



Regina  
Humane  
Society

MORE than a Shelter



ANNUAL REPORT 2016

# OUR COMMITMENT

A close-up photograph of a woman with long brown hair, wearing a beige knit beanie and a dark grey textured sweater. She is looking down at a small white dog with black markings on its face, which she is holding gently in her hands. The background is a soft, out-of-focus green, suggesting an outdoor setting. The overall mood is warm and caring.

The Regina Humane Society respectfully serves animals and the community. Since 1964 we have passionately encouraged responsible pet ownership and humane policies, legislation, and progressive animal welfare programs.

We offer clean, healthy and safe facilities for unwanted, lost, abused and neglected animals. We provide compassionate, professional and caring adoption, cremation and animal protection services, and educational and public safety programs. We are accountable to animals, pet owners, members, volunteers, donors, employees and our community.

We work in partnership with members of our community and are proud of the care, quality and leadership we provide.

## VALUES

### **Compassion**

We are caring, empathetic and understanding.

### **Professionalism**

Our facilities are clean and safe. Our people are ethical and knowledgeable. Our policies are balanced. We are proud to be of service.

### **Teamwork**

We collaborate, co-operate and build trusting networks within the community.

### **Integrity & Honesty**

We are accountable, responsible and respectful.

### **Leadership**

We are focused, driven by immediacy and a desire to make a difference, while being financially stable (because financial stability is the foundation to future success).

### **Care**

We provide support through camaraderie, collegiality and a positive atmosphere, supporting one-another through difficult times and celebrating success.

# MORE THAN A SHELTER

Dear Friends,

As we think about our accomplishments over the past year, the term “animal welfare” tells most of the story, but not all of it. The Regina Humane Society (RHS) and the animals we serve are also about helping people.

Through our Pet Assisted Therapy Program, we touch close to 10,000 lives every year. Dedicated teams of pet therapy volunteers and adoptable pets visit schools, hospitals and senior care facilities to dispel sadness and share the joy of the human-animal bond. Our programs assist children in improving their reading skills (Read & Relax/Kitty Readers) and help young people at risk build compassion and self-esteem by working with animals also facing life challenges. In 2016, close to 4,000 children participated in RHS youth programs. From summer camps, to Be Dog Smart safety kits, high school service learning to elementary “Kids Who Care” presentations, the young people who participate in RHS programs learn compassion, engagement and responsibility. All take their love of animals into their adult lives.

Not everyone who loves pets has access to resources to care for them. We’re building humane communities using innovative strategies designed to extend the reach of animal services and resources to underserved and at risk areas. Addressing the critical need for accessible pet care through the Pet S.T.O.P. (Supply, Training and Outreach Program), Subsidized Spay/Neuter Program and Animal Well Fair, we’re meeting people where they are, reaching out proactively and keeping animals happy in loving homes by empowering the people who care for them.

As Regina’s only open admission shelter, accepting every animal despite their injuries, sickness, temperament or age, we embraced 4,613 animals who had nowhere else to turn in 2016. Advances in our animal care, veterinary services, adoption and pet identification initiatives supported the highest save rate in the organization’s history (79%), record breaking adoptions (2,560) and rescue partner transfers (212), as well as more animals than ever before (1,168) returned to their worried owners. These best practice programs have supported a record low 58% decrease in euthanasia since 2008 when our strategic plan for the future was put into action.

Where prevention and outreach is not enough, our provincially badged Animal Protection Officers investigate abuse, execute search warrants, provide notices to comply, seize animals and submit files to Crown Counsel so that animals can be protected from further harm and abusers can be held accountable. Where there is animal abuse, there is often mental illness, criminal activity or family violence. This important enforcement work is not funded by government. Our supporters ensure we are there for those at risk animals and their families.

The year ahead holds new challenges for us as we begin building the foundation of our lifesaving community – a new Animal Community Centre to replace our time expired facility. Saskatchewan’s motto is “From Many Peoples, Strength.” We are humbled by our community of supporters who, by working together, have provided the strength to achieve this progress for animals and the people whose lives they touch. We hope you will stay with us on this incredible journey.

With gratitude,



**Louise Yates**  
President



**Lisa Koch**  
Executive Director

# THE BIG PICTURE

## Strategic Goal

*To create the most humane community in Canada through a commitment to animal lifesaving.*

The Regina Humane Society Strategic Plan incorporates our Mission, Vision and Values in a framework that serves as our most fundamental guide to decision-making. As our community evolves, we must operate from a position of flexibility, capable of adapting quickly to changes in our operating environment as well as animal welfare best practices. That flexibility is targeted towards a common Strategic Goal and a shared sense of who we are and where we are going. Three Strategic Priorities encompass multiple Strategic Initiatives which define the primary activities to achieve our vision. Having a well-thought out plan is essential – so is measuring its effectiveness. A Balanced Scorecard allows us to measure our progress by showing where we are on the right track and where further work and resources may be needed.

We will lead and energize our community to work in partnership in the implementation of best practice shelter management and community lifesaving programs to ensure quality care and save more animal lives. Together, we will fundraise and build the foundation of our lifesaving community – a new Animal Community Centre to replace the current time worn and expired facility which is remote, crowded and not user friendly. To ensure our longevity, we will generate income streams that support existing animal welfare initiatives and fund future needs.

**1**

### LIFESAVING

Implement best practice animal lifesaving strategies

**2**

### NEW ANIMAL COMMUNITY CENTRE

Design and construct a new shelter

**3**

### FINANCIAL STABILITY

Raise funds to support existing and future needs

## Three Strategic Priorities

# TARGET ZERO

*Saving Every Treatable Animal*

Shelters don't save animals; people do. Working in partnership with our community is the cornerstone of our commitment to save every healthy and treatable animal. Since our bold lifesaving strategy was launched in 2008, best practice community partnerships, outreach and shelter management programs have supported significant achievements towards our goal of zero healthy and treatable animals euthanized. Together, we are proving what a community can accomplish when it comes together to achieve a common goal: saving animal lives.

**32%**

INCREASE IN  
LOST ANIMALS  
RETURNED TO  
OWNER

**58%**

REDUCTION  
IN EUTHANASIA

**52%**

INCREASE IN  
SAVE RATE

**95%**

INCREASE IN CAT  
ADOPTIONS

**13,429**

LIFESAVING SPAY/  
NEUTER SURGERIES  
PERFORMED

**1**

LIFESAVING COMMUNITY

# TOGETHER WE...

## ADOPTED

**2,560** pets who had no home to people who had one to give.



## COMFORTED

**grieving pet owners** with the launch of the RHS Pet Loss Support Group.



## ENRICHED

the lives of residents in hospitals and seniors facilities through **450 Pet Assisted Therapy Visits**.



## UNITED

**a provincial network** of animal shelters as founding member of the Saskatchewan Federation of Humane Societies.



## FOSTERED

**479 infant, injured, ill or afraid pets** to recovery with **107 Foster Families**.



## DELIVERED

**8,760 Hours on Duty** RHS Animal Protection Officers were on duty (24 hours a day, 365 days of the year).



## ACCEPTED

**4,613** animals with nowhere else to turn.



## INVESTIGATED

**665** animal cruelty complaints under provincial and federal legislation. The RHS receives no government funding for this vital service made possible only by our community of donors.



## REUNITED

**1,168 lost pets** with their worried families.



## FACILITATED

**212 animal transfers** with rescue partners across Canada to save more lives.



## REDUCED

**unwanted pets** with 2,369 subsidized lifesaving spay/neuter surgeries.



## EDUCATED

**3,752** children on the importance of humane values, responsible pet care and animal safety.



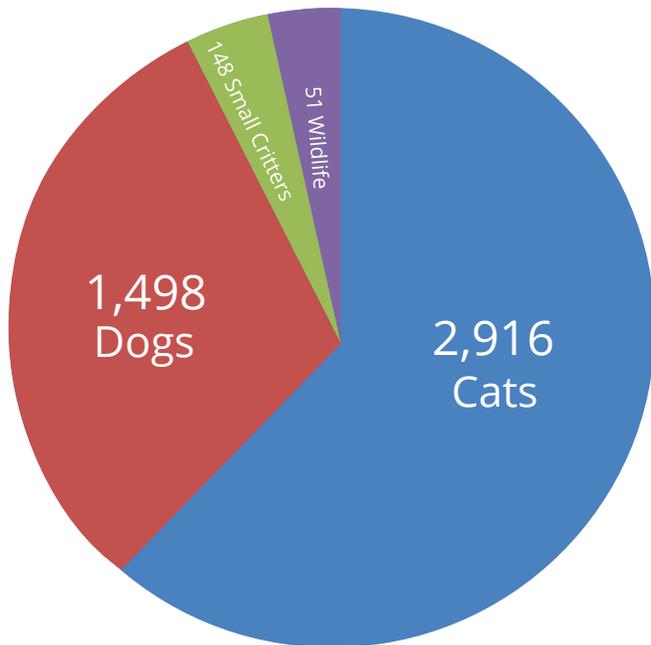
# A SAFETY NET

## *For Every Pet in Need*



As Regina's only Open Admission Animal Shelter, as well as Regina's Municipal Impoundment Facility, our doors are open to any animal who needs help regardless of their breed, age, temperament or medical condition. The sick, injured or dying; the strays and those whose owners are no longer able to care for them; animals who have been hit by cars or whose beloved owners developed allergies or moved to housing that did not allow pets - the Regina Humane Society never turns away any animal in need.

Following a mild winter and early spring, 2016 became the "Year of the Cat." After years of steady decline in incoming cat numbers, an additional 500 cats, mostly kittens, arrived at our Shelter mobilizing a massive expansion of foster care, adoption and prevention strategies. In 2016, the RHS took in 4,613 animals. This number includes . . .



**2,916** cats  
**1,498** dogs  
**148** small critters  
**51** wildlife animals



# BUILDING FAMILIES

Love makes a family. The Regina Humane Society has been connecting hearts and building families for more than 52 years. Creative adoption initiatives, the best possible adoption value and expansion of key rehoming programs supported the highest number of adoptions in our organization's history.

Three year old Misty, who was found as a stray in November 2016, is just one of 2,560 pets who found their family through advances in fee-waived adoption events, sponsorships and promotions; satellite adoption partnerships and transfer programs through our Humane Society and rescue network.

Being cold and alone on the streets of Regina is a distant memory for Misty who is now enjoying the warmth of her loved ones in the balmy climes of coastal British Columbia.

*Misty, Adopted  
December 2016*

**2,560** Adoptions

**286** Sponsored Adoptions

**357** Satellite Adoptions

**5** Satellite Adoption Partners

*(Pat's Pets, PetSmart, Pet Depot, Pet Valu, Petland)*

# IN OUR GOOD BOOKS

Cat enrichment, child literacy, fostering compassion for animals in young people – there’s pretty much nothing about the Regina Humane Society’s Kitty Readers Program that doesn’t read win-win-win! Introduced in 2016, the Kitty Readers Program was designed to help children between seven and twelve years of age improve their reading skills by reading silently or aloud to adoptable Shelter cats. The feline audience isn’t critical of reading level and also benefit from the calm voice, presence of a child and social interaction. The Program joins the Read and Relax Program for Shelter dogs along with an arsenal of other exercise, socialization and mind stimulating enrichment programs delivered by a collection of community volunteers, young and old.

Novel approaches to engage our community to help animals in need is just another page in our animal lifesaving strategy. Whether providing a safe haven for newborns or animals in recovery, selling raffle tickets, folding laundry or promoting adoptable animals and events through their social media channels, our volunteers help create so many happily ever after stories for animals in need.



**635** Volunteers



**7,112** Volunteer Hours



**107** Foster Families



**45,586** Social Media Supporters



# HEALING HURTS AND HEARTS

It was a cold December day when a young Rottweiler, along with 6 other dogs, was rescued from rural Saskatchewan. At first glance, Radley looked like an ordinary one year old, bouncing with exuberance and beside himself with joy to be near someone to love. Upon closer examination by RHS veterinarians, a sad story of neglect and abuse unfolded. A puppy collar left on the young dog had embedded itself deep in his neck causing massive skin trauma and infection. The tiny pieces of metal which appeared in his x-ray, also confirmed that his misshapen jawbone and broken teeth, many with nerves painfully exposed, were the result of being shot in the face. It was heartbreaking that the happy smile of this loving dog hid so much pain.

Medical care for abused animals is the crucial first step in the journey of these at-risk animals to heal both physically and emotionally. As the province's only Animal Shelter Hospital with a veterinary team certified by the Saskatchewan Veterinary Medical Association, Radley began the long process of healing under their care. Delicate specialized surgeries through the Society's Faith Fund ensured that Radley's grin, his signature accessory, would brighten each new day with his adoptive family.

As the largest open intake shelter in the province, the RHS continuously seeks advancements in the standards of care for our animals. The Society is committed to providing high quality veterinary care to every homeless animal during their temporary stay at the Shelter. In 2016, our skilled veterinarians performed 2,432 ill animal medical exams, progressive treatments and rehabilitation services. The RHS Animal Hospital and its dedicated veterinary team are an essential part of the work we do every day to heal hurts and hearts.

Radley



# BREAKING THE CHAINS OF CRUELTY

Regina Humane Society Animal Protection Officers found Jake in the backyard of an abandoned home entangled so tightly in a tie-out cable that he could not move from a hunched position. The cable which cut into his skin was padlocked to his collar. He was emaciated, surrounded by garbage, defecation and vomit. Jake was rushed to the RHS Veterinary Clinic where he received the care he needed to recover from his injuries and neglect prior to being adopted by a loving family who would help make the memories of locks and chains disappear.

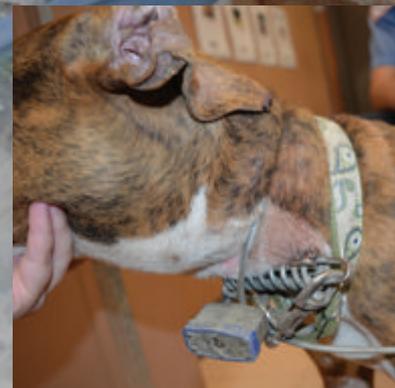
RHS Animal Protection Services are delivered under established legislation, specifically the Animal Protection Act of Saskatchewan, the Criminal Code of Canada and the Canadian Charter of Rights and Freedoms. Our provincially badged Animal Protection Officers investigate allegations of neglect and abuse, execute search warrants, issue notices to comply, seize animals where warranted and submit case files to Crown Counsel so that animals can be protected from further harm and abusers can be held accountable. RHS Animal Protection Officers work closely with pet owners to provide information and guidance on the humane and responsible treatment of animals. Thankfully, a majority of complaints received are resolved through education and support.

Where there is animal abuse, there is often mental illness, criminal activity or family violence requiring integrative solutions and collaborative initiatives involving law enforcement, social service agencies, education, human and animal health care. This important enforcement work is not funded by government. RHS donors ensure we are there for those at risk animals and their families. In 2016,

**665** Cruelty Investigations

**17** Criminal files

**6** Convictions



# BUILDING HUMANE COMMUNITIES

As a leader in progressive animal welfare, we are committed to supporting humane communities by dramatically enhancing and expanding our preventative outreach initiatives. The best thing we can do for animals is to help people care for and keep their pets while providing education to create a more informed and compassionate community. Although pet ownership crosses all social and geographic boundaries, the means to access pet wellness services does not. For many people who are struggling to make ends meet, the companionship and emotional support of a family pet play a central role in their well-being. RHS outreach strategies are designed to extend the reach of animal services, resources and information to underserved areas. Addressing the critical need for accessible pet care, our programs help animals by empowering the people who care for them.

Pet supply, education and outreach programs like Pet S.T.O.P., Pet Pantry and Animal Well Fair provide resources to support responsible animal care in at risk communities. Targeted, needs-based, spay/neuter and microchip programs are also delivered in these areas where the highest incidence of animal population and welfare issues exist due to financial and accessibility barriers. Since its inception in 2011, the RHS Spay and Neuter Clinic has provided fully or partially subsidized spay, neuter, microchip and tattoo services to 13,429 adopted and community pets (2,369 in 2016). These proactive programs address the tragedy of pet overpopulation at its root and help keep people and their pets together.



# FOR PETS & PEOPLE

Outreach services such as Safe Places and Pet Assisted Therapy recognize the special connection between animals and people. Vulnerable families receive help through the Society's Safe Places Program by providing interim foster care placement for the pets of those escaping domestic violence and transitioning into a non-abusive environment. Through the Society's Pet Assisted Therapy Program, RHS volunteers and adoptable pets provide opportunities to share joy and social interaction while reducing anxiety and depression during 450 therapeutic visits made to schools, hospitals, nursing homes and retirement communities.

"Kids Who Care", the Society's Humane Education Program, is helping a new generation of animal advocates learn about empathy, responsibility and caring. In 2016, 3,519 Kindergarten through Grade 8 students participated in these programs promoting humane values, responsible pet care and dog bite prevention. With comprehensive programs in schools, day camps and youth organizations and 233 high school students participating in service learning curriculum, RHS education programs are exponential in their reach.

**3,519** School Program Participants  
**2,369** Subsidized Spay/Neuters  
**2,795** Microchips  
**450** Pet Assisted Therapy Visits  
**233** Service Learning Students

# WITH A LITTLE HELP FROM OUR FRIENDS

We can achieve more for animals by working together. It's a simple statement, but it's true. At the Regina Humane Society, we take it to heart. Without our lifesaving community of friends, partners, sponsors and affiliates who support our programs and services in countless ways, there would be no happily ever after for thousands of animals in need. This exceptional league of caring supporters provides operational services and supplies, media promotion, adoption venues and everything in between to bolster the Society's lifesaving endeavors. We are so thankful for our circle of friends which continues to grow as does our capacity to save more animal lives.



# GOVERNANCE AND ACCOUNTABILITY

## INTRODUCTION

Established in 1964, the Regina Humane Society (RHS) exists to provide an animal welfare shelter for neglected, abused and abandoned animals as well as investigation services to enforce The Animal Protection Act of Saskatchewan and The Criminal Code of Canada. These services have been funded through voluntary donations and self-generated income. In 1988, the City closed their pound and entered into an agreement with RHS for the Society to provide care and housing of city animals. In 1998, the contract with Bylaw Officers was up for renewal, and bylaw enforcement was also contracted to the Society.

RHS operates as a Canada Revenue Agency registered charity, and is therefore exempt from paying income tax and can issue official donation receipts for gifts it receives. RHS receives no government funding and is not a United Way agency. RHS is not affiliated with any national or provincial humane organizations nor any local or regional humane societies or SPCAs; each is a grassroots, independent and autonomous not-for-profit organization serving individual community needs.

RHS operates in Saskatchewan under The Non-profit Corporations Act and is regulated by the RHS bylaws, which identify the organization's name, purpose, membership composition, fees and meetings, duties of officers, and wind-up procedures. According to those bylaws, the RHS mandate is as follows:

- ensure the humane treatment of animals;
- provide the facilities and amenities for this purpose;
- encourage the humane treatment of animals by all means possible;
- encourage spaying and neutering of all dogs and cats which are family pets;
- develop and promote an education program stressing responsible pet ownership and care;
- carry out these objects in the City of Regina and surrounding districts; and assist other municipalities or other individual people requesting our assistance.

RHS is an animal welfare organization, rather than an animal rights organization. Animal welfare is the viewpoint that animals, especially those under human care, should not suffer unnecessarily, including where the animals are used for food, work, companionship, or research. This position focuses on the morality of human action or inaction, as opposed to making deeper political or philosophical claims about the status of animals. RHS directs its energies to inspire and mobilize society to create a world in which all animals and, in particular, those animals whose lives we can influence, enjoy as a minimum five essential freedoms of animal welfare:

1. freedom from hunger and thirst
2. freedom from pain, injury and disease
3. freedom from distress
4. freedom from discomfort
5. freedom to express behaviours that promote well-being

## ACCOUNTABILITY

The RHS organization and its employees serve and are accountable to the membership and a number of community stakeholders including:

- Members, adopting families, volunteers, donors and sponsors who are the core of our organization.  
*Daily someone adopts an animal or donates money so that more animals can live better, healthier and more enriched lives.*
- City of Regina administrators, politicians, community members, public health, safety and service workers (police, fire fighters, meter readers) who rely on RHS employees who provide support services involving public health and safety and the continuation of the courts.  
*A dangerous dog is removed by RHS employees from a playground, which saves children from serious injuries.*
- Professionals who help RHS operate through sponsorship, promotions or professional advice including local media and businesses, financial planners, lawyers and accountants.  
*A lawyer helps their client prepare a will leaving their legacy with the RHS to help animals for the future.*
- Veterinarians, animal welfare/rights groups, individuals and the pet care industry.  
*RHS works with charitable animal welfare groups to provide accessible spay/neuter services as well as donating excess supplies.*

## LEADERSHIP

The role of the Board is to provide governance oversight for the RHS. In all but exceptional circumstances, Directors are not expected to carry out a hands-on management role.

The Board of Directors hires the Executive Director who hires the Management Team to run the day-to-day shelter operations and implement the strategic plan. The RHS board of Directors is a volunteer board and no member of the Board receives compensation to perform their Board role.

In addition to demonstrating a base of compassion for animals, the Board of Directors is actively recruited to bring a wide range of specific competencies and professional expertise to the organization.

They are elected to the Board at the annual general meeting and when vacancies occur throughout the year, are appointed by the Board.

# 2016 BOARD OF DIRECTORS



## PRESIDENT

**Louise Yates**, B. V/T Ed., M.B.A. *Partner, K-Lane Kennels*

## VICE-PRESIDENT

**Timothy F. Huber**, B.A., J.D. *Counsel, Law Society of Saskatchewan*

## TREASURER

**Karen Mayne**, CPA, CMA, *Chief Financial Officer Paradigm Consulting Group Inc.*

## DIRECTORS

**Linda Allen-Hardisty**, B.Ed., M.Ed., PPCC (*resigned April 2016*)  
*Consultant | Coach, Allen-Hardisty Consulting Inc.*

**Glenn Fradette**, CPA, CA

**Gayl Hipperson**, *Non-Profit Professional, Retired*

**Dr. Melissa Hunchak**, DVM  
*Veterinarian, Airport Animal Hospital*

**Andrea Johnston**, B.Comm. J.D.  
*Director of Admissions and Education, Law Society of Saskatchewan*

**David Kim Jones**, B.A. (Honours), M.A., LLB  
*Senior Crown Prosecutor Saskatchewan Justice*

**Cathy Joyner**, *HR Professional, Retired*

**Dr. Kathleen O'Reilly**, *Associate Professor of Education,  
First Nations University of Canada, University of Regina*

**Chris Taschuk**, P. Eng., PMP (*elected April 2016*)  
*Senior Vice President Farm Credit Canada*

**James Youck**, B.A., B.Arch., MSAA, MMAA, RAIC, AIA Int'l Associate  
*Principal, Architect, P3 Architecture Partnership (P3A)*

**Jennifer Zalusky**, *Medical/Surgical Sales Representative, Medtronic*

## GOVERNANCE COMMITTEE

Assists the Board of Directors and Management to fulfill its oversight responsibilities by reviewing all aspects of the Board's governance framework to ensure that the Board functions in an effective and efficient manner that successfully supports the operations of the Regina Humane Society.

**Board Committee Chair** (President)  
Louise Yates, B. V/T Ed., M.B.A.

**Board Committee Member**  
Vice President, Tim Huber, B.A., J.D.

**Management Committee Member**  
Lisa Koch, B.Ed.

## AUDIT AND FINANCE COMMITTEE

Provides oversight of RHS accounting and financial reporting processes, systems of internal accounting and financial controls, risk management, investment policy and the audits of the Company's financial statements.

**Board Committee Chair**  
Treasurer, Karen Mayne, CPA, CMA

**Board Committee Members**  
Glenn Fradette, CPA, CA

**External Committee Members**  
Lou Beatch, CPA CA, CMA  
Brenda Johnson, CPA, CGA

**Management Committee Members**  
Lisa Koch, B.Ed.  
Steve Battistolo

## HUMAN RESOURCES COMMITTEE

Assists RHS by providing guidance and counsel first to the RHS management team, and secondly to the Board regarding human resources (HR) functions as they pertain to the day-to-day operations and strategy of the RHS respectively.

**Board Committee Chair**  
Cathy Joyner, HR Professional, Retired

**Management Committee Members**  
Lisa Koch, B.Ed.

**External Committee Members**  
Kelsey Bohay *\*resigned August 2016*  
Shelley Lichtenwald, CPHR  
Dawn McKibben, B.Admin  
Bobbie-Lee Zeiben, BA, CPHR  
Betty Rogers, B.Ed., CPHR *\*Joined September 2016*

## ANIMAL ADVISORY COMMITTEE

Reviews existing RHS position statements on issues pertaining to the treatment of animals and recommend revisions where appropriate; and further to broaden the scope of issues and develop position statements for review and approval by the Board of Directors.

**Board Committee Chair**  
Kim Jones, B.A. (Honours), M.A., LLB

**Board Committee Members**  
Louise Yates, B. V/T Ed., M.B.A  
Gayl Hipperson  
Jennifer Zaluksy  
Dr. Kathleen O'Reilly

**Management Committee Members**  
Lisa Koch, B.Ed.  
Steve Battistolo  
Karen Mercier, CFRE, B.Ed.

**Supervisor Member**  
Lindsay West, B.Sc.

## CAPITAL STEERING COMMITTEE

Provides oversight to the construction and operationalization for Regina's new animal shelter, including fundraising and stakeholder engagement.

**Board Committee Chair**  
Louise Yates, B. V/T Ed., M.B.A

**Board Committee Members**  
Tim Huber, B.A., J.D.  
Karen Mayne, CPA, CMA  
James Youck, B.A., B.Arch., MSAA, MMAA, RAIC, AIA  
Int'l Associate  
Jennifer Zalusky  
Linda Allen-Hardisty, B.Ed., M.Ed., *\*resigned April 2016*

**Management Committee Members**  
Lisa Koch, B.Ed.  
Steve Battistolo  
Karen Mercier, CFRE, B.Ed.

## RHS MANAGEMENT TEAM

Lisa Koch, B.Ed.  
Executive Director

Steve Battistolo  
Director of Operations

Karen Mercier, CFRE, B.Ed.  
Director of Development

Dr. Brie Hamblin, DVM  
Director of Veterinary Care

Dr. Kellie McCallum, DVM  
Interim Director of Veterinary Care *\*To February 2016*

Bill Thorn  
Director of Marketing and Public Relations

Don Simons  
Director of Gift Planning and Stewardship

## CODE OF CONDUCT

The RHS Board of Directors, all employees including permanent, term, contract and work placements, and foster families are bound by the RHS Code of Conduct which clarifies expectations and creates an environment that fosters disclosure of contravention.

## AUDIT

RHS annual financial statements are audited by Virtus Group Chartered Accountants & Business Advisors LLP. Members of the Audit Committee are independent of management. All committee members are financially literate and several members are considered to be financial experts. The Audit Committee oversees RHS' financial performance and ensures the integrity, effectiveness and accuracy of the corporation's financial reporting, control systems, processes and audit functions.

## STRATEGIC PLANNING

In alignment with the organization's mandate, mission, vision, values, RHS uses the balanced scorecard model for strategic planning. This framework uses financial and non-financial measures to determine progress towards the organization's strategy.

The strategy is RHS' change agenda – it is an itemized list of objectives and actions that an organization does so it can be sustainable for the future; however, the day-to-day business goes on. In addition to the strategy components of this plan, key measures and targets for business-as-usual activities are identified. These provide employees with clarity about measures and targets that management and the board are working toward.

## ENTERPRISE RISK MANAGEMENT

Enterprise Risk Management (ERM) is a process used to manage risks and seize opportunities. The RHS ERM framework includes identifying a comprehensive list of negative events or circumstances that could impact the organization, assessing them in terms of likelihood and magnitude of impact, determining a response strategy, implementing the strategy, and monitoring progress.

This process allows RHS to avoid issues and capitalize on opportunity in a more holistic manner while creating value for stakeholders, including donors, employees, customers, partners, regulators, and society overall.

### 2016 TOP RISK LIST

#### *Image/Reputation*

The potential for negative publicity or public perception regarding RHS activities or positions, whether true or not, to damage the organization's image in the community, or reduce long-term stakeholder confidence in the Society's ability to fulfill its mandate causing decline in the customer base or revenue reductions.

#### *Financial Risk*

The possibility of decline in donations, self-generated revenue streams or fundraising activities which can risk the organization's financial stability and operational sustainability.

#### *Safety Risk - Human*

The prospective danger or threat of harm, injury, or loss to personnel or the public, whether caused deliberately or by accident, during the delivery of RHS programs or services.

#### *Human Resource and Labour Risks*

The potential negative impact of inadequate recruitment, development and retention of human resources.

#### *Safety Risk - Animal*

The prospective danger or threat of harm, injury or loss to animals, whether caused deliberately or by accident, during the delivery of RHS programs and services.

#### *Theft Risk*

The possible risk for staff or the public to commit acts of deception, misrepresentation or illegal activity at the cost of the organization.

#### *Disaster Risk*

The potential risk that the organization may incur losses from damage or destruction of tangible assets or a decline in the quality of the working environment as a result of disasters or inability to maintain assets.

#### *Privacy/Security Risks*

The potential risk that customers or the organization may incur losses arising from loss of critical databases, inappropriate use of protected information or unauthorized use of computer systems and data.

#### *New Facility*

Risks associated with directing and coordinating resources, relationships and reputation to achieve predetermined new facility capital project objectives of scope, cost, financing, time, quality, stakeholder satisfaction and sustainability.

## ASILOMAR STATISTICS

In August of 2004, a group of animal welfare industry leaders convened at Asilomar in Pacific Grove, California, for the purpose of building bridges across varying philosophies, developing relationships and creating goals focused on significantly reducing the euthanasia of healthy and treatable companion animals. The assembled groups held a variety of viewpoints on how best to help the animals, yet all agreed that the most effective way to save the lives of all healthy and treatable animals in the shortest amount of time was to work together.

The statistical guidelines developed at this meeting came to be known as the Asilomar Accords. The terminology used in this table is in accordance with the definitions prescribed by the Accords, which are available at [www.asilomaraccords.org](http://www.asilomaraccords.org). Using this standard language that all shelters can use, the Regina Humane Society can more easily compile statistics and compare its work to the work of other shelters both locally and nationally. The statistics focus on a "Live Release Rate", which is the percentage of pets that leave shelters alive.

We believe that it is acceptable to euthanize animals for humane reasons to reduce pain and suffering or for untreatable temperament reasons where they could cause harm. Therefore, decreasing incoming and increasing the "live release rate" to 100 percent of healthy and treatable animals is what the Regina Humane Society strives for.

2016 ANIMAL SHELTER STATISTICS TABLE	DOG	CAT	WILDLIFE	OTHER	TOTAL
BEGINNING SHELTER COUNT (1-Jan-2016)	53	48	0	6	107
<b>INTAKE (Live Animals Only)</b>					
From the Public	1441	2913	51	148	4553
Incoming Transfers from Organizations within Community/Coalition	0	0	0	0	0
Incoming Transfers from Organizations outside Community/Coalition	57	3	0	0	60
From Owners/Guardians Requesting Euthanasia	0	0	0	1	1
Total Intake	1498	2916	51	148	4613
Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	0	0	0	0	0
<b>ADJUSTED TOTAL INTAKE</b>	1498	2916	51	148	4613
<b>ADOPTIONS</b>	633	1856	1	70	2560
<b>OUTGOING TRANSFERS to Organizations Outside</b>	52	64	0	36	152
<b>RETURN TO OWNER/GUARDIAN</b>	634	261	4	13	912
<b>ANIMALS EUTHANIZED</b>					
Healthy (Includes Owner/Guardian Requested Euthanasia)	0	18	0	0	18
Treatable - Rehabilitatable (Includes Owner/Guardian Requested Euthanasia)	13	195	0	2	210
Treatable - Manageable (Includes Owner/Guardian Requested Euthanasia)	0	0	0	0	0
Unhealthy & Untreatable (Includes Owner/Guardian Requested Euthanasia)	168	444	41	28	681
Euthanized animals without category assigned	0	1	0	1	2
Total Euthanasia	181	658	41	31	911
Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	0	0	0	0	0
<b>ADJUSTED TOTAL EUTHANASIA</b>	181	658	41	31	911
<b>SUBTOTAL OUTCOMES</b>	1500	2839	46	150	4535
DIED OR LOST IN SHELTER/CARE	2	12	0	0	14
<b>TOTAL OUTCOMES</b>	1502	2851	46	150	4549
ENDING SHELTER COUNT (31-Dec-2016)	39	102	0	2	143
Annual Live Release Rate Calculation in Percentage:	87	76	10	79	79

## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

The accompanying financial statements of Regina Humane Society Inc. have been prepared by the Society's management in accordance with Canadian accounting standards for not-for-profit organizations and necessarily include some amounts based on informed judgement and management estimates.

To assist management in fulfilling its responsibilities, a system of internal controls has been established to provide reasonable assurance that the financial statements are accurate and reliable and that assets are safeguarded.

The board of directors have reviewed and approved these financial statements.

These financial statements have been examined by the independent auditors, Virtus Group LLP, and their report is presented separately.



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Chair of the Audit Committee



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Executive Director

## INDEPENDENT AUDITORS' REPORT

**To the Members,  
Regina Humane Society Inc.**

We have audited the accompanying financial statements of Regina Humane Society Inc. which comprise the statement of financial position as at December 31, 2016, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

*Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

*Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Society's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*Basis for Qualified Opinion*

In common with many not-for-profit organizations, the Society derives a portion of its revenue in the form of cash donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the Society and we are not able to determine whether any adjustments might be necessary to revenues, assets or net assets.

*Qualified Opinion*

In our opinion, except for the effects of the circumstance described in the Basis for Qualified Opinion paragraph, these financial statements present fairly, in all material respects, the financial position of the Society as at December 31, 2016 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

**March 27, 2017  
Regina, Canada**

**VIRTUS GROUP LLP**  
Chartered Professional Accountants

**REGINA HUMANE SOCIETY INC.**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT DECEMBER 31, 2016**  
(with comparative figures at December 31, 2015)

	<u>ASSETS</u>				Total 2016	Total 2015
	General Operating Fund	Operating Reserve Fund	Tangible Capital Asset Fund	Capital Asset Reserve Fund		
<b>Current Assets</b>						
Cash	\$ 760,046	\$ 412,881	\$ -	\$ 609,427	\$ 1,782,354	\$ 1,593,166
Accounts Receivable	62,531	-	-	-	62,531	88,151
Prepaid expenses	29,063	-	-	-	29,063	19,521
Due (to) / from funds	(200,000)	100,000	-	100,000	-	-
Inventory	34,638	-	-	-	34,638	30,264
	<u>686,278</u>	<u>512,881</u>	<u>-</u>	<u>709,427</u>	<u>1,908,586</u>	<u>1,731,102</u>
<b>Long-term Investments (Note 4)</b>	-	360,899	-	-	360,899	358,472
<b>Tangible Capital Assets (Note 5)</b>	-	-	573,187	-	573,187	648,640
	<u>\$ 686,278</u>	<u>\$ 873,780</u>	<u>\$ 573,187</u>	<u>\$ 709,427</u>	<u>\$ 2,842,672</u>	<u>\$ 2,738,214</u>
<b><u>LIABILITIES AND NET ASSETS</u></b>						
<b>Current Liabilities</b>						
Accounts payable and accruals	\$ 228,498	\$ -	\$ -	\$ -	\$ 228,498	\$ 167,147
Deferred revenue	1,500	-	-	-	1,500	17,000
	<u>229,998</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>229,998</u>	<u>184,147</u>
<b>Surplus</b>	<u>456,280</u>	<u>873,780</u>	<u>573,187</u>	<u>709,427</u>	<u>2,612,674</u>	<u>2,554,067</u>
	<u>\$ 686,278</u>	<u>\$ 873,780</u>	<u>\$ 573,187</u>	<u>\$ 709,427</u>	<u>\$ 2,842,672</u>	<u>\$ 2,738,214</u>

See accompanying notes to the financial statements

Approved on behalf of the board:

*K. Mayhew*



**REGINA HUMANE SOCIETY INC.**  
**STATEMENT OF OPERATIONS**  
**AS AT DECEMBER 31, 2016**

(with comparative figures for the year ended December 31, 2015)

	<b>2016 Budget (Unaudited)</b>	<b>2016 Actual</b>	<b>2015 Actual</b>
<b>Revenues</b>			
Adoptions and administration	\$ 550,030	\$ 555,229	\$ 546,355
Donations	463,000	580,912	496,351
Education	55,000	52,403	32,682
Estates	142,000	280,392	267,299
Fundraising	781,000	760,164	786,332
Kennel	319,000	326,839	320,847
Lost and found	18,000	13,712	16,294
Municipal animal services	1,133,828	1,147,448	1,116,037
	<b>\$ 3,461,858</b>	<b>\$ 3,717,099</b>	<b>\$ 3,582,197</b>

See accompanying notes to the financial statements

**REGINA HUMANE SOCIETY INC.**  
**STATEMENT OF OPERATIONS**  
**AS AT DECEMBER 31, 2016**

(with comparative figures for the year ended December 31, 2015)

	2016 Budget (Unaudited)	2016 Actual	2015 Actual
<b>Expenses</b>			
Administration	\$ 219,250	\$ 256,140	\$ 223,862
Amortization	96,150	99,843	84,786
Building - taxes, utilities, insurance	118,000	113,493	116,860
Communication	49,500	51,741	33,084
Development	2,000	3,764	707
Education	11,700	6,892	4,376
Fundraising	247,400	232,648	234,952
Kennel	143,000	152,718	151,477
Loss on sale of tangible capital assets	-	-	8,087
Maintenance	25,900	24,604	31,636
Municipal animal services	3,000	3,092	4,311
Vehicle	32,000	40,331	46,624
Veterinary care	155,000	204,241	163,482
Volunteer expenses	2,500	1,330	1,941
Wages and benefits	2,355,041	2,467,655	2,251,536
	<u>\$ 3,460,441</u>	<u>\$ 3,658,492</u>	<u>\$ 3,357,721</u>
<b>Excess of revenues over expenses</b>	<u>\$ 1,417</u>	<u>\$ 58,607</u>	<u>\$ 224,476</u>

See accompanying notes to the financial statements

**REGINA HUMANE SOCIETY INC.**  
**STATEMENT OF CHANGES IN NET ASSETS**  
**FOR THE YEAR ENDED DECEMBER 31, 2016**  
(with comparative figures for the year ended December 31, 2015)

	General Operating Fund	Operating Reserve Fund	Tangible Capital Asset Fund	Capital Asset Reserve Fund	2016 Total	2015 Total
<b>Balance, beginning of year</b>	\$ 540,461	\$ 759,548	\$ 648,640	\$ 605,418	\$ 2,554,067	\$ 2,329,591
<b>Excess of revenues over expenses</b>	140,209	14,232	(99,843)	4,009	58,607	224,476
<b>Transfer between funds</b>	(200,000)	100,000	-	100,000	-	-
<b>Tangible capital asset additions</b>	(24,390)	-	24,390	-	-	-
<b>Balance, end of year</b>	\$ 456,280	\$ 873,780	\$ 573,187	\$ 709,427	\$ 2,612,674	\$ 2,554,067

See accompanying notes to the financial statements.

**REGINA HUMANE SOCIETY INC.**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED DECEMBER 31, 2016**  
(with comparative figures for the year ended December 31, 2015)

	<b>2016</b>	<b>2015</b>
<b>Cash provided by (used in) operating activities:</b>		
Excess of revenue over expenses	\$ 58,607	\$ 224,476
Amortization	99,843	84,786
Loss on sale of tangible capital assets	-	8,087
Change in non-cash operating working capital		
Accounts receivable	25,620	(34,218)
Prepaid expenses	(9,542)	(835)
Inventory	(4,374)	(352)
Accounts payable	61,351	(32,277)
Deferred revenue	(15,500)	17,000
	<u>216,005</u>	<u>266,667</u>
<b>Cash provided by (used in) investing activities:</b>		
Change in long-term investments	(2,427)	(5,297)
Net purchase of tangible capital assets	(24,390)	(87,900)
	<u>(26,817)</u>	<u>(93,197)</u>
<b>Increase (decrease) in cash</b>	<b>189,188</b>	<b>173,470</b>
<b>Cash position – beginning of year</b>	<b>1,593,166</b>	<b>1,419,696</b>
<b>Cash position – end of year</b>	<b><u>\$ 1,782,354</u></b>	<b><u>\$ 1,593,166</u></b>

See accompanying notes to the financial statements

**REGINA HUMANE SOCIETY INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2016**  
(with comparative figures for the year ended December 31, 2015)

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**1. General**

Regina Humane Society Inc. (the "Society") was incorporated under the *Non-Profit Corporations Act of Saskatchewan*. The Society is dedicated to improving the welfare of animals through programs and services in sheltering, education, protection and advocacy.

**2. Summary of significant accounting policies**

The financial statements required management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the period. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the period in which they become known. The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and reflect the following accounting policies:

**Fund accounting**

The general operating fund reports the assets, liabilities, revenues and expenses related to the day-to-day operations of the Society.

The operating reserve fund is defined as the designated fund set aside by action of the Board of Directors to ensure the stability of the mission, programs, and ongoing operations of the Society. The operating reserve is intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, uninsured losses or wind-down of the organization. The operating reserve may also be used for one-time nonrecurring expenses that will build long-term capacity, such as staff development or research and development.

The tangible capital asset fund reports the Society's net investment in tangible capital assets.

The capital asset reserve fund includes funds designated by the Board of Directors to support ongoing and future funding for the development and construction of a new facility to house the Society's operations.

**REGINA HUMANE SOCIETY INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2016**  
(with comparative figures for the year ended December 31, 2015)

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**2. Significant accounting policies** (continued)

**Inventory**

The inventory of veterinary supplies is recorded at the lower of cost and net realizable value.

**Tangible capital assets**

Tangible capital assets are recorded at cost less accumulated amortization. Amortization is provided on a straight-line basis over their estimated useful life of the assets at the following annual rates:

Buildings	2.5%
Computers	33.33%
Equipment	20%
Furniture & fixtures	20%
Landscaping	2.5%
Software	100%
Vehicles	20%

In the year of acquisition, amortization is provided at half of the annual rate.

**Income taxes**

Regina Humane Society Inc. is a registered charity, and as such, no income taxes are payable pursuant to Paragraph 149(1)(f) of the *Income Tax Act*.

**REGINA HUMANE SOCIETY INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2016**  
(with comparative figures for the year ended December 31, 2015)

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**2. Significant accounting policies** (continued)

**Revenue recognition**

The Society follows the deferral method of accounting for contributions. Restricted contributions are recognized in the appropriate fund as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Adoptions, administration, animal protection, education, kennel and lost and found revenues are recognized in the year to which they relate.

Donated labour of volunteers is not reflected in the financial statements as a fair value cannot be reasonably obtained. Small donated goods are not recorded in the financial statements, though contributors may receive an income tax receipt for the item's fair value.

**Financial instruments - recognition and measurement**

Financial assets and financial liabilities are recorded on the statement of financial position when the Society becomes party to the contractual provisions of the financial instrument. All financial instruments are required to be recognized at fair value upon initial recognition, except for certain related party transactions. Measurement in subsequent periods of equity instruments is at fair value. All other financial instruments are subsequently measured at amortized cost adjusted by transaction costs, which are amortized over the expected life of the instrument. Fair value is the amount at which a financial instrument could be exchanged at arm's length between willing, unrelated parties in an open market. Changes in fair value of financial instruments measured at fair value are recognized in excess of revenues over expenses. When impairment has occurred the carrying amount is reduced and such write downs may subsequently be reversed if conditions change.

**REGINA HUMANE SOCIETY INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2016**  
(with comparative figures for the year ended December 31, 2015)

**3. Cash and cash equivalents**

Included in cash and cash equivalents is \$412,881 (2015 - \$401,076) held in two Royal Bank GICs, earning interest at rates of 0.90% and 1.75% (2015 - 1.05% and 1.55%). Also included is \$5,979 (2015 - \$5,979) held in mutual funds.

The Society has an authorized line of credit which bears interest at 4.00% (prime plus 1.3%). At year end, the line of credit was not utilized (2015 - not utilized).

**4. Long-term investments**

Included in long-term investments are two Royal Bank GICs, earning interest at rates of 1.05% and 1.15% (2015 - 1.05% and 1.75%). They mature in June 2018 and June 2019 respectively (2015 - June 2017 and June 2018).

**5. Tangible capital assets**

	<b>2016</b>		<b>2015</b>	
	<b>Cost</b>	<b>Accumulated amortization</b>	<b>Net book value</b>	<b>Net book value</b>
Land	\$ 21,637	\$ -	\$ 21,637	\$ 21,637
Buildings	899,096	639,781	267,315	289,379
Computers	55,590	32,883	22,706	15,275
Equipment	341,573	237,735	103,838	139,580
Furniture & fixtures	39,304	37,470	1,833	719
Landscaping	17,038	13,873	3,164	3,591
Software	60,510	60,510	-	5,099
Vehicles	310,237	157,543	152,693	173,360
	<b>\$ 1,744,893</b>	<b>\$ 1,171,796</b>	<b>\$ 573,187</b>	<b>\$ 648,640</b>

**REGINA HUMANE SOCIETY INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2016**  
(with comparative figures for the year ended December 31, 2015)

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**6. Financial risk management**

The Society has a risk management framework to monitor, evaluate and manage the principal risks assumed with financial instruments. The significant risks to which the Society is exposed are:

**Credit risk**

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Society is exposed to credit risk on the accounts receivable from its customers, however, does not have a significant exposure to any individual customer or counterpart. The Society incurred insignificant bad debt expense during the past three years and its customers are mainly in the veterinary care industry.

**Liquidity risk**

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Society's exposure to liquidity risk is dependent on the receipt of funds from its operations and other related sources. Funds from these sources are primarily used to finance working capital and capital expenditure requirements and are considered adequate to meet the Society's financial obligations.

**Price risk**

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Society's investment in GIC's does not expose the Society to significant price risk.



**Regina  
Humane  
Society**

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