



ANNUAL REPORT



A MESSAGE FROM OUR BOARD CHAIR, DEANNA STEBLYK:

It is with many mixed emotions that I prepare my last message for the Annual Report written from my position as Board Chair of Calgary Humane Society. I have had an amazing, fulfilling, and wonderfully challenging run, but after eight years it's time for me to sit back a little bit and enjoy watching new leadership take the reins.

That said, I will never be far from this organization which my husband and I love, the source of so much inspiration and compassion. I can't even begin to articulate how awestruck and proud I am of the dedication and personal strength shown by CHS's indomitable staff. As I have said before, the work they do rescuing, caring for, and nurturing Calgary's homeless animals is difficult and emotionally taxing in the extreme, but CHS staff perform it every day with unparalleled selflessness, devotion and enthusiasm.

I have been equally grateful for CHS's large and committed corps of volunteers and supporters, from those who help with the shelter's daily operations and animal care to those whose generosity helps ensure we can keep the doors open and continue with the good work occurring inside. There is a pervasive sense of community pride and philanthropy in our city that is at its most apparent just when economic times are the toughest and the challenges are the highest. Our community's response in times of great need is always immediate and enormous.

Thank you to everyone I have worked with and encountered during my time in this role. I can't express my appreciation enough for the opportunity and the privilege.

Deanna Steblyk
Chair of the Board of Directors

The Board of Directors

Board Chair:	Deanna Steblyk
Vice Chair:	Dale Sutherland
Treasurer:	Susan Simpson
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Directors:	Cathy Bjorndalen Isles Cartwright Tim Doruch Anne Hobbs Michele Horne Lisa Kindree Trish Riccio Sue Scully Drew Van Niekerk Andrew Wilson



A MESSAGE FROM OUR EXECUTIVE DIRECTOR, CARRIE FRITZ:

2016 was a year focused on positive change and accomplishing what we thought was impossible, all for the sake of helping the animals we care for and furthering our mission.

2016 marked the 10th anniversary of opening our new facility and we found ourselves now asking if there was more we could do. How do we improve on this amazing work we are already doing to help

more animals. The Capacity for Care program was our answer and we implemented this in 2016 with astounding success, not just for our animals who are healthier and happier, but also for staff, volunteers and foster parents.

In May 2016, CHS, with help from so many, was able to support our partners to the north as they struggled with the insurmountable task of evacuating and caring for over 1,100 animals as families fled the fires in Ft. McMurray. We put a call out for assistance and the response we received from our supporters was inspirational!

We then asked for help with another seemingly impossible, but very fun, task which was breaking a Guinness World record for most dogs in bandanas. Over 800 dogs sporting colourful bandanas came out in support of this wonderful cause.

As CHS sneaks up on our 100th birthday, we reflect on our great history and amazing experiences. In 2016 alone, there are so many examples of extraordinary work being done daily at such an incredibly high level of care, it truly takes your breath away. The advancements we have achieved are all thanks to the generosity of Calgarians who continue to support us in so many ways. We can't thank you enough for your continued dedication to this amazing organization. It is through your encouragement that we strive to improve and tackle the challenges which seem impossible. I am eternally grateful for this community and the team I am a part of and look forward to 2017 to see what else this dedicated group can accomplish together.

Carrie Fritz
Executive Director

CAPACITY 4 CARE

Capacity for Care (C4C) is defined by the *Canadian Federation of Humane Societies* (CFHS) as a management model to help shelters better meet the needs of the animals in their facility. It creates the conditions necessary to provide shelter animals with the Five Freedoms, thereby improving the welfare of individual animals.

How Capacity for Care Changes Help CHS Meet the Five Freedoms:

Freedom from Hunger and Thirst

Improvements to animal housing provides more comfort and security during stay, reducing stress-related food refusal.



Freedom from Discomfort

Our new policies help to 'fast track' eligible animals onto the adoption floor sooner, reducing their overall length of stay.



Freedom from Pain, Injury or Disease

Our new triaged admission program helps to identify and prioritize admission for animals with the greatest need of our assistance.



Freedom to Express Normal Behaviour

Capacity for Care has allowed us to redirect savings from reduced length of stay to provide more access to behaviour support and enrichment, reducing stress during their stay.



Freedom from Fear and Distress

By focusing on alternatives to intake we are working with pet owners to keep more pets in happy, safe and secure homes.



ANIMAL ADMISSIONS

2016 was a year of change for the Animal Admissions team with the introduction of Capacity for Care.

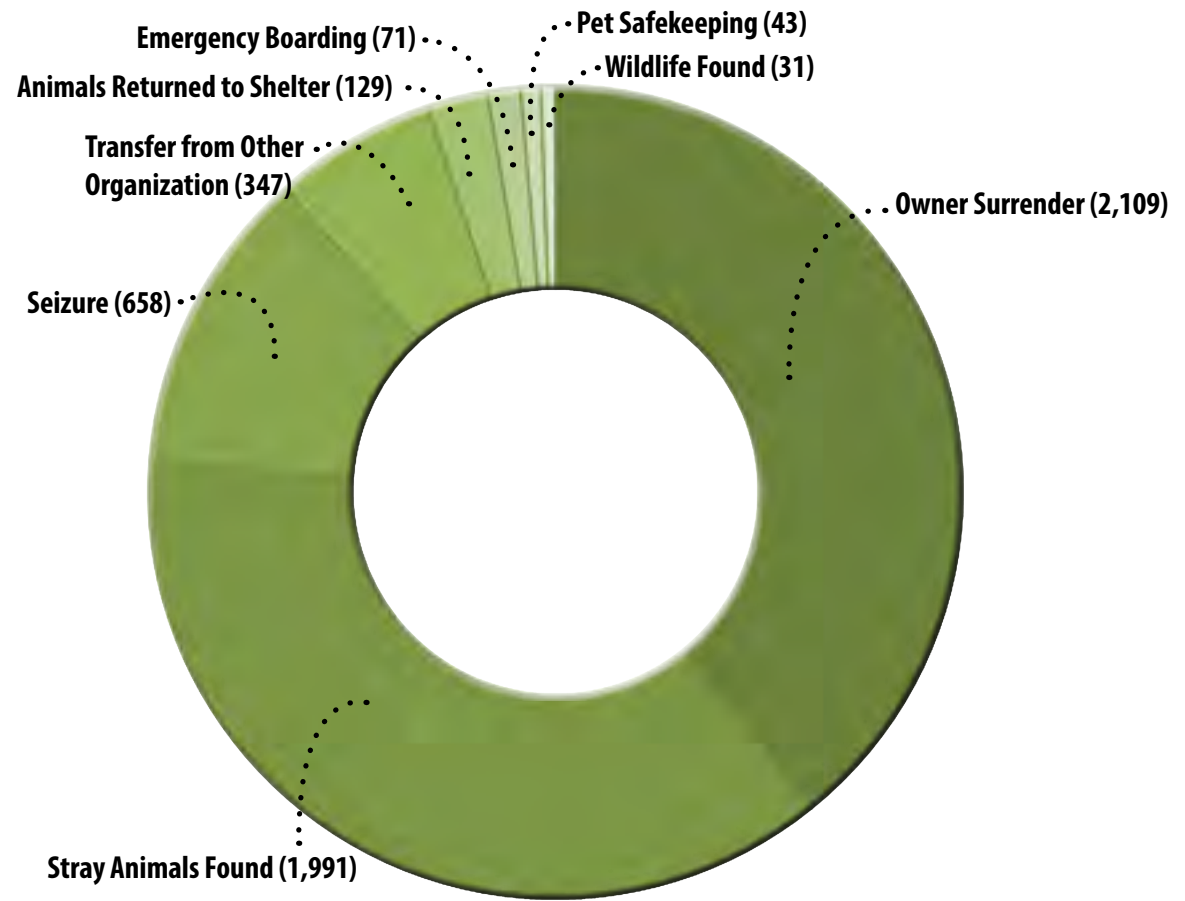
Staff implemented a system to better manage admissions to the shelter and took on a greater role in providing public education regarding the alternatives to surrendering an animal as well as what to do if a cat is found roaming at large. Our team has received these changes positively and we continue to evaluate the results as we move forward into 2017.

A total of 5,379 animals were admitted to the shelter in 2016. Owner surrender was the most common reason for admission (2,109 animals). 43 animals from families fleeing situations of domestic violence were admitted into our Pet Safekeeping program. An additional 71 animals were received into temporary care as part of our Emergency Boarding program, with owner hospitalization as the most common reason. Admissions staff were successful in reuniting a total of 523 animals with their original owners by tracing identification and reviewing lost reports.



Customer service, public education and lost pet reunification remain our priorities for the coming year. With the new Capacity for Care protocols, we look forward to working with owners and providing resources to help prevent animal surrender and keep more families together.

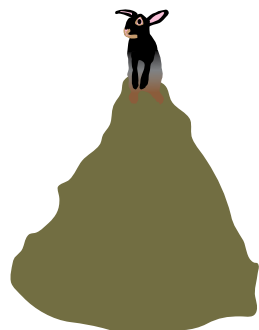
Animal Admissions by Method (2016)



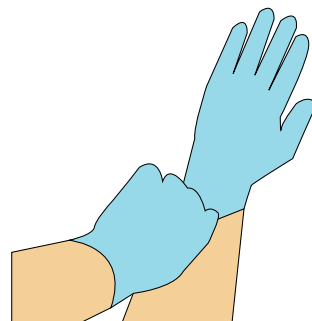
Every day is a busy day for Animal Care, but this year the team decided to do some unusual, but interesting, tracking! In 2016 Animal Care used over 3,300 pounds of rabbit pellets to feed hungry bunnies, donned 85,000 disposable gloves to maintain good sanitation and cleaned an astonishing 76,000 pounds of kitty litter! Keeping hundreds of animals clean, fed and happy also put a lot of miles on their shoes... a collective total of 22,466 kilometers (13,960 miles) was walked by our Animal Care attendants as they completed their work!



76,000 lbs.
of cat litter



3,300 lbs.
of rabbit pellets



85,000
disposable gloves



Walked a total of
22,466 km
(13,960 miles)
That's enough steps to walk over
half way around the world!

Significant changes were made to some of the shelter housing for animals in 2016 and Animal Care staff were delighted to watch all of our shelter cats enjoying their new 'portals' that doubled the kennel size for each cat. As a team we were also excited to renovate our animal care kitchen and improve the equipment in other animal holding areas, which has led to a much more tidy and organized space. In preparing for Capacity for Care, our team developed new sanitation protocols and staff are now able to spend more time than ever socializing the shelter animals as they carry out their daily cleaning and feeding duties.



Animal Care is a committed and dedicated team, working together to help care for the thousands of animals who arrive at our shelter, often staying late to help with an emergency or animal in need. 2016 was no exception with one great example of this being the very memorable day when the entire Animal Care staff had finished their routines and were leaving for the day. At that moment a large seizure of over 40 animals arrived on site with our Protection and Investigations team. The whole Animal Care team turned around and went back inside to help and within hours each animal was secured in safe and cozy housing.

BEHAVIOUR

Pretty Girl was just one of the amazing successes our Behaviour team had in 2016.

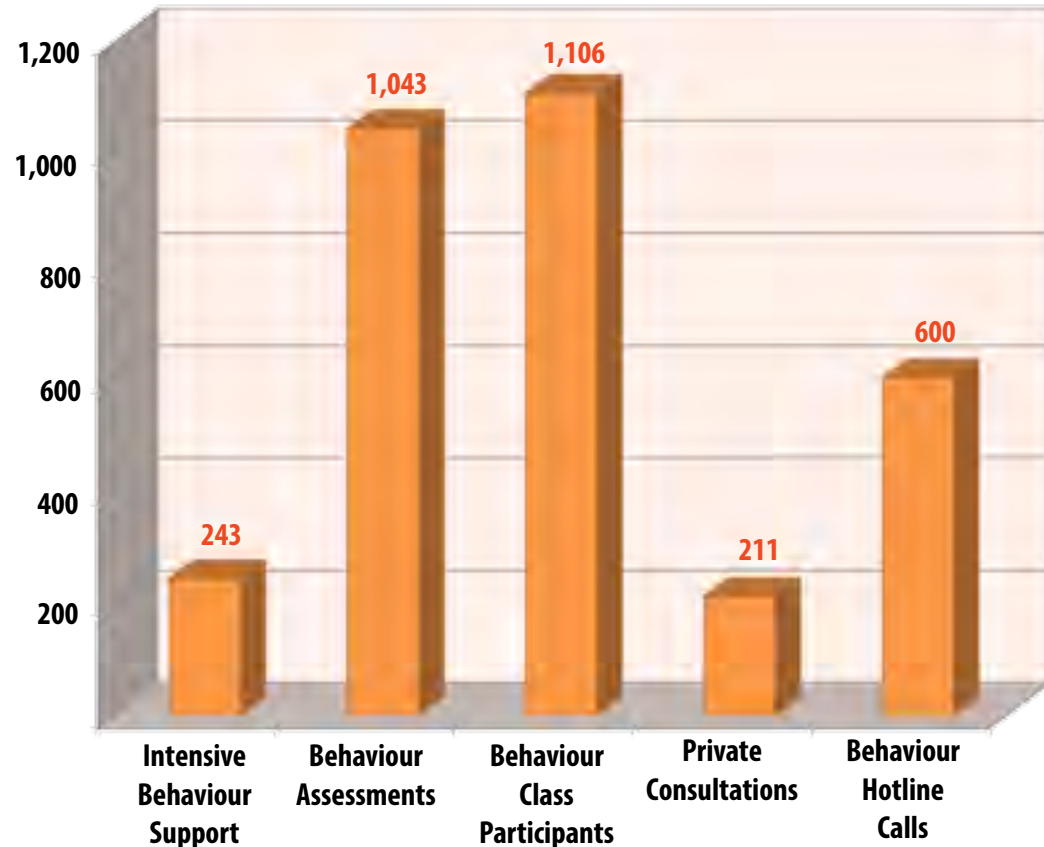
When Pretty Girl arrived at the shelter she was heavily pregnant and very scared. In time, one of our Behaviour team members was able to befriend Pretty Girl and started to work with her to build her confidence. During her stay at the shelter Pretty Girl gave birth to, and raised, six wonderful puppies. By the time her puppies were grown, Pretty Girl had transformed from the terrified and growling dog we met on her first day to a loving companion in her new adoptive home.



Pretty Girl was one of 243 dogs in 2016 who received intensive behaviour support from our team. A total of 1,043 dogs were seen by the team for a behaviour assessment which was used to provide valuable information to future adopters. In addition to working with shelter dogs, our team saw 1,106 dogs attend behaviour classes, completed 211 private consultations and answered over 600 phone calls to our free Behaviour Helpline.

Thanks to the generosity of our donors we were able to purchase iCalm speakers and Adaptil collars for our Stress Reduction Program. The team was also able to take advantage of various opportunities to further enhance their skill level and expertise in the field, which only benefits the large number of animals who need their support throughout the year.

Behaviour Department Program Outreach (2016)



Animal Health has completed another busy year providing medical care to all of the animals in shelter. In 2016 our Veterinarians and Animal Health Technologists completed a total of 20,951 examinations and administered 51,137 doses of medication to ensure the health of our shelter residents. A total of 3,121 surgeries were performed in our surgical suite. Some of our more unusual treatments this year included goat neuters, potbelly pig spays, an oronasal fistula repair, a degloving injury repair and several bladder stone removals!



Animal Health Exams/Procedures By Type (2016)

- FeLV/FIV Testing (427)
- CBC/Chem/Gen Panel (374)
- Fecal Analysis (175)
- Parvo Snap Test (34)
- Urinalysis (642)
- Dog Vaccination (941)
- Cat Vaccination (3,708)
- Emergency Exams (344)
- Initial Wellness Exams (3,696)
- Protection Exams (559)
- Appointments (853)
- Recheck Exams (18,499)
- Medications (51,137)
- Miscellaneous Tasks and Procedures (12,556)

This year as part of Capacity for Care our team started to perform health exams on animals at the time of intake and introduced a “fast track” for eligible animals. This has reduced the overall amount of time animals must wait in shelter before being made available for adoption. In addition to these policy changes, our team drafted new protocols for dental work, ophthalmology and reptile anesthesia.



We are also excited that we were able to add several new pieces of equipment to our animal health clinic thanks to the generosity of our donors. In 2016 we were able to purchase new surgical supply packs, specialized instruments for eye surgeries, orthopedic surgical supplies, dental drills, IV pumps, and new lab equipment to assist with diagnostic work done in clinic.

PROTECTION & INVESTIGATIONS

Peace Officers at Calgary Humane Society experienced another challenging and demanding year in 2016.

In total, 1,215 calls to our Protection and Investigations team warranted investigation and a total of 659 animals were seized as a result of enforcement action taken by our Peace Officers. With the downturn in the Alberta economy medical neglect remained the most common reason for animals to be seized by our officers and accounted for a total of 20.6% of the files we investigated. Encouragingly, the overall number of medical neglect cases went down slightly in 2016.

Diligent work by our Peace Officers also saw the resolution of many court cases from previous years. In total, 33 court convictions were made this year as a result of charges laid by the Protection and Investigations team. In addition, 45 individuals were charged under the Animal Protection Act of Alberta and/or Canadian Criminal Code for investigations started during 2016. Several high profile cases required intensive work by our officers in 2016, including Riverfront Aquariums, the seizure of 89 cats from a home and Takara the pitbull suffering from severe medical neglect.



In addition to investigative work we were proud to present at the Alberta Veterinary Medical Association forensics workshop. Material presented included the link between domestic violence and animal abuse, how to report animal abuse, information on the unique technology utilized by our forensic veterinarian in recent years and the positive working relationship between Calgary Humane Society and Calgary Police Service.

Breakdown by Type of Investigation (2016)

Abandoned	210
Physical Abuse	168
Hot Car	49
Unsanitary Conditions	73
Starving/malnutrition	65
Water	31
Shelter	243
Grooming	29
Medical Neglect	277
Overcrowding	10
Poisoning	12
Inspections	3
Other	45
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Total	1215
Animals Seized	659

Cremations continued to expand our partnerships with community vet clinics in 2016 and stayed true to our focus on giving cherished animal companions a compassionate and dignified good-bye. We completed a total of 9,107 cremations and provided thousands of families with memorial products to celebrate the lives of their pets.

Cremations Testimonials

December 29, 2016

I just wanted to drop you a note to say how much I appreciated the service you provided to my best friend Bailey. You spoke to me on the telephone on Dec. 28/16 and handled Bailey when we came in later that day. You were compassionate and patient with me when I had difficulty speaking. Losing Bailey is one of the most difficult things I've experienced, but your calm and compassionate assistance has helped me.

Thank you very much,
Adam

March 17, 2016

I really cannot say thank you enough for doing this for me. Thank you for everything you do.

Kym

March 1, 2016

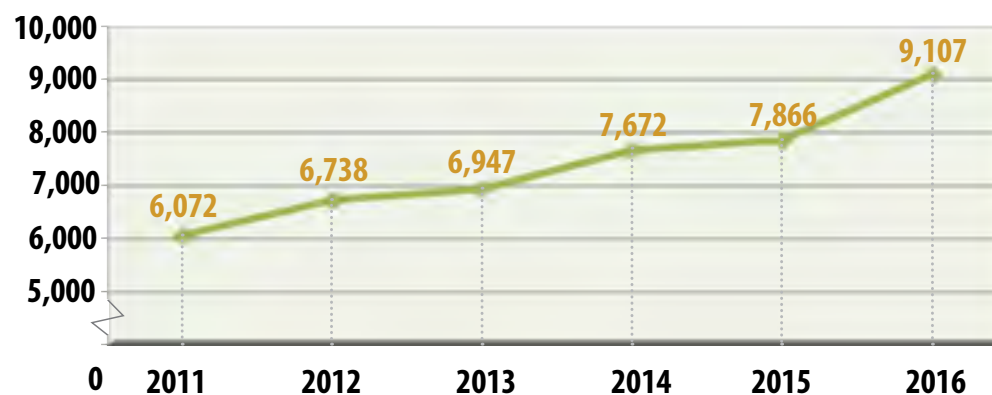
Thank you for your quick reply and kind words. You don't have an easy job and I'm sure you hear everyone's sad stories every day so I appreciate your sympathetic words. It really does mean a lot.

Warmest regards,
Holly

In June we were able to install new equipment that improved our ability to offer cremation services for large animals and we continue to offer exceptional personalized service to all of our clients, regardless of the size of their pet.

Throughout the year our staff went above and beyond in providing compassionate customer service to grieving pet owners and we received many kind emails from our clients in the weeks following their loss. We are honoured to be entrusted with providing care for treasured pets who have passed and we will continue our mission in 2017 to offer compassion and dignity to all of our clients and their animals.

Total Cremations (2011 - 2016)



Humane Education/ Community Outreach

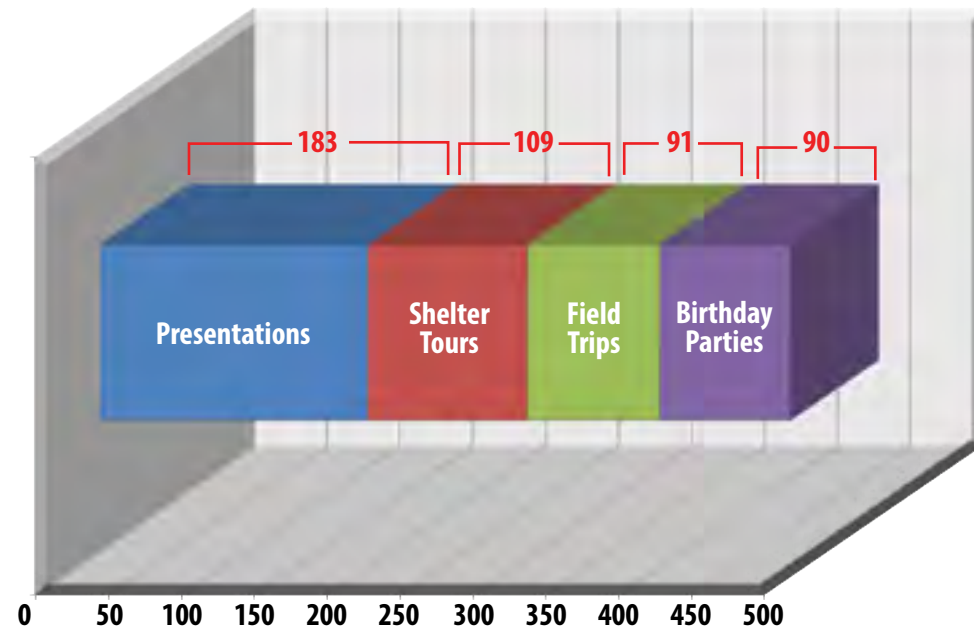
Humane Education and Community Outreach had another productive year bringing the message of compassion, empathy and respect for all living things into the community! In total, the department was able to reach 9,637 youth and 7,640 adults using a combination of in-shelter educational programs and community events.

Community Outreach enjoyed a successful event at Comic Expo, where CHS staff and volunteers were able to answer hundreds of questions about CHS and animal welfare. We were also able to host booth spaces at several other community events, including Pride Festival, Spruce Meadows Christmas Market and Lilac Festival, where our materials were well-received by attendees.

The Humane Education team was excited to present in 183 classrooms and welcome 91 field trips to the shelter. Many of these educational opportunities were made possible thanks to a fee assistance program funded by our generous donors, which provides financial assistance to schools that otherwise could not afford the program. In addition to in-school programs, the team welcomed a total of 375 children into summer camps while another 167 students attended CHS youth clubs. Birthdays were another major focus for the department with a total of 90 families choosing to host their party at CHS while 109 young people attended the shelter for 'thank you' tours after hosting birthday fundraisers in the community!

In 2017 the team looks forward to continuing our mission of inspiring passion for animal welfare. In the words of one of our team members: *"Every time we interact with a classroom or group of people at outreach events, there is an endless world of inspiration that may be sparking that student or person! Every presentation and event we attend is unique and special in its own way, because it is providing the ability to inspire others to help out, not just with animals, but overall to be better citizens within the community."*

Humane Education Programs by Type (2016)












Global Media Coverage per Year

2015: 268
2016: 309 ↑ 14.2%

Social Media Statistics w/ Percent Increase (2016)

FACEBOOK LIKES	39,989 	22.8%
PAGE ENGAGEMENT	277,300 	63.2%
TOTAL REACH	3,097,848 	84.2%
TWITTER FOLLOWERS	6,080 	17.1%
YOUTUBE VIEWS	1,231,026 	54.7%
INSTAGRAM FOLLOWERS	12,000 	41.4%
BLOG PAGE VIEWS	182,207 	31.9%

2016 was a challenging and rewarding year for the Communications team. May 2016

saw us partner with several other organizations to assist with communications and supply collection in the wake of the Fort McMurray fires. Our request for kennels and other pet-related items saw an overwhelming response from our donors and supporters enabling us to provide support to agencies in Fort McMurray as well as families from the area who had been displaced in Calgary. June was also a busy month with our annual Dog Jog where we successfully brought together over 800 dogs to set a record for the “most dogs wearing bandanas”.

Reporting on convictions and sentencing in animal protection cases was another focus for our team in 2016. Several high-profile media cases, including Riverfront Aquariums, garnered significant media attention and our team dedicated resources to respond to these media inquiries.

Online and social media engagement was strong in 2016 with 39,989 supporters ‘liking’ our Facebook page. In total the CHS Facebook page was engaged with 277,300 times and our website saw 1,050,411 page visits. Our Youtube presence was equally strong with a total of 1,231,026 video views. Our printed materials also saw some change as we started to collect feedback from Connecting Lives readers and are now using that feedback to shape our future editions.

Volunteer & Foster

2016 was an exciting year in the Volunteer and Foster Department!

Together our 684 active volunteers contributed an amazing 20,345 hours of their valuable time helping with critical shelter tasks, community events and animal socialization. This year marked a new role for the volunteer department at Dog Jog as we were responsible for recruiting and managing all of the event volunteers for our “most dogs wearing bandanas” world record attempt. It required some intense coordination but in the end all of the puppies were successfully counted and our volunteers had a great time!

2016 also had some exciting changes made to our foster program. In preparation for the roll out of Capacity for Care, the foster department made changes to our onboarding criteria and protocols and began our immediate foster initiative. This initiative removes some of the time and administrative barriers to new foster parents in order to allow animals to be placed into loving foster homes more quickly than before.

On the Volunteer and Foster team we get to work with the people who sacrifice their free time, their homes, and even their sleep for the sheer love and dedication to animals. In big and small ways, they make a huge difference to our community. We are truly privileged to work directly alongside them, and get to know these individuals! We cannot wait to continue our work with these amazing individuals in 2017!



Number Of Active Volunteers

2015: 616
2016: 684 ↑ 10.5%

Breakdown of Reasons for Foster (2016)

Adopt From Foster	17
Age/Weight Gain/ Socialization	344
Behaviour/Socialization	32
Emergency Boarding	24
House Habits/Medical	31
Medical	119
Mom & Babies	283
Presurgery	12
Surgery Recovery	27
Pregnant	34
Protection Hold	34
Medical Protection Hold	9
Safekeeping	6
Space	9
Stress	12
URV	58
Weight Gain	18
Other	6
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TOTAL	1,075

Adoptions staff hosted several special adoption events throughout the year and saw great success.

Our December-long “Home for the Holidays” event saw an incredible 262 animals placed into loving forever homes while our other animal adoption events throughout the year resulted in another 257 animals being adopted. Our remote adoption counselor attended an additional 39 remote adoption events throughout the city, which were well received. In total, the Adoption team facilitated adoptions for an incredible 3,493 animals. May 2016 was the busiest month with 491 animals heading to great new homes.

Animal Adoptions By Species (2016)

Arthropod	2	Fish	43	Mice	12
Birds	125	Gerbils	8	Newts	2
Cats	2,233	Guinea Pigs	109	Pig	4
Chinchillas	22	Hamsters	10	Rabbits	258
Degus	21	Hedgehogs	8	Snakes	32
Dogs	509	Iguanas	1	Turtles	16
Ferrets	4	Lizards	43	Other	31

Total Animals = 3,493

This year was a year of professional growth for our team and our focus was on building a great customer experience. Staff were able to pursue extra training with many demonstrating great initiative in going above and beyond to ensure an excellent experience for our adopters. To support this team initiative we have introduced a “karma jar” where staff can acknowledge one another for great acts of customer service. We have also made several protocol changes in response to Capacity for Care in order to make it easier for potential adopters to meet with animals in the cat and reptile areas. We have also changed some of our policies around landlord permission to remove barriers in the adoption process while still ensuring our animals go to loving forever homes.

As we head into 2017, we are continuing to think about innovative new ways to find great homes for our animals and we look forward to continuing our conversations with adopters!



SOPHIE FINDS SANCTUARY WHILE ESCAPING FROM FORT MCMURRAY

On May 2, 2016 Sophie the dog started what seemed like a normal day. Her family went to work and she was left to relax in the house during the day. Sophie's owners, Teresa and Jason, on the other hand, soon realized the day would be anything but normal. Just after lunch, Jason received a call that his son's daycare would be evacuating due to the large forest fires moving closer and closer to the city. He called Teresa who rushed to pick up their son and then headed home to be with Sophie. The family then called close friends (who were in the process of rescuing their own dog from their home) to meet at Jason and Teresa's home where they would leave together.



As Jason tried to get home, Teresa and her friend packed the car for a hasty evacuation. Together the four adults, one child and two dogs piled in to the car and began the slow drive away from danger. Sophie was curled up with a blanket, the family's bags and belongings surrounding her as what would normally be a 45 minute drive stretched to longer than five hours. The family finally found their way to the Shell work camp, where they were able to stay overnight. The next day the family was flown to Calgary with only their essential items and Sophie in tow. Sophie's family called Calgary Humane Society, desperately seeking options for Sophie's care as the family tried to relocate and find accommodations. Sophie was offered placement in our Emergency Boarding program and staff arranged to meet Sophie's family at the airport in order to bring her to the shelter. Sophie's family shed many tears at the airport but assured Sophie she was in good hands, as CHS staff committed to Sophie's family that we would help them reunite as soon as possible. Sophie arrived at Calgary Humane Society with a wagging tail and friendly attitude despite the trauma she had endured, immediately charming many staff into giving her extra hugs and attention.

In the following days, Animal Admissions staff spoke with Jason and Teresa and learned that Jason's parents in Nanaimo, BC were willing to temporarily care for Sophie if transport to Nanaimo could be found. Animal Admissions staff reached out to contacts at Westjet to find out if a flight for Sophie could be arranged. Hearing the touching tale of Sophie's escape from Fort McMurray, a Westjet employee offered to use her upcoming day off to escort Sophie to Nanaimo. On May 9th, 2016 shelter staff drove Sophie to the airport where she completed the final leg of her journey. Sophie would remain safe and sound with her grandparents until her family was able to bring her home.

Our new Capacity for Care initiative at Calgary Humane Society, started in 2016, aims to create more stories like Sophie's by working with families to identify alternatives to surrendering cherished companions. Through conversations and resourcing, Animal Admissions staff are now managing animal intakes and working directly with owners to maintain animals in their original homes whenever possible.



HARD WORK AND PATIENCE LEAD TO A TREMENDOUS CONVICTION

In late 2015 Peace Officers from Calgary Humane Society's Protection and Investigations department attended Riverfront Aquariums and made a horrifying discovery: Hundreds of animals suffering from neglect and many with serious medical conditions. Our Officers had been monitoring conditions at Riverfront Aquariums for some time, due to three prior sets of charges being laid, but the conditions observed that day were some of the worst ever seen. Recognizing the dire situation many of the animals were in, our Officers took enforcement action and seized a total of 333 animals from the business.



In the coming hours, our Peace Officers meticulously and diligently documented every aspect of the scene, determined to seek justice for the neglected animals. More importantly, officers were determined to ensure that no further animals would fall victim to Riverfront Aquarium's ongoing neglect. As Peace Officers documented the scene and loaded up animals for transport, shelter staff were preparing for the exotic animal influx. Animal Health staff, including our exotics veterinarian, prepared to examine and document the health condition of each animal while Animal Care (and several staff members recruited from other departments) worked quickly to clean and set up housing for the animals coming in.

Once at Calgary Humane Society the Riverfront animals received the proper housing and medical care they needed to thrive. Our Adoptions team worked hard to find the right match for each animal as they became ready for adoption and dedicated foster homes offered extended care for animals that were not fully recovered. A fourth set of charges was brought against the owner of Riverfront Aquariums in March 2016 and our Peace Officers prepared carefully for the trial. Finally, in early 2017 the year of hard work and dedication shown by our Peace Officers and all of the staff at Calgary Humane Society came to a conclusion with a court conviction. Wayne Woo of Riverfront Aquariums was sentenced to a record-setting maximum \$20,000 fine and a lifetime prohibition (excluding fish and one family dog) from owning or caring for animals. Michael Chow, also of Riverfront Aquariums, was sentenced to a \$4,000 fine and a 10 year prohibition from owning or caring for animals (excluding fish and one family dog).



Fund Development

In 2016 the Fund Development team was excited to welcome over 800 dogs to our annual “Dog Jog” fundraiser as we made a world record attempt for “the most dogs wearing bandanas”. In addition to being a ton of fun, Dog Jog was also successful in raising over \$120,000 to support animals in need. Our other signature event, Cocktails for Critters, was a resounding success and raised over \$153,000! In December we were pleased to welcome over 500 attendees to our Christmas Party for the Animals, which raised over \$29,000. Third party fundraisers were another important part of our year and we were thrilled to hear from hundreds of community-minded Calgarians who held third party fundraisers and together raised over \$80,000!

2016 was also a very successful year for our PAWS program! We welcomed 217 new PAWS donors into the CHS family. In total close to 1,500 generous donors gave over 18,000 gifts of varying sizes to help support our mission of helping as many animals as we can. Our donors are the backbone of our organization and we were very happy to engage personally with many of them throughout the year and welcome even more engagement in the future. Thanks to the generosity of our donors we were able to not only make many improvements and equipment additions in our shelter, but we were also able to provide support to the rebuilding efforts of organizations in Fort McMurray following the tragic fires.

In closing out 2016, we feel it is vitally important to also recognize all of the other staff and volunteers who donated countless hours of their time to assist the Fund Development team in reaching our fundraising goals.

DOG JOG REGISTRATIONS

8/3



DOG JOG RAISED OVER **\$120,000**

COCKTAILS FOR CRITTERS

ATTENDEES

423



COCKTAILS FOR CRITTERS
RAISED OVER **\$153,000**

CHRISTMAS PARTY FOR THE ANIMALS ATTENDEES

OVER **500**

CHRISTMAS PARTY FOR THE
ANIMALS RAISED OVER



\$29,000

THANK YOU, SUPPORTERS!

In 2016, Calgary Humane Society received support from over 31,000 donors who share a passion in protecting and caring for animals in our community. For privacy we will not be listing all our donors names, however we would like to express our sincere gratitude for each and every one who supported our mission: "to help as many animals as we can." Below is a list of sponsors who helped make our events last year a tremendous success!

SPONSORS

Allstate Insurance
Amborella Flowers
Assured Home & Pet Care
BMO Bank of Montreal
Boehringer Ingelheim
Calgary Honda
Fairplay Stores
FirstEnergy Community Foundation
FirstEnergy Foundation
Hill's Pet Nutrition Canada Inc.
Mawer Investment Management
Morrison Homes
KPMG LLP
Pet Planet Douglas Square
Pet Friendly Canada

Petsecure
Poooh Busters
Preventous Collaborative Health
Rogers Media
Rupert & Buttercup Foundation
Silly Booth
Tail Blazers
TELUS
Tim Hortons - Memorial Drive
Topline Printing
Trotter & Morton Facility Services
United Rental
Western Financial Insurance Company
While Away House Sitters & Pet Care Inc.

FUREVER FRIENDS

Kim Berjian and Michael Smillie
Dr. Miriam Carey and Mr. Errol Lee Fulton
Isles & Steve Damberger
Jim Davidson
Judith Dwarkin and David Wells
Robert & Anne Hobbs
Michele & Fraser Horne
Lisa Kindree and Mark Parekh

Jane McCaig and Richard Waller
Trish & Lucio Riccio
Susan & David Simpson
Joan Snyder
Dale Sutherland
Deanna & Harvey Steblyk
Sue, Finn & Drew Van Niekerk
Andrew Wilson and Michelle Novak

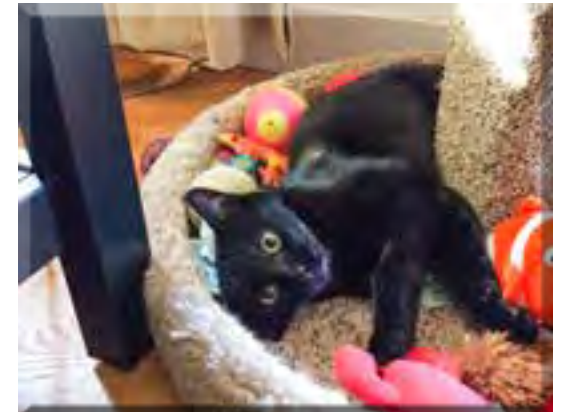
AN EMERGENCY SURGERY SAVES THE LIFE OF A LITTLE BLACK KITTEN NAMED BATMAN

Batman was a tiny, emaciated kitten when he was found injured near DeWinton and brought to Calgary Humane Society by a Good Samaritan. When he arrived at the shelter, Batman was immediately rushed back to our Animal Health team, who assessed the young cat's injury. Little Batman, who weighed only four pounds, had suffered a major injury to his jaw that left him unable to eat and he would require immediate surgery to save his life.



Veterinarians at the shelter started Batman on antibiotics and took x-rays in preparation for his surgery. Thanks to the generosity of our donors, we are fortunate to have a fully equipped surgical suite and highly trained veterinarians on site so Batman could receive his surgery the same day he was brought to the shelter. During the surgery, Batman's veterinarian worked tirelessly to repair the damage to his tiny jaw and prescribed both antibiotics and pain medication to help Batman heal.

Animal Health knew that Batman would need time to recover in a foster home. Normally an emergency call would be put out to our network of foster parents, but Batman had other ideas! The little black kitten had already worked his charm on his veterinarian, who decided she would provide him with the foster care he needed post surgery. While in foster, Batman was discovered to have a bone infection due to his previous injury and was put on a long course of antibiotics. After many weeks of love and medical care in his foster home, Batman made a remarkable recovery and was finally ready to be adopted. After a quick brush with fame (the charismatic kitten had a starring role in a BTV morning adoption spotlight!) Batman found a 'purr-fect' adoptive family! Today, Batman is a healthy and happy kitten who loves to explore, play and snuggle with his family.



PRETTY GIRL ARRIVED PREGNANT AND AFRAID BUT FINALLY FOUND THE LOVING HOME SHE DESERVES



The shelter can be a frightening and unfamiliar place for a dog, especially for a dog with a traumatic past. Pretty Girl arrived at the shelter after living in a car with her owner due to homelessness. She was a shy and shutdown dog who growled in fear at any staff that got too close. Animal Admissions staff moved slowly and patiently with Pretty Girl to coax her into her new temporary home and ensured she had all of the soft bedding, toys and nutritious food she would need to feel more comfortable in this new environment. The following day, our Behaviour team met with Pretty Girl to formulate a socialization plan in the hopes of bringing the beautiful dog out of her shell.

Socializing Pretty Girl would soon prove to be a crucial task. Animal Health performed an intake exam which revealed that Pretty Girl, who had received no veterinary care since she was a puppy, would soon be expecting puppies of her own! Behaviour staff knew Pretty Girl would need even more support to build her confidence as she was raising her puppies. Thankfully, Pretty Girl had quickly connected with a member of our Behaviour team, and this staff member was committed to fostering Pretty Girl's success!

Shortly after arriving at the shelter, Pretty Girl gave birth to six beautiful puppies. As the puppies grew, our Behaviour team continued to work with Pretty Girl to build her confidence. To help Pretty Girl overcome her anxiety, Animal Health worked with the Behaviour team to develop a medication plan for her and, once her puppies were old enough for adoption, Pretty Girl was transitioned to a foster home where she continued to thrive. At long last, two and a half months after coming to the shelter, Pretty Girl met her perfect match and was adopted from foster into a loving family of her very own.



Adoption from foster allows animals like Pretty Girl, who struggle in the shelter environment, to be housed in loving foster homes while they are awaiting adoption. Thanks to the ongoing support of our donors, CHS is able to provide all of the necessary supplies and medical care for animals in our foster program, while our foster parents provide the love, time and socialization these animals desperately need.



INDEPENDENT AUDITOR'S REPORT

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To the Members of
Calgary Humane Society for Prevention of Cruelty to Animals

We have audited the accompanying financial statements of Calgary Humane Society for Prevention of Cruelty to Animals, which comprise the statement of financial position as at December 31, 2016, the statements of revenue and expenses and changes in fund balances 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.

Auditor's 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 auditor's 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 entity'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 entity'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 qualified audit opinion.

Basis of Qualified Opinion

In common with many not-for-profit organizations, Calgary Humane Society for Prevention of Cruelty to Animals derives a significant portion of its revenue from donations and fundraising, 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 Calgary Humane Society for Prevention of Cruelty to Animals and we were not able to determine whether any adjustments might be necessary to revenue, excess of revenue over expenses, assets and fund balances.

Qualified Opinion

In our opinion, except for the possible effects of matters described in the basis of qualified opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Calgary Humane Society for Prevention of Cruelty to Animals as at December 31, 2016, and the results of its operations, changes in fund balances and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Other Matter:

The financial statements of Calgary Humane Society for Prevention of Cruelty to Animals as at and for the year ended December 31, 2015 were audited by another auditor who expressed a qualified opinion on those statements on March 30, 2016 due to the matter described in the Basis for Qualified Opinion paragraph.

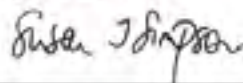
Chartered Professional Accountants
March 29, 2017

Calgary Humane Society for Prevention of Cruelty to Animals

Statement of financial statement December 31, 2016

	General Operating Fund		Restricted Fund		Capital Fund		Total	
	2016	2015	2016	2015	2016	2015	2016	2015
Assets								
Current assets								
Cash and cash equivalents	\$ 720,332	\$ 1,181,467	\$ 66,519	\$ 66,495	\$ -	\$ -	\$ 786,851	\$ 1,247,962
Accounts receivable (note 3)	205,879	360,586	-	-	-	-	205,879	360,586
Inventory (note 4)	68,544	56,968	-	-	-	-	68,544	56,968
Prepaid expenses	155,871	173,923	-	-	-	-	155,871	173,923
Due from (to) other funds	(7,586,430)	(3,284,316)	181,240	99,925	7,405,190	3,184,391	-	-
	<u>(6,435,813)</u>	<u>(1,511,372)</u>	<u>247,768</u>	<u>166,420</u>	<u>7,405,190</u>	<u>3,184,391</u>	<u>1,217,145</u>	<u>1,830,430</u>
Marketable securities (note 5)	16,589,020	15,332,715	-	164,328	-	-	16,589,020	15,497,043
Capital assets (note 6)	-	-	-	-	7,093,924	7,087,747	7,093,924	7,087,747
	<u>\$ 10,153,216</u>	<u>\$ 13,821,343</u>	<u>\$ 247,768</u>	<u>\$ 330,748</u>	<u>\$ 14,499,114</u>	<u>\$ 10,272,138</u>	<u>\$ 24,900,098</u>	<u>\$ 24,424,229</u>
Liabilities								
Current liabilities								
Accounts payable and accrued liabilities (note 3)	\$ 480,376	\$ 531,042	\$ -	\$ -	\$ -	\$ -	\$ 480,376	\$ 531,042
Deferred revenue (note 7)	35,735	27,094	-	-	-	-	35,735	27,094
	<u>516,111</u>	<u>558,136</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>516,111</u>	<u>558,136</u>
Fund Balances								
Unrestricted (note 8)	1,054,183	4,757,255	-	-	-	-	1,054,183	4,757,255
Restricted for endowment purposes (note 9)	-	-	45,000	45,000	-	-	45,000	45,000
Externally restricted (note 10a)	3,091	1,920	202,768	285,748	-	-	205,859	287,668
Internally restricted (note 10b)	8,579,831	8,504,032	-	-	7,405,190	3,184,391	15,985,021	11,688,423
Invested in capital assets (note 10b)	-	-	-	-	7,093,924	7,087,747	7,093,924	7,087,747
	<u>9,637,105</u>	<u>13,263,207</u>	<u>247,768</u>	<u>330,748</u>	<u>14,499,114</u>	<u>10,272,138</u>	<u>24,383,987</u>	<u>23,806,093</u>
	<u>\$ 10,153,216</u>	<u>\$ 13,821,343</u>	<u>\$ 247,768</u>	<u>\$ 330,748</u>	<u>\$ 14,499,114</u>	<u>\$ 10,272,138</u>	<u>\$ 24,900,098</u>	<u>\$ 24,424,229</u>

Approved by the Board



Director



Director

Calgary Humane Society for Prevention of Cruelty to Animals

Statement of revenue and expenses and changes in fund balances year ended December 31, 2016

	General Operating Fund		Restricted Fund		Capital Fund		Total	
	2016	2015	2016	2015	2016	2015	2016	2015
Revenues								
Donations and fundraising	\$ 2,431,501	\$ 2,633,901	\$ 169,326	\$ 81,760	\$ 154,792	\$ 139,886	\$ 2,755,619	\$ 2,855,547
Bequests	2,670,175	2,152,571	-	-	-	-	2,670,175	2,152,571
Programs and services	1,891,424	1,878,409	-	690	-	-	1,891,424	1,879,099
Investment income	1,694,312	2,023,441	-	-	-	-	1,694,312	2,023,441
City of Calgary grant	246,000	246,000	-	-	-	-	246,000	246,000
Gain on sale of capital assets	-	-	-	-	500	5,800	500	5,800
Change in unrealized gain on marketable securities	(1,172,112)	(1,025,751)	-	-	-	-	(1,172,112)	(1,025,751)
	<u>7,761,300</u>	<u>7,908,571</u>	<u>169,326</u>	<u>82,450</u>	<u>155,292</u>	<u>145,686</u>	<u>8,085,918</u>	<u>8,136,707</u>
Expenses								
Wages and benefits	4,532,228	4,285,633	29,176	-	-	-	4,561,404	4,285,633
General & administrative	604,428	662,943	10,964	-	-	-	615,392	662,943
Operating	1,233,159	1,151,420	97,633	74,251	-	-	1,330,792	1,225,671
Fundraising (note 11)	374,850	417,159	15	-	-	-	374,865	417,159
Amortization	-	-	-	-	685,571	623,368	685,571	623,368
	<u>6,744,665</u>	<u>6,517,155</u>	<u>137,788</u>	<u>74,251</u>	<u>685,571</u>	<u>623,368</u>	<u>7,568,024</u>	<u>7,214,774</u>
Excess (deficiency) of revenue over expenses	1,016,635	1,391,416	31,538	8,199	(530,279)	(477,682)	517,894	921,933
Fund balances, beginning of year	13,263,207	11,941,773	330,748	249,843	10,272,138	10,752,544	23,866,093	22,944,160
Interfund transfers (note 10a & 10b)	(4,642,737)	(69,982)	(114,518)	72,706	4,757,255	(2,724)	-	-
Fund balances, end of year	<u>\$ 9,637,105</u>	<u>\$ 13,263,207</u>	<u>\$ 247,768</u>	<u>\$ 330,748</u>	<u>\$ 14,499,114</u>	<u>\$ 10,272,138</u>	<u>\$ 24,383,987</u>	<u>\$ 23,866,093</u>

Calgary Humane Society for Prevention of Cruelty to Animals

Statement of cash flows year ended December 31, 2016

	2016	2015
Cash flows from operating activities		
Excess of revenue over expenses	\$ 517,894	\$ 921,933
Items not involving cash		
Gain on sale of marketable securities	(702,360)	(1,420,037)
Change in unrealized loss on marketable securities	1,172,112	1,025,751
Gain on foreign exchange on marketable securities	(4,668)	(228,152)
Gain on sale of capital assets	(500)	(5,800)
Amortization	685,571	623,368
	<u>1,668,049</u>	<u>917,063</u>
Changes in non-cash working capital		
Accounts receivable	154,707	63,258
Inventory	(11,576)	(6,835)
Prepaid expenses	18,052	(78,935)
Accounts payable and accrued liabilities	(50,666)	120,002
Deferred revenue	8,641	7,567
	<u>1,787,207</u>	<u>1,022,120</u>
Cash flows from investing activities		
Purchase of capital assets	(691,748)	(346,638)
Proceeds on sale of capital assets	500	5,800
Purchase of marketable securities	(22,336,761)	(20,182,728)
Proceeds on sale of marketable securities	20,779,691	19,321,920
	<u>(2,248,318)</u>	<u>(1,201,646)</u>
Net decrease in cash and cash equivalents	<u>(461,111)</u>	<u>(179,526)</u>
Cash and cash equivalents, beginning of year	1,247,962	1,427,488
Cash and cash equivalents, end of year	<u>\$ 786,851</u>	<u>\$ 1,247,962</u>

Calgary Humane Society for Prevention of Cruelty to Animals

Notes to the financial statements December 31, 2016

1. Nature of operations

Calgary Humane Society for Prevention of Cruelty to Animals (the "Society") is a not-for-profit organization that was incorporated under the Alberta Societies Act in 1922. The Society is a registered charity as defined under paragraph 149(1)(f) of the Income Tax Act, and therefore, is not subject to income tax. The mandate of the Society is to improve the welfare of animals through programs and services in sheltering, education, protection and advocacy.

2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations ("ASNFO") and include the following significant accounting policies:

Fund accounting

The Society follows the restricted fund method of accounting. Activities of the Society are segregated in the following funds:

- The General Operating Fund accounts for the Society's program delivery and administrative activities. This fund reports unrestricted resources, restricted operating grants and other internally restricted amounts.
- The Capital Fund accounts for the assets, liabilities, revenues and expenses related to the Society's capital assets. This fund reports both internally and externally restricted funds.
- The Restricted Fund accounts for the assets, liabilities, revenue and expenses of the Society's endowment funds, and in internally and externally restricted funds.

Cash and cash equivalents

Cash and cash equivalents includes cash on hand and balances with banks. Cash and cash equivalents that are subject to restrictions, thereby preventing its use for current purposes, are included in restricted cash and cash equivalents.

Pledges receivable

Pledges receivable are not recorded in the Society's financial statements as there is no assurance that they will ultimately be collected. Pledges are recorded in the financial statements when they are received.

Inventory

Goods for resale are recorded as inventory and are recorded at the lower of cost and net realizable value. Cost is determined using the average cost method, and net realizable value is determined using the current estimated selling price less the selling cost. The estimated selling price takes into account management's best estimate of the most probable set of economic conditions.

Due from (to) other funds

Due from (to) other funds represents amounts owed between certain funds. These interfund balances are non-interest bearing and have no fixed terms of repayment.

2. Significant accounting policies (continued)

Financial instruments

The Society recognizes its financial instruments when the Society becomes party to the contractual provisions of the financial instrument. Financial instruments are recorded at fair value on initial recognition. Equity instruments that are quoted in an active market (i.e. marketable securities) are subsequently recorded at fair value. All other financial instruments are recorded at cost or amortized cost, unless management has elected to record at fair value. The Society has not elected to carry any such financial instruments at fair value.

Transaction costs related to financial instruments measured at fair value are expensed as incurred. For all other financial instruments, the transaction costs are added to the carrying value of the asset or netted against the carrying value of the liability and are then recognized over the expected life of the instrument using the straight-line method. Any premium or discount related to an instrument measured at amortized cost is amortized over the expected life of the item using the straight-line method and recognized in the statement of revenue and expenses and changes in fund balances.

With respect to financial assets measured at cost or amortized cost, the Society recognizes in the statement of revenue and expenses and changes in fund balances an impairment loss, if any, when it determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows. When the extent of the impairment of a previously written down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed in the statement of revenue and expenses and changes in fund balances in the period the reversal occurs.

Capital assets

Capital assets are recorded at cost. Donated capital assets are recorded at fair market value at the date of contribution. Amortization is reported in the Capital Fund and is recorded using the straight-line method at the following annual rates, intended to recognize the cost of the assets over their expected useful lives. In the year of acquisition, amortization is taken at one half the standard rates.

Buildings and landscaping	-	9% - 10%
Equipment and furniture	-	20%
Automotive equipment	-	15%

Impairment

Capital assets are tested for impairment whenever events or changes in circumstances indicate that an asset can no longer be used as originally expected and its carrying amount may not be fully recoverable. An impairment loss is recognized when and to the extent that management assesses the future useful life of the asset to be less than originally estimated.

Calgary Humane Society for Prevention of Cruelty to Animals

Notes to the financial statements December 31, 2016

2. Significant accounting policies (continued)

Revenue recognition

Restricted contributions related to general operations are recognized as revenue of the General Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund, or if no restricted fund exists, they are recognized in the General Operating Fund using the deferral method of accounting.

Unrestricted contributions are recognized as revenue of the General Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Program and services and fee for service revenue are recognized when the related service is provided.

Investment income includes dividends and interest income, and realized investment gains and losses, which is recognized as revenue of the General Operating Fund when earned or realized.

Donated services and materials

Donated services and materials are recorded in the financial statements at fair market value when fair market value can be reasonably estimated and when these items would have otherwise been purchased. The Society's programs benefit from substantial services in the form of volunteer time, which is not recorded in the Society's financial statements because of the difficulty in determining their fair value.

Foreign exchange

Transactions denominated in foreign currencies are translated into their Canadian dollar equivalents at exchange rates prevailing at the transaction dates. Carrying values of monetary assets and liabilities reflect the exchange rates at the balance sheet date. Gains and losses on translation or settlements are included in the determination of excess of revenue over expenses in the statement of revenue and expenses and changes in fund balances for the current period.

Income taxes

The Society is registered as a charitable organization under the Income Tax Act (the "Act") and as such is exempt from income taxes and is able to issue donation receipts for income tax purposes. In order to maintain its status as a registered charity under the Act, the Society must meet certain requirements within the Act. In the opinion of management, these requirements have been met.

Use of estimates

The preparation of financial statements in conformity with AS/NFPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. The most significant of these estimates are related to the recoverable amount of the Society's accounts receivable, the amortization period for and potential impairment of capital assets, accrued liabilities and potential contingencies. Actual results could differ significantly from the estimates. Management reviews these estimates on a periodic basis and, if required, makes adjustments prospectively.

3. Government remittances

At December 31, 2016, the Society had government remittances recoverable of \$16,180 (2015 - \$30,685) and government remittances payable of \$nil (2015 - \$nil).

4. Inventory

The cost of inventory recognized as an operating expense for the year ended December 31, 2016 amounted to \$160,003 (2015 - \$133,625).

5. Marketable securities

Marketable securities are recorded at fair market value. Market values are obtained from fund managers. Marketable securities comprise investments in Canadian and foreign equities and mutual funds. At December 31, 2016 the cost of the investments was \$16,991,503 (2015 - \$14,727,405).

6. Capital assets

	2016		
	Cost	Accumulated Amortization	Net Book Value
Buildings and landscaping	\$ 9,733,092	\$ 4,964,334	\$ 4,768,758
Land	1,550,000	-	1,550,000
Equipment and furniture	1,256,166	625,406	630,760
Automotive equipment	205,373	60,967	144,406
	\$ 12,744,631	\$ 5,650,707	\$ 7,093,924

	2015		
	Cost	Accumulated Amortization	Net Book Value
Buildings and landscaping	\$ 9,391,333	\$ 4,477,631	\$ 4,913,702
Land	1,550,000	-	1,550,000
Equipment and furniture	1,015,832	565,999	448,833
Automotive equipment	205,373	30,161	175,212
	\$ 12,162,538	\$ 5,074,791	\$ 7,087,747

7. Deferred revenue

	2016		2015	
Humane Education toys and lectures	\$	8,495	\$	11,814
Behaviour classes		14,229		7,023
Fundraising revenue		5,228		-
Gift cards		7,783		8,252
	\$	35,735	\$	27,094

Calgary Humane Society for Prevention of Cruelty to Animals

Notes to the financial statements December 31, 2016

8. Unrestricted fund balances

	2016	2015
Balance, beginning of year	\$ 4,757,255	\$ 3,416,435
Excess of revenue over expenses	1,016,635	1,391,416
Transfers from (to) Restricted Fund	114,519	(72,706)
Transfer to Emergency Fund	(62,581)	(58,683)
Transfer to Lundberg Fund	(13,219)	-
Transfer (to) from Capital Fund	(4,757,255)	2,724
Transfer (to) from externally restricted fund	(1,171)	78,071
Balance, end of year	\$ 1,054,183	\$ 4,737,255

9. Restricted for endowment purposes

The amount restricted for endowment purposes is a bequest from Gordon Wright, which has externally imposed restrictions that the revenues be maintained in perpetuity.

10. Restricted funds

(a) Externally restricted funds:

Expenses from the restricted funds are restricted by the terms of the respective bequests and donations and are required to be used as follows:

Phoenix Fund - Restricted for use by the Animal Health department for clinic fees for animals.

Joan & Phoebe Snyder Education Fund - Restricted for the Humane Education department to be used for educational supplies and youth programs and subsidize fees for children to attend Humane Education tours and presentations.

Shaw Family Fund - Restricted for capital upgrades and developing youth education programs.

Animal Health Fund - Restricted in use for the Animal Health department.

Tour Subsidy Fund - Restricted for use to subsidize fees for children to attend Humane Education tours and presentations.

Benny's Fund - Restricted for use to subsidize the cost of fostering and training for animals requiring long-term care and socialization.

Alberta Gaming and Liquor Commission Fund - Restricted for use as per gaming licenses.

Keep Animals Home Fund - Restricted for use in subsidizing veterinary costs in medical neglect cases.

Professional Development Fund - Restricted in use for staff to obtain continued education.

Mary Stuart Gift Annuity - Restricted for the general feeding and care of animals.

Camp Subsidies Fund - Restricted for use to subsidize fees for children to attend Humane Education summer and winter day camps and clubs.

10. Restricted funds (continued)

(a) Externally restricted funds (continued):

	2016	2015
Phoenix Fund	\$ 100,390	\$ 55,195
Joan & Phoebe Snyder Education Fund	38,398	15,000
Shaw Family Fund	33,333	33,333
Animal Health Fund	17,024	5,908
Tour Subsidy Fund	6,124	8,143
Benny's Fund	3,624	1,874
Alberta Gaming & Liquor Commission Fund	3,091	1,920
Keep Animals Home Fund	2,500	-
Professional Development Fund	1,375	-
Mary Stuart Gift Annuity	-	164,328
Camp Subsidies Fund	-	1,867
	\$ 205,859	\$ 287,668

During the year, \$214,519 (2015 - \$50,549) was transferred from restricted funds to unrestricted funds and \$100,000 (2015 - \$121,533) was transferred from unrestricted to restricted funds.

(b) Internally restricted funds:

These amounts are internally restricted by the Board to be held for the following purposes:

	2016	2015
Estate of Dr. Robert Lundberg	\$ 6,909,466	\$ 6,890,247
Emergency Fund	1,670,365	1,607,785
Capital Fund	7,405,190	3,184,391
	\$ 15,995,021	\$ 11,682,423

In 2016, the Board of Directors transferred \$62,580 (2015 - \$58,683) to the Emergency Fund. The Emergency Fund is intended to finance the Society for three months of operations.

In 2016, the Board of Directors transferred \$4,757,255 (2015 - \$nil) from the General Operating Fund to the Capital Fund to be used for future capital projects. Additionally, \$nil (2015 - \$2,724) was transferred from the capital fund to the unrestricted fund after completion of special projects.

In March 2008, the Board of Directors approved a motion to internally restrict all funds received and expected to be received from the Estate of Dr. Robert Lundberg for the purpose of achieving the strategic goals for the Society. In 2016, \$13,219 (2015 - \$nil) was transferred.

11. Fundraising expenses

As required under the Charitable Fundraising Act of Alberta, the Society reports that approximately \$323,367 was paid as remuneration to employees primarily responsible for fundraising in the year ended December 31, 2016 (2015 - \$104,332).

Calgary Humane Society for Prevention of Cruelty to Animals

Notes to the financial statements December 31, 2016

12. Financial instruments

The Society, as part of its operations, carries a number of financial instruments. It is management's opinion that the Society is not exposed to significant liquidity risk, interest rate risk, currency risk, or credit risks arising from these financial instruments except as otherwise disclosed.

Liquidity risk

Liquidity risk is the risk that the Society will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Society manages its liquidity risk by monitoring its operating requirements. The Society prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations. There has been no change to risk exposures from 2015.

Interest rate risk

Interest rate risk is the risk that the fair value of a financial instrument might be adversely affected by a change in the interest rates. Changes in market interest rates may have an effect on the cash flows associated with certain financial assets, known as cash flow risk, and on the fair value of certain financial assets, known as price risk.

Credit risk

Credit risk is the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Society is exposed to credit risk with respect to its cash and investments, which are deposited with reputable commercial banks and investment managers. The Society had a \$nil (2015: \$nil) balance in allowance for doubtful accounts at December 31, 2016.

Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. In seeking to manage the risks for foreign exchange rate fluctuations, the Society closely follows exchange rates and management monitors investment performance monthly.

The Society enters into investment transactions denominated in foreign currencies for which the related revenue, expenses, cash and marketable securities balances are subject to exchange rate fluctuations.

Calgary Humane Society for the Prevention of Cruelty to Animals

Summary of Revenue and Expense by Program

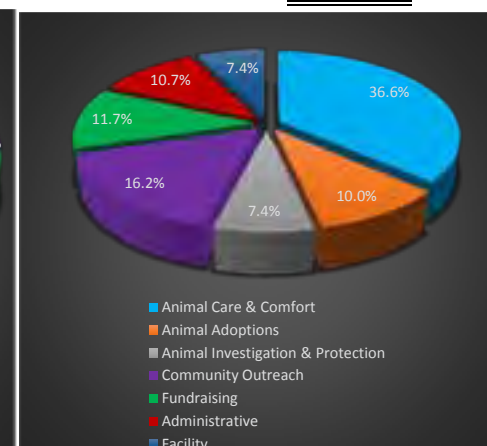
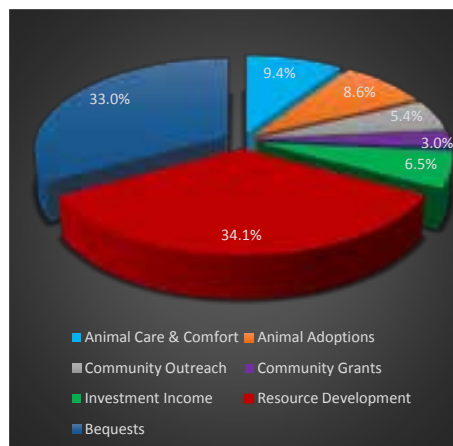
December 31, 2016

Summary of Revenue by Program:

Animal Care & Comfort	759,167	9.4%
Animal Adoptions	696,478	8.6%
Community Outreach	435,779	5.4%
Community Grants	246,000	3.0%
Investment Income	522,700	6.5%
Resource Development	2,755,620	34.1%
Bequests	2,670,174	33.0%
	<u>8,085,918</u>	<u>100.0%</u>

Summary of Expense by Program:

Animal Care & Comfort	2,516,700	36.6%
Animal Adoptions	686,696	10.0%
Animal Investigation & Protection	510,959	7.4%
Community Outreach	1,115,236	16.2%
Fundraising	807,946	11.7%
Administrative	736,221	10.7%
Facility	508,696	7.4%
	<u>6,882,453</u>	<u>100.0%</u>
Amortization	685,571	
	<u>7,568,024</u>	



ROYCE WAS NEAR DEATH BUT FINDS A FOREVER HOME WITH HIS FOSTER MOM

On April 23, 2016 Calgary Humane Society received word from Calgary Police Service that a puppy with a suspected drug overdose had been removed from a home and rushed to an emergency veterinarian the previous evening. Peace Officers immediately proceeded to the veterinary clinic to learn more about the puppy's condition and determine if enforcement action could be taken.

On arriving at the clinic, our Protection and Investigations team learned that the puppy, Royce, had ingested opioids and cocaine, both of which could have been lethal to the young dog. Royce also had an additional drug ingestion from two weeks earlier that had required emergency treatment. Thankfully, the emergency clinic was able to stabilize Royce's condition and he was medically cleared to transfer to our shelter. CHS Peace Officers took custody of Royce and transported him back to the shelter where he was immediately assessed and set up for monitoring by our Animal Health team. Royce was closely monitored for the next 72 hours to ensure he did not have any lasting negative impact from the drugs he had ingested.



In shelter Royce was quickly found to be a happy, energetic and very sweet puppy who quickly won the hearts of staff. Animal Health continued to monitor Royce's health and discovered the young dog had a few abnormal findings in his bloodwork, but these improved quickly with good nutrition and proper veterinary care. Once Royce was on the road to health, he was sent to a foster home where he received the love and care that all puppies need to thrive. Never one to let a good opportunity go to waste, Royce quickly worked his charm on his foster family and was officially adopted by his foster home.