



2023-2024 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 2023-24 Strategic Plan. Outlined in this document are high-level strategic priorities and their objectives for this and up to three fiscal years, as well as operational highlights and budget overview for the 2023-24 fiscal year.

This document is updated from our 2022-23 Strategic Plan; as it is a long-term, guiding document, there are not significant changes.

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

A world where humans and wild animals coexist peacefully.

Mission Statement

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

Governance

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: Charly Jarrett Secretary: Anne Carchesio

At Large: Dr. Elisabeth Ormandy

Our current Board of Advisors includes:

Matthew Brown Christina Carrières

Alison Cuffley Chelsea Greer

Amelia Porter Allison Render

David Stanford Dr. Chris R. Shepherd

Dr. Kristen Walker

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

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.
- Implement the tree (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 judicial system to uphold animal welfare.
- Develop, refine, and continue to document 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, systems, and processes.
- Ensure financial health through diversified revenue and donor base.
- Ensure governance excellence through strategic board recruitment, orientation, and development.
- Be responsive to cultural traditions and shifting societal currents.