



Regina
Humane
Society

Building a Lifesaving Community



ANNUAL REPORT 2014

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,

For 50 years the Regina Humane Society has been at the heart of animal welfare in our community. Over the years we have grown to become far more than an animal shelter. The addition of our Animal Shelter Hospital, mobile Spay and Neuter Clinic, and expanded outreach and community programs ensures we can continue to lead the way in animal care and education, better engage our partners and supporters while creating new ones which promise a sustainable future for the RHS and animals in need.

We have made tremendous progress since 2008 when a record breaking 5,380 entered our doors. This progress is attributable to a great team. 2014 was another year of victories for animals thanks to the tireless dedication of our team of donors, volunteers, adopters, social media followers, media friends, corporate sponsors, pet store adoption satellites, animal rescue networks, veterinary supporters and the City of Regina who helped achieve the highest live release rate in our 50 year history! In 2014, 4,252 animals entered our shelter – over a thousand fewer animals, a 21 percent decrease, from 2008 despite the fastest growing municipal and provincial populations in the country. We continued to address pet overpopulation at its root cause through targeted spay/neuter programs, which sterilized and micro-chipped 2,335 adopted and community pets adding to the total of 8,558 sterilizations completed since the program's inception in 2011. These programs, combined with a record breaking 2,308 pets adopted in 2014, has supported a 51 percent decrease in euthanasia since 2008 - an all-time record low.

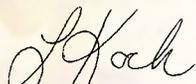
2015 will be an exciting year for us as we begin to fundraise and build the foundation of our lifesaving community – a new Animal Community Centre to replace our time worn and expired facility. There will be innumerable opportunities for growth, improvement and achievement to advance accessible spay/neuter, pet identification and behavioral resources and advocate for pets in rental properties. 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 long-term.

Please stay with us on this incredible journey. It will be challenging, exciting and change the lives of our community's animals and people for the better. On behalf of all the lives we 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.

Decades ago, the concept of a community where no healthy animal is euthanized was little more than a dream. Today, it is a reality in some communities in North America and the numbers continue to grow. We've been following several humane societies whose recent lifesaving practices have yielded amazing results. Learning from their lifesaving models, the Regina Humane Society has implemented a bold plan to transform our community by steadfastly focusing on the implementation of best practice community outreach and shelter management programs.

In 2014, the RHS continued its efforts through a strategic plan to lead and energize our community to work in partnership in the implementation of lifesaving programs and services, development of a new Animal Community Centre and to be financially stable to achieve our vision.

Three Strategic Priorities

1. Lifesaving

We will deliver quality care and save more animals' lives by implementing proven best practice shelter management and community-based lifesaving programs.

2. New Animal Community Centre

We will raise capital money to construct a new shelter to replace the current time expired facility which is remote, crowded and not user friendly. Planning is in progress for this multi-year initiative.

3. Financial Stability

We will generate income streams that support existing animal welfare initiatives and fund future needs.

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. Thanks to supporters like you, this victory for animals is within our reach! 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 in our community.

By continuing to serve as the safety net for animals in Regina and area, we will be able to ensure that every healthy and treatable animal gets the chance they deserve at health and happiness.

1,128

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

51%

**REDUCTION
IN EUTHANASIA**

25%

INCREASE IN ADOPTIONS

75%

INCREASE IN CATS SAVED

8,558

**LIFESAVING SPAY/
NEUTER SURGERGIES
PERFORMED**

42%

**INCREASE IN
SAVE RATE**

1

LIFESAVING COMMUNITY

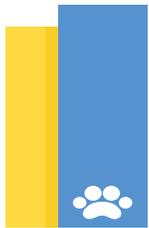
2014 HIGHLIGHTS



0 ANIMALS TURNED AWAY
the same as turned away for 2013, 2012, 2011. . .



600 ANIMAL CRUELTY INVESTIVATIONS
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.



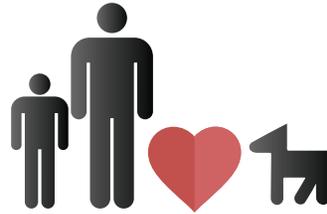
2,308 RECORD BREAKING ADOPTIONS
177 more compared to 2013



1st JUST FOR CATS FESTIVAL to support Canadian Federation of Humane Societies National Initiative to improve cat welfare in Canada.



1st PROVINCIAL ANIMAL SHELTERING FORUM
ShelterShare for animal welfare leaders from Humane Societies and S.P.C.A.'s from across Saskatchewan.



983 REUNIONS
737 pets returned to their owners from the Shelter and **246** in the field.



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



CELEBRATING 50 YEARS and counting as the heart of animal welfare in our community

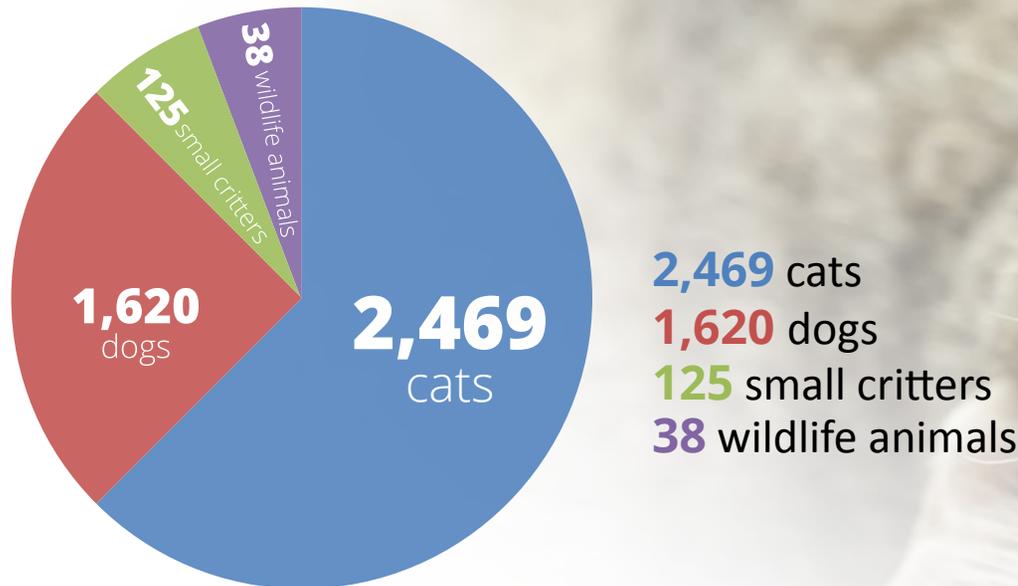


BEST NON-PROFIT as voted by The Prairie Dog annual Best of Regina Competition

THE REGINA HUMANE SOCIETY NEVER TURNS AWAY AN ANIMAL 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. Sadly, we see things daily that are beyond the scope of imagination; ailments and hurts that cannot be cured. Even though we cannot save them all, there isn't a day that goes by that we don't try.

In 2014, the RHS took in 4,252 animals. This number includes . . .



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 4,252 in 2014 – a 21% decrease from 2008. This equals 1,128 less incoming animals despite one of the fastest growing municipal populations in Canada.

NEW BEGINNINGS



(T-Fox) now Luna

When a young puppy arrived at the shelter with her mom and eight siblings, it became immediately apparent she was different than the rest. Although she was missing the bottom section of her leg, it was her strength and determination that earned T-Fox her namesake from one of Canada's greatest heroes – Terry Fox. The “never quit” attitude of T-Fox and the RHS lifesaving team won her at long-last a special family who could see past her disability and into her indomitable heart. Each year we reach higher and higher to ensure that all healthy and treatable animals get a second chance at being the love 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 2014 helped us reach the highest number of adoptions in the Society's 50 year history.

2,308 Adoptions

399 Sponsored Adoptions

483 Satellite Adoptions

6 Satellite Adoption Partners

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

WE'RE A SOCIAL SHELTER

Social media has always been known for its virality; for its capacity of blowing things up; for its mass reach. That motto of GO BIG or go home is exactly what made all the difference for inseparable Bull Mastiffs Smokey and Zeus who were surrendered to the Shelter by their owner. The Facebook post seeking a shared home for the soft-hearted big boys received 5,400 shares and was viewed by 257,000 people in just a few hours. Thanks to an army of RHS Facebook fans, the highest number of any charitable organization in Saskatchewan, the dynamic duo found their happily ever after the very next day. Smokey and Zeus' story is just one example of how Facebook, Twitter, Instagram and YouTube are transforming animal lives every day by sharing their stories with hundreds of thousands of people with the push of a button.

Whether advocating in the community as enthusiastic ambassadors for animals in need, selling raffle tickets or providing hands on care, socialization and exercise to homeless pets, the dedication of a lifesaving legion of volunteers working together makes it possible for us to expand our programs and services to animals.



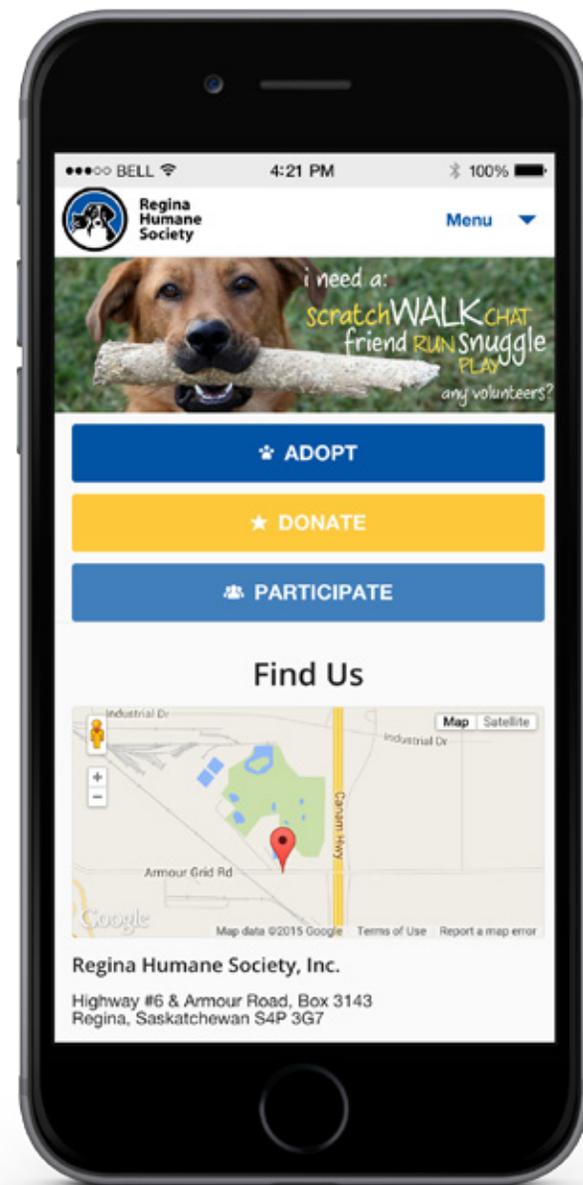
26,558 Social Media Supporters



901 Volunteers



8,478 Volunteer Hours



HEALING HURTS AND HEARTS



As the largest open intake shelter in the province, the RHS continuously seeks advancements in the standards of care for our animals. The monumental task of feeding and caring for the close to 4,400 animals that enter our shelter each year is critical and never ending. Our animal care teams go above and beyond for animals in need every day.

Miss Milly, like many of the animals that arrive at the RHS, was in need of immediate medical attention and pain management. Missing her eye as a result of an unknown injury, the young stray kitten was lucky to be alive and that the RHS Veterinary Team was there to provide the necessary surgery to give her a second chance.

The RHS serves as the province's only Animal Shelter Hospital with a veterinary team certified by the Saskatchewan Veterinary Medical Association. Under their care, Milly began the long process of healing before being adopted

The Society is committed to providing high quality veterinary care to homeless animals during their temporary stay at the Shelter. Medical care for abused animals is also the crucial first step in the journey of these at-risk animals to heal both physically and emotionally. In 2014, our skilled veterinarians performed close to 4,000 medical exams, progressive treatments and rehabilitation services. The RHS Animal Hospital and its dedicated staff are an essential part of the work we do every day to heal hurts and hearts.

Miss Milly

OUT OF THE DARKNESS...LIGHT

The Regina Humane Society is the only animal welfare agency with the mandate and authority to respond to complaints of animal cruelty in Regina and area. While many situations can be resolved through education and the issuing of orders, the Society's Animal Protection Officers also work with Regina Police Services and the RCMP to execute warrants to remove animals and prepare reports for Crown Counsel recommending formal charges of animal cruelty.

This was the case for two year Mickie who was taken into custody by RHS Animal Protection Officers following reports that the young dog's leg had been broken. Thanks to the Society's Veterinary Hospital working in partnership with the Western College of Veterinary Medicine, Mickie was able to receive the delicate surgery required to save her leg. Following four grueling weeks of cage rest to heal the injury, the active pup bounded on all four legs into the arms of her new family.

By reporting cases of suspected or known animal cruelty, concerned citizens are offering defenseless animals protection and a second chance. According to experts, abuse is often an early indicator or first step towards increasingly violent behaviour and the abuse of other human beings. People who abuse animals may harm their partners, spouses, children, the elderly or others. The Society receives no government funding for this integral service and relies solely on its community of donors to continue this important work. In 2014,

601 Animal cruelty cases investigated

31 Criminal files

3 Convictions



Mickie

Photo credit: Captured by Kay

COMMUNITY EDUCATION

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 society. The Regina Humane Society recognizes the importance of working collaboratively with and through people in the community 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 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 8,558 adopted and community pets (2,335 in 2014). Addressing the tragedy of pet overpopulation at its roots has resulted in reducing incoming animals by 500 during the last 4 years despite one of the fastest growing municipal populations in Canada.



AND OUTREACH

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 291 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 2014, close to 4,000 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 230 high school students participating in service learning curriculum, RHS education programs are exponential in their reach.

3,884 School Program Participants
2,335 Subsidized Sterilizations/Microchips
291 Pet Therapy Visits
230 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 community friends, partners, sponsors and affiliates who aid our programs and services in countless ways there'd be no safety net for animals in need. This exceptional league of caring supporters provides operational services and supplies, media promotion, venues and vehicles to promote adoption and everything in between to bolster the Society's lifesaving endeavors. We are thankful that our circle of friends continues to grow as does our capacity to save more animal lives. No one is as grateful as the thousands of pets who are healthy, safe and loved because of our lifesaving community!



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.

2014 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, CMA *Chief Financial Officer Paradigm Consulting Group Inc.*

DIRECTORS

Linda Allen-Hardisty, B.Ed., M.Ed., PPCC
Consultant | Coach, Allen-Hardisty Consulting Inc.

Dr. Michelle Anderson, B. Sc., DVM **Resigned Dec. 2014*
Veterinarian, Lakewood Animal Hospital

Brenda Caswell, *Principal, Brenda Caswell Communications *Resigned June. 2014*

Glenn Fradette, CPA, CA
Chief Financial Officer, Storage Vault Canada

Gayl Hipperson, *Non-Profit Professional, Retired*

Dr. Melissa Hunchak, DVM
*Veterinarian, Airport Animal Hospital *Term commenced Feb. 2015*

Brenda Johnson, CGA **Term ended April 2014*
Manager, Financial Operations, Saskatchewan Apprenticeship and Trade Certification Commission

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, MPA, PMP

Dr. Kathleen O'Reilly, *Associate Professor of Education, *Term commenced July 2014*
First Nations University of Canada, University of Regina

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

James Youck, B.A., B.Arch., MSA, MMAA, MRAIC, AIA, CEFPI
Principal, Architect, P3 Architecture Partnership (P3A)

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, CMA

Board Committee Members

Brenda Johnson, CGA
Glenn Fradette, CPA, CA

External Committee Members

Lou Beatch, CA, CMA **Joined June 2014*

Management Committee Members

Lisa Koch, B.Ed.
Steve Battistolo, CHRP

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.
Steve Battistolo, CHRP

External Committee Members

Beth Drozda, B.A., CHRP
Sylvia Christoph, CHRP **Resigned June 2014*
Bobbie-Lee Zeiben, B.A., CHRP
Lorna Selinger, B.A., CHRP **Resigned June 2014*
Janice Kulcsar, B.A., CHRP **Resigned November 2014*
Megan Siller **Joined June 2014*
Shelly Lichtenwald, CHRP **Joined November 2014*
Dawn McKibbon **Joined November 2014*

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

Brenda Caswell

Board Committee Members

Louise Yates, B. V/T Ed., M.B.A
Dr. Michelle Anderson, B.Sc., DVM
Kim Jones, B.A. (Honours), M.A., LLB
Jennifer Nakonechny

Management Committee Members

Lisa Koch, B.Ed.
Steve Battistolo, CHRP
Karen Mercier, CFRE, B.Ed.

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 Nakonechny
Linda Allen-Hardisty, B.Ed., M.Ed., PPCC
Brenda Johnson, CGA **Term ended April 2014*

Management Committee Members

Lisa Koch, B.Ed.
Steve Battistolo, CHRP
Karen Mercier, CFRE, B.Ed.
Don Simons

RHS MANAGEMENT TEAM

Lisa Koch, B.Ed.
Executive Director

Steve Battistolo, CHRP
Director of Operations

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

Dr. Brie Hamblin, DVM
Director of Veterinary Care

Don Simons
Director of Communications

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.

2014 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.

2014 ANIMAL SHELTER STATISTICS TABLE	DOG	CAT	WILDLIFE	OTHER	TOTAL
BEGINNING SHELTER COUNT (1-Jan-2014)	54	149	13	29	245
INTAKE (Live Animals Only)					
From the Public	1620	2469	38	125	4252
Incoming Transfers from Organizations within Community/Coalition	0	0	0	0	0
Incoming Transfers from Organizations outside Community/Coalition	0	0	0	0	0
From Owners/Guardians Requesting Euthanasia	0	0	0	1	1
Total Intake	1620	2469	38	126	4253
Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	0	0	0	1	1
ADJUSTED TOTAL INTAKE	1620	2469	38	125	4252
ADOPTIONS	765	1457	0	86	2308
OUTGOING TRANSFERS to Organizations Outside	10	0	0	13	23
RETURN TO OWNER/GUARDIAN	580	149	4	4	737
ANIMALS EUTHANIZED					
Healthy (Includes Owner/Guardian Requested Euthanasia)	0	21	0	1	22
Treatable - Rehabilitatable (Includes Owner/Guardian Requested Euthanasia)	23	360	0	9	383
Treatable - Manageable (Includes Owner/Guardian Requested Euthanasia)	0	4	0	0	4
Unhealthy & Untreatable (Includes Owner/Guardian Requested Euthanasia)	202	394	42	18	656
Euthanized animals without category assigned	2	1	0	0	3
Total Euthanasia	227	780	42	19	1068
Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	0	0	0	1	1
ADJUSTED TOTAL EUTHANASIA	227	780	42	18	1067
SUBTOTAL OUTCOMES	1587	2386	46	121	4135
DIED OR LOST IN SHELTER/CARE	8	33	1	13	55
TOTAL OUTCOMES	1590	2419	47	134	4190
ENDING SHELTER COUNT (31-Dec-2013)	70	159	2	20	251
Annual Live Release Rate Calculation in Percentage:	85	67	8	85	74

Financial Statements 2014

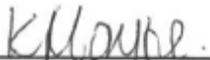
MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

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, 2014, 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, 2014 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 30, 2015
Regina, Canada**


Chartered Professional Accountants

REGINA HUMANE SOCIETY INC.
STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2014
(with comparative figures for December 31, 2013)

ASSETS

	General Operating Fund	Operating Reserve Fund	Tangible Capital Asset Fund	Capital Asset Reserve Fund	Total 2014	Total 2013
Current Assets						
Cash (Note 3)	\$ 621,727	\$ 395,493	\$ -	\$ 402,476	\$ 1,419,696	\$ 1,711,996
Accounts receivable	53,933	-	-	-	53,933	33,116
Prepaid expenses	18,686	-	-	-	18,686	61,860
Inventory	29,912	-	-	-	29,912	29,779
	<u>724,258</u>	<u>395,493</u>	<u>-</u>	<u>402,476</u>	<u>1,522,227</u>	<u>1,836,751</u>
Long-term Investments (Note 4)	-	353,175	-	-	353,175	-
Tangible Capital Assets (Note 5)	-	-	653,613	-	653,613	521,282
	<u>\$ 724,258</u>	<u>\$ 748,668</u>	<u>\$ 653,613</u>	<u>\$ 402,476</u>	<u>\$ 2,529,015</u>	<u>\$ 2,358,033</u>

LIABILITIES AND NET ASSETS

Current Liabilities						
Accounts payable and accruals	\$ 199,424	\$ -	\$ -	\$ -	\$ 199,424	\$ 110,174
Surplus	<u>524,834</u>	<u>748,668</u>	<u>653,613</u>	<u>402,476</u>	<u>2,329,591</u>	<u>2,247,859</u>
	<u>\$ 724,258</u>	<u>\$ 748,668</u>	<u>\$ 653,613</u>	<u>\$ 402,476</u>	<u>\$ 2,529,015</u>	<u>\$ 2,358,033</u>

See accompanying notes to the financial statements.

Approved on behalf of the board:

K. L. O'Connell
Chair of the Audit Committee



REGINA HUMANE SOCIETY INC.
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED DECEMBER 31, 2014
(with comparative figures for the year ended December 31, 2013)

	2014 Budget (Unaudited)	2014 Actual	2013 Actual
Revenues			
Adoptions and administration	\$ 483,800	\$ 525,932	\$ 488,191
Municipal animal services	1,085,875	1,084,028	1,053,930
Donations	366,000	469,986	354,228
Education	33,200	31,260	25,931
Estates	213,000	209,045	202,347
Fundraising	887,500	791,972	828,217
Kennel	275,000	281,954	270,325
Lost and found	18,500	18,708	17,630
	\$ 3,362,875	\$ 3,412,885	\$ 3,240,799

REGINA HUMANE SOCIETY INC.
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED DECEMBER 31, 2014
(with comparative figures for the year ended December 31, 2013)

	2014 Budget (Unaudited)	2014 Actual	2013 Actual
Expenses			
Administration	250,000	252,734	209,607
Amortization	77,000	101,687	67,493
Building - taxes, utilities, insurance	117,000	120,237	110,509
Communication	59,200	65,141	63,934
Development	2,000	1,532	1,954
Education	3,650	2,941	2,576
Fundraising	283,050	237,494	265,747
Kennel	137,000	150,050	136,586
Loss on sale of capital assets	-	4,300	-
Maintenance	25,900	29,248	23,762
Municipal animal services	3,000	2,338	4,039
Vehicle	36,000	40,676	35,654
Veterinary care	146,000	172,722	143,081
Volunteer expenses	2,000	1,688	1,646
Wages and benefits	2,093,336	2,148,365	1,983,609
	<u>\$ 3,235,136</u>	<u>\$ 3,331,153</u>	<u>\$ 3,050,197</u>
Excess of revenues over expenses	<u>\$ 127,739</u>	<u>\$ 81,732</u>	<u>\$ 190,602</u>

See accompanying notes to the financial statements.

REGINA HUMANE SOCIETY INC.
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2014
(with comparative figures for the year ended December 31, 2013)

	General Operating Fund	Operating Reserve Fund	Tangible Capital Asset Fund	Capital Asset Reserve Fund	2014 Total	2013 Total
Balance, beginning of year	\$ 1,022,782	\$ 703,795	\$ 521,282	\$ -	\$ 2,247,859	\$ 2,057,257
Excess of revenues over expenses	177,274	10,445	(105,987)	-	81,732	190,602
Transfer between funds	(436,904)	34,428	-	402,476	-	-
Tangible capital asset additions	(238,318)	-	238,318	-	-	-
Balance, end of year	<u>\$ 524,834</u>	<u>\$ 748,668</u>	<u>\$ 653,613</u>	<u>\$ 402,476</u>	<u>\$ 2,329,591</u>	<u>\$ 2,247,859</u>

See accompanying notes to the financial statements.

REGINA HUMANE SOCIETY INC.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2014
(with comparative figures for the year ended December 31, 2013)

	2014	2013
Cash provided by (used in) operating activities:		
Excess of revenues over expenses	\$ 81,732	\$ 190,602
Amortization	101,687	67,493
Loss on sale of property, plant and equipment	4,300	-
Change in non-cash operating working capital:		
Accounts receivable	(20,817)	13,018
Prepaid expenses	43,174	(43,865)
Inventory	(133)	(5,314)
Accounts payable	89,250	31,269
	<u>299,193</u>	<u>253,203</u>
Cash provided by (used in) investing activities:		
Change in long-term investments	(353,175)	-
Net purchase of tangible capital assets	(238,318)	(11,777)
	<u>(591,493)</u>	<u>(11,777)</u>
Increase (decrease) in cash	(292,300)	241,426
Cash position - beginning of year	<u>1,711,996</u>	<u>1,470,570</u>
Cash position - end of year	<u>\$ 1,419,696</u>	<u>\$ 1,711,996</u>

See accompanying notes to the financial statements.

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2014
(with comparative figures for the year ended December 31, 2013)

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, using the deferral method for contributions, and additionally reflect the following 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, 2014
(with comparative figures for the year ended December 31, 2013)

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	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 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, 2014
(with comparative figures for the year ended December 31, 2013)

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 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 \$395,493 (2013 - \$744,479) held in several Royal Bank GIC's, earning interest at rates ranging from 1.25% to 1.30% (2013 - 1.20% to 1.65%). Also included is \$5,979 (2013 - \$5,644) held in mutual funds.

The Society has an authorized line of credit which bears interest at 4.15%. At year end, the line of credit was not utilized (2013 - not utilized).

4. Long-term investments

Included in long-term investments are two Royal Bank GIC's, earning interest at rates ranging from 1.55% to 1.75% (2013 - N/A) and maturing in June 2016 and June 2017.

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2014
(with comparative figures for the year ended December 31, 2013)

5. Tangible capital assets

	2014		2013	
	Cost	Accumulated amortization	Net book value	Net book value
Land	\$ 21,637	\$ -	\$ 21,637	\$ 21,637
Buildings	891,966	587,653	304,313	326,288
Computers	42,516	34,093	8,423	936
Equipment	314,410	153,362	161,048	9,432
Furniture & fixtures	41,872	40,306	1,566	4,398
Landscaping	17,038	13,022	4,016	4,442
Software	50,311	50,311	-	-
Vehicles	302,848	150,238	152,610	154,149
	\$ 1,682,598	\$1,028,985	\$653,613	\$521,282

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2014
(with comparative figures for the year ended December 31, 2013)

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.

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



**Regina
Humane
Society**

PO Box 3143
Albert Street North & Armour Road
Regina, SK S4P 3G7

Phone: (306) 543-6363
Fax: (306) 545-7661
www.reginahumanesociety.ca