather than a list of individual initiatives.

### Alignment with Quebec's policy guidelines

#### Results and capacity-based management

The Secretariat of the Quebec Treasury Board states that strategic planning in public administration must be based on results-based management, clear accountability, and an explicit link between:

- strategy;
- risk management;
- resource allocation;
- actual organizational capacity.

With this in mind, the SPCA de l'Outaouais's strategic plan:

- incorporates performance indicators as strategic monitoring tools;
- explicitly acknowledges financial, human, and infrastructure constraints;
- promotes realistic and prioritized strategic choices;
- equips the board of directors to ensure structured monitoring over time.

## The Shift from Strategic Planning to Strategic Management

### Contributions from ENAP (Divay & Lemay)

Research from the École nationale d'administration publique (ENAP), particularly that of Divay and Lemay (2018), emphasizes that the value of a strategic plan lies less in the document itself than in the organization's ability to:

- implement the selected options;
- adjust the strategic direction in response to changing circumstances;
- integrate the strategy into day-to-day management decisions.

This strategic plan has been developed in line with this approach to continuous strategic management. It is intended to serve as an evolving framework that enables:

- informed trade-offs;
- clear prioritization;
- gradual adaptation rather than organizational rigidity.

This approach also justifies the decision to limit the number of strategic priorities and to prioritize consistency between the vision, capabilities, and operational decisions.

### Integration of Industry Best Practices (INSPQ)

The strategic planning documents of the Institut national de santé publique du Québec (INSPQ) highlight the importance of:

- prevention
- population-level impact;
- intersectoral collaboration;
- strategic use of knowledge and data.

These principles are directly reflected in the SPCA de l'Outaouais's guidelines, particularly in:

- a focus on prevention and access to services;
- the use of strategic partnerships;
- a commitment to measuring the actual impact of actions rather than their sheer volume;
- a commitment to addressing issues proactively rather than relying solely on a reactive approach.

### **Approach adopted by the SPCA de l'Outaouais**

The SPCA de l'Outaouais's strategic planning was based on a rigorous and well-documented process, including:

- a public consultation to incorporate citizens' perspectives and expectations;
- a strategic retreat for the board of directors, supported by preparatory documents;
- an analysis of the management team's priorities;
- the use of financial, operational, and organizational indicators;
- an explicit review of capacity issues (HR, infrastructure, finances).

This approach adheres to recognized academic and institutional standards, while being tailored to the specific context of a social mission organization operating in a complex and constantly evolving environment.

### **Methodological Conclusion**

Ultimately, the SPCA de l'Outaouais's strategic planning process is based on a deliberate balance between ambition and responsibility. It aligns with recognized frameworks in public and institutional administration, while remaining pragmatic and focused on implementation.

The 2026–2030 strategic plan should therefore be understood not as an end in itself, but as a strategic management tool serving the board of directors and senior management, intended to evolve over time in light of the results achieved and changes in the environment.

### **References for academic analysis**

- Laval University (2020). Policy on Institutional Strategic Planning.
- Université du Québec à Chicoutimi (2025). Policy on Institutional Strategic Planning.
- Secretariat of the Quebec Treasury Board. Guidelines for Strategic Planning in Government Administration.
- Divay, G., & Lemay, L. (2018). From Strategic Planning to Strategic Management in Municipalities. ENAP.
- Institut national de santé publique du Québec (2024). Strategic Plan 2023–2027 and Related Documentation.