



Regina
Humane
Society

2017 Annual Report

MORE than a Shelter

YOUR ANIMAL COMMUNITY CENTRE

Dear Friends,

For 53 years the Regina Humane Society has been at the heart of animal welfare in our community – your Animal Community Centre. But what makes the Regina Humane Society an Animal Community Centre? It's the animals and the people. We are our community's connection point. From adoptions to lost and found services to resources dedicated to keeping pets with their families, building and enhancing relationships between pets and people is the cornerstone of our mission. We touch the lives of thousands of people and pets each year through community outreach, volunteer opportunities, job training, animal assisted therapy, sheltering, adoptions, dog behavior classes, subsidized spay/neuter and pet wellness services. Where our outreach and education efforts are not enough, we ensure that neglected and abused animals live their best lives and bring their abusers to justice.

As a grassroots community organization, we truly believe in partnerships – with individuals, government and corporations. We partner closely with the City of Regina. They are a strong advocate and see that healthy people and animals make healthy families and communities. We work closely with the Saskatchewan Health Authority to create and deliver dog safety and rabies prevention programs in our schools and community. Because homeless cats are our community's biggest animal welfare challenge, we initiated the Regina Cat Coalition in 2017 by engaging stakeholders from the City of Regina, Regina Cat Rescue and the Regina Association of Veterinarians to create a humane cat management strategy for our community. We also led the delivery of a second provincial ShelterShare Conference in February 2017 bringing together 10 Humane Societies and SPCAs to learn, network, foster animal transfer programs and share resources so that all of our communities can be stronger.

As the City's population grows, so too does the demand for our services. The number of animals surrendered to our shelter in need of medical care and behavioural rehabilitation continues to increase. Following eight years of declining cat intake until 2015, in 2016 and again last year, record breaking numbers of cats and kittens came into our care. They came from the City of Regina and they came from all across Southern Saskatchewan. We accepted them all.

Unfortunately, like any organization, we cannot be all things to all people. Our budget drives the amount of care and service that we can provide. We accepted that we would have a two percent operating loss in 2017 but also recognize that operating losses as a long-term model are unsustainable.

Change is essential. The Society has adopted best practice managed admission systems to ensure we are able to adequately meet the needs of the animals in our care. That means that while we will always accept an animal in distress and animals from within the City of Regina, we now work with surrendering families to schedule and manage intake from rural areas of Saskatchewan when our space and financial resources necessitate it. We are managing our capacity for care to ensure that we are able to help as many pets and people as possible in a sustainable fashion.

A prevalent area of financial concern is the lack of government funding for our enforcement of the province's Animal Protection Act. Although the majority of the Act's enforcement takes place in the province's two largest cities where the Regina Humane Society and Saskatoon SPCA have been enforcing the Act for decades, funding is only allocated to Animal Protection Services of Saskatchewan serving other areas of the province. As our province grows and becomes more urban, so too does its animal welfare issues. Lack of foundational funding for urban animal cruelty enforcement is not a sustainable model for the future.

Looking ahead, we don't expect our workload to lighten. That means that we will be needed more than ever in the future to serve as the foundation of our humane community. You are the many hands, heads, hearts and souls that ensure that we will be there for the animals and the people whose lives they touch. On behalf of them all, we thank you.

With gratitude,



Louise Yates
President



Lisa Koch
Executive Director

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.

VALUES

Compassion

We are caring, empathetic and understanding.

Professionalism

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

Teamwork

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

Integrity & Honesty

We are accountable, responsible and respectful.

Leadership

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

Care

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

LOOKING AHEAD

Strategic Goal

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

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

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

Three Strategic Priorities

- 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



THE ROAD TO ZERO

Saving Every Treatable Animal

Long journeys can be the most challenging ones. It's been 10 years since the Society launched its bold lifesaving strategy resulting in significant achievements towards our goal of zero healthy and treatable animals euthanized. In 2017, we enhanced transfer programs with rescue partners, expanded adoption venues, formed Regina's first ever Cat Coalition and delivered a provincial ShelterShare conference for Saskatchewan SPCAs and Humane Societies, all reinforcing our belief that we can accomplish more for animals by working together. In addition to playing a critical role in our community providing refuge, protection, and care for animals in need, we continued our commitment to pets and their people by increasing our pet retention outreach efforts to make vital animal care resources more accessible and affordable. Since our strategy's implementation in 2008, best practice partnership, outreach and shelter management programs have continued to drive our progress for animals and engage our community with amazing results.

49%
INCREASE IN
SAVE RATE

1
LIFESAVING COMMUNITY

48%
INCREASE IN
ADOPTIONS

60%
REDUCTION
IN EUTHANASIA

85%
INCREASE IN CAT
ADOPTIONS

15,558
LIFESAVING SPAY/
NEUTER SURGERIES
PERFORMED*

*since opening RHS clinic 2011

TOGETHER WE...

<p>Adopted 2,291 pets who had no home to people who had one to give.</p> 	<p>Strengthened the bond between 230 dogs and their owners through 38 play and reward based learning classes.</p> 	<p>Enriched the lives of residents in hospitals and seniors facilities through 459 Pet Assisted Therapy Visits.</p> 
<p>United a provincial network of animal shelters delivering the Saskatchewan Federation of Humane Societies ShelterShare Conference.</p> 	<p>Fostered 535 infant, injured, ill or afraid pets to recovery with 125 Foster Families.</p> 	<p>Comforted grieving pet owners with 24 Pet Loss Support Group sessions.</p> 
<p>Accepted 4,185 animals with nowhere else to turn.</p> 	<p>Investigated 563 animal cruelty complaints under provincial and federal legislation. The RHS receives no government funding for this vital service made possible only by our community of donors.</p> 	<p>Reunited 1,019 lost pets with their worried families.</p> 
<p>Facilitated 225 animal transfers with rescue partner across Canada to save more lives.</p> 	<p>Reduced unwanted pets with 2,497 subsidized lifesaving spay/neuter surgeries.</p> 	<p>Educated 1,354 children on the importance of humane values, responsible pet care and animal safety.</p> 

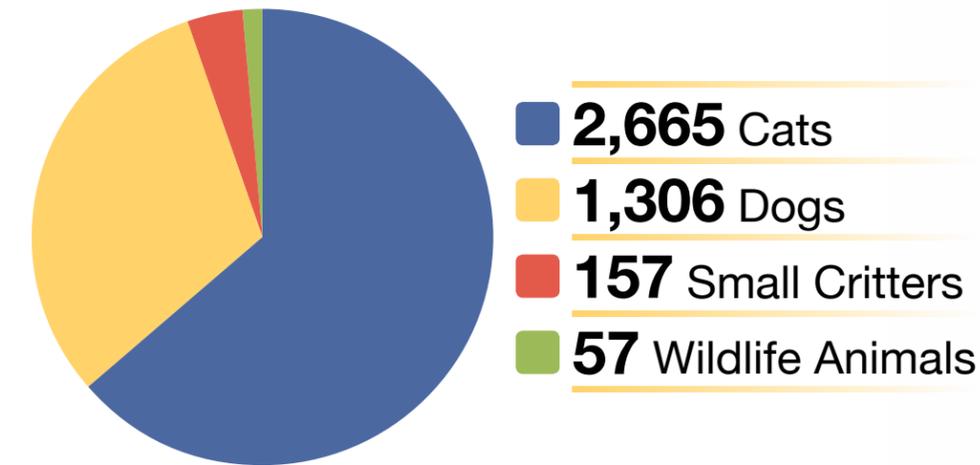
A SAFE PLACE TO LAND

When every other door in an animal's life closes, ours are open. As the only Open Admission Animal Shelter for the City of Regina, as well as the community's Municipal Impoundment Facility, we are a safe place to land for any animal in our community who needs help regardless of their breed, age, temperament or medical condition.

2017 was a year of growth for the Animal Admissions team as the Society continued to implement Capacity for Care (C4C) practices which have helped to save increasing numbers of animal lives since its implementation began in 2013. A best practice shelter management model, C4C helps shelters better meet the needs of animals in their care by managing admissions to optimize the number of animals who are in the shelter at any one time so that individual animals have better conditions and successful outcomes, and the overall number of animals who can be helped is greater. This supports the flow of animals through the shelter in order to reduce their length of stay and have them move quickly into adoptive homes or other locations where their welfare may be better met than in the shelter.

Implementation of these new systems to better manage admissions was supported by assuming a greater role in providing alternatives to surrender education and resources to help keep even more pets and their families together.

4,185 total number of animals served





Ma Barker

WELCOME HOME

It was hard to imagine what life was like for 10 year old Ma Barker before she arrived at the Shelter as a stray in October 2017. Ragged fur and sagging mammary glands told a story of neglect and life as a puppy factory. She suffered from hypothyroidism and arthritis and was painfully shy. Despite her challenges, we believed there was someone for Ma Barker – that there truly are matches made in heaven. Ma Barker’s angel arrived in the form of RHS volunteer Jessa K. who, with one look into her greying face and those sad, sad eyes, saw not a broken, old dog but a beautiful soul filled with a lifetime of love yet to give. There wasn’t a dry eye when Ma Barker, now Bentley, bounced out the front doors of the shelter in her new sweater, adoringly gazing at her new mom and dad, soon to join her four legged siblings in her new home.

The Regina Humane Society has been connecting hearts and building families for more than 53 years. Each year we reach higher and higher through progressive adoption initiatives and the best possible adoption value to ensure that all healthy and treatable pets get a second chance at becoming the love of someone’s life. Ma Barker was just one of 2,291 pets who found their family through advances in fee-waived adoption events, sponsorships and promotions; satellite adoption partnerships and transfer programs through our Humane Society and rescue network. Welcome home, Ma Barker!

2,291 Adoptions

456 Satellite Adoptions

6 Satellite Adoption Partners

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

WITH A LITTLE HELP FROM OUR FRIENDS

Karlie B. is a common sight in the RHS lobby. Armed with a supply backpack, “Adopt Me” saddle and a four legged companion in tow, he heads out to do some “Waggin’ in Wascana” multiple days each week. The teacher, and committed RHS Caring Hands Program volunteer, holds a special spot in the hearts of so many shelter dogs who join him on long walks around Regina’s Wascana Park. Fresh sights and smells (squirrels too!), exercise and opportunities to meet new people and, potentially a prospective adopter, make this volunteer program special in so many ways. Enrichment programs like Waggin’ in Wascana, iPads for Cats, Operation Happy Sock and Kitty Readers are just some of the innovative programs designed to be a win-win for animals in need and an army of community volunteers, young and old, who fill their hearts by dedicating their time and talents to do the same for shelter pets.

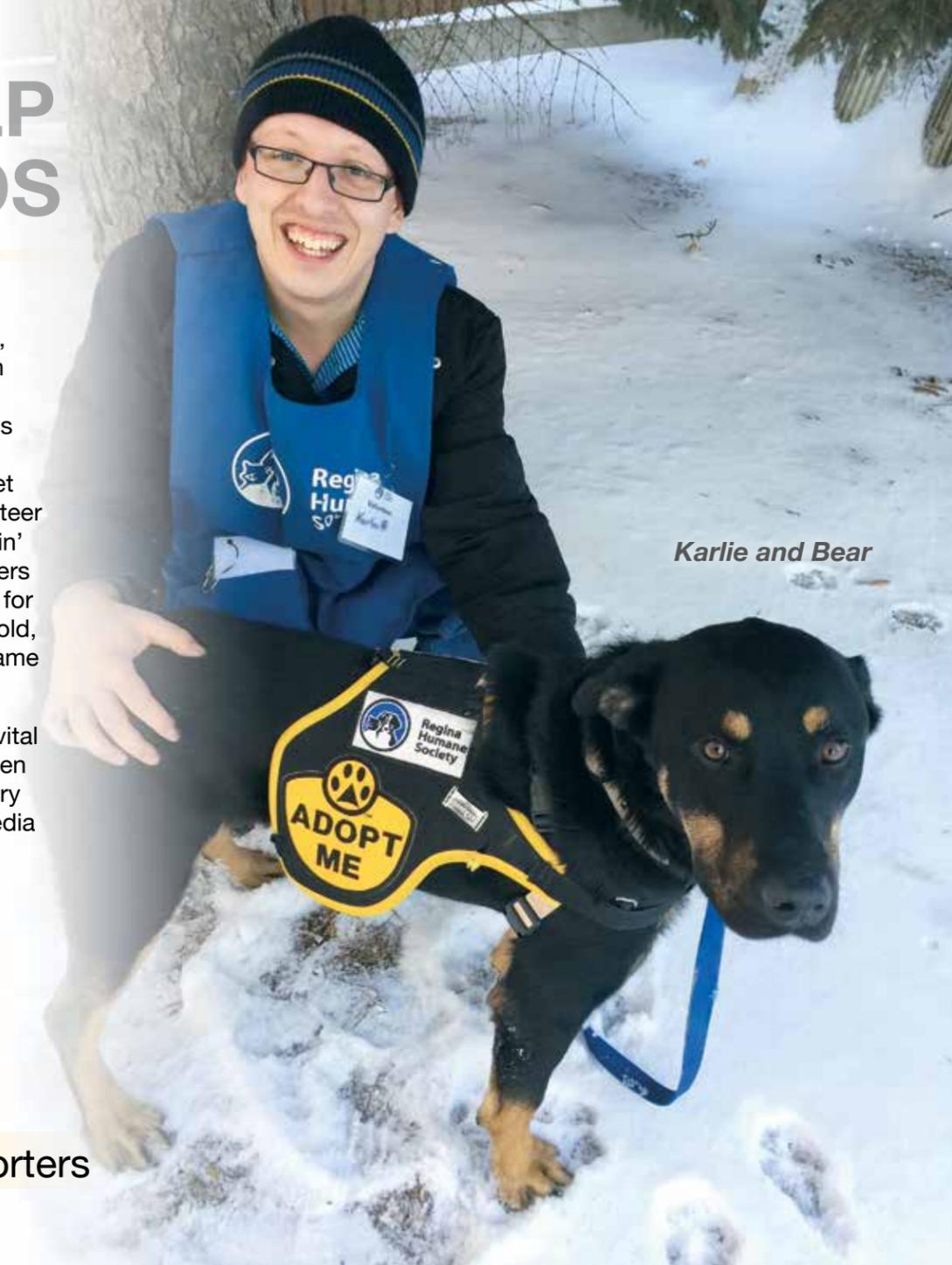
Fresh approaches to engage our community to help animals are a vital component of our lifesaving strategy. Whether providing a safe haven for newborns or pets in recovery, selling raffle tickets, folding laundry or promoting adoptable animals and events through their social media channels, our volunteers are friends indeed to animals in need.

518 Volunteers

7,394 Volunteer Hours

125 Foster Families

49,390 Social Media Supporters



Karlie and Bear



Dill Pickle

HOPE AND HEALING

Despite the hardship and trauma he had endured, it was evident to the RHS Officer who found a nine week old kitten one cool September morning that he was a survivor. The injured stray had suffered a catastrophic injury to his right front leg that had left him in significant pain and even more vulnerable to the perils faced by any animal alone on the streets. Dill Pickle, as he was named, purred like a race car when the Officer gently lifted him to the safety of her arms and delivered him to the Regina Humane Society Veterinary Hospital. Upon x-ray and veterinary examination, it was evident that the fracture and damage to his leg was so severe, it could not be repaired with a cast or splint. Since young animals can adapt well to the loss of a limb, the decision to amputate his leg, to save his life, was made. This little charmer wooed everyone he met during his recovery both in the Society's veterinary clinic and in his temporary foster home where he healed before beginning his quest for adoption. Luey, as he is now named, has a bright future filled with adventure in his new home. Photos from his mom show him at the top of the Christmas tree, hiding in the shower, sleeping in the laundry hamper or peeking out of a cereal box. It is apparent that three legs has not slowed his journey of discovery!

As the province's only Animal Shelter Hospital with a veterinary team certified by the Saskatchewan Veterinary Medical Association, the Regina Humane Society was there to provide Dill Pickle with the urgent medical care he needed. Supported by a team of foster families who help these vulnerable animals on the road to recovery, the RHS Veterinary Hospital gives thousands of injured, ill or abused animals hope for a happy ever after.

The Society continuously seeks advancements in the standards of care for its animals and is committed to providing high quality veterinary care to every homeless animal during their temporary stay at the Shelter. In 2017, our skilled veterinarians performed 2,235 ill animal medical exams, progressive treatments and rehabilitation services in addition to performing 2,497 spay/neuters and 71 reparative surgeries. The RHS Animal Hospital and its dedicated veterinary team are an essential part of the work we do every day to heal hurts and hearts.



Dill Pickle at home

TO THE RESCUE

Responding to close to 7,000 calls each year, RHS Officers wear many hats, rescuing injured or lost animals, enforcing municipal and provincial animal laws and providing education on the humane care and treatment of animals.

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

Where there is animal abuse, there is often mental illness, criminal activity or family violence requiring integrative solutions and collaborative initiatives involving education, law enforcement, social service agencies as well as human and animal health care. The vital enforcement of provincial Animal Protection legislation by the Society is not funded by government. Our donors alone ensure we are there for those at risk animals and their families.

Working in collaboration with other provincial animal protection agencies, the RHS successfully advocated for revisions to improve the Saskatchewan Animal Protection Act in 2017 with proposed changes expected to come into force with the passing of Bill 110 in 2018.

In 2017,

563 Animal Cruelty Cases Investigated

17 Criminal Files



Officer Lerat and Elmer



BUILDING HUMANE COMMUNITIES FOR PETS AND PEOPLE

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

Pet supply, education and outreach programs like Pet S.T.O.P., Pet Pantry and Animal Well Fair provide information and 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 15,558 adopted and community pets (2,497 in 2017). These proactive programs address the tragedy of pet overpopulation at its root and help keep people and their pets together.

1,354 School Program Participants

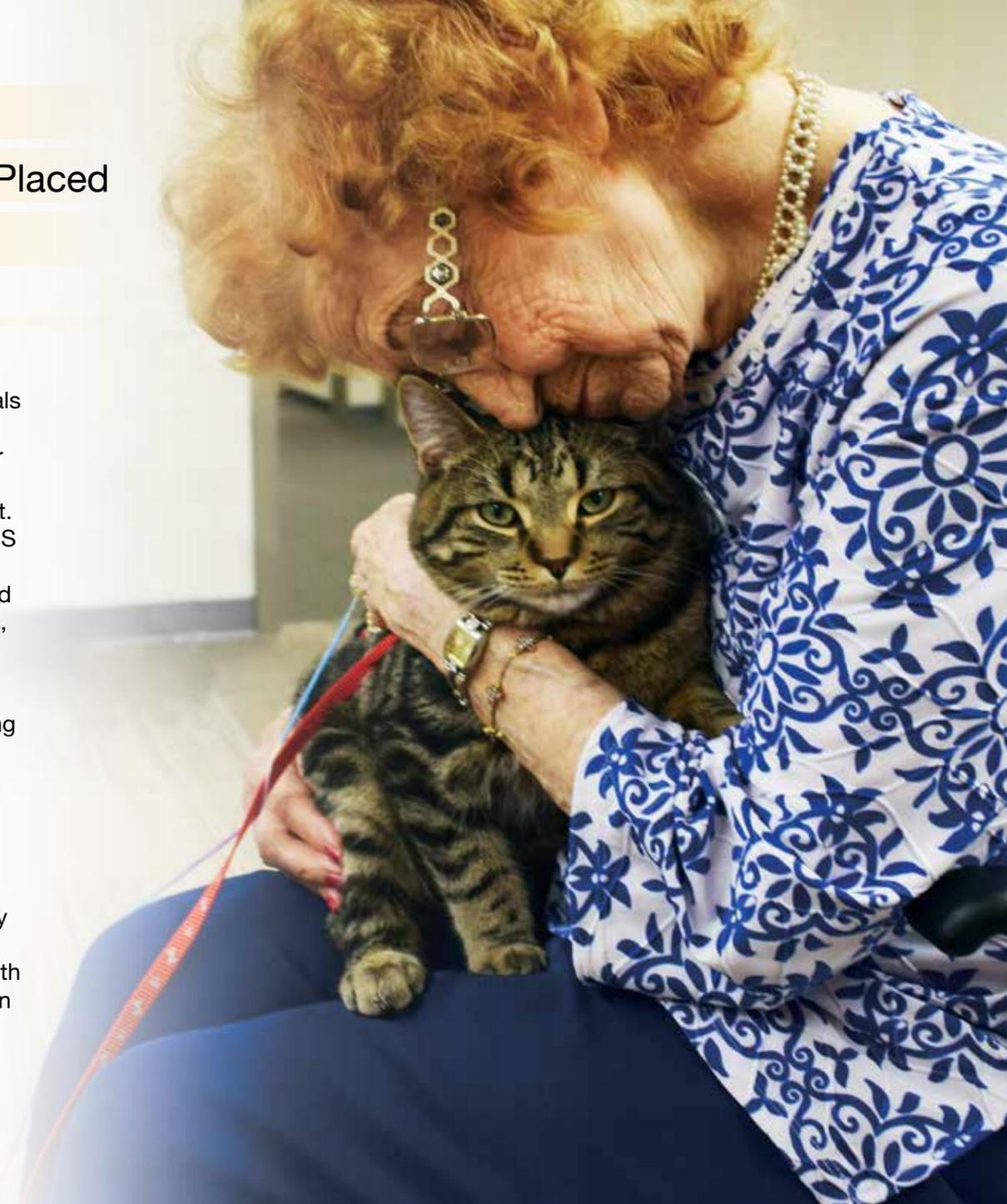
2,497 Subsidized Sterilizations

3,005 Identification Microchips Placed

459 Pet Assisted Therapy Visits

Outreach services such as Safe Places and Pet Assisted Therapy recognize the special connection between animals and people. Vulnerable families receive help through the Society's Safe Places Program by providing interim foster care placement for the pets of those escaping domestic violence and transitioning into a non-abusive environment. Through the Society's Pet Assisted Therapy Program, RHS volunteers and adoptable pets provide opportunities to share joy and social interaction while reducing anxiety and depression during 459 therapeutic visits made to schools, hospitals, nursing homes and retirement communities.

The Society's "Kids Who Care" Humane Education Program combined with its Caring Hands Service Learning for high school students are helping a new generation of animal advocates learn about empathy, responsibility and caring. In 2017, 1,354 students participated in these programs promoting humane values and responsible pet care. The RHS also partners with the Saskatchewan Health Authority in the delivery of the "Be Dog Smart" dog bite and rabies prevention program to increase safety and reduce risk in our schools and community. With comprehensive programs in schools, day camps and youth organizations, RHS education programs are exponential in their reach.



COMPANIES WHO CARE (and Why We Love Them!)

Community is a powerful word. The generosity of our friends, partners, sponsors and affiliates is an example of the character of our community which have together helped to transform the lives of so many pets and people for the better. They help to keep our doors open and extend our reach. These caring companies provide operational service and supplies, sponsorship, media promotion, adoption venues and everything in between to sustain and grow the Society's lifesaving endeavors. We are so thankful for our circle of supporters 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.

2017 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

Glenn Fradette, CPA, CA
Detteson Management Inc.

Gayl Hipperson
Non-Profit Professional, Retired

Dr. Melissa Hunchak, DVM
Veterinarian, Airport Animal Hospital

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

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

Cathy Joyner, BHEc, MPA
HR Professional, Retired

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

Chris Taschuk, P. Eng., PMP
Senior Vice President, Farm Credit Canada

James Youck, B.A., B.Arch., SAA, MAA, MRAIC, AIA Int'l Associate
Principal, Architect, P3Architecture 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

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 Chairs

Cathy Joyner, BHEc, MPA

Management Committee Members

Lisa Koch, B.Ed.

External Committee Members

Shelley Lichtenwald, CPHR

Dawn McKibben, B.Admin.

Bobbie-Lee Zeiben, B.A., CPHR

Betty Rogers, B.Ed., CPHR

Cortnie Jacobson, B.Admin., CPHR*

**Joined September 2017*

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.

Cathy Joyner, BHEc, MPA

Karen Mayne, CPA, CMA

James Youck, B.A., B.Arch., SAA, MAA, MRAIC,

AIA Int'l Associate

Jennifer Zalusky

Management Committee Members

Lisa Koch, B.Ed.

Steve Battistolo

Karen Mercier, CFRE, B.Ed.

RHS Management Team

Lisa Koch, B.Ed.

Executive Director

Steve Battistolo

Director of Operations

Karen Mercier, CFRE, B.Ed.

Director of Development

Dr. Brie Hamblin, DVM*

Director of Veterinary Care

**Leave August 2017*

Dr. Katherine Ball, DVM, PhD*

Interim Director of Veterinary Care

**Beginning August 2017*

Bill Thorn

Director of Marketing and Public Relations

Don Simons

Director of Gift Planning and Stewardship

Code of Conduct

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

Audit

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

Strategic Planning

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

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

Enterprise Risk Management

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

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

2017 Top Risk List

Image/Reputation

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

Financial Risk

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

Safety Risk - Human

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

Human Resource and Labour Risks

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

Safety Risk - Animal

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

Theft Risk

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

Disaster Risk

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

Privacy/Security Risks

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

New Facility

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

Public Animal Welfare Misconception

Risks from established misperceptions which polarize animal rescues and shelters without knowledge or understanding of the significant complexities involved in open or limited animal admission agencies and their impact on animal welfare, animal rehoming and euthanasia as a whole.

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.

2017 ANIMAL SHELTER STATISTICS TABLE	DOG	CAT	WILDLIFE	OTHER	TOTAL
BEGINNING SHELTER COUNT (1-Jan-2017)	39	105	0	2	146
INTAKE (Live Animals Only)					
From the Public	1242	2665	57	156	4120
Incoming Transfers from Organizations within Community/Coalition	0	0	0	0	0
Incoming Transfers from Organizations outside Community/Coalition	64	0	0	1	65
From Owners/Guardians Requesting Euthanasia	0	0	0	0	0
Total Intake	1306	2665	57	157	4185
Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	0	0	0	0	0
ADJUSTED TOTAL INTAKE	1306	2665	57	157	4185
ADOPTIONS					
OUTGOING TRANSFERS to Organizations within Community/Coalition	0	0	0	0	0
OUTGOING TRANSFERS to Organizations outside Community/Coalition	45	72	1	42	160
RETURN TO OWNER/GUARDIAN	459	283	1	3	746
ANIMALS EUTHANIZED					
Healthy (Includes Owner/Guardian Requested Euthanasia)	0	0	0	0	0
Treatable - Rehabilitatable (Includes Owner/Guardian Requested Euthanasia)	12	205	0	1	218
Treatable - Manageable (Includes Owner/Guardian Requested Euthanasia)	0	0	0	0	0
Unhealthy & Untreatable (Includes Owner/Guardian Requested Euthanasia)	193	500	51	26	770
Total Euthanasia	205	705	51	27	988
Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	0	0	0	0	0
ADJUSTED TOTAL EUTHANASIA	205	705	51	27	988
SUBTOTAL OUTCOMES	1312	2666	53	154	4185
DIED OR LOST IN SHELTER/CARE	3	20	0	2	25
TOTAL OUTCOMES	1315	2686	53	156	4210
ENDING SHELTER COUNT (31-Dec-2017)	21	79	0	3	103
Annual Live Release Rate Calculation in Percentage	84	73	3	82	76

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, 2017, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

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

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

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

Basis for Qualified Opinion

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

Qualified Opinion

In our opinion, except for the effects of the circumstance described in the Basis for Qualified Opinion paragraph, these financial statements present fairly, in all material respects, the financial position of the Society as at December 31, 2017 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 26, 2018
Regina, Canada**

VIRTUS GROUP LLP
Chartered Professional Accountants

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 INC.
STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2017

(with comparative figures at December 31, 2016)

	ASSETS				Total 2017	Total 2016
	General Operating Fund	Operating Reserve Fund	Tangible Capital Asset Fund	Capital Asset Reserve Fund		
Current Assets						
Cash (Note 3)	\$ 479,239	\$ 410,871	\$ -	\$ 714,256	\$ 1,604,366	\$ 1,782,354
Accounts Receivable	66,630	-	-	-	66,630	62,531
Prepaid expenses	37,178	-	-	-	37,178	29,063
Inventory	36,232	-	-	-	36,232	34,638
	<u>619,279</u>	<u>410,871</u>	<u>-</u>	<u>714,256</u>	<u>1,744,406</u>	<u>1,908,586</u>
Long term Investments (Note 4)	-	468,125	-	-	468,125	360,899
Tangible Capital Assets (Note 5)	-	-	553,684	-	553,684	573,187
	<u>\$ 619,279</u>	<u>\$ 878,996</u>	<u>\$ 553,684</u>	<u>\$ 714,256</u>	<u>\$ 2,766,215</u>	<u>\$ 2,842,672</u>
	<u>LIABILITIES AND NET ASSETS</u>					
Current Liabilities						
Accounts payable and accruals	\$ 204,192	\$ -	\$ -	\$ -	\$ 204,192	\$ 228,498
Current portion of capital lease (Note 6)	2,200	-	-	-	2,200	-
Deferred revenue	7,986	-	-	-	7,986	1,500
	<u>212,178</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>212,178</u>	<u>229,998</u>
Obligation under capital lease (Note 6)	8,474	-	-	-	8,474	-
	<u>396,427</u>	<u>878,996</u>	<u>553,684</u>	<u>714,256</u>	<u>2,543,363</u>	<u>2,612,674</u>
Surplus	<u>\$ 619,279</u>	<u>\$ 878,996</u>	<u>\$ 553,684</u>	<u>\$ 714,256</u>	<u>\$ 2,766,215</u>	<u>\$ 2,842,672</u>

See accompanying notes to the financial statements

Approved on behalf of the board:

REGINA HUMANE SOCIETY INC.
STATEMENT OF OPERATIONS
AS AT DECEMBER 31, 2017

(with comparative figures for the year ended December 31, 2016)

	2017 Budget (Unaudited)	2017 Actual	2016 Actual
Revenues			
Adoptions and administration	\$ 565,081	\$ 547,484	\$ 555,229
Donations	489,000	481,034	580,912
Education	84,000	68,578	52,403
Estates	174,812	236,656	280,392
Fundraising	790,000	784,496	760,164
Kennel	334,000	313,463	326,839
Lost and found	16,500	15,905	13,712
Municipal animal services	1,163,975	1,178,078	1,147,448
	<u>3,617,368</u>	<u>3,625,694</u>	<u>3,717,099</u>
Expenses			
Administration	\$ 222,200	\$ 267,592	\$ 256,140
Amortization	98,000	97,322	99,843
Building - taxes, utilities, insurance	116,000	130,534	113,493
Communication	49,000	49,643	51,741
Development	2,000	485	3,764
Education	14,000	8,049	6,892
Fundraising	242,200	224,412	232,648
Interest – capital lease	-	92	-
Kennel	140,800	140,026	152,718
Maintenance	24,900	22,735	24,604
Municipal animal services	3,000	4,822	3,092
Vehicle	43,000	39,253	40,331
Veterinary care	161,000	206,065	204,241
Volunteer expenses	2,500	1,755	1,330
Wages and benefits	2,496,436	2,502,220	2,467,655
	<u>3,615,036</u>	<u>3,695,005</u>	<u>3,658,492</u>
Excess of revenues over expenses	<u>\$ 2,332</u>	<u>\$ (69,311)</u>	<u>\$ 58,607</u>

See accompanying notes to the financial statements

REGINA HUMANE SOCIETY INC.
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2017
(with comparative figures for the year ended December 31, 2016)

	General Operating Fund	Operating Reserve Fund	Tangible Capital Asset Fund	Capital Asset Reserve Fund	2017 Total	2016 Total
Balance, beginning of year	\$ 456,280	\$ 873,780	\$ 573,187	\$ 709,427	\$ 2,612,674	\$ 2,554,067
Excess of revenues over expenses	17,966	5,216	(97,322)	4,829	(69,311)	58,607
Tangible capital asset additions	(77,819)	-	77,819	-	-	-
Balance, end of year	<u>\$ 396,427</u>	<u>\$ 878,996</u>	<u>\$ 553,684</u>	<u>\$ 714,256</u>	<u>\$ 2,543,363</u>	<u>\$ 2,612,674</u>

See accompanying notes to the financial statements.

REGINA HUMANE SOCIETY INC.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2017
(with comparative figures for the year ended December 31, 2016)

	2017	2016
Cash provided by (used in) operating activities:		
Excess of revenue over expenses	\$ (69,311)	\$ 58,607
Amortization	97,322	99,843
Change in non-cash operating working capital		
Accounts receivable	(4,099)	25,620
Prepaid expenses	(8,115)	(9,542)
Inventory	(1,594)	(4,374)
Accounts payable	(24,306)	61,351
Deferred revenue	6,486	(15,500)
	<u>(3,617)</u>	<u>216,005</u>
Cash provided by (used in) investing activities:		
Change in long-term investments	(107,226)	(2,427)
Net purchase of tangible capital assets	(77,819)	(24,390)
	<u>(185,045)</u>	<u>(26,817)</u>
Cash provided by (used in) financing activities:		
Proceeds from capital lease	11,740	-
Repayment of obligation under capital lease	(1,066)	-
	<u>10,674</u>	<u>-</u>
Increase (decrease) in cash	(177,988)	189,188
Cash position – beginning of year	<u>1,782,354</u>	<u>1,593,166</u>
Cash position – end of year	<u>\$ 1,604,366</u>	<u>\$ 1,782,354</u>

See accompanying notes to the financial statements

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2017
(with comparative figures for the year ended December 31, 2016)

1. General

The Regina Humane Society Inc. (the "Society") was incorporated under the *Non-Profit Corporations Act, 1995* of Saskatchewan. The Society is dedicated to improving the welfare of animals through programs and services in sheltering, education, protection and advocacy.

2. Summary of significant accounting policies

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

Fund accounting

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

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

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

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

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2017
(with comparative figures for the year ended December 31, 2016)

2. Significant accounting policies (continued)

Inventory

The inventory of veterinary supplies is recorded at the lower of cost and net realizable value. Cost is determined on the average cost method.

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%
Capital lease	20%
Landscaping	2.5%
Software	100%
Vehicles	20%

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

Income taxes

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

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2017
(with comparative figures for the year ended December 31, 2016)

2. Significant accounting policies (continued)

Revenue recognition

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

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

Financial instruments - recognition and measurement

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

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2017
(with comparative figures for the year ended December 31, 2016)

3. Cash and cash equivalents

Cash and cash equivalents includes \$410,871 (2016 - \$412,881) held in two guaranteed investment certificates, earning interest at rates 0.90% and 1.05% (2016 – 0.90% and 1.75%). Also, \$5,979 (2016 - \$5,979) is held in a mutual fund.

The Society has an authorized line of credit of \$100,000 which bears interest at 4.75% (prime plus 1.3%). At year end, the line of credit was not utilized (2016 - not utilized).

4. Long term investments

Long term investments consist of guaranteed investment certificates, earning interest at rates from 0.75% to 1.35% (2016 - 1.05% to 1.15%), with maturities from June 2019 to June 2020 (2016 - June 2018 and June 2019).

5. Tangible capital assets

	2017		2016
	Cost	Accumulated amortization	Net book value
Land	\$ 21,637	\$ -	\$ 21,637
Buildings	914,590	654,038	260,552
Computers	63,271	39,152	24,119
Equipment	373,736	282,182	91,554
Furniture & fixtures	40,957	38,214	2,743
Capital lease	11,740	587	11,153
Landscaping	17,038	14,299	2,739
Software	69,597	65,054	4,543
Vehicles	310,237	175,593	134,644
	\$1,822,803	\$1,269,706	\$553,684
			\$573,186

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2017
(with comparative figures for the year ended December 31, 2016)

6. Obligation under capital lease

	2017	2016
Obligation under capital lease to Pitney Bowes in quarterly payments of \$1,072 including interest at 24.07%. Equipment with a net book value of \$10,566 is pledged as security. Due April 2021.	\$ 10,674	\$ -
	10,674	-
Current portion	2,200	-
	\$8,474	\$ -

The future minimum lease payments under capital lease, together with the balance of the obligation under capital lease are as follows:

2018	\$ 4,600
2019	4,600
2020	4,600
2021	2,200
2022	-
Total minimum lease payments	16,000
Less: interest portion	5,236
Balance of the obligation	\$ 10,674

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2017
(with comparative figures for the year ended December 31, 2016)

7. Financial instruments

The Society's recognized financial instruments consist of cash, accounts receivable, long term investments, accounts payable and accrued liabilities and obligation under capital lease. The fair value of cash, accounts receivable, accounts payable and accrued liabilities, approximate their carrying value given the short term nature of the amounts. The fair value of the long term and obligation under capital lease approximate their carrying value given the terms of the agreements.

8. 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.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Society's exposure to interest rate risk is limited to the investments, line of credit and obligation under capital lease. The interest rate risk on the line of credit is variable; therefore, the Society may face increasing interest costs in an increasing interest rate market. The investments and obligation under capital lease have fixed interest rates and therefore, do not expose the Society to additional risk.



**Regina
Humane
Society**

MORE than a Shelter

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