



# 2022-2023 STRATEGIC PLAN

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## Introduction

The Fur-Bearers is a non-partisan, registered charity, founded in 1953. We protect fur-bearing animals in the wild and confinement, and promote coexistence, through conservation, advocacy, research and education.

We are pleased to present our 2022-23 Strategic Plan. Outlined in this document are high-level strategic priorities and objectives for the next three fiscal years.

The Fur-Bearers would like to acknowledge the assistance of J.P. Baker of Vantage Point Consulting for his assistance in facilitating strategic planning sessions and reviews, and helping to create a framework for future planning.

## About The Fur-Bearers

The legal name of our society is The Association for the Protection of Fur-Bearing Animals, although we do business as The Fur-Bearers. The purposes of the Society are:

1. to protect the environment by preserving urban and rural ecosystems and the wildlife therein;
2. to advance education by:
  - (a) developing and delivering training, courses, seminars, workshops and conferences that promote the welfare of animals; and
  - (b) conducting, commissioning and disseminating research related to the welfare of animals;
3. to uphold the administration and enforcement of animal welfare laws by:
  - (a) monitoring the practices of commercial fur farms and other commercial operations using fur-bearing animals to determine compliance with relevant laws; and
  - (b) identifying infractions by monitoring and reviewing publicly accessible information and through tips from the public; and
4. to do all such other things as are incidental and ancillary to the attainment of the foregoing purposes and the exercise of the powers of the Society.

## **Vision**

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A world where humans and wild animals coexist peacefully.

## **Mission Statement**

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To protect fur-bearing animals through conservation, advocacy, research, and education.

## **Governance**

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The Fur-Bearers is incorporated under the Societies Act and is a registered Canadian charity. The organization is governed by a volunteer board of directors and advised by a collection of expert advisors from various professions.

Our current Board of Directors includes:

President: Erin Ryan	Vice President: Ingrid Katzberg
Treasurer: Christine Pintea	Secretary: Anne Carchesio
At Large: Kitty Bourne	At Large: Camran Monsef

Our current Board of Advisors includes:

Dr. Kristen Walker	Allison Render
Amelia Porter, RPBio, EP, MSc	David Stanford, MSc, MA, BA
Matthew Brown	Chelsea Greer, MSc, BA
Christina Carrières	Dr. Chris R. Shepherd

# Strategic Plan

Through numerous member and supporter surveys, internal and external stakeholder feedback and participatory sessions, The Fur-Bearers have identified three Strategic Priorities. Within these priorities are objectives that will guide the operational actions of The Fur-Bearers through the 2025-26 fiscal year. Operational details such as objectives within campaigns, fundraising goals and measurable results are contained within the Operational Plan for this fiscal year.

## Priorities and Objectives

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### ENGAGEMENT

- Provide amazing service and experience for our donors and supporters.
- Expand and strengthen our donor base.
- Broaden public awareness of the organization and our work.
- Continually expand and strengthen our engagement with external stakeholders.
- Develop a pyramid of engagement to allow diverse ways of contributing to our mission.

### IMPACT

- Collaborate with decision-makers & regulators to improve outcomes for fur-bearing animals.
- Develop highly effective communications, tools, and campaigns.
- Use the judicial system to uphold animal welfare.
- Develop effective methods of measuring our impact.
- Collaborate with academic partners to advance research & evidence-based problem solving.

### SUSTAINABILITY

- Invest in our people to ensure a healthy and sustainable staff and the ability to recruit and retain.
- Build organizational capacity through collaboration with internal stakeholders and members, and review and enhance policies and processes.
- Ensure financial health through diversified revenue and donor base.
- Ensure governance excellence through strategic board recruitment, orientation, and development.