



**Regina
Humane
Society**

ANNUAL REPORT 2015



Building a Lifesaving Community

OUR COMMITMENT

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.

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.



LETTER FROM LEADERSHIP

Dear Friends,

A Vision establishes a point in the future that we move towards with common purpose. As a leader in progressive animal welfare, the Regina Humane Society's Vision to create a humane community where every animal is treated with respect and compassion would not be possible without donors and supporters like you who partner with us in this important work.

In 2015, our strategic plan maintained focus on enhancing prevention, transfer, education and outreach programs which reach beyond the walls of our shelter. It is exciting to see the progress that has resulted from these programs since 2008 when a record breaking 5,380 homeless animals arrived at our doors. In 2015, 4,063 animals entered our shelter – over thirteen hundred fewer animals, a 25 percent decrease, from 2008 despite one of the fastest growing municipal and provincial populations in the country. These programs combined with advances in animal care, veterinary services, adoption and pet identification initiatives, has supported a 49 percent decrease in euthanasia since 2008.

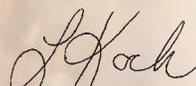
No single group can solve the complex animal welfare issues we face. Animal lives are changed, peoples' lives are enriched and communities are transformed because of an amazing team of staff, donors, volunteers, adopters, social media followers, media friends, corporate sponsors, pet store adoption satellites, animal rescue networks, veterinary supporters and the City of Regina working together to lead the way.

2016 will be a groundbreaking year for us as we begin building the foundation of our lifesaving community – a new Animal Community Centre to replace our time expired facility. Working side by side with our community, innumerable opportunities for growth, improvement and achievement in our programs for animals and people lie ahead. We will continue developing and refining strategies to save more animal lives while making financially responsible choices through ethical fundraising methods and self-generated revenue streams to ensure that our shelter is financially stable for the future.

Your support makes all these successes – both those that can be measured in numbers and those that cannot– possible. The year ahead holds new challenges for us. We hope you will stay with us on this incredible journey. On behalf of the animals whose lives we have touched, we thank you. They thank you.



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 has developed a comprehensive and focused strategic plan to 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

GETTING TO ZERO...

Saving the Life of Every Treatable Animal in Regina

The Regina Humane Society is committed to saving the life of every healthy and treatable animal. Since our bold lifesaving strategy was launched in 2008, best practice community outreach and shelter management programs and services have had a tremendous impact on the welfare of animals. A primary focus of the plan, to address an overwhelming cat overpopulation and welfare crisis, has made significant progress through subsidized spay/neuter and identification programming as well as progressive adoption and education initiatives.

By continuing to serve as the safety net for all companion animals in Regina and area, we are ensuring that every healthy and treatable pet gets the chance they deserve at health and happiness.

1,317

LESS INCOMING ANIMALS

(despite one of the fastest growing municipal populations in Canada)

49%

**REDUCTION
IN EUTHANASIA**

40%

**INCREASE IN
SAVE RATE**

48%

**INCREASE IN CAT
ADOPTIONS**

11,060

**LIFESAVING SPAY/
NEUTER SURGERIES
PERFORMED**

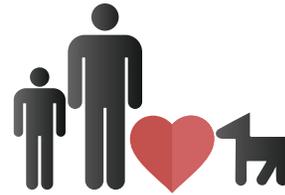
1

LIFESAVING COMMUNITY

TOGETHER WE...



ACCEPTED 4,063 animals with nowhere else to turn.



REUNITED 1,018 lost pets with their families.



INVESTIGATED 568 animal cruelty complaints to enforce the Animal Protection Act of Saskatchewan and Criminal Code of Canada. The RHS receives no government funding for this service which is funded solely by our community of donors.



DELIVERED 8,760 HOURS ON DUTY
RHS Animal Protection Officers were on duty.
(24 hours a day, 365 days of the year)



ADOPTED 2,195 pets who had no home to people who had one to give.



FOSTERED 436 infant, injured, ill or afraid pets to recovery with 84 Foster Families.



LAUNCHED 2nd Annual Just for Cats Festival to support Canadian Federation of Humane Societies National Initiative to improve cat welfare in Canada.



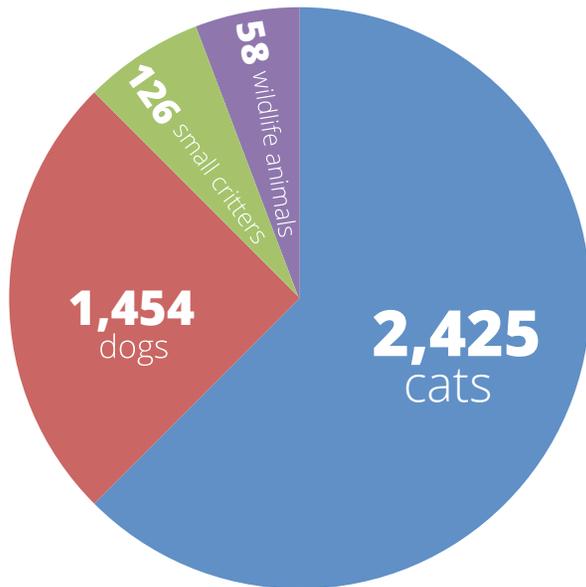
CELEBRATED BEST NON-PROFIT as voted by The Prairie Dog annual Best of Regina Competition for the second year in a row.

A SAFETY NET

For Every Pet in Need

As Regina's only Open Admission 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.

In 2015, the RHS took in 4,063 animals. This number includes...



2,425 cats
1,454 dogs
126 small critter
58 wildlife animals

With your support, the RHS has created innovative programs and services to reduce the numbers of unwanted animals in our community. In 2008, RHS cared for a near record breaking 5,380 animals. Incoming animals have trended downward each year to 4,063 in 2015 – a 25% decrease from 2008. This equals 1,317 less incoming animals despite one of the fastest growing municipal populations in Canada.



NEW BEGINNINGS



Toph

To see the carefree grin on his face today, it would be impossible to know the dangers faced by Toph who was found wandering lost and scared in rural Saskatchewan. Those dangers were significantly magnified considering that Toph is completely blind. Thanks to his Foster Family and their “guide” dog, Toph learned to see the world in a new way. The “never say never” attitude of Toph and the RHS lifesaving team won him at long-last a special family who could see past his disability and into his indomitable heart. Each year we reach higher and higher to ensure that all healthy and treatable animals get a second chance at being the light of someone’s life by offering the best possible adoption value and expanding key programs which are changing so many lives every day.

Through outstanding care, customer service and creative approaches to connecting hearts, your support in 2015 helped animals like Toph find their happily ever after.

- 2,194** Adoptions
- 310** Sponsored Adoptions
- 382** Satellite Adoptions
- 5** Satellite Adoption Partners

(Pat’s Pets, PetSmart, Pet Depot, Pet Valu, Petland)

IT TAKES A VILLAGE

When one week old Aiken and his littermates were abandoned, a network to create their happily ever after was mobilized. RHS Animal Protection Officers were dispatched to bring the kittens to safety where they were examined by the Society's veterinary team. Specially trained Foster Care volunteers accepted the challenge of bottle feeding around the clock and nurturing the young crew in their home for weeks pre-adoption. Thanks to an army of RHS Facebook fans who shared their post, the trio were quickly adopted to loving homes. Facebook, Twitter, Instagram and YouTube supporters are transforming animal lives every day by sharing their stories with hundreds of thousands of people with the push of a button.

Whether advocating as ambassadors for animals in need, selling raffle tickets or providing hands on care, socialization and exercise to homeless pets, it takes a village of people working together to maintain and expand our programs and services to animals in need.



636 Volunteers



5,680 Volunteer Hours



84 Foster Families



36,958 Social Media Supporters

BACK ON THEIR FEET

Like many of the animals that arrive at the RHS, a young cat, given a powerful name by the Animal Protection Officers who found him, was in desperate need of emergency medical attention. Found on a doorstep, his legs tightly bound in electrical tape, Bruce Almighty suffered severely restricted circulation which had caused massive tissue loss and infection in his extremities. Named for his fierce determination and will to live, Bruce underwent hours of emergency surgery as RHS veterinarians attempted to save his limbs.

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, Bruce began the long process of healing under their care. International media attention on Bruce's story garnered well-wishers from around the world who cheered him on through months of recovery and rejoiced at his adoption.

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 2015, our skilled veterinarians performed close to 4,608 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 help animals get back on their feet.

Bruce Almighty

OUT OF THE DARKNESS...LIGHT

Regina Humane Society 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.

Regina Humane Society Animal Protection Officers work closely with pet guardians to provide information and guidance on the humane and responsible treatment of animals and, thankfully, many complaints received are resolved through education and support. Humane Society Animal Protection Officers also work with Regina Police Services and the RCMP to execute warrants to remove animals from dangerous or neglectful situations and prepare reports for Crown Counsel recommending formal charges of animal cruelty.

Animal cruelty does not exist in a vacuum. It often occurs in the context of family violence and is frequently associated with other types of criminal activity. Where animal cruelty exists, all community members are put at risk.

The Society receives no government funding for this integral service and relies solely on its community of donors to continue this important work. In 2015,

8 Convictions
15 Criminal Files
568 Cruelty Investigations



CARING COMMUNITIES: OUTREACH

The best thing we can do for animals is to help people care for and keep their pets and provide education to create a more informed, compassionate and humane community. The Regina Humane Society recognizes the importance of working collaboratively with and through people to enact positive action. Our community engagement strategy builds on strengths and opportunities to address areas in need of assistance, support or improvement by providing comprehensive resources, services and learning opportunities.

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 and underserved 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 11,060 adopted and community pets (2,502 in 2015). Addressing the tragedy of pet overpopulation at its roots has resulted in reducing incoming animals by close to 600 during the last 5 years despite one of the fastest growing municipal populations in Canada.



FOR PETS & PEOPLE

Support services such as Safe Places and Pet 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 Therapy Program, RHS volunteers and adoptable pets provide opportunities to share joy and social interaction while reducing anxiety and depression during almost 312 therapeutic visits made to residents in 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 2015, 3,400 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 204 high school students participating in service learning curriculum, RHS education programs are exponential in their reach.

- 3,400** School Program Participants
- 2,502** Subsidized Spay/Neuters
- 2,655** Microchips
- 312** Pet Therapy Visits
- 204** 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.

2015 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
Consultant | Coach, Allen-Hardisty Consulting Inc.

Glenn Fradette, CPA, CA
Management Consultant

Gayl Hipperson, *Non-Profit Professional, Retired*

Dr. Melissa Hunchak, DVM
Veterinarian, Airport Animal Hospital

Andrea Johnston, B.Comm. J.D. **2015 Leave of Absence*
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, MPA, PMP
Consultant

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

James Youck, B.A., B.Arch., MSAA, MMAA, MRAIC, AIA, CEFPI
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, MPA, PMP

Management Committee Members

Lisa Koch, B.Ed.

External Committee Members

Kelsey Bohay **Joined November 2015*

Beth Drozda, B.A., CHRP **Resigned June 2015*

Shelly Lichtenwald, CHRP

Dawn McKibbin

Megan Siller **Resigned May 2015*

Bobbie-Lee Zeiben, BA, CHRP

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 Zalusky

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, CMA

James Youck, B.A., B.Arch.,

MSAA, MMAA, MRAIC, AIA, CEFPI

Jennifer Zalusky

Linda Allen-Hardisty, B.Ed., M.Ed., PPCC

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 **2015 Leave*

Dr. Kellie McCallum, DVM **2015 Interim*

Director of Veterinary Care

Don Simons **2015 Leave*

Bill Thorn **2015 Interim*

Director of Communication

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.

2015 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

Potential losses due to employee conduct, inadequate development and maintenance of human resources or union relations.

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. 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.

2015 ANIMAL SHELTER STATISTICS TABLE	DOG	CAT	WILDLIFE	OTHER	TOTAL
BEGINNING SHELTER COUNT (1-Jan-2015)	68	102	1	3	174
INTAKE (Live Animals Only)					
From the Public	1454	2425	58	126	4063
Incoming Transfers from Organizations within Community/Coalition	0	0	0	0	0
Incoming Transfers from Organizations outside Community/Coalition	45	6	0	0	51
From Owners/Guardians Requesting Euthanasia	0	0	0	1	1
Total Intake	1499	2431	58	126	4114
Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	0	0	0	0	0
ADJUSTED TOTAL INTAKE	1499	2431	58	126	4114
ADOPTIONS	704	1408	0	83	2195
OUTGOING TRANSFERS to Organizations Outside	26	7	2	5	40
RETURN TO OWNER/GUARDIAN	553	196	16	14	779
ANIMALS EUTHANIZED					
Healthy (Includes Owner/Guardian Requested Euthanasia)	0	11	0	0	11
Treatable - Rehabilitatable (Includes Owner/Guardian Requested Euthanasia)	18	330	0	2	350
Treatable - Manageable (Includes Owner/Guardian Requested Euthanasia)	1	1	0	0	2
Unhealthy & Untreatable (Includes Owner/Guardian Requested Euthanasia)	197	494	39	15	745
Euthanized animals without category assigned	1	1	0	1	3
Total Euthanasia	217	837	39	18	1111
Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	0	0	0	0	0
ADJUSTED TOTAL EUTHANASIA	217	837	39	18	1111
SUBTOTAL OUTCOMES	1500	2448	57	120	4125
DIED OR LOST IN SHELTER/CARE	8	25	1	3	37
TOTAL OUTCOMES	1508	2473	58	123	4162
ENDING SHELTER COUNT (31-Dec-2015)	51	48	0	6	105
Annual Live Release Rate Calculation in Percentage:	85	65	31	85	73

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.



Chair of the Audit Committee



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, 2015, 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 circumstances 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, 2015 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 29, 2016
Regina, Canada**

VIRTUS GROUP LP
Chartered Professional Accountants

REGINA HUMANE SOCIETY INC.
STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2015
(with comparative figures for December 31, 2014)

ASSETS

	General Operating Fund	Operating Reserve Fund	Tangible Capital Asset Fund	Capital Asset Reserve Fund	Total 2015	Total 2014
Current Assets						
Cash (Note 3)	\$ 786,672	\$ 401,076	\$ -	\$ 405,418	\$ 1,593,166	\$ 1,419,696
Accounts receivable	88,151	-	-	-	88,151	53,933
Prepaid expenses	19,521	-	-	-	19,521	18,686
Due (to) / from funds	(200,000)			200,000	-	-
Inventory	30,264	-	-	-	30,264	29,912
	<u>724,608</u>	<u>401,076</u>	<u>-</u>	<u>605,418</u>	<u>1,731,102</u>	<u>1,522,227</u>
Long-term Investments (Note 4)	-	358,472	-	-	358,472	353,175
Tangible Capital Assets (Note 5)	-	-	648,640	-	648,640	653,613
	<u>\$ 724,608</u>	<u>\$ 759,548</u>	<u>\$ 648,640</u>	<u>\$ 605,418</u>	<u>\$ 2,738,214</u>	<u>\$ 2,529,015</u>

LIABILITIES AND NET ASSETS

Current Liabilities						
Accounts payable and accruals	\$ 167,147	\$ -	\$ -	\$ -	\$ 167,147	\$ 199,424
Deferred revenue	17,000	-	-	-	17,000	-
	<u>184,147</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>184,147</u>	<u>199,424</u>
Surplus	<u>540,461</u>	<u>759,548</u>	<u>648,640</u>	<u>605,418</u>	<u>2,554,067</u>	<u>2,329,591</u>
	<u>\$ 724,608</u>	<u>\$ 759,548</u>	<u>\$ 648,640</u>	<u>\$ 605,418</u>	<u>\$ 2,738,214</u>	<u>\$ 2,529,015</u>

See accompanying notes to the financial statements.

Approved on behalf of the board:




REGINA HUMANE SOCIETY INC.
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED DECEMBER 31, 2015
(with comparative figures for the year ended December 31, 2014)

	2015 Budget (Unaudited)	2015 Actual	2014 Actual
Revenues			
Adoptions and administration	\$ 550,300	\$ 546,355	\$ 525,932
Donations	411,000	496,351	469,986
Education	34,200	32,682	31,260
Estates	107,300	267,299	209,045
Fundraising	824,500	786,332	791,972
Kennel	300,000	320,847	281,954
Lost and found	18,000	16,294	18,708
Municipal animal services	1,116,989	1,116,037	1,084,028
	<u>\$ 3,362,289</u>	<u>\$ 3,582,197</u>	<u>\$ 3,412,885</u>

REGINA HUMANE SOCIETY INC.
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED DECEMBER 31, 2015
(with comparative figures for the year ended December 31, 2014)

	2015 Budget (Unaudited)	2015 Actual	2014 Actual
Expenses			
Administration	216,000	223,862	252,734
Amortization	96,150	84,786	101,687
Building - taxes, utilities, insurance	118,000	116,860	120,237
Communication	57,500	33,084	65,141
Development	2,000	707	1,532
Education	3,500	4,376	2,941
Fundraising	246,800	234,952	237,494
Kennel	142,000	151,477	150,050
Loss on sale of capital assets	-	8,087	4,300
Maintenance	33,400	31,636	29,248
Municipal animal services	3,000	4,311	2,338
Vehicle	39,500	46,624	40,676
Veterinary care	165,800	163,482	172,722
Volunteer expenses	2,000	1,941	1,688
Wages and benefits	2,235,636	2,251,536	2,148,365
	<u>\$ 3,361,286</u>	<u>\$ 3,357,721</u>	<u>\$ 3,331,153</u>
Excess of revenues over expenses	<u>\$ 1,003</u>	<u>\$ 224,476</u>	<u>\$ 81,732</u>

See accompanying notes to the financial statements.

REGINA HUMANE SOCIETY INC.
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2015
(with comparative figures for the year ended December 31, 2014)

	General Operating Fund	Operating Reserve Fund	Tangible Capital Asset Fund	Capital Asset Reserve Fund	2015 Total	2014 Total
Balance, beginning of year	\$ 524,834	\$ 748,668	\$ 653,613	\$ 402,476	\$ 2,329,591	\$ 2,247,859
Excess of revenues over expenses	303,527	10,880	(92,873)	2,942	224,476	81,732
Transfer between funds	(200,000)	-	-	200,000	-	-
Tangible capital asset additions	(87,900)	-	87,900	-	-	-
Balance, end of year	<u>\$ 540,461</u>	<u>\$ 759,548</u>	<u>\$ 648,640</u>	<u>\$ 605,418</u>	<u>\$ 2,554,067</u>	<u>\$ 2,329,591</u>

See accompanying notes to the financial statements.

REGINA HUMANE SOCIETY INC.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2015
(with comparative figures for the year ended December 31, 2014)

	<u>2015</u>	<u>2014</u>
Cash provided by (used in) operating activities:		
Excess of revenues over expenses	\$ 224,476	\$ 81,732
Amortization	84,786	101,687
Loss on sale of property, plant and equipment	8,087	4,300
Change in non-cash operating working capital:		
Accounts receivable	(34,218)	(20,817)
Prepaid expenses	(835)	43,174
Inventory	(352)	(133)
Accounts payable	(32,277)	89,250
Deferred revenue	17,000	-
	<u>266,667</u>	<u>299,193</u>
Cash provided by (used in) investing activities:		
Change in long-term investments	(5,297)	(353,175)
Net purchase of tangible capital assets	(87,900)	(238,318)
	<u>(93,197)</u>	<u>(591,493)</u>
Increase (decrease) in cash	173,470	(292,300)
Cash position - beginning of year	<u>1,419,696</u>	<u>1,711,996</u>
Cash position - end of year	<u>\$ 1,593,166</u>	<u>\$ 1,419,696</u>

See accompanying notes to the financial statements.

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2015
(with comparative figures for the year ended December 31, 2014)

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.

Inventory

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

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2015
(with comparative figures for the year ended December 31, 2014)

2. Significant accounting policies (continued)

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%

Effective 2015, the Society changed its vehicle amortization rate to 20% from 10%.

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*.

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.

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2015
(with comparative figures for the year ended December 31, 2014)

2. Significant accounting policies (continued)

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.

3. Cash and cash equivalents

Included in cash and cash equivalents is \$401,076 (2014 - \$395,493) held in two Royal Bank GICs, earning interest at rates of 1.05% and 1.55% (2014 - 1.25% and 1.30%). Also included is \$5,979 (2014 - \$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 (2014 - not utilized).

4. Long-term investments

Included in long-term investments are two Royal Bank GICs, earning interest at rates of 1.05% and 1.75% (2014 - 1.55% and 1.75%). They mature in June 2017 and June 2018 respectively (2014 - June 2016 and June 2017).

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2015
(with comparative figures for the year ended December 31, 2014)

5. Tangible capital assets

	2015		2014	
	Cost	Accumulated amortization	Net book value	Net book value
Land	\$ 21,637	\$ -	\$ 21,637	\$ 21,637
Buildings	899,096	609,717	289,379	304,313
Computers	39,081	23,806	15,275	8,423
Equipment	335,783	196,203	139,580	161,048
Furniture & fixtures	37,211	36,492	719	1,566
Landscaping	17,038	13,447	3,591	4,016
Software	60,510	55,411	5,099	-
Vehicles	310,237	136,877	173,360	152,610
	<u>\$ 1,720,593</u>	<u>\$ 1,071,953</u>	<u>\$ 648,640</u>	<u>\$ 653,613</u>

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2015
(with comparative figures for the year ended December 31, 2014)

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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