



Regina
Humane
Society

2020

Annual Report

TWITCH - ADOPTED MAY 2020
Photo credit: Diggety Dog Pet Photography

MORE than a Shelter

A YEAR LIKE NO OTHER

Dear RHS Family,

Every year we prepare for a variety of unexpected events and how those events would affect vulnerable animals and the people who love them across our community. We expect new challenges and put plans in place for those we can anticipate. But, in 2020, our biggest challenge—a global pandemic—was not one any of us could have predicted. Nor was it one for which we had any clear roadmap at its outset.

One of our greatest strengths as an organization is having the flexibility to adapt to changing circumstances. In March 2020, as government-mandated pandemic closures came into effect, the RHS took a leadership role provincially working in partnership with Humane Canada to successfully position animal sheltering as a critical service. The RHS Crisis Response Plan was established to respond to the significant business disruptions caused by COVID-19 with safety as our top priority to protect the health and well-being of staff, volunteers, clients, and the animals. The organization was able to pivot its operations and quickly shift strategies to account for lost revenue streams eliminated or reduced by the pandemic.

We reached out to our community for help, and help they did. As access to the physical shelter needed to be restricted, we needed the public's help to interact with the RHS in new ways. The pandemic supported a rapid evolution in our practices to assist lost and homeless pets, with a strong emphasis on keeping pets in their homes and community reducing intake to 2,853, a 19% decrease from the previous year. Working with the RHS, our community cared for and returned lost pets from their homes; fostered shelter animals and adopted pets into their family by appointment.

RHS resources were able to be directed to the animals with the most complex medical needs or behavioural challenges reducing euthanasia for treatable animals by 96%. Combined, these efforts supported positive outcomes including increased adoptions and decreased euthanasia resulting in the highest year-end Live Release Rate (81%) in the organization's 56-year history. This incredible achievement is the kind of life-changing result we owe to you, our loyal donors and supporters.

RHS Animal Protection Services continued to be there for animals at risk investigating 717 cases of Animal Cruelty. Officers worked closely with pet owners to resolve most complaints through education and support. In 2020, 6 criminal files were accepted by the Crown Prosecutor and 2 convictions were achieved from charges in the previous year. The RHS is the only animal welfare charity in our community who rescues, cares for, treats and rehomes vulnerable animals as a provincially appointed enforcement agency of Saskatchewan's Animal Protection Act. Provision of these critical animal protection services, made more costly by COVID-19 protocols, was possible only through the generous support of RHS donors, as we receive no government compensation to provide it.

With slight setback due to COVID-19, the RHS achieved a number of significant goals on the journey to our new home, the RHS Animal Community Centre. The Centre's site was secured on 4900 Parliament Avenue, Schematic Design progressed to completion and our Capital Campaign advanced, well-positioning the project's progress in 2021.


Your unwavering support was never more evident than during the pandemic. Because of the extraordinary generosity and steadfast commitment of our donors, members, community partners, volunteers, Board and staff, we were able to find new ways to thrive under the most difficult of circumstances. Not only did the RHS manage to continue its operations amidst adversity, it achieved multiple milestones making the very best of a hard year. Animals, and the people who love them, depend on our resilience and we will not let them down.

You are the heroes of this pandemic story. The heartwarming stories of caring, compassion and hope in the pages that follow are possible only because of your support of our lifesaving work. On behalf the animals, we thank you.

Sincerely,



Chris Taschuk
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.

THE BIG PICTURE

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

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

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

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



ALMOST HOME

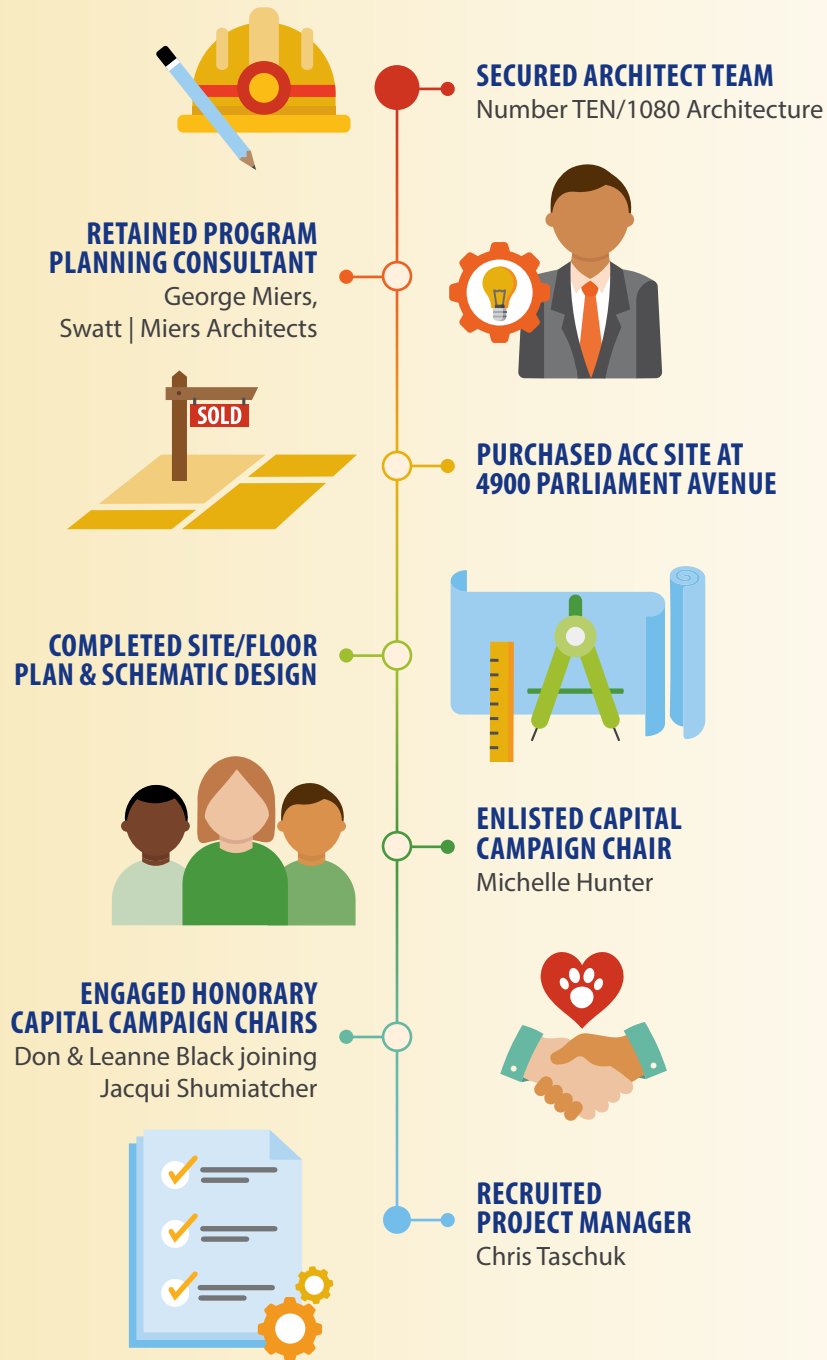
The RHS building has served well but no longer meets current standards in animal welfare. Its inaccessible location and limited capacity are a barrier to the ever-increasing demand for delivery of the Society's vital programs and services to the Regina community. Built over 55 years ago with donated labour and supplies, the current RHS facility is beyond repair and well past its service life. The Society has developed a new Animal Community Centre for Regina (ACC) which supports the needs of its rapidly growing community in an effective, efficient and sustainable manner which aligns with best practice standards, community values and the evolution in animal facility design.

This 10-years-in-the-making animal shelter/adoption/education/community centre is designed to be a destination for people of all walks of life to learn about and appreciate our unique relationship with pets.

The Centre will offer safe refuge for homeless pets; an adoption gallery with home-like habitats for dogs and cats; an education center with multi-purpose classrooms for after-hours public use; a veterinary hospital supporting RHS animals as well as continued delivery of subsidized spay/neuter services to financially disadvantaged pet owners; family pet cremations; two fenced dog parks; dog washing station; green spaces; training centre and gift shop.

Designed to be a community hub—the Centre will engage youth and families, provide support and services, teach new skills, inspire positive action and responsibility, instill humane values, and build community. It will be an efficient and cost-effective model of humane care and community involvement with the health standards of a hospital, the educational aspects of a school and the appeal of a community destination welcoming visitors to participate in comprehensive programming. Regina will become a model city with the first fully integrated Animal Community Centre of its kind in Canada.

Our beloved animals deserve so much more than four walls and a roof. They deserve a home where they can survive and thrive, and we are almost there. In 2020, the RHS achieved multiple milestones on our journey to a new home.



TOGETHER WE...

ACCEPTED

2,853 animals with nowhere else to turn.



ADOPTED

1,836 pets who had no home to people who had one to give.



STRENGTHENED

the bond between 539 dogs and their owners through 99 play and reward-based learning programs.



SPREAD THE WORD

with the help of 62,506 social media supporters who shared animal welfare news, adoptable pets and our success stories.



REUNITED

575 lost pets with their worried families.



FOSTERED

496 infant, injured, ill or afraid pets to recovery with 118 Foster Families.



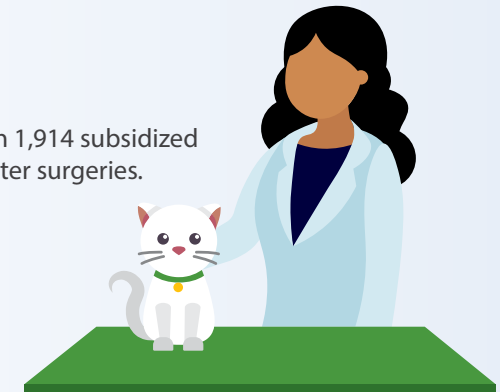
INVESTIGATED

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



REDUCED

unwanted pets with 1,914 subsidized lifesaving spay/neuter surgeries.



A SAFE PLACE TO LAND

When every other door in an animal's life closes, ours are always open. As Regina's community Animal Shelter and Municipal Animal Services provider, we are a safe haven to any animal who needs help regardless of their breed, age, medical condition or temperament. In 2020, 2,853 vulnerable animals found kindness, love and individualized care from the moment they arrived at the Regina Humane Society.

Deemed an critical service by the Province of Saskatchewan, the RHS has maintained its core services throughout the COVID-19 pandemic, including Lost and Found, Animal Protection, Veterinary, Shelter and Adoptions Services. Advance measures to secure critical supplies and maintain resources ensured the Society was there for animals in need.

The Regina Humane Society collects and reports its statistics according to a widely recognized formula for animal shelters which helps to identify the number of at-risk animals in our community. The statistics calculate outcomes for pets which arrive at and leave the shelter through the year. Animals which remain in care are not included in this calculation. With your support as a member of our lifesaving team, a save rate of 81%, the highest in the organization's history, was achieved in 2020.

Pets Received

Cats and kittens	2,032
Dogs and puppies	767
Small critters	54
TOTAL	2,853

Pets Reunited

Cats and kittens	164
Dogs and puppies	256
Small critters	2
TOTAL	422

Pets Adopted

Cats and kittens	1,432
Dogs and puppies	377
Small critters	27
TOTAL	1,836

Pets Transferred

Through placement partners and other sheltering organizations	
In	2
Out	56



2,314
PETS SAVED

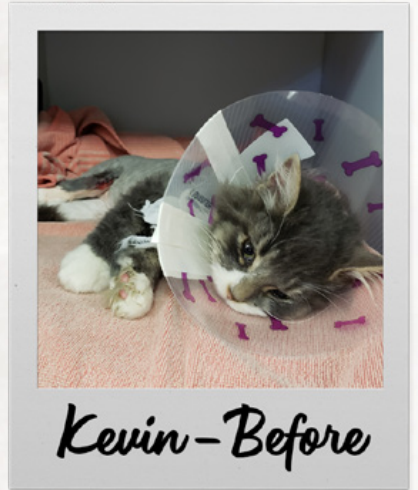
BUILDING FAMILIES

On a cold November day, an abandoned dog kennel was discovered in the ditch beside a grid road. A kitten was trapped inside, left with only a handful of dog kibble to survive. Likely stranded for over a day, he huddled in the corner while snow slowly began to cover the prison in which he was confined. With no protection from the elements, the young cat was slowly freezing, and barely moving when he was found and rushed to the Shelter.

RHS staff began the process of gradually warming the fragile kitten and encouraging him to eat. His badly matted fur was causing him great pain and discomfort. As the RHS Veterinary Team carefully removed the mats, they discovered multiple wounds on his body requiring stitches to help them heal. Surgery to repair the damage from frostbite, would result in him losing most of his beautiful tail and parts of both ears, before beginning his road to recovery in RHS Foster Care.

Named after the Home Alone character who was also left on his own during the holidays, Kevin was soon ready to find a family. Just one week before Christmas, Kevin and his new dad met for the first time. Neither of them would be alone for the holidays or for many happy years to come.

The Regina Humane Society connects hearts and builds families through progressive adoption initiatives including adoption events, sponsorships and promotions, media visits, satellite adoption centres and transfer programs. Kevin is just one of 1,836 pets who found a new home in 2020, with 508 adopted through lifesaving partnership with RHS satellite adoption centres—the most ever in one year.



Kevin - Before



1,836
ADOPTIONS



508
SATELLITE ADOPTIONS

*Pat's Pet's, Pet Depot, Petland, PetSmart
Grasslands & Quance, Pet Value North*



6
SATELLITE ADOPTION
PARTNERS

HELPING HANDS AND HEARTS

Tiny Tazee's life started with tragedy. Although his own birth went well, his mom struggled with the delivery of his sibling. Unfortunately, the complication was too severe, and neither his mother or sibling survived. At just minutes old, Tazee found himself an orphan.



Newborn puppies require around the clock attention to feed, clean, and keep them warm. When their mother is not there to provide this critical care, humans need to step in. This is where the Society's Foster Care Program comes to the rescue. Two of the Society's foster caregivers immediately stepped forward to offer their home and their hearts to the fragile puppy. At eight weeks of age, when Tazee was old enough to return to the Shelter, his foster parents decided that their 101st foster pet should stay put...and he did just that, becoming an official member of their family.

It has been said that not all superheroes wear capes. This statement could not be closer to the truth for our Foster Care families. In 2020, over 450 pets, ranging from orphaned kittens and puppies to animals who were recovering from illness or surgery, spent time with one our 118 foster families. These dedicated volunteers temporarily open their heart and home so a growing or healing pet can rest and recover outside of the busy shelter environment and in the quiet and calm of a foster home. From round-the-clock feedings to administering healing medications, these champions of animals in need provide love, compassion and a gentle hand to animals on their journey to a new and happy life.



451

CATS FOSTERED



45

DOGS FOSTERED



118

FOSTER FAMILIES

HOPE AND HEALING



Scout Post-Operation

The “trouble” that kittens can get themselves into is legendary. Most often, their playful antics cause little more damage than a tipped over vase or water dish. When Scout arrived at the RHS, it was obvious this little fellow had run into some real trouble. In the course of his short four weeks of life, little Scout had managed to suffer a badly broken hind leg. While the cause of the trauma was unknown, the break was so severe that amputation would be necessary to save Scout’s young life. At just five weeks of age, he became the RHS Hospital’s youngest amputation patient. The RHS Veterinary Team took wonderful care of Scout from start to finish, and within hours he was up and about. He spent several weeks with a caring foster family before beginning another journey—to find a new home.

The RHS serves as the province’s only Animal Shelter Hospital with a veterinary team certified by the Saskatchewan Veterinary Medical Association. In 2020, RHS veterinarians and medical staff performed 1,729 medical examinations, 1,914 spay/neuter surgeries and 112 reparative surgeries. Through your support, the Society continuously seeks advancements in standards of care for its animals and is committed to providing high-quality veterinary care to every animal who comes through its door. The RHS Animal Hospital and its dedicated veterinary team are an essential part of the work we do to bring hope and healing to pets in need.



1,729
MEDICAL
EXAMINATIONS



1,914
SPAY/NEUTER
SURGERIES



112
REPARATIVE
SURGERIES



TO THE RESCUE



Winston - Before

Responding to close to 3,498 calls in 2020, 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.

One of those calls was in response to an animal that had been shot. When RHS Animal Protection Officers arrived at the scene of the shooting, a young dog was terrified and struggling to stand. Understanding his fear and pain, Officers set out to gain his shattered trust. With every reason to be anxious, Winston, as he was named by Officers, began to reveal his sweet self. His mile-wide smile appeared as he was shown kindness perhaps for the first time in his young life.

Sadly, x-rays of his wound revealed the worst to RHS Veterinarians. The gunshot had left behind bullet fragments, fractured bone and badly damaged tissue in Winston's foot. Due to the severity of the injury, his leg could not be saved, but his life could. It was with a heavy heart, the decision to amputate was made. With his traumatic past behind him, a short stay in foster care resulted in his adoption by his foster mom and dad. Winston is now thriving and he just can't get enough love.

Winston's story is hard to hear, but it shows how important your support is to our vital animal welfare system, which includes: enforcement of animal protection legislation; provision of specialized knowledge and assistance to policing forces; and delivery of forensic, shelter, veterinary and rehabilitation services to the victims of neglect and abuse. Not funded by government, it is our donors alone which ensure we are there for animals at risk.



717

ANIMAL CRUELTY
CASES INVESTIGATED



6

CRIMINAL
FILES



2

CONVICTIONS



Spay and Neuter Clinic

Regina
Humane
Society

FOSTERING A HUMANE COMMUNITY

COVID-19 turned normal life upside down in 2020 with shocking swiftness, creating many obstacles to the delivery of RHS education and outreach programs. COVID-19 restrictions resulted in temporary suspension of the Society's Pet-Assisted Therapy Program, delivered primarily in long-term care and seniors' facilities, as well as on-site education programming such as Kids Who Care school presentations, Kitty Readers literacy program and high school service learning placements. Public gatherings, like the Society's Pet S.T.O.P (Supply, Training and Outreach Program) and Animal Well Fair, delivered in under-served and at-risk communities, were also interrupted. In-classroom resource kits and on-line lessons in humane values, responsible pet care and dog bite prevention continued to be available as RHS began development of new digital platforms to increase engagement and access to humane education in the community.

Knowing that the pandemic and emergency public measures would negatively impact vulnerable animals and people, we focused our response on keeping pets and families together by supplying food and care items, as well as subsidized spay/neuter services, to pet owners facing financial insecurity. The RHS continued to serve the community through programs that distribute pet food, provide foster care for the pets of abused families, and assist guardians with finding new homes for pets they cannot keep. Meeting people where they are and understanding their circumstances is critical to the RHS efforts in creating real and lasting change for animals in our community. Helping pets means helping people.

The RHS Subsidized Spay/Neuter program provided 1,914 surgeries for community and adopted pets in 2020, surpassing 22,000 surgeries performed since its inception just ten years ago.



1,914 SUBSIDIZED
SPAY/NEUTER SURGERIES



2,036 IDENTIFICATION
MICROCHIPS PLACED

RESILIENCE THROUGH RISK: RHS COVID-19 RESPONSE

On March 16, 2020, in an instant, COVID-19 forced the Regina Humane Society to modify almost every aspect of its operations. While carefully monitoring public health guidance and reports, the RHS team reimagined our essential programming with an eye to delivering our crucial mission without interruption. The RHS Crisis Response Plan was established to respond to the significant business disruptions caused by COVID-19 protecting the health and well-being of staff, volunteers, clients, and the animals.

With the potential for closure unknown, over 100 community members responded to the RHS call to serve as Emergency Foster Families as it prepared for potential evacuation of the pets in its care. Working with Humane Canada, RHS assumed a leadership role in successfully positioning animal shelters as a critical service as further public health closures were announced by the Province. The predictive and pro-active actions of the RHS Veterinary and Animal Care teams, back-ordering supplies months before the pandemic took hold, enabled the Shelter to maintain its operations as in-demand pandemic supplies, such as disinfectants and personal protective equipment, became scarce.

Physical distancing required the organization to adopt new ways of navigating space and interacting with staff and clients. Turn-on-a-dime innovation was key to our operations. Adoptions by appointment and from foster care, curbside intake and pickup, community-based lost pet return and on-line support for clients and foster families made it possible for us to keep rescuing, rehabilitating and adopting homeless pets to loving homes.

Foster parents stepped up their efforts serving as a relief gateway to get animals out of the Shelter as well as promoting their adoption direct from foster care. With pet owners facing growing financial insecurities, continuation of our subsidized spay/neuter services and delivery of pet retention programs like Pet Pantry were vital. Our objectives were always to be there for the animals and people who needed us while simultaneously keeping our team and the community we serve safe.

Though volunteers are an important part of every service the RHS provides to the community, to reduce traffic to our Shelter, most regular on-site volunteer shifts were canceled. Faced with these unprecedented challenges, we adapted protocols for volunteers to provide support while limiting contact. Volunteers crafted thousands of enrichment toys and activities for shelter pets from home and a handful of specially trained volunteers delivered on-site exercise and socialization. We desperately miss our volunteers and their time and talent at the Shelter.

Our committed community of donors helped to keep us on solid financial footing allowing us to respond with innovation versus indecision. In the absence of fundraising gatherings, with falling program fees in the times of isolation, and the need for personal protective equipment, donor support has been critical.

It has been a year of change, and the “new normal” is being redefined almost daily. As we navigate these uncertain times, our caring culture underpins our work and supports our teams and the community to meet new challenges, together.



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;
- 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.

2019 BOARD OF DIRECTORS

PRESIDENT

Chris Taschuk

IT Executive and Entrepreneur, Retired

VICE-PRESIDENT

Timothy F. Huber, B.A., J.D.

Deputy Executive Director - General Counsel,
Law Society of Saskatchewan

TREASURER

Karen Mayne, CPA, CMA

Chief Financial Officer/Chief Operating Officer, Paradigm
Consulting Group LP

DIRECTORS

Lou Beatch, CPA, CMA, CA **Joined April 2020*

Lou Beatch, CPA, Professional Corporation

David Bellerive

Vice President Creative & Interactive, Phoenix Group

Erick Erickson

President, Erickson Contracting & Management Ltd.

Glenn Fradette, CPA, CA **Resigned April 2020*

Detteson Management Inc.

Gayl Hipperson

Non-Profit Professional, Retired

Dr. Melissa Hunchak, DVM

Veterinarian, Careport Animal Hospital

Michelle Hunter **Joined April 2020*

Business Consultant

David Kim Jones, B.A. (Honours), M.A., LLB

Senior Crown Prosecutor, Saskatchewan Justice

Cathy Joyner, BHEc, MPA

HR Professional, Retired

Steve Miller, B. Admin., PMP

Human Resources, Health & Safety Manager, Degelman
Industries

James Youck, B.A., B.Arch., SAA, MRAIC, AIA Int'l Associate

**Resigned February 2020*

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 PRESIDENT

Chris Taschuk

BOARD COMMITTEE MEMBER

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

Karen Mayne, CPA, CMA

BOARD COMMITTEE MEMBER

Glenn Fradette, CPA, CA **Resigned June 2020*

Lou Beatch, CPA, CA, CMA

EXTERNAL COMMITTEE MEMBERS

Brenda Johnson, CPA, CGA

Tammy Bryant, CPA, CMA **Joined September 2020*

MANAGEMENT COMMITTEE MEMBERS

Lisa Koch, B.Ed.

Sharon Swanson, CPA, CA

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, BHEC, MPA

MANAGEMENT COMMITTEE MEMBER

Lisa Koch, B.Ed.

EXTERNAL COMMITTEE MEMBERS

Bobbie-Lee Zeiben, BA, CPHR

Cortnie Jacobson, BAdmin, CPHR

Donna Kane, B.Ed., CPHR, CEC

Dawn Anaquodd, MHRM, BBA, CPHR, ACC

Deanna Milton, BAdmin, CPHR

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

Gayl Hipperson

Jennifer Zalusky

EXTERNAL COMMITTEE MEMBER

Louise Yates, B. V/T Ed., M.B.A.

MANAGEMENT COMMITTEE MEMBERS

Lisa Koch, B.Ed.

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

Chris Taschuk

BOARD COMMITTEE MEMBERS

Tim Huber, B.A., J.D.

Michelle Hunter **Joined August 2020*

Cathy Joyner, BHEC, MPA

Karen Mayne, CPA, CMA

Glenn Fradette, CPA, CA **resigned June 2020*

James Youck, B.A., B.Arch., SAA, MRAIC, AIA Int'l Associate

**resigned February 2020*

Jennifer Zalusky

Erick Erickson

MANAGEMENT COMMITTEE MEMBERS

Lisa Koch, B.Ed.

Dr. Katherine Ball, DVM, PhD

Deanne Guest, B.B.A.

Sharon Swanson, CPA, CA

Bill Thorn

Lindsay West, B.Sc.

CAPITAL CAMPAIGN DIRECTOR

Karen Dackiw, CFRE, CAWA

RHS Management Team

Lisa Koch, B.Ed.

Executive Director

Dr. Katherine Ball, DVM, PhD

Director of Veterinary Care

Deanne Guest, B.B.A.

Director of Development

Sharon Swanson, CPA, CA

Director of Finance and Administration

Bill Thorn

Director of Marketing and Public Relations

Lindsay West, B.Sc.

Director of Operations

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.

2020 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.

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.**

Qualified Opinion

We have audited the accompanying financial statements of Regina Humane Society Inc. ("the Society") which comprise the statement of financial position as at December 31, 2020, 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.

In our opinion, except for the effects of the matter described in the *Basis for Qualified Opinion* section of our report, these financial statements present fairly, in all material respects, the financial position of the Society as at December 31, 2020 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.

Basis for Qualified Opinion

In common with many not-for-profit organizations, the Society derives a portion of its revenue in the form of 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, liabilities or net assets.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in Saskatchewan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information Other than the Financial Statements and Auditors' Report Thereon

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the financial statements and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance 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.

INDEPENDENT AUDITORS' REPORT continued

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We communicate with those charged with governance regarding, among other matters, the planned scope and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

March 29, 2021
Regina, Canada

VIRTUS GROUP LLP
Chartered Professional Accountants

REGINA HUMANE SOCIETY INC.
STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2020
(with comparative figures at December 31, 2019)

	ASSETS				Total 2020	Total 2019
	General Operating Fund	Operating Reserve Fund	Tangible Capital Asset Fund	Capital Asset Reserve Fund		
Current Assets						
Cash (Note 3)	\$ 1,282,306	\$ -	\$ -	\$ 683,691	\$ 1,965,997	\$ 3,081,755
Short term investments (Note 4)	-	703,532	-	2,106,580	2,810,112	520,237
Accounts Receivable	303,074	-	-	-	303,074	90,343
Prepaid expenses	30,402	-	-	-	30,402	23,442
Deposits	-	-	-	-	-	231,000
Due (to) from funds	(835,477)	-	-	835,477	-	-
Inventory	36,929	-	-	-	36,929	31,686
	817,234	703,532	-	3,625,748	5,146,514	3,978,463
Long term Investments (Note 5)	-	182,104	-	-	182,104	360,899
Tangible Capital Assets (Note 6)	-	-	2,124,708	-	2,124,708	738,166
	\$ 817,234	\$ 885,636	\$ 2,124,708	\$ 3,625,748	\$ 7,453,326	\$ 5,077,528
LIABILITIES AND NET ASSETS						
Current Liabilities						
Accounts payable and accruals	\$ 274,119	\$ -	\$ -	\$ -	\$ 274,119	\$ 292,056
Callable debt (Note 7)	-	-	1,247,000	-	1,247,000	-
Current portion of capital lease (Note 8)	2,119	-	-	-	2,119	3,500
Deferred revenue (Note 9)	-	-	-	826,658	826,658	305,000
	276,238	-	1,247,000	826,658	2,349,896	600,556
Obligation under capital lease (Note 8)	-	-	-	-	-	2,171
Surplus	540,996	885,636	877,708	2,799,090	5,103,430	4,474,801
	\$ 817,234	\$ 885,636	\$ 2,124,708	\$ 3,625,748	\$ 7,453,326	\$ 5,077,528

Commitments (Note 10)

See accompanying notes to the financial statements

Approved on behalf of the board:



REGINA HUMANE SOCIETY INC.
STATEMENT OF OPERATIONS
AS AT DECEMBER 31, 2020

(with comparative figures for the year ended December 31, 2019)

	General Operating Fund	Operating Reserve Fund	Tangible Capital Asset Fund	Capital Asset Reserve Fund	2020 Total	2019 Total
Revenues						
Adoptions and administration	\$ 524,093	\$ -	\$ -	\$ -	\$ 524,093	\$ 550,945
Donations	784,147	-	-	-	784,147	515,747
Education	94,289	-	-	-	94,289	109,622
Estates	575,324	-	-	-	575,324	952,937
Fundraising	839,580	-	-	-	839,580	763,549
Kennel	371,599	-	-	-	371,599	368,674
Lost and found	6,169	-	-	-	6,169	16,155
Municipal animal services	1,249,093	-	-	-	1,249,093	1,224,640
Interest	-	4,500	-	32,938	37,438	44,523
Gain on capital assets	-	-	6,174	-	6,174	-
	<u>4,444,294</u>	<u>4,500</u>	<u>6,174</u>	<u>32,938</u>	<u>4,487,906</u>	<u>4,546,792</u>
Expenses						
Administration	\$ 242,300	\$ -	\$ -	\$ -	\$ 242,300	\$ 274,631
Amortization	-	-	107,600	-	107,600	93,896
Building - taxes, utilities, insurance	133,044	-	-	-	133,044	128,204
Campaign expenses	-	-	-	25,753	25,753	27,307
Communication	34,861	-	-	-	34,861	43,506
Development	313	-	-	-	313	53
Education	177,534	-	-	-	177,534	19,456
Fundraising	240,377	-	-	-	240,377	223,948
Interest – capital lease	1,082	-	-	-	1,082	1,835
Kennel	163,140	-	-	-	163,140	177,622
Maintenance	20,609	-	-	-	20,609	26,887
Municipal animal services	1,794	-	-	-	1,794	2,996
Vehicle	24,527	-	-	-	24,527	32,239
Veterinary care	161,858	-	-	-	161,858	203,700
Volunteer expenses	814	-	-	-	814	1,011
Wages and benefits	2,391,276	-	-	132,395	2,523,671	2,473,484
	<u>3,593,529</u>	<u>-</u>	<u>107,600</u>	<u>158,148</u>	<u>3,859,277</u>	<u>3,730,775</u>
Excess of revenues over expenses	<u>\$ 850,765</u>	<u>\$ 4,500</u>	<u>\$ (101,426)</u>	<u>\$ (125,210)</u>	<u>\$ 628,629</u>	<u>\$ 816,017</u>

See accompanying notes to the financial statements

REGINA HUMANE SOCIETY INC.
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2020
(with comparative figures for the year ended December 31, 2019)

	General Operating Fund	Operating Reserve Fund	Tangible Capital Asset Fund	Capital Asset Reserve Fund	2020 Total	2019 Total
Balance, beginning of year	\$ 626,132	\$ 881,136	\$ 969,166	\$ 1,998,367	\$ 4,474,801	\$ 3,658,784
Excess of revenues over expenses	850,765	4,500	(101,426)	(125,210)	628,629	816,017
Purchase of tangible capital assets	(235,901)	-	1,256,968	(1,021,067)	-	-
Advances/repayments of debt	-	-	(1,247,000)	1,247,000	-	-
Interfund transfers	(700,000)	-	-	700,000	-	-
Balance, end of year	<u>\$ 540,996</u>	<u>\$ 885,636</u>	<u>\$ 877,708</u>	<u>\$ 2,799,090</u>	<u>\$ 5,103,430</u>	<u>\$ 4,474,801</u>

See accompanying notes to the financial statements.

REGINA HUMANE SOCIETY INC.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2020

(with comparative figures for the year ended December 31, 2019)

	2020	2019
Cash provided by (used in) operating activities:		
Excess of revenue over expenses	\$ 628,629	\$ 816,017
Amortization	107,600	93,896
Gain on disposal of tangible capital assets	(6,174)	-
Change in non-cash operating working capital		
Accounts receivable	(212,731)	(41,165)
Prepaid expenses	(6,960)	4,995
Inventory	(5,243)	12,958
Accounts payable	(17,937)	55,801
Deferred revenue	531,658	5,000
	<u>1,008,842</u>	<u>947,502</u>
Cash provided by (used in) investing activities:		
Change in short-term investments	(2,289,875)	(8,974)
Change in long-term investments	178,795	6,429
Change in deposits	231,000	(231,000)
Net purchase of tangible capital assets	(1,487,968)	(348,809)
	<u>(3,368,048)</u>	<u>(582,354)</u>
Cash provided by (used in) financing activities:		
Proceeds from callable debt	1,247,000	-
Repayment of obligation under capital lease	(3,552)	(2,798)
	<u>1,243,448</u>	<u>(2,798)</u>
Increase (decrease) in cash	(1,115,758)	362,350
Cash position – beginning of year	3,081,755	2,719,405
Cash position – end of year	\$ 1,965,997	\$ 3,081,755

See accompanying notes to the financial statements

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2020

(with comparative figures for the year ended December 31, 2019)

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. 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*.

2. Summary of significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. 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 statements 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 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, 2020
(with comparative figures for the year ended December 31, 2019)

2. Significant accounting policies (continued)

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.

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%

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2020
(with comparative figures for the year ended December 31, 2019)

2. Significant accounting policies (continued)

Capital leases are amortized on a straight-line basis over the term of the lease.

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

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.

3. Cash and cash equivalents

The Society has an authorized line of credit of \$100,000 which bears interest at 3.75% (prime plus 1.3%). At year end, the line of credit was not utilized (2019 - not utilized).

4. Short term investments

Short term investments consist of \$2,631,316 (2019 - \$329,159) held in redeemable guaranteed investment certificates earning interest at rates from 0.75% to 1.50% (2019 – 1.15%), with maturities from May 2021 to June 2021, as well as \$178,795 (2019 - \$191,078) in a non-redeemable guaranteed investment certificate earning interest at a rate of 1.60% (2019 – 1.35%), maturing June 2021 (2019 – June 2020).

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2020
(with comparative figures for the year ended December 31, 2019)

5. Long term investments

Long term investments consist of \$182,104 (2019 - \$360,899) held in a non-redeemable guaranteed investment certificate earning interest at a rate of 1.80% (2019 – 1.60% to 1.80%), maturing June 2022 (2019 - June 2021 to June 2022).

6. Tangible capital assets

	2020		2019	
	Cost	Accumulated amortization	Net book value	Net book value
Land	\$ 21,637	\$ -	\$ 21,637	\$ 21,637
Land – new facility	1,252,594	-	1,252,594	-
Buildings	948,193	721,954	226,239	247,732
Buildings – new facility	271,412	-	271,412	47,783
Computers	77,754	65,661	12,093	5,312
Equipment	626,980	427,739	199,241	262,222
Furniture & fixtures	40,957	40,296	661	1,410
Capital lease	11,740	4,109	7,631	8,805
Landscaping	17,038	15,577	1,461	1,887
Software	73,666	73,666	-	-
Vehicles	337,553	205,814	131,739	141,378
	\$ 3,679,524	\$ 1,554,816	\$ 2,124,708	\$ 738,166

7. Callable debt

The Society has an agreement to borrow up to \$2,310,000. The loan requires interest only payments at prime plus 2% (at year end, 3.45%), payable monthly. The loan is repayable upon demand. The loan is secured by 2.64 acres of land purchased during the year at a cost of \$2,310,000. At year end, the amount outstanding on the loan is \$1,247,000.

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2020

(with comparative figures for the year ended December 31, 2019)

8. Obligation under capital lease

	2020	2019
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 \$7,631 is pledged as security. Due April 2021.	\$ 2,119	\$ 5,671
	2,119	5,671
Current portion	2,119	3,500
	\$ -	\$ 2,171

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

2020	\$	<u>2,300</u>
Total minimum lease payments		2,300
Less: interest portion		<u>181</u>
Balance of the obligation	\$	<u><u>2,119</u></u>

9. Deferred revenue

Deferred revenue consists of the following:

	2020	2019
Opening balance	\$ 305,000	\$ 305,000
Additions	521,658	-
Ending balance	\$ 826,658	\$ 305,000

The deferred revenue relates to restricted donations for the new building.

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2020
(with comparative figures for the year ended December 31, 2019)

10. Commitments

The Society has contracted architectural services for the design of a new facility. Amounts remaining to be paid total \$947,200. The Society also has various operating leases for equipment, with payments over the next five years as follows:

2021	\$	20,763
2022		20,763
2032		18,940
2024		18,940
2025		11,492

11. Financial instruments

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

12. 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.

REGINA HUMANE SOCIETY INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2020
(with comparative figures for the year ended December 31, 2019)

12. Financial risk management (continued)

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, callable debt and obligation under capital lease. The interest rates on the line of credit and callable debt are 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.

13. COVID-19

On March 11, 2020, the World Health Organization declared a global pandemic for the COVID-19 virus. The Society is following health advisories and mandatory requirements from local, provincial and national health and government organizations. On March 17, 2020, the Society suspended its public outreach, education and non-emergency owner surrender services, and volunteer activities at the shelter were discontinued. Core services continued to be offered, with pet viewings available online and adoptions completed by appointment only. The Society continues to respond to high priority and emergency calls. Administrative employees are working remotely. The future impact of the pandemic on the Society's operations and finances, if any, is unknown at this time.



**Regina
Humane
Society**

MORE than a Shelter