



**SPA**  
DE L'ESTRIE  
*depuis 45 ans...*



ANNUAL  
**REPORT**  
**2023**

**45 years by your side. 45 years helping them.  
45 years of making a difference and being the difference.**

# TABLE OF CONTENTS

<b>WORDS FROM EXECUTIVE DIRECTOR &amp; PRESIDENT</b>	<b>3-4</b>
<b>2023 BOARD OF DIRECTORS</b>	<b>5</b>
<b>SHELTER DEPARTMENT</b>	<b>6</b>
<b>FILLE'S STORY</b>	<b>8</b>
<b>STERILIZATION</b>	<b>10</b>
<b>DEMYSTIFYING ANIMAL SHELTER EUTHANASIA</b>	<b>12</b>
<b>NEW ANIMAL WELFARE COORDINATOR</b>	<b>14</b>
<b>ROAD &amp; MUNICIPALITIES DEPARTMENT</b>	<b>16</b>
<b>OUR INTERVENTIONS IN THE FIELD</b>	<b>17</b>
<b>COMMUNICATIONS DEPARTMENT</b>	<b>18</b>
<b>FINANCE DEPARTMENT</b>	<b>20</b>
<b>IMPROVING THE INSTALLATIONS FOR OUR ANIMALS</b>	<b>22</b>
<b>FINANCIAL STATEMENTS</b>	<b>23</b>

# A WORD FROM THE EXECUTIVE DIRECTOR

*Life, misfortune, isolation, abandonment, and poverty are battlefields that have their heroes; obscure heroes are sometimes greater than illustrious heroes.*

**Victor Hugo**

The day-to-day reality of an open shelter such as the SPAE differs significantly from what the general public might imagine.

Behind the scenes at the SPAE, employees, volunteers and members of the Board of Directors work tirelessly, utilizing their individual and collective qualities, skills, and know-how. Their unconditional love for animals is what makes animal welfare a reality in Estrie and Quebec society, a reality that is only possible with your support.

Quite legitimately, they and I face moments of doubt and discouragement in the face of the task's immensity, and we also face moments of sadness when we are unable to offer animals the chance to pursue their lives within a loving family.

Fortunately, these moments of doubt and discouragement are fleeting. We, the SPAE team, always manage to gather our strength, ready to face the next challenge and help the next animal that comes through the doors of 145 Sauvé.

I'm proud and happy that the 45th anniversary was an opportunity to highlight the intricate, complex and formidable work carried out by the SPAE team.

We invited our donors, partners, and elected officials to private events to step through the front door and discover the myriad tasks performed by our animal handlers, animal health technicians, customer and adoption agents, patrollers, inspectors, complaints and licensing team, management team members, and many more.

Thanks to our various communication tools, we shared this daily routine with the general public and demonstrated transparency on sensitive subjects such as euthanasia.

Finally, the SPAE was recognized beyond its walls, receiving, for the first time in its history, the Charity of the Year award at the Gala Reconnaissance Estrie of the Sherbrooke Chamber of Commerce and Industry.

The award not only recognized the organization's professionalism and credibility but, above all, rewarded the work carried out by SPAE's obscure heroes.

DOMINIQUE MAÎTRE  
EXECUTIVE DIRECTOR



# A WORD FROM THE PRESIDENT

Dear Diary,

I cannot believe that I am 10 weeks old already! Today is a special day. I'm going to my forever home today! My human family found a great family and they promised me that I would be well taken care of and loved forever. And Mom is going to the vet to have an operation so that she won't have any more babies. That is great news.

I can't wait to meet my new family!

Dear Diary,

Can you believe that I'm six months old! Time goes by so fast. My family is amazing. I have children and other animals to play with in a big backyard. I even learned some tricks, Sometimes we go for rides in the car. I'll be going to the vet soon and have the operation so no babies for me!

Dear Diary,

This is the worst day of my life! Someone forgot to shut the gate properly and I was so excited I ran out and got lost. And I almost got hit by a car! A man in a truck came and got me and took me to a big building. Everyone is very kind to me and they put me in a room with some food and water but I am so scared. Who are all these other animals? Where is my family?

Dear Diary,

This is the best day of my life! My family came to get me! They were so happy to see, the children were hugging me tightly and everyone (me included) was crying. The person who picked me up when I was lost saw the license on my collar and called my family right away. Thank goodness I had it. I will never, ever take it off. And everyone promised to make sure the gate is always properly closed.

Dear Diary,

What a wonderful life I've had. This was truly my forever home, I'm old but my family loves me as much or even more than when I was a baby. My heart is full of love for them. When it's time for me to say my final goodbye, I will leave with so many wonderful memories. I know that it is the same for them.

A very humble and heartfelt thanks to my colleagues on the best board of directors ever, Executive Director Extraordinaire Dominique, the amazing SPA staff, the fabulous volunteers, and to everyone who in their own way supports the SPA and its mission. Together we can work to make sure that this story belongs to every animal that passes through the shelter doors.

**EVELINA SMITH**  
PRESIDENTE



# 2023 BOARD OF DIRECTORS



**EVELINA SMITH**  
PRESIDENT



**LOUIS BOURASSA**  
VICE-PRESIDENT



**KARIANNE LACROIX**  
TREASURER



**CHARLOTTE ROCK-RIVARD**  
SECRETARY



**HÉLÈNE MAYRAND**  
ADMINISTRATOR



**LOÏS SAUCKE**  
ADMINISTRATOR



**ARIANE OUELLET**  
ADMINISTRATOR

## CITIES & MUNICIPALITIES SERVED





## SHELTER DEPARTMENT

Over the past year, the challenges posed by sick and special needs animals, as well as numerous abandonments, have not prevented us from increasing the chances of survival and adoption for our residents. In particular, our partnership with *Le Jardin des Animaux* and our *Barn Cat Program* have opened new doors for dozens of felines and small animals looking for homes.

Our volunteers and foster families have also offered us a second chance for more animals than our premises can accommodate.

In addition, we made significant progress in animal care, treating more serious cases and significantly reducing the euthanasia rate. Among the many successes of the year, one that stands out is the story of Fille, a very special dog who found her forever home after two years at the shelter.

Her departure is a symbol of the hope and the commitment that the SPA de l'Estrie was able to offer to the thousands of animals under our roof in 2023. Stories like Fille's remind us of the profound impact we can make in the lives of these animals.



## NEW ADOPTION OPPORTUNITIES FOR OVER A HUNDRED ANIMALS

Over the past year, several initiatives have been put in place to increase the chances of adoption for our boarders.

First, our *Barn Cat Program* took off. We enjoyed seeing **96 cats** welcomed into rural areas to live on their own.

Moreover, we have partnered with *Le Jardin des Animaux* to offer additional visibility to our lodgers. Thanks to this collaboration, **31 animals** (6 cats, 10 rabbits, 3 guinea pigs, 8 rats and 4 degus) from the SPA de l'Estrie could be adopted directly from the pet store.

We're proud of these projects, enabling us to adopt more of our residents and free up space at the shelter to help even more needy animals.

## REDUCING EUTHANASIA RATES IN CATS: A SUCCESSFUL MISSION

Many improvements have been made at the shelter, with positive repercussions for our animals. One of the most significant impacts has been reducing euthanasia rates in cats.

In 2023, **180 fewer cats** were euthanized at the SPA de l'Estrie than in the previous year. The euthanasia rate dropped from **19% to 12%**, an even more significant reduction considering that we took in more cats this year.

In addition to the *Barn Cat Program* and the partnership with *Le Jardin des Animaux*, the implementation of an in-house socialization program has enabled more fearful cats to find a family.

We are proud to have increased the quality of veterinary care for our boarders, as well as our efforts to raise awareness and prevent abandonment.



# FILLE'S STORY

## ADOPTED AFTER 715 DAYS

Many of you will recognize Fille, this dog who arrived at the shelter in June 2021 because her family couldn't find a home where she was accepted. At 6 1/2 years old, she had already been through a lot, and this major change wasn't easy for her. During her first weeks at the SPA de l'Estrie, Fille had difficulty trusting and bonding with the staff. She was very reactive to new faces and to the presence of her many peers.

Yet behind this protective facade, our team immediately saw her potential and the love she had to offer.

Over time, Fille showed us what we had seen in her from the start.

She adapted well to life in a shelter and began bonding with some of the staff. We were delighted and amazed to discover her true personality: affectionate, playful, and lazy! When the time came to make Fille available for adoption, we had no idea that she would be there for so long.

Despite our staff's best efforts to give her as much exposure as possible, no one was ready to adopt Fille. *It took a year and a half to receive the adoption application that changed everything.* At long last, Isabelle and her family were interested in adopting Fille after hearing her story!

When asked what prompted her to fill out an application for a special needs dog, Isabelle answers simply: "To give her a beautiful end of life filled with gentleness and love."

Once the adoption process was underway, we immediately noticed how comfortable Fille seemed with the family. "Fille showed just how much the SPA had enabled her to evolve, progress and be a dog who can now adapt. We took turns meeting her, and we all loved her. In return, Fille was always very gentle with us."



It was finally on June 9, 2023, at the age of 8 and after almost two years at the SPA de l'Estrie, that Fille left the shelter with her new family. A family that loves and accepts her as she is!

We are incredibly proud of the perseverance and hard work of the entire team. We never stopped believing in Fille and her chances of being adopted. She is now home to live out her final years filled with love and happiness.

**"It took a year and a half to receive the adoption application that would change everything..."**



## FOSTER FAMILIES MAKE ALL THE DIFFERENCE: MARIO'S TRANSFORMATION

Mario arrived at the SPA de l'Estrie as a stray. We don't know how long he'd been outside, but his coat was very cottony and dirty. At first, Mario was completely frightened and didn't trust the staff at all. We couldn't get near him without him growling or showing his teeth.



We waited several days, hoping he would become more comfortable and reunite with his family. Unfortunately, Mario was never claimed. So, we decided to shave him to make him more relaxed and place him in a foster home with a calmer environment.

From the first evening, the little dog, afraid of humans, became a glue pot! Being in a home allowed him to bond with the family and gain confidence quickly. We discovered an affectionate dog who loves to sleep in bed with his humans, play with his toys and go for walks. After a few weeks, he was adopted by a caring, calm and loving family. The perfect combination for Mario!

Sometimes, animals arrive at the shelter so anxious and scared that they enter "survival mode." Yet behind a shell of fear often lies a gentle, tender heart. Our foster families play a vital role in the lives of these companions.

Thanks to their dedication and love, pets like Mario can regain the confidence and joie de vivre they need before adoption. Your impact on these animals' lives is priceless!



## EVER MORE ADVANCED VETERINARY CARE FOR OUR SHELTER PETS

### AN AMPUTATION FOR GASTON

Gaston came to the SPA de l'Estrie as a youngster with no history. Following an accident, one of his front legs was severely fractured, and unfortunately, we were unable to repair it.

To give Gaston the chance of a good quality of life in the future, we turned to a procedure that had never been performed on a rabbit at the SPA de l'Estrie: amputation.



Gaston's story demonstrates a significant evolution in our ability to provide advanced animal care. We hope to offer this opportunity to more and more of our pets in the future.

## AMANITE: A DIFFICULT DIAGNOSIS TO MAKE

In September 2023, we took in a skinny stray cat with a greasy, soiled coat. Some areas of his body were hairless, and secretions were running from his nose and left eye (signs of rhinotracheitis), in addition to severe dehydration. The appearance of his teeth, aggravated by increased tartar and coupled with gingivitis, suggested that he was at least ten years old.

The day after he arrived at the shelter, a second veterinary examination showed that poor Amanite was also suffering from acute otitis, which was rendering him almost deaf. To our great surprise, auscultation of the rest of his body revealed that the cat was no more than two years old!

Despite the good care of our team, Amanite was not only not gaining weight, he was losing it! He also remained worryingly dehydrated. The medication we were giving him seemed to have no effect on alleviating his symptoms. What's more, the results of the series of tests we had carried out were all negative, which meant we couldn't diagnose him based on his failing health.

A month after his arrival, we were beginning to conclude that Amanite was unlikely to make it through unscathed, and yet, despite his ongoing ailments, including his anorexia, he seemed increasingly comfortable. We therefore decided to continue our investigation with further tests.

We finally got an answer by taking secretions from his throat and sending them to an external laboratory. The culture results were positive for actinomycete bacteria, which allowed us to establish that he was suffering from actinomycete pneumonia, a rather atypical and unusual disease in cats.

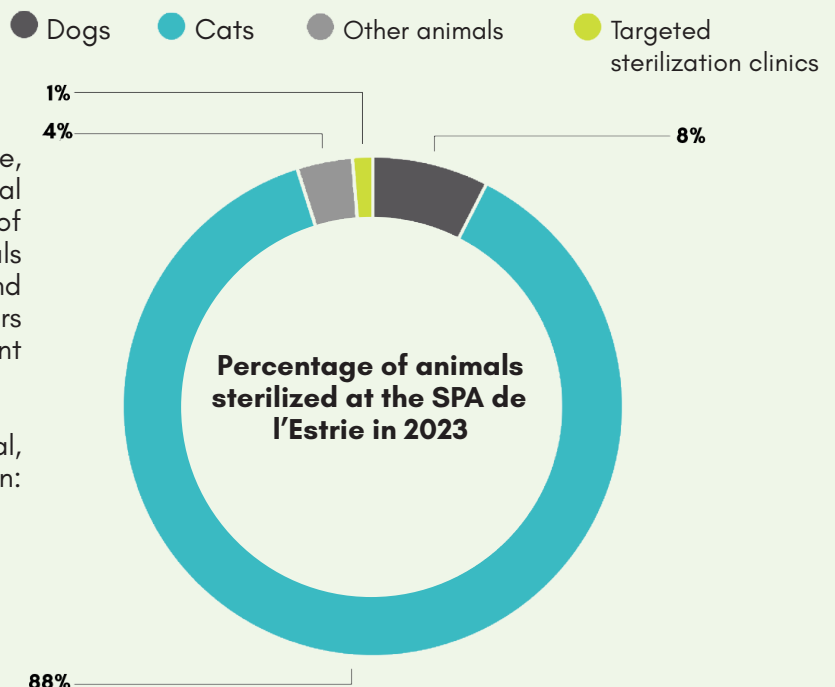
Treatment was lengthy and required considerable resources on the part of our shelter. Notwithstanding this, we are proud to have done more than enough to enable Amanite to find a family for life because, yes, his story has a happy ending.



## STERILIZATION

At the SPA de l'Estrie, as elsewhere, animal overpopulation is a real scourge. Every year, thousands of abandoned, stray or neglected animals find themselves without a home and sometimes even without care. Shelters are thus overwhelmed by a constant flow of animals needing care.

Yet behind this problem lies an ethical, effective and sustainable solution: sterilization.



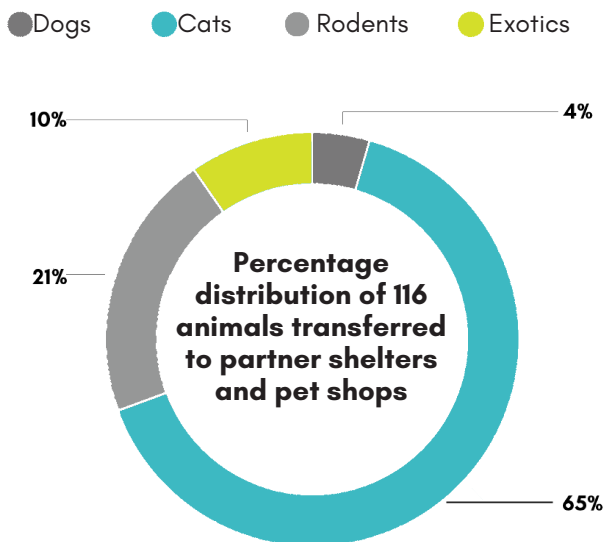
# VOLUNTEERS & FOSTER FAMILIES

They play with the animals, administer medication, maintain equipment, counsel adopters, provide transportation, clean accessories, welcome boarders home and much more!

Our volunteers and foster families are crucial in creating a safe, comfortable, warm and loving environment for our charges. Their commitment inspires us, and we thank them for all that they do.


## 23 SHELTER VOLUNTEERS


9 TRANSPORTATION VOLUNTEERS




## 205 FOSTER FAMILIES

729 FOSTERED ANIMALS

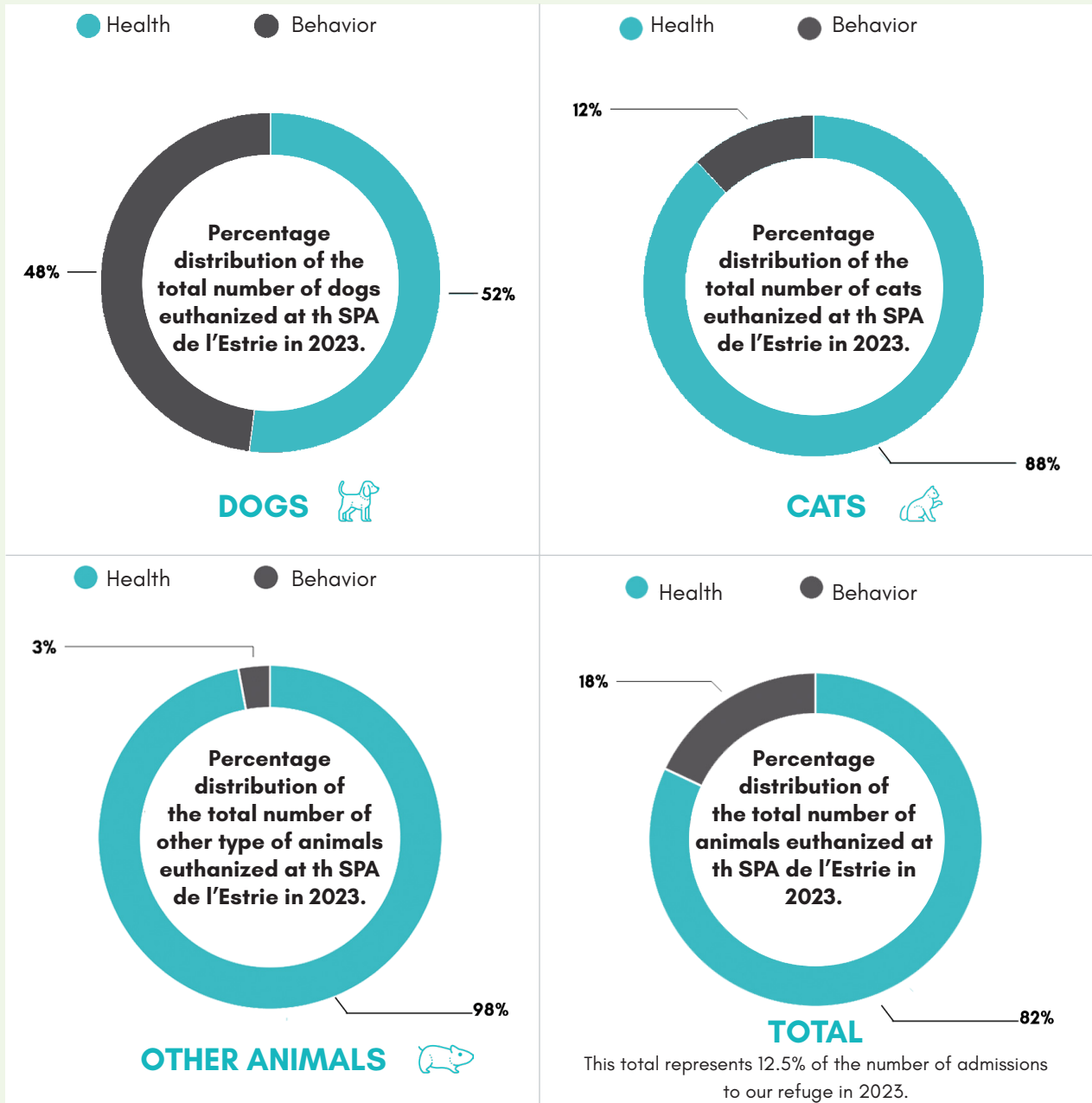
**41 DOGS**   
6 of these dogs were adopted by their foster families

**674 CATS**   
10 of these cats were adopted by their foster families

**14 SMALL ANIMALS**   
Most of the small animals were rabbits, including Gaston, the amputee rabbit.

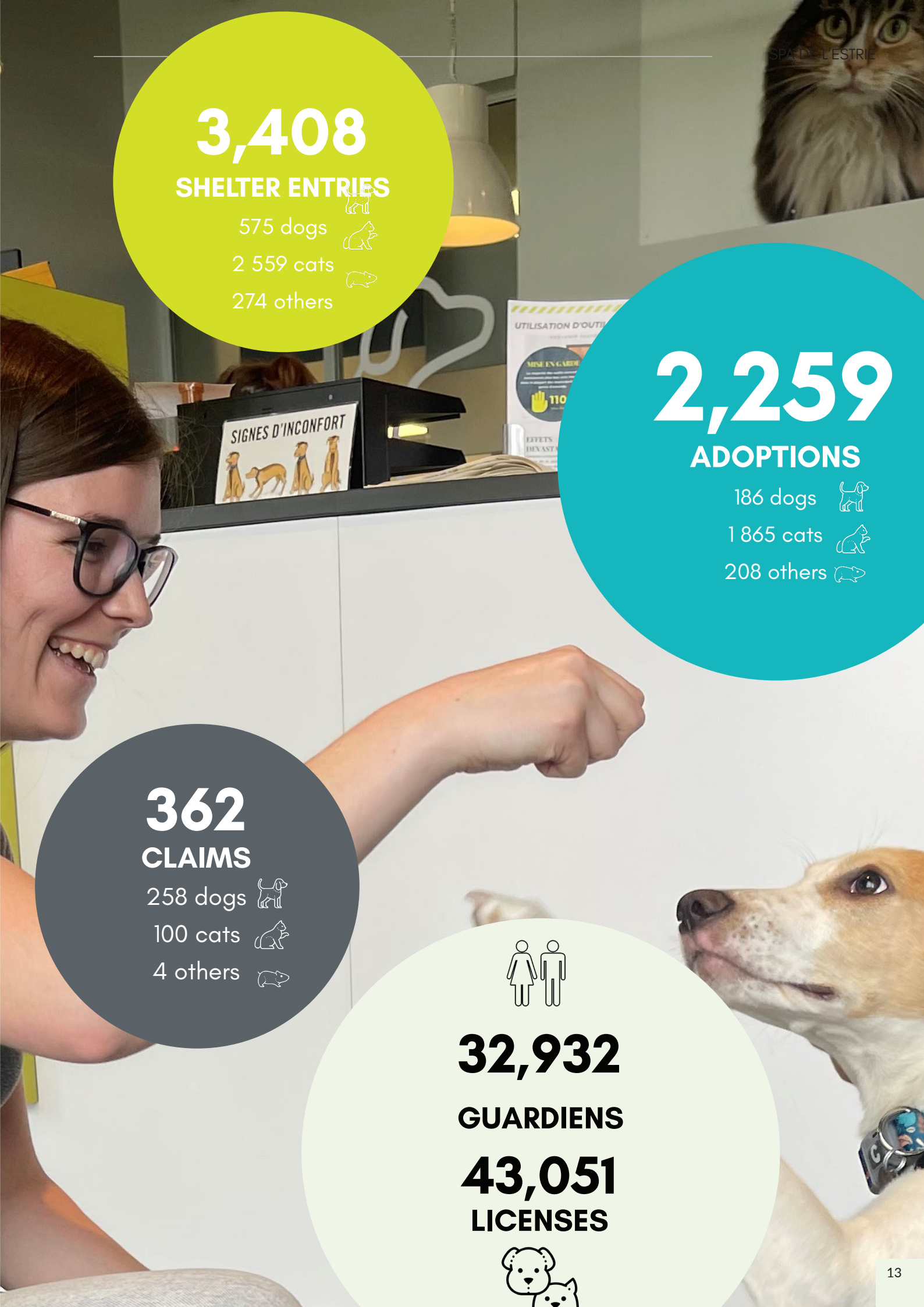


# DEMYSTIFYING ANIMAL SHELTER EUTHANASIA



We understand that euthanasia is a sensitive subject when it comes to animal welfare. For us, however, it's an integral part of our responsibility as an ethical and responsible shelter.

Firstly, we cannot afford to allow animals to suffer when they have irreversible health conditions. Secondly, it is our responsibility not to reintroduce into society animals that represent a potential danger to public safety.



## NEW ANIMAL WELFARE COORDINATOR

Through the many animal behavior training courses he began in 2010 with his mentor Jean Lessard, Philippe constantly strives to better understand the feelings and perceptions of the animals he comes into contact with. He has developed a particular interest in animals that experience fear, which is how he came to take on the role of canine behaviorist at the SPA de l'Estrie until 2023.

He has developed a unique approach to helping abandoned animals based on a bond of attachment with them and respect for their emotions. In mid-2023, he seized the opportunity to implement this vision for all species taken in by the SPA, joining the management team as Animal Welfare Coordinator. The goal is to enable the SPA de l'Estrie to become a Quebec leader in animal welfare.

From a practical point of view, its action is based on the following main lines:

1. Establishing welfare standards based on a "One Welfare" approach;
2. Reorganizing the department around these standards and increasing the chances of survival, adoptability and retention of fostered individuals and rallying the various external partners to the department (training courses, workshops, conferences, etc.).



In this context, he is particularly proud of having contributed to the realization of two projects. The first is the development of a good-sized dog park offering boarders a variety of free play choices, including a sandbox, swimming pool, vertical activity pole, trampoline, permanent shelter and hill tunnel for mountain kings and agility professionals. The second is to set up a sponsorship program for fearful cats. This enables volunteer employees to help cats with difficulty adapting to life in a shelter by following a pre-established protocol of systematic desensitization (classical conditioning). It has already saved many lives and given participants incredible accomplishment.

His realizations so far:

- Fear Free orientation;
- Intervention in animal law at the Université de Sherbrooke;
- Organization of the Animal Welfare Conference with Jean Lessard & Raphaël Pépin;
- Active participation and representation of the SPA de l'Estrie at the Humane Canada Summit, Victoria, British Columbia.



# THE SPA DE L'ESTRIE IN ITS COMMUNITY

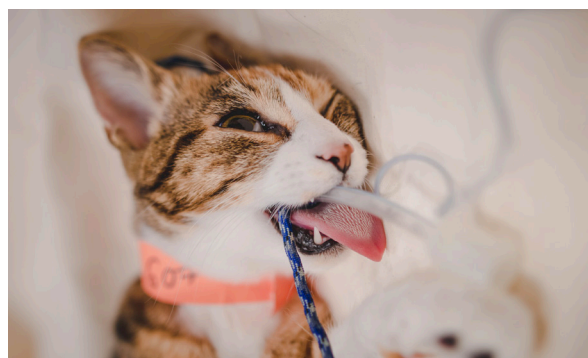
Behind every pet is a human being who sometimes needs help, too. To prevent heartbreaking decisions sometimes leading to abandonment, we support frontline organizations whose mission is to alleviate the impacts linked to financial precariousness by donating pet food and accessories. In 2023, new partnerships emerged between the SPA de l'Estrie and change-makers in the community. Here they are:



## TARGETED STERILIZATION CLINICS

The targeted sterilization clinic enables the SPA de l'Estrie, in partnership with the Clinique vétérinaire des petits animaux de l'Estrie, to take concrete action to alleviate the scourge of feline overpopulation. Our partner community organizations refer the people who benefit.

In 2023, **183 cats** were sterilized at a low cost to their guardians.



## SPA & SPCA HELP EACH OTHER

Mutual aid and solidarity are two of the SPA de l'Estrie's essential values. The organization strives to be there when disasters or natural catastrophes strike.

For example, in the summer of 2023, two members of our team—an animal health technician and one of our inspectors—went to Abitibi to lend a hand to the Val d'Or and Abitibi-Ouest SPCAs during the terrible forest fires that struck the region.

We also took in three cats needing veterinary care and a new family.

# ROAD & MUNICIPALITIES DEPARTMENT

The mission and actions of the SPA de l'Estrie are not limited to our shelter.

We work with the animals and citizens of our 42 partner municipalities.

With a team of 5 patrol officers, 2 inspectors, and special constables, we

answered thousands of calls in 2023 to help those who have no voice: animals.

From strays to seizures like the one in Chartierville, we work tirelessly for animal welfare and advocacy.

We also work to enforce the law so that all guardians

respect their duties as citizens towards their animals, for example, by conducting dangerousness assessments on biting dogs or issuing statements of offence, to name a few.



## WE ARE THERE FOR OUR COMMUNITIES, 24/7

**The SPA de l'Estrie's emergency and road service** is always available to help distressed animals. Our patrollers and inspectors work closely with municipal emergency services to provide the necessary assistance when animals are involved in critical situations.



## OUR INTERVENTIONS IN THE FIELD

The Chartierville seizure was undoubtedly a highlight for our team. On October 3, 2023, 21 dogs and 3 pigs were seized under section 446 (1) of the Criminal Code. Reports of unsanitary conditions on the premises and a lack of animal care prompted the raid.

The Criminal Code stipulates that any person who fails to provide suitable and sufficient food, water, shelter and care for an animal commits an offence. Our inspectors found the following on site.



### INTERVENTIONS CARRIED OUT BY THE TEAM

**3,944**



### B-3.1 LAW

**This law establishes rules to ensure the protection of animals, guaranteeing their well-being and safety throughout their lives.**

### CRIMINAL CODE INTERVENTIONS

CRIMINAL INVESTIGATIONS

**40**

ANIMALS AFFECTED

**140**

ANIMAL SEIZED IN  
CRIMINAL PROCEEDINGS

**59**

INFRACTION NOTICES

**101**

### INTERVENTIONS LOI B-3.1

INSPECTIONS

**266**

INSPECTED ANIMAL

**638**

ANIMAL TAKEN AWAY

**3 DOGS**



### ANIMAL TRANSPORT ON OUR TERRITORY

**1,055**

# COMMUNICATIONS DEPARTMENT

## A COMMITMENT TO TRANSPARENCY AND AWARENESS

Our growing commitment to transparency and awareness of the various facets of animal welfare marked the year 2023. We redoubled our efforts to communicate our reality openly with the community. Moreover, through social networking campaigns, media appearances, community events and partnerships, we reached thousands of people and encouraged positive change in how people think and act towards animals.

## ANIMAL WELFARE CONFERENCE

In June, the SPA de l'Estrie organized a conference on animal welfare for the general public. Canine educator Jean Lessard and canine behavior consultant Raphaël Pépin presented animal welfare and how we can improve it in our animals. Some thirty satisfied participants attended this educational workshop.

## 107.7 FM ESTRIE: ANIMAL COLUMN

From May to July, the SPA de l'Estrie teamed up with radio station 107.7 FM Estrie for a weekly column. Our spokeswoman was in the studio every Tuesday for ten weeks to talk about various topics, including the SPA's role in the community, the right way to behave with an animal, tips for moving with an animal, responsible adoption and much more.

## BEHIND THE SCENES AT THE REFUGE: REALITY REVEALED FURTHER

Throughout the year, the SPA de l'Estrie used its various platforms to educate and raise awareness about life and challenges at the shelter.

We covered topics such as epidemics, overpopulation, animal intake, dealing with difficult clients, animals' journeys at the shelter, the increasing number of animals in poor condition, euthanasia and more. Many success stories were highlighted and celebrated: our visits to food banks, the successes of our foster families, the work of our volunteers, etc.

Awareness-raising efforts extended to issues concerning animals outside our four walls. Publications were produced to encourage citizens to respect municipal by-laws, to have their pets sterilized, to refrain from using aversive tools such as electric collars, and never to leave an animal in a car in hot weather.

## MORE SURRENDERS IN THE NEWS

Animals were in the news in 2023, and the SPA de l'Estrie was no exception. We participated in over thirty media interventions, notably to report on the increase in animal abandonment in the Estrie region and throughout the province. We commented on the impact of rising veterinary costs and the housing crisis on shelters like ours. On the other hand, several of our initiatives were reported in the media, including the help provided in Abitibi during the forest fires, the fundraising campaign for 2023 and the creation of a wish list to encourage material donations.



## CHARTIERVILLE SEIZURE

For the first time, the communications team went to the scene of an animal seizure to document the intervention. The images were then published on social media and sent to the media to demonstrate the work carried out. The event generated a great deal of media interest, as well as a tremendous outpouring of love and support from the public. We took the opportunity to inform the public about the role of the SPA de l'Estrie and to remind them of the importance of reporting situations of animal neglect or cruelty.



A few months later, when the seized animals were ready for adoption, the media were invited to the shelter to report on their story. They were also featured on the SPA de l'Estrie's social networks. Around a hundred people showed interest in these companions! The vast majority found a family.

# 1,299,400

**VEWS/USERS**  
who were reached on our social media.

# 877,700



**VEWS/USERS**  
who were reached via SPAE's Facebook account.

# 409,300



**VEWS/USERS**  
who were reached via SPAE's TikTok account.

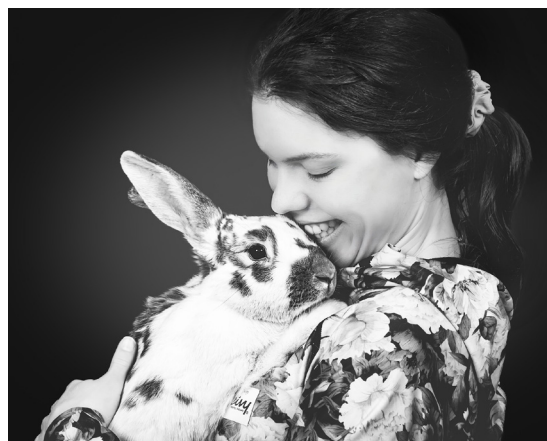
# 12,400



**VEWS/USERS**  
who were reached via SPAE's Instagram account.

## 45 YEARS OF ADOPTION: INSPIRING STORIES CELEBRATED

As part of its 45th-anniversary celebrations, the SPA de l'Estrie invited adopters to share the story of their animal adopted from the shelter. From all the testimonials received, fifteen families were selected to participate in a photo shoot with photographer Simon Rancourt. The results are simply stunning! The images and stories were shared on social media and then permanently displayed at the shelter reception desk.



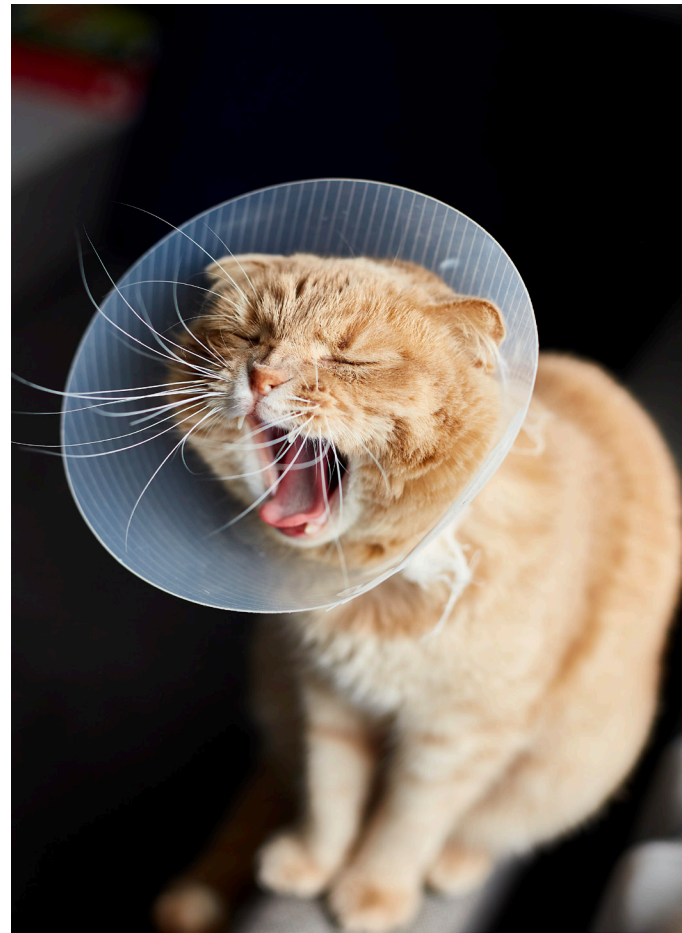
# FINANCE DEPARTMENT

## THE SPA DE L'ESTRIE IS MUCH MORE THAN A SHELTER. IT'S A CHARITABLE ORGANIZATION.

Although it receives no government subsidies, the SPA de l'Estrie remains an essential player in its communities and a full-fledged member of the social safety net, without which the fate and well-being of companion animals would be uncertain.

Like its fellow SPAs and SPCAs, the SPA de l'Estrie can accomplish its mission in exchange for the services it provides to the 42 municipalities on its territory.

In 2023, we could count on the support of many individuals and companies who helped us raise **\$321,862** in donations. For this, we say **THANK YOU!**



### ANNUAL CAMPAIGN DEDICATED TO CARING FOR OUR ANIMALS

Health care for SPA de l'Estrie's residents alone represents the second largest expense after payroll. In 2023, we invested more than **\$600,000** to ensure the health and comfort of our animals through quality, essential veterinary care.

ÉQUIPE  
**LEVASSEUR  
& LANGLOIS**  
COURTIERS IMMOBILIERS



This year, we began collaborating with Quebec-based company Ouate de Phoque, which designs sweaters with playful messages and images. We developed two sweaters with the phrase "Who adopts whom" in cat or dog versions. \$5,00 from each sweater sold will be donated to the SPA de l'Estrie.



**CHAMBRE  
DE COMMERCE  
ET D'INDUSTRIE  
DE SHERBROOKE**

Sophie Levasseur and Julie-Pier Langlois are gifted businesswomen and dedicated volunteers for our feline residents. Through their company, they have also committed to donating \$100 to the SPA de l'Estrie for every real estate transaction. In 2023, \$3,000 was donated to our organization.

As a Sherbrooke Chamber of Commerce and Industry member, we invited other business members to come and discover the SPA de l'Estrie during a 5e7 at the shelter. It was an opportunity for our team to network and highlight the importance of an organization committed to animal welfare in the Eastern Townships.

## GALA RECONNAISSANCE ESTRIE 2023: THE SPA DE L'ESTRIE RECOGNIZED

On June 16, 2023, the Gala reconnaissance Estrie was held. This event, organized by the Sherbrooke Chamber of Commerce and Industry, brought together entrepreneurs from the Estrie region to reward their efforts and successes.

The evening was presented under the theme of *Héros de la relance* (Heroes of the Recovery). It was intended to highlight entrepreneurship differently, given the more difficult years of the past few years.

With great pride and surprise, the SPA de l'Estrie received the title NPO - Charitable Organization.

*"This recognition goes directly to the SPAE's team and volunteers, who work tirelessly daily for the well-being of our residents. The post-pandemic team's work environment means the shelter is always full, with an occupancy rate approaching 90%. Thank you to them; they are my heroes"*-Dominique Maître, Executive Director.



Finally, this award is a tremendous encouragement to pursue our efforts to achieve our goal of ensuring animal welfare in the Eastern Townships and the province of Quebec.

## THANKS TO OUR PARTNERS



# IMPROVING THE INSTALLATIONS FOR OUR ANIMALS



## THE NEW LAYOUT OF OUR DOG PARK

Considering that the length of time our animals spend in shelters has increased since the end of the pandemic, it's more than essential to make the days spent at the SPA de l'Estrie as enjoyable as possible.

Thanks to a donation from Évolution canine académie, we've invested in redeveloping one of our dog parks, doubling its size and adding several modules and play areas so that dogs can choose from a wide range of entertainment options.

Our dogs can choose between a dip in a pool on warmer days, a sandy area for digging fun, a butte to practice their agility and even a tunnel to squeeze through.

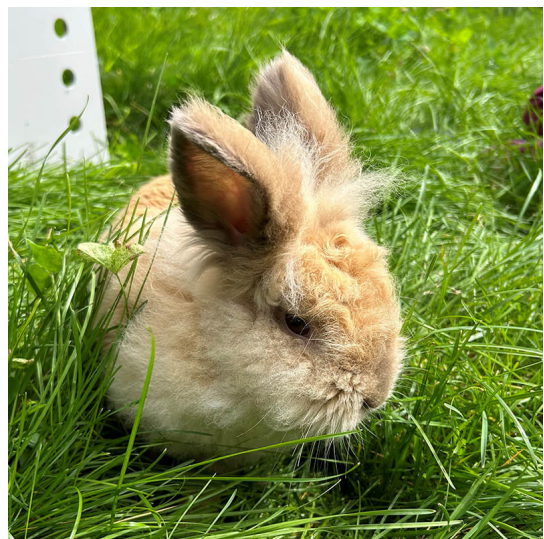
This improved play area also enables us to allow two compatible dogs to play together and expend their energy chasing each other under the watchful and benevolent eye of our animal trainers and canine behaviorists.

## AN OUTDOOR ENCLOSURE FOR OUR RODENT FRIENDS

All the animals in our shelter need a place to play to maximize their well-being.

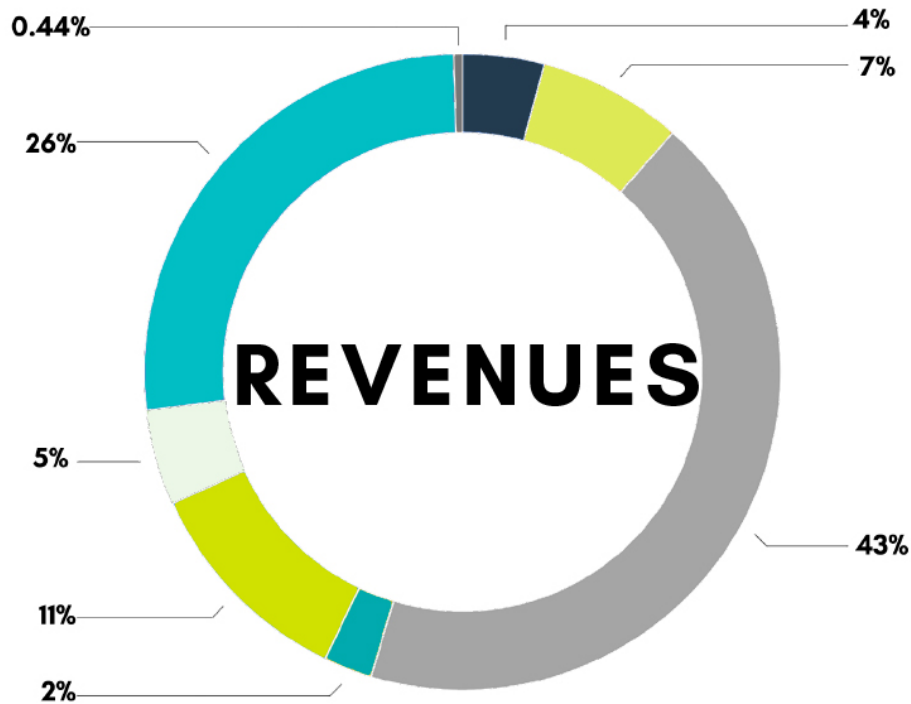
These rodents love to jump, graze, and frolic in the tall grass while having access to edible wildflowers. We take great pleasure in taking our rabbits out for adoption, one after the other, to watch them perform acrobatics that demonstrate their joy at being in an outdoor play area.

After all, nothing is too good for these sweet animals waiting for their second chance.

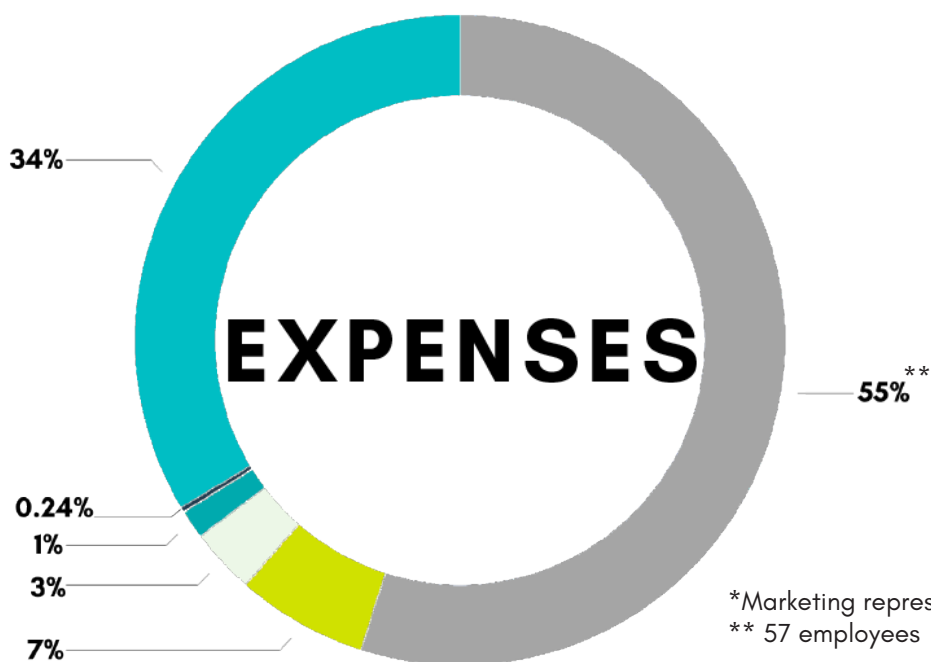


# FINANCIAL STATEMENTS

- Boutique
- Donations
- Licenses
- Projects
- Shelter
- Investments
- Municipal Contracts
- Changes in fair value of investments



- Salaries & Benefits
- Administration
- Change in boutique inventory
- Licenses
- Marketing\*
- Projects
- Shelter



\*Marketing represents 0.03%  
 \*\* 57 employees



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