

2

0



1

8

Calgary *Humane* Society[®]
Annual Report

A MESSAGE FROM OUR BOARD CHAIR, MIRIAM CAREY



I've said it before, and I'll say it again. I think that

- **being with animals makes us better people.** They teach us to enjoy every moment, to ask for what we need, to offer what we can, and to love, love, love each other and life!
- **being with people who work with animals makes us better people.** They teach us to be compassionate, not only with animals but with ourselves and with others, and they lead us into our best expression of what it is to be human.

What a privilege and honour it is for each of us on the Board to have the extraordinary opportunity to be affiliated with Calgary Humane Society. On behalf of the Board of Directors, I wish to thank our entire CHS family of management, staff, and volunteers for all the incredible work and devotion that they contribute to our Society and the animals in our care. Every year brings its own challenges, and we have faced our share this year as well. But to be a part of such a wonderful team of human beings, dedicated to giving their very best to our animals and people, makes any challenge an opportunity for contribution and growth, and that is what we continue to see at CHS.

We also wish to extend our ongoing gratitude to all of you – our members and supporters – who, through your generosity and commitment, make everything possible at CHS. We value our relationship with each of you so very much, and we welcome your interest in our organization – we hope this Annual Report gives you a great snapshot of last year, and an indication of where we are going.

And as we say goodbye to 2018, we welcome 2019, and we look forward to celebrating our Centennial in 2022! Again, the Board of Directors of CHS thank each of you, in whatever capacity you are connected with us, for your commitment and contributions!

Together, we are CHS!!

A handwritten signature of Miriam Carey in black ink.

*Dr. Miriam Carey
Chair of the Board of Directors*

BOARD OF DIRECTORS

Board Chair:	Miriam Carey
Past Board Chair:	Deanna Steblyk
Vice Chair:	Heather MacQuarrie
Treasurer:	Trish Riccio
Secretary:	Lisa Kindree
Directors:	Yvette Steiner Sue Scully Dale Sutherland Andrew Wilson

A MESSAGE FROM OUR EXECUTIVE DIRECTOR, CARRIE FRITZ



2018 was an exciting year for the Calgary Humane Society team. With the completion of our strategic plan, we defined the direction of the organization for the next three years, which will coincide with our centennial birthday in 2022.

With input from our key stakeholders, the Board of Directors and the CHS team were able to identify four areas of focus which included:

- Animal welfare
- Community impact and outreach
- Financial resources and philanthropy
- Team and culture

Under each of these four categories are 13 goals the organization would like to achieve and the team at CHS has been busy putting action items into place to ensure we are successful. In 2018, we started the process of implementing these strategies and some of this work is highlighted throughout the annual report. What is especially rewarding, and what keeps us motivated, is we are already improving the level of care we are able to provide our animals as we explore innovative ways to manage their complex behavioural and medical concerns. In this report, you will read about animals such as Moguli, Snoop, and Willow's puppies, which the team led to successful outcomes due to their willingness to be creative and try something new!

By 2022, the Society is going to look and operate very differently as we continue to refine our processes, connect with the community, and develop our teams. The building enhancement project we have commenced in 2018, is just the first step in advancing animal welfare in our city and we can not wait to talk to you all about this transformational undertaking.

It is the hope of the CHS team, that by achieving the goals outlined in the strategic plan that we have successfully positioned the organization for the next hundred years so we can continue to be leaders in animal welfare; to support the community of Calgary; to attract the most engaged and dynamic team; and to continually improve the standard of care we can offer to every animal who enters our shelter and who relies on us to be their voice.

We could only dream of achieving such aggressive goals, if it were not for all of our amazing donors and supporters who continue to be our champions. All of us at Calgary Humane Society know none of this would be possible without your incredible support and we never take it for granted. On behalf of the entire CHS team, we would like to say thank you to each and every person who helped us make a difference in the life of an animal today, and into our next 100 years.

All the best,

A handwritten signature in black ink, appearing to be 'CFritz'.

Carrie Fritz
Executive Director



STRATEGIC PLAN

Guiding our organization for the next four years

The Board of Directors and other key stakeholders at Calgary Humane Society completed the Strategic Business Plan in 2018 and were able to share it with the team and the community. If we are to be successful, it is important that there is a common awareness of the direction CHS is heading and the goals we wish to accomplish.

The four areas of focus highlighted and the 13 underlying goals were created with the intention of encouraging our staff, volunteers, supporters, and other stakeholders to work together in order to be a part of the solution to end animal homelessness, abuse and cruelty.

Advancing animal welfare must be a community effort, and it is only through collaboration and teamwork that we will be successful in ensuring we meet the needs of the animals in our community and remain a relevant and vital service for the people who care for them.



The strategies Calgary Humane Society has therefore put into place to achieve the goals in the upcoming three year period are heavily focused on community engagement, education, and outreach. It is through the conversations we have and the relationships we build that we will see the change we are hoping for.

To read the entire document go to: **calgaryhumane.ca/strategic-business-plan**

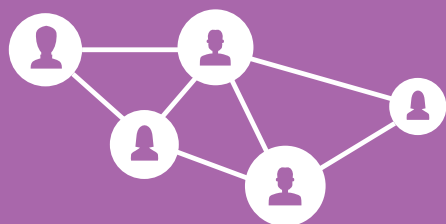
4 AREAS OF FOCUS & 13 GOALS TO ACHIEVE

1 ANIMAL WELFARE



1. To provide a healthy, clean, and enriched environment for sheltered animals in accordance with the five freedoms.
2. To decrease length of stay, increase adoptability, and find suitable homes for as many animals as possible.

2 COMMUNITY IMPACT & ENGAGEMENT



3. To engage the community to positively impact the interactions between people and animals.
4. To develop and promote outreach programs that support positive pet relationships and address animal welfare, protection, and safety issues.
5. To inspire the community to access the services offered by CHS.

3 FINANCIAL RESOURCES & PHILANTHROPY



6. To responsibly manage assets and allocate financial resources with accountability and transparency.
7. To create opportunities for all segments of the community to support CHS's mission.
8. To be the animal welfare philanthropic partner of choice in our community.
9. To establish and build upon relationships with CHS's supporters.

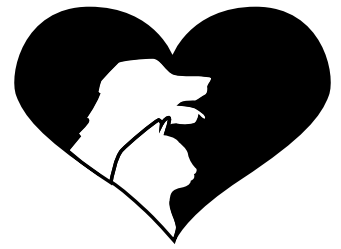
4 TEAM & CULTURE



10. To be the not-for-profit employer and volunteer opportunity of choice.
11. To foster a committed team of the most qualified, devoted, and compassionate people.
12. To create an inclusive environment that fosters open and honest communication.
13. To encourage a culture that consistently embodies CHS's values.



ANIMAL WELFARE



The mission of the organization is to “help as many animals as we can”, which is why Animal Welfare is our first area of focus.

There have been amazing advancements in animal welfare over the past 13 years since the completion of our current facility. The team at CHS would like to incorporate some of these modifications to our existing structure in order to better care for our most vulnerable animals. A key goal captured within the strategic plan is therefore a building enhancement project to address some of the limitations we have with respect to our physical space.

By segregating species into their own specific area of the shelter, reducing noise transfer, increasing kennel sizes, and developing a proper isolation ward for incoming animals, the animals in our care will have the ability to express normal behaviour and we will be able to reduce the fear and distress they are experiencing due to being housed in a shelter environment.

In addition to this project, we focused heavily on expanding the Foster Program in 2018 for those animals who required a more supportive environment to heal and grow. The CHS team developed an enrichment program for all species and worked diligently to recruit volunteers to support the program. With the increased number of foster homes and volunteers, we were able to ensure our animals got the attention and care they needed to remain physically and mentally well, until their new home was found.

Lincoln, Willow, Midna and Sadie’s stories demonstrate how crucial the role of a foster parent is in the success of an animal. The increased level of care we can now offer our animals, with the help of our volunteers, is leading to some wonderful outcomes for the animals who need us.

Acting fast leads to a speedy recovery for Lincoln

Lincoln received a leg amputation at Calgary Humane Society in August 2018. Prior to this, he had spent a month suffering from a fracture and had a piece of bone floating in his leg.

Louise, Aaron, and Graciela fostered Lincoln to help him recover from his surgery. “We noticed he started getting around very quickly, sometimes so fast it was hard to believe there were only three legs!” says Louise.

Lincoln is a reminder of the importance of seeking veterinary care as soon as our companions need it. Thanks to the care and attention of Calgary Humane Society’s staff and Lincoln’s foster family, Lincoln’s amputation and recovery were successful. He is now enjoying life in his forever home.

5 Animal Freedoms:

1. *Freedom from hunger and thirst*
2. *Freedom from discomfort*
3. *Freedom from pain, injury, and disease*
4. *Freedom to express normal behavior*
5. *Freedom from fear and distress*



A shelter-wide effort to deliver and care for Willow's ten puppies

Willow, a shepherd mix, was found as a stray outside the city limits. Finding placements for pregnant dogs can be difficult due to the time, space, and housing requirements they need to finish out their pregnancy and have their puppies. A foster family stepped up within hours of Willow's arrival. Willow only had nine nipples, but ten puppies, so her foster parents had to assist with feeding the babies from the start.

Susan, a dedicated foster parent, took on the challenge of providing a foster home to Willow's puppies after they were weaned. To assist in caring for and socializing the puppies, sign up sheets were made available to staff at Calgary Humane Society. Small groups visited the puppies at Susan's house nearly every day. The puppies were fed, cleaned, and spent time with lots of different people. They were "some of the most well socialized puppies I have encountered," says Sally Johnston, Foster Team Lead.

Appropriately named Ashley, Oakley, Wally, Magnolia, Bonsai, Cottonwood, Aspen, Cherry, Poplar, and Joshua Tree, the puppies were adopted quickly once they were returned to Calgary Humane Society, as was their mother, Willow.





The Behaviour Team worked tirelessly to prepare Midna for a new start

From her first few days in shelter, Midna was a challenge. She was mouthy, not house trained, and had a habit of destroying leashes, toys and other items.

Calgary Humane Society's Behaviour department worked with Midna by providing enrichment activities for entertainment. "Enrichment provides mental stimulation, which is especially important for high energy dogs," says Behaviour Counselor Jen Coghlan. "This makes the dog calmer, easier to walk, and better able to focus on training." Our Behaviour team also set up handling seminars for experienced dog walkers to learn how to help handle Midna appropriately to set her up for success.

Midna is a testament to the devotion of Calgary Humane Society staff and volunteers. Midna was adopted in November 2018 through our foster-to-adopt program after seven months in shelter.



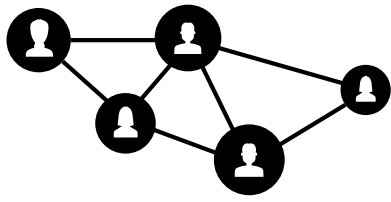
Sadie slowly finds the courage to conquer her fears in her loving foster home

Sadie was surrendered to us in August. She was quite fearful when she arrived at CHS and it took some time for our Behaviour team to get her comfortable and out for walks. After several months of working with Sadie, the team noted that shelter life was not helping her fear and anxiety and she began shutting down and not eating.

Our foster team worked hard to find her a foster home but placing her was difficult due to her size and reactivity. On December 11th, the Communications team brought Sadie to media to feature her story on our 'Pet of the Week' segment. A member of the public saw Sadie's story, and reached out the same day to inquire about fostering her until an adopter could be found. The foster parent told our team she was willing to do whatever it took to help Sadie find her forever home. Sadie had finally found a space where she could be calm and content. But the news got even better for Sadie. An adopter came forward within days of Sadie going to foster.

Thanks to a loving foster parent and a kind adopter, Sadie finally found where she belonged after four long months of waiting. We couldn't help as many animals as we do without our wonderful foster parents who give their time and their homes to help animals who need a little extra support and comfort until that forever home is found.





COMMUNITY IMPACT & ENGAGEMENT

The Vision of Calgary Humane Society is to lead, inspire and educate in the humane treatment of animals, fostering an enlightened community that consistently demonstrates respect and compassion. This goal will not be met, if we are not consistently engaging Calgarians in the conversation!

The strategic plan is therefore heavily focused on education and outreach. As such, the CHS team made sure we were there to support pet owners with the many services we offer, such as the Pet Safekeeping and Emergency Boarding programs, training and behaviour classes, youth programs, and cremation services.

Over the next several years CHS plans to expand our scope of services to address some of the barriers to pet ownership that exist for certain segments of the population. In 2018, we began to build some of the relationships with key stakeholders which will need to be in place in order to be successful.

Our physical location in the deep southeast quadrant of the city can pose a challenge in making important connections. In July of 2018, thanks to the generosity of our donors, we were able to purchase our Remote Adoption Vehicle – which we now call the Rover. This helped us reach over 21,000 people in 2018! With the Rover our adoptable animals were able to accompany us in a safe and comfortable environment so if you see us out in the community, please come and say hello!

Teaching the importance of animal cruelty prevention to future generations

Every year we host our summer kid's camps to educate kids on responsible pet ownership and on compassion for all animals. This year we created "career" camps for kids from grade 7-9 who were interested in animal-related careers. These keen junior high school kids got to work alongside our Health, Protection and Behaviour teams to observe and learn how these busy departments spend their day and see how these exciting careers lead to better lives for animals in their city.

Our pilot 'Animal Investigations' summer camp was held in August where campers tried their hand at solving practice cases, learned about forensics, and met many of our Animal Protection Peace Officers and other team members.

The kids also got to participate in a mock investigation from beginning to end, starting with a pretend 'hoarding house' and ended with a mock trial. The camp was as much fun for our Peace Officers and Dispatchers as it was for the campers!





A new remote outreach vehicle provides access to previously distant communities

In 2018, Calgary Humane Society added a new addition to its family... our Remote Outreach Vehicle affectionately nicknamed **Rover**! After many months of planning and with the support of our wonderful donors, we were able to purchase the new vehicle in July.

An obstacle for Calgary Humane Society has always been our location. With Calgary growing steadily each year, it can sometimes be challenging for people to travel to the deep southeast to see us. So, instead of waiting for the community to come visit the animals, we are bringing the animals to you!

Rover has already taken our staff, volunteers and animals to a number of outreach events and has helped us connect with our community and get our animals adopted even faster.

Watch for our new Mobile Adoption vehicle to be in your neighbourhood and "Connecting Lives" very soon! If you are interested in learning more about the Mobile Adoption vehicle, please call 403-723-6000.



Using the power of social media to help Rico find his forever home

Increasing our presence on traditional and social media has allowed us to share stories of animals at Calgary Humane Society and bring awareness to our mission: to help as many animals as we can. Our Communications, Behaviour Outreach, and Humane Education teams feature animals available for adoption and share information about animal health, welfare, and shelter events on TV, radio, and social media. A great example of how powerful social media can be is Rico.

Our most successful animal adoption campaign to date, #SayYesToRico, was launched to help long-term resident Rico find a home. Rico visited Global Calgary as Pet of the Week, helped CTV Calgary viewers learn about dog park etiquette, and went to Market Mall for a donation event. Additionally, Rico was featured in a number of social media posts showing his friendly nature and range of tricks. We even did a Rico Takeover on April 13, 2018, where all of our posts on Facebook, Instagram, and Twitter that day featured Rico.

Our Rico posts on Facebook were shared 3,139 times and were seen by almost 350,000 people. We also reached an audience of 108,000 people on Twitter. With help from our supporters, the Rico Takeover was a huge success. After 63 days in shelter, Rico found his forever home after his family-to-be saw a post on Facebook as part of the #SayYesToRico campaign.

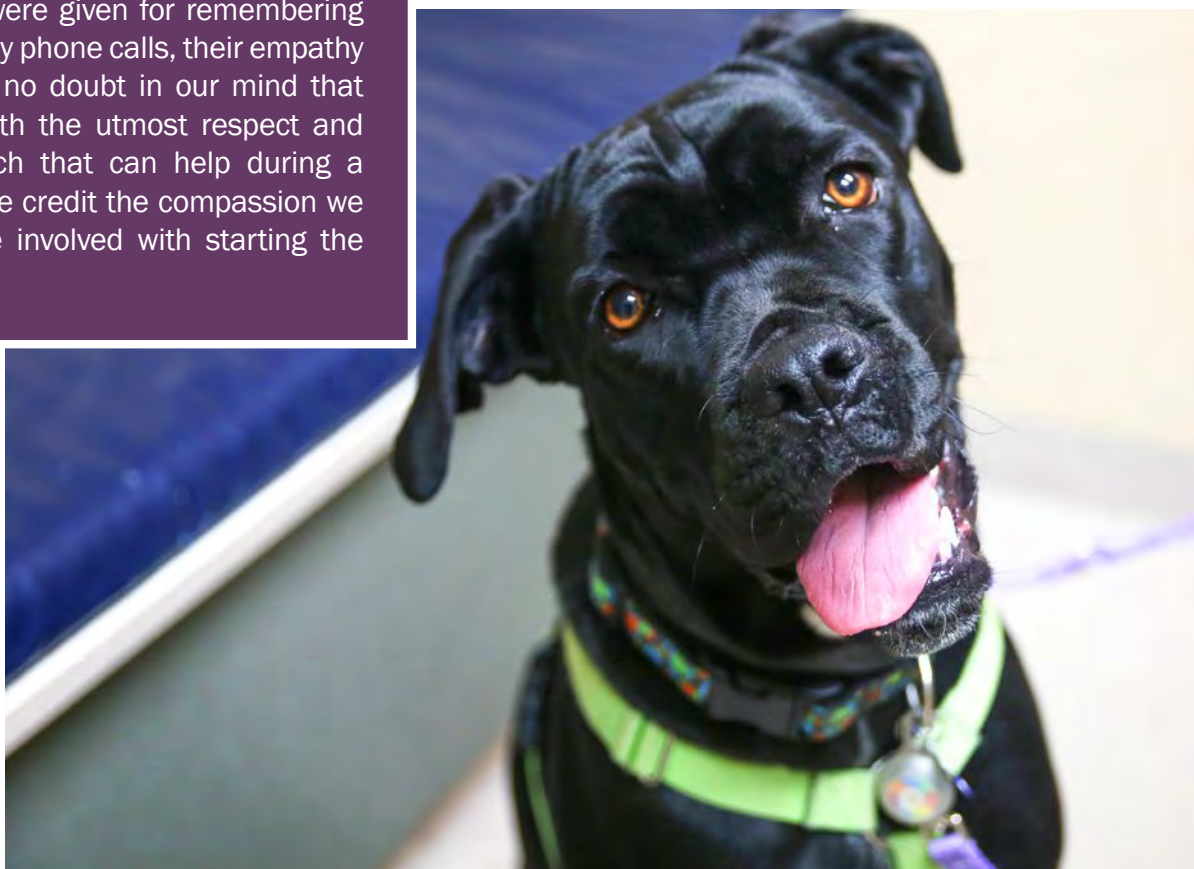
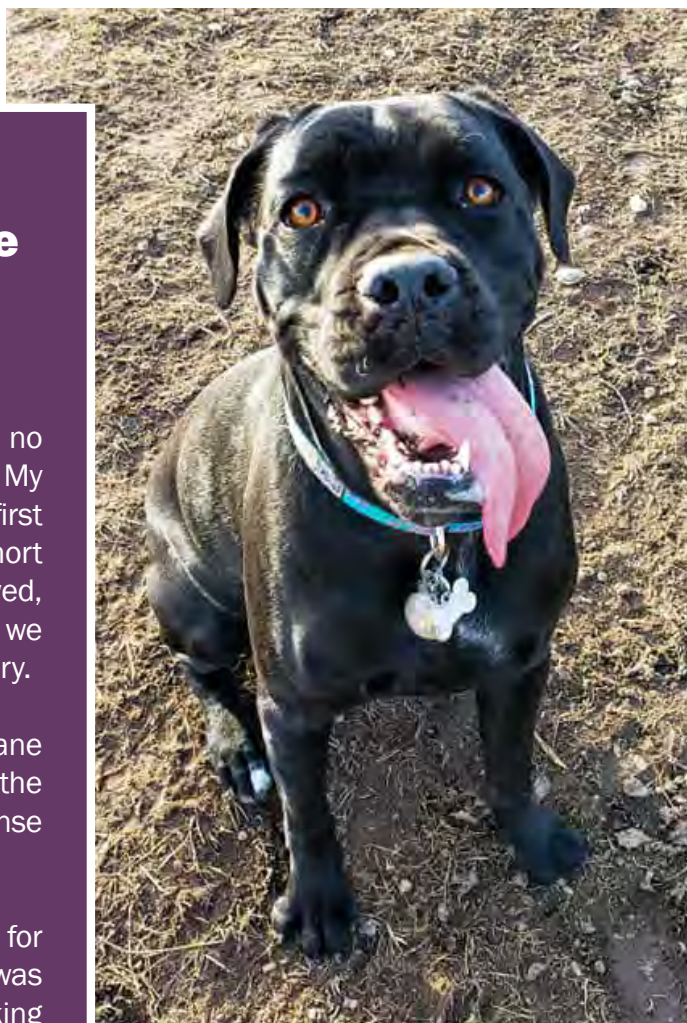


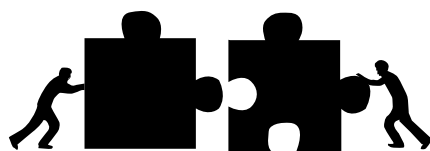
Compassion shown by Cremations Team aided in the healing process of losing a beloved pet *by Alex Smerchinski*

Nothing can prepare you for the loss of a pet, no words can ease the sadness or heartache. My husband and I recently experienced this for the first time with our sweet dog Reagan who lost her short battle with cancer. In the moments that followed, clouded with grief, we did not know the next steps we should take or the best way to honour her memory.

Reagan's journey with us started at Calgary Humane Society as our foster dog, eventually becoming the newest member of our family, so it only made sense to us that is where it should end.

Not knowing what to expect, we were thankful for how kind and gentle the CHS Cremations Team was while walking us through every decision and making all the arrangements. We were surprised at the numerous options we were given for remembering our pet and through teary phone calls, their empathy was palpable. There is no doubt in our mind that Reagan was treated with the utmost respect and while there is not much that can help during a difficult time like this, we credit the compassion we received from everyone involved with starting the healing process.





TEAM & CULTURE

At Calgary Humane Society, we strive to create an inclusive, supportive and creative environment which embodies our core values and encourages a culture of engagement. Our goal is to be the organization our community thinks of first when they want to join a team dedicated to helping animals.

We know the CHS team includes everyone from staff to donors to adopters, and every person plays a part to make a difference in the life of an animal. In 2018, through the hard work of our Volunteer and Foster staff, we were delighted to be able to welcome a record number of new foster parents and volunteers to our team who get hands-on with our staff to care for the animals who need us.

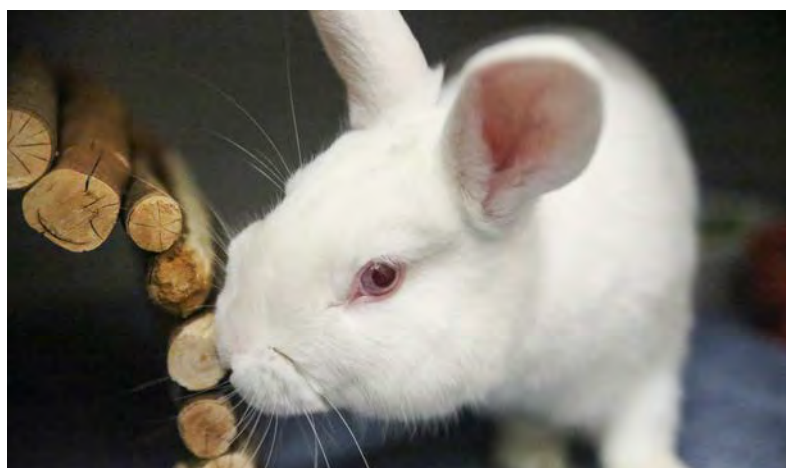
CHS now has 519 foster families and 632 active volunteers who spend time with us every single day. We also increased the number of volunteer roles so there is opportunity for diversity and flexibility in the tasks being performed. This has led to better engagement and retention.

Spending a lot of time with Snoop to make his stay comfortable

Our volunteers regularly socialize and work with our animals to help them become more adoptable. One group of dedicated volunteers who spend time with our shelter rabbits are appropriately named “Bunny Huggers”. Many of our Bunny Huggers also foster rabbits who are not quite ready for adoption.

Snoop was a stray, feral rabbit and very fearful when he arrived at Calgary Humane Society. Our volunteers spent a lot of time helping Snoop come out of his shell and show his true colours as a very sweet, affectionate bun. Snoop was adopted after seven months in shelter, much to the joy of his loyal Bunny Huggers!

We could not do the work we do without our volunteers, like Chris and Carlo, and our foster families. The hours our volunteers put in equates to over ten full time employees and the hours our Foster Parents commit to our animals is incalculable! However, we do know their dedication has led to many successful outcomes, which may have turned out differently if not for their willingness to open up their homes and welcome animals, like Snoop, Brady and Moguli with open arms.





Brady put his dark past behind him after spending 475 days in foster care

In October 2016, the Southern Alberta Internet Child Exploitation (ICE) Unit executed a search warrant in rural southeastern Alberta with respect to child pornography related offences. During the search, investigators discovered evidence that the accused had been abusing his dog. The accused was arrested and charged with child pornography and bestiality offences. His dog, now known as “Brady”, was seized and subsequently transported to Calgary Humane Society for treatment and care.

Due to a lengthy court process, Brady spent 475 days in foster care, learning and growing both physically and mentally. With time, he overcame physical and behavioral challenges related to his past.

On February 2, 2018, the accused was found guilty of his charges and officially surrendered Brady to Calgary Humane Society. Brady was adopted by his foster family the same day.

Brady’s family says since coming to live with them he has come so far. “Initially Brady was shut down and fearful, and cowered at any quick movement or raised voice. It took a lot of work and patience to help him overcome his previous life; to change his behaviours, his mind, and his body. It was not without frustration, pain, and heartache, but it was worth every moment of it.”

Brady lives an adventurous life now! He summits mountains every weekend, goes camping regularly, and has been on multiple backpacking treks! He loves to play at the dog park with his friends, go on long walks or bike rides, and is currently learning the art of stand-up paddle boarding! Brady adores his canine siblings, and continues to learn from them every day. He is social and friendly with anyone he meets and is a true example of how CHS can truly change and save lives.



Rising to the occasion to promote Moguli and highlighting our foster-to-adopt program

Calgary Humane Society's foster program helps animals work through behavioural and medical issues and provides socialization, training, and love until animals are available for adoption. Our foster homes have doubled in the last three years, and we welcomed 156 new foster homes in 2018. A new Foster Facilitator was hired in 2018 to help support foster families so that more animals could benefit from time spent in a foster home.

One animal whose life was positively impacted by his foster family is Moguli. Moguli was extremely anxious in shelter and had severe separation anxiety. Our Animal Care team spent time with him on walks and cuddling in his kennel to help him feel safe and calm until we found the perfect placement. Moguli was in foster for 111 days, and was eventually promoted as an Adopt-from-Foster dog so that he did not have to return to shelter prior to Adoption.

Moguli was not receiving much attention from potential adopters, so we hosted Moguli Day to try to help him find his forever home. We decorated the dog park and posted his photo around the shelter, inviting all potential adopters to meet with Moguli in the dog park on Moguli Day. Through the efforts of our shelter staff and his foster family, a couple fell in love with Moguli and together they embarked on our new Foster-to-Adopt program. This allowed his potential adopters to foster Moguli for a few weeks and work with our Behaviour and Animal Health teams to ensure that it was a good fit. Moguli was officially adopted by his Foster-to-Adopt family in September.



Chris and Carlo exemplify the commitment and compassion of our amazing volunteers

Volunteers are so crucial to our organization and truly allow us to fulfill our mission of helping as many animals as we can. Volunteers can be found throughout the shelter in over 25 roles including animal enrichment, customer service, and administration roles. They also help us walk, clean, feed, comfort and support the thousands of animals we see each year. We wish we could name them all (but we have literally hundreds of them!) so we will settle for sharing just a few stories about our wonderful volunteers!

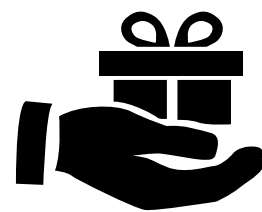
Chris has been with CHS for several years. His main role is a dog walker but he also jumps in where he is needed. Last summer Chris went above and beyond at Dog Jog. He was there first thing in the morning to help with set up and was the last person to leave after take down! This was more than a 10-hour volunteer shift on a hot day in June! Chris is a wonderful member of our CHS community.

We recently said goodbye to one of our long-time dog walkers, Carlo, who moved away at the end of 2018. Dog walkers like Carlo have the unique opportunity to help enrich the lives of our dogs through training, exercise, and time away from their kennel. *"I could talk about the number of hours I have served, dogs I have walked, people I have met, laughs enjoyed, hardships overcome, balls thrown, poops scooped and trainings attended, but more than anything, what I have gained is that special quality of spending time and energy on a worthwhile cause"* said Carlo.

Our volunteers become part of our community and develop their skills in a supportive environment that accommodates their schedule and availability. Calgary Humane Society is thankful to Carlo and all of our dedicated volunteers for their commitment to the animals.



FINANCIAL RESOURCES & PHILANTHROPY



In 2018, Calgary Humane Society received no government funding after the City of Calgary terminated our operating grant. CHS therefore relied solely on the Calgary community to fund operations. Fortunately, CHS has the most committed and dedicated supporters who continued to amaze us with their generosity in 2018.

The CHS team is so grateful to those who continue to be our champions year after year, which is why it is important to say thank you in a meaningful way. It is also imperative that we are transparent with our donors so they remain confident their gifts are being used responsibly. The strategic plan therefore includes goals focused on donor stewardship and engagement. In 2018 the CHS team worked hard to create innovative and unique ways to reach our supporters and provide opportunities for us to say thank you as often as possible.

Our signature events, Dog Jog, Cocktails for Critters and Christmas for the Animals gave us a chance to engage with our donors on a very personal level. In 2018 we were able to meet hundreds, if not thousands, of our supporters and their furry friends to express our appreciation and share some of our greatest success stories.

In 2018, we also introduced a new event and held our first ever “Party with a Purpose” fundraiser...

First annual Party with a Purpose fundraiser

Food is the one thing that all animals at Calgary Humane Society need on a daily basis (other than love, of course), and we feed over 99,000 cups of dog and cat food every year. Our community were encouraged to host a party of any kind in August to help raise money and feed our animals in shelter.

25 parties were held during our first annual Party with a Purpose, including a BBQ at Calgary Humane Society. There were house parties, brunches, a tequila tasting, charity nights at local businesses, and numerous celebrations with friends. This new initiative raised \$13,789 in our first year!



If you would like to host a Party with a Purpose this year, visit our website. Sign up opens soon!





A new corporate partnership that facilitates connection with our city

It is sometimes a surprise when people learn Calgary Humane Society is funded primarily by the community. This funding comes in many forms, including corporate partners who share Calgary Humane Society's vision to use innovative strategies to lead, inspire and educate in the humane treatment of companion animals. This year we are proud to announce our newest corporate partner.

Husky Energy and its employees have always had a soft spot for animals. It is in their name, so it only made sense for Husky to partner with Calgary's longest serving animal shelter, Calgary Humane Society.

In March 2019, the partnership continues as we announce a gift of \$30,000 from Husky to help power Calgary Humane Society's fleet of community vehicles. This donation ensures our protection vehicles, animal transport vans, outreach vehicles and newly acquired Mobile Adoption Unit, remain on the road in 2019, allowing us to bring animals to and from our shelter and better connect with members of our community.

Thank you, Husky, for your tremendous support of the thousands of animals we protect and care for each year.





Fundraising events successful in providing crucial funds for the animals in our care

Calgary Humane Society could not fulfil its mission of helping as many animals as we can without the help and generous support of our donors. In 2018, over \$458,000 was raised through our special events, including Dog Jog, Cocktails for Critters, Christmas for the Animals, and Party with a Purpose, as well as third-party fundraising events.

During a time when philanthropic giving has declined across Canada, Calgary Humane Society supporters have continued to show their support for our animals through attending events, responding to our mail campaigns, and enrolling in the PAWS monthly donor program. We cannot thank our donors enough for their valuable contributions.



New imaging equipment enables our Health team to better diagnose and treat animals

Radiographs, commonly known as x-rays, have been in use in the veterinary community for decades. X-rays are the most regularly used form of diagnostic imaging in the veterinary community because they can evaluate the state of skeletal structures and composition, large body cavities, and look for the presence of foreign objects.

The majority of animals who arrive at Calgary Humane Society come with very little, if any, information or history, especially those who come in sick or injured. Without knowing an animal's history, diagnosing what is going on medically is difficult and the ability to get a picture under the surface is invaluable. In 2017, the Animal Health team at Calgary Humane took 2,261 x-ray images from 662 patients; an increase of over 600 images from 2016.

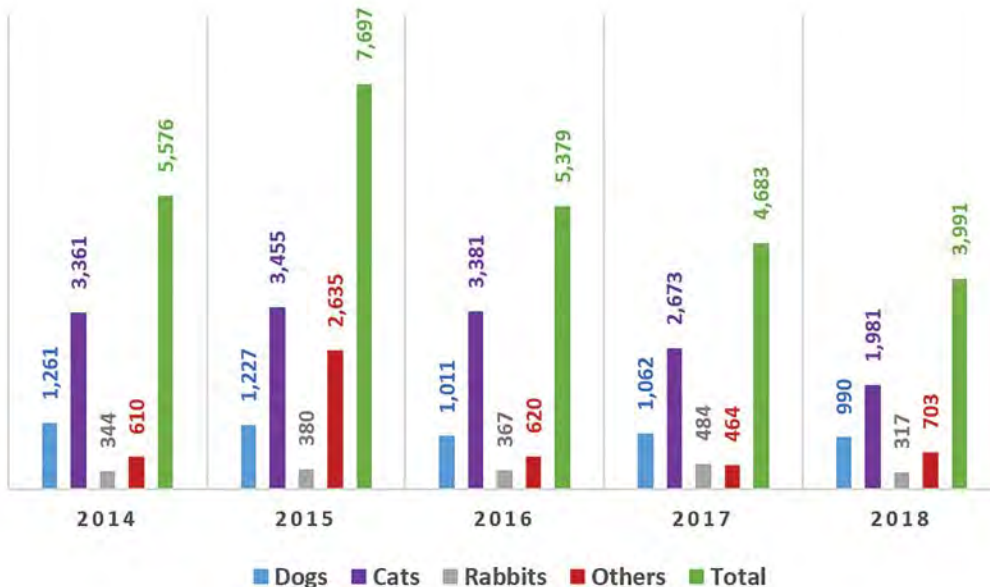
Additionally, close to 90% of all the animals who come in to Calgary Humane Society require dental work and x-ray plays a critical role in determining an animal's dental needs. Dental x-rays provide our veterinarians with a clear 'picture' of what issues an animal has and determines what treatment is required. On average, the Animal Health team at Calgary Humane Society performs 30 to 40 dental procedures per month, and always require x-rays as part of the procedure.

The biggest challenge our Animal Health team faced was aging equipment that was in dire need of replacement. Thanks to our generous donors we were able to purchase two new x-ray machines, one of which arrived at the end of 2018. The dental x-ray arrived in early 2019. These new radiographic imaging machines have saved our team valuable time and have allowed them to better diagnose the thousands of animals in our care.



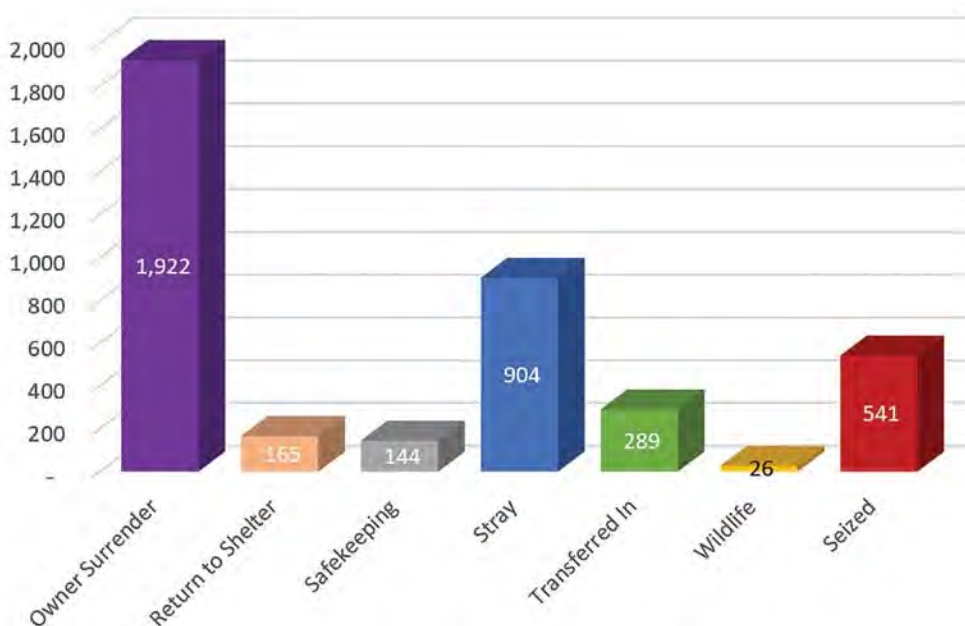
BY THE NUMBERS

ANIMAL INTAKE BY SPECIES



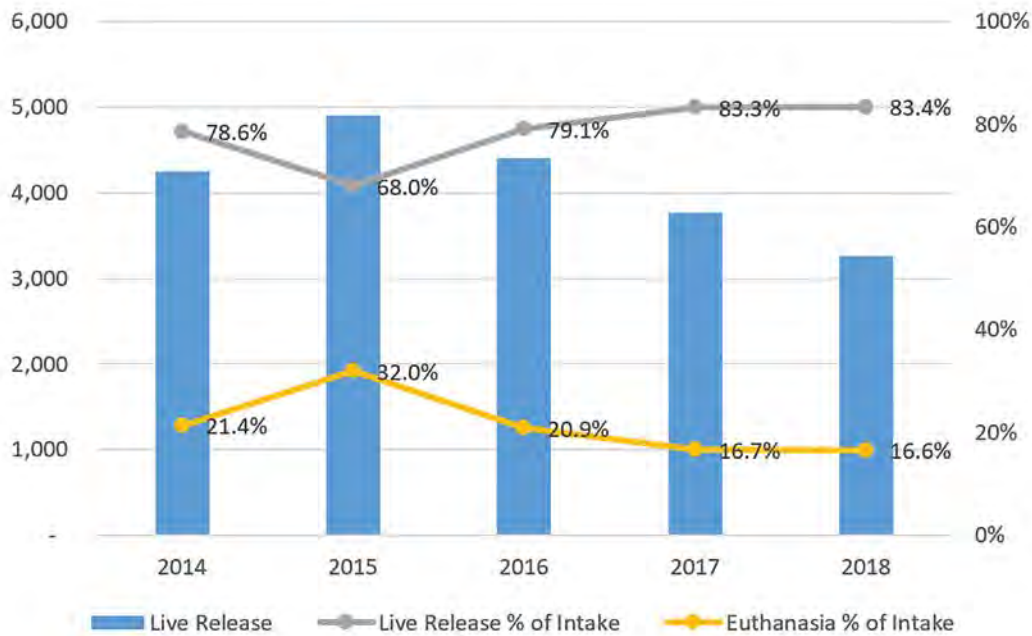
In 2018 we saw a shift in our population due to the cancellation of our City of Calgary operating grant. Animal Services therefore took over the stray population and CHS was able to better support the pet-owning community of Calgary. We therefore saw a greater number of owner-surrendered animals and greater utilization of our Pet Safekeeping and Emergency Boarding programs.

ANIMAL INTAKE BY REASON



While our intake numbers went down, the number of animals admitted who required a greater investment of time and resources to address medical and behavioural concerns increased significantly.

LIVE RELEASE AND EUTHANASIA RATE



LENGTH OF STAY (DAYS)

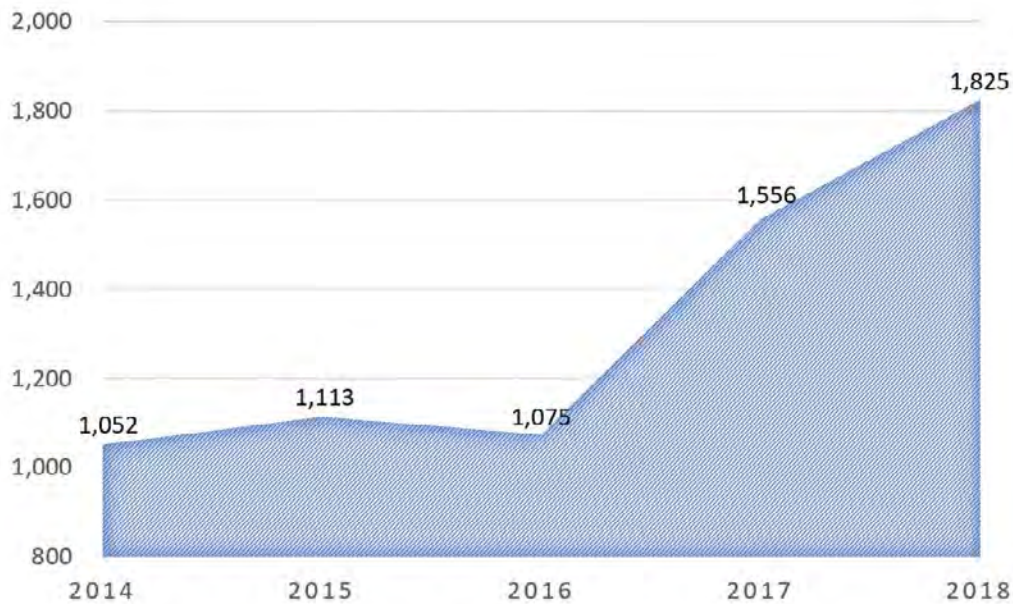


We no longer euthanize for time and space, giving every animal the opportunity for a second chance to the greatest extent possible. We continue to see a decrease in our overall euthanasia rate despite the higher number of animals entering the facility with difficult medical and behavioural concerns to manage. Even with these more challenging animals, we have also managed to maintain our length of stay and this is in large part due to our volunteer and foster programs.

VOLUNTEER PROGRAM

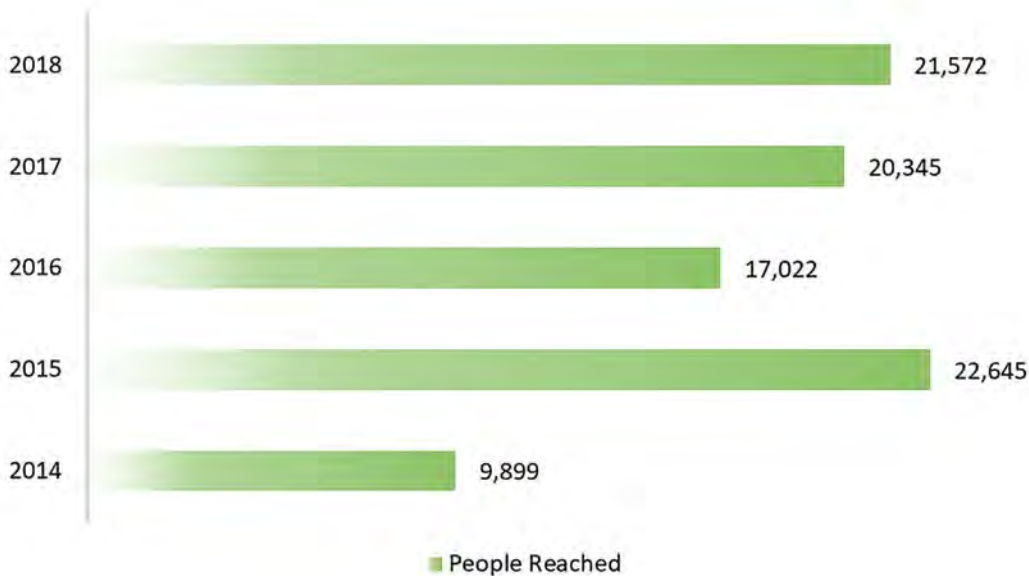


FOSTER ANIMAL PLACEMENTS



CHS relied heavily on our dedicated volunteers and foster families in 2018 to manage the animal population. You will note a sharp increase in the number of animal placements over the course of the year and an increase in volunteer hours over 2017. This was possible due to the hard work of our Volunteer and Foster staff who focused on recruitment and retention. We now have 632 volunteers and 519 foster families to help us achieve our mission.

COMMUNITY OUTREACH



One of our strategic priorities was to be out in the community interacting with the public in order to educate, inspire and engage. In 2018 we reached 21,572 people through community events, corporate partners and third party fundraisers.

In 2018 our remote outreach vehicle arrived (“ROVER”) and we were very busy attending events in all four quadrants of the city and building relationships with people who may not be able to get to the south to visit our facility.

CRUELTY INVESTIGATIONS AND ANIMALS SEIZED



Our Investigations team investigated 1,051 suspected cases of animal abuse, neglect and cruelty over the year, which resulted in 37 charges being laid and 541 animals being seized. This low charge rate really emphasizes the fact that our Officers are focused on education and compliance to try to further animal welfare in Calgary and ensure pet owners understand the requirements under the Animal Protection Act and the City of Calgary Bylaw.

INDEPENDENT AUDITOR'S REPORT



KPMG LLP
205 5th Avenue SW
Suite 3100
Calgary AB
T2P 4B9
Telephone (403) 691-8000
Fax (403) 691-8008
www.kpmg.ca

INDEPENDENT AUDITORS' REPORT

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

Qualified Opinion

We have audited the financial statements of Calgary Humane Society for Prevention of Cruelty to Animals ("the Entity"), which comprise:

- the statement of financial position as at December 31, 2018
- the statement of revenues and expenses and changes in fund balances for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, except for the possible effects of the matter described in the "**Basis for Qualified Opinion**" section of our auditors' report, the accompanying 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, 2018, and its results of 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 Entity derives revenue from donations and fundraising activities, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of the Entity.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

INDEPENDENT AUDITOR'S REPORT

Continued



Therefore, we were not able to determine whether any adjustments might be necessary to:

- the current assets reported in the statements of financial position as at December 31, 2018 and December 31, 2017
- the donations and fundraising revenues and excess (deficiency) of revenues over expenses reported in the statements of revenues and expenses and changes in fund balances for the years ended December 31, 2018 and December 31, 2017
- the fund balances, at the beginning and end of the year, reported in the statements of revenues and expenses and changes in fund balances for the years ended December 31, 2018 and December 31, 2017
- the excess (deficiency) of revenues over expenses reported in the statements of cash flows for the years ended December 31, 2018 and December 31, 2017.

Our opinion on the financial statements for the year ended December 31, 2017 was qualified accordingly because of the possible effects of this limitation in scope.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “**Auditors’ Responsibilities for the Audit of the Financial Statements**” section of our auditors’ report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other 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 qualified opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

In preparing the financial statements, management is responsible for assessing the Entity’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 Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity’s financial reporting process.

INDEPENDENT AUDITOR'S REPORT

Continued



Auditors' 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 auditors' 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 the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism 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 Entity'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 Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' 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 auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

INDEPENDENT AUDITOR'S REPORT

Continued



- 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.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants

Calgary, Canada

March 27, 2019

Statement of Financial Position as at December 31, 2018, with comparative information for 2017

Assets

Current assets

	General Operating Fund		Restricted Fund		Capital Fund		Total	
	2018	2017	2018	2017	2018	2017	2018	2017
Cash and cash equivalents	\$ 1,296,260	\$ 978,755	\$ 66,728	\$ 66,551	\$ -	\$ -	\$ 1,362,988	\$ 1,045,306
Accounts receivable (note 3)	211,431	198,233	-	-	-	-	211,431	198,233
Inventory (note 4)	77,745	66,486	-	-	-	-	77,745	66,486
Prepaid expenses	141,501	148,968	-	-	-	-	141,501	148,968
Due from (to) other funds	(8,402,150)	(8,752,018)	254,267	323,215	8,147,883	8,428,803	-	-
	(6,675,213)	(7,359,576)	320,995	389,766	8,147,883	8,428,803	1,793,665	1,458,993
Marketable securities (note 5)	17,213,781	18,938,334	-	-	-	-	17,213,781	18,938,334
Capital assets (note 6)	-	-	-	-	6,352,938	6,537,183	6,352,938	6,537,183
	\$ 10,538,568	\$ 11,578,758	\$ 320,995	\$ 389,766	\$ 14,500,821	\$ 14,965,986	\$ 25,360,384	\$ 26,934,510

Liabilities

Current liabilities

Accounts payable and accrued liabilities (note 3)	\$ 505,501	\$ 461,527	\$ -	\$ -	\$ -	\$ -	\$ 505,501	\$ 461,527
Deferred revenue (note 7)	31,933	31,137	-	-	-	-	31,933	31,137
	537,434	492,664	-	-	-	-	537,434	492,664

Fund Balances

Unrestricted (note 8)	1,368,561	2,360,210	-	-	-	-	1,368,561	2,360,210
Restricted for endowment purposes (note 9)	-	-	45,000	45,000	-	-	45,000	45,000
Externally restricted (note 10a)	1,407	2,763	75,995	238,480	-	-	77,402	241,243
Internally restricted (note 10b)	8,631,166	8,723,121	200,000	106,286	8,147,883	8,428,803	16,979,049	17,258,210
Invested in capital assets (note 10b)	-	-	-	-	6,352,938	6,537,183	6,352,938	6,537,183
	10,001,134	11,086,094	320,995	389,766	14,500,821	14,965,986	24,822,950	26,441,846
	\$ 10,538,568	\$ 11,578,758	\$ 320,995	\$ 389,766	\$ 14,500,821	\$ 14,965,986	\$ 25,360,384	\$ 26,934,510

Approved by the Board



 Director



 Director

Statement of Revenues and Expenses and Changes in Fund Balances.
Year ended December 31, 2018, with comparative information for 2017

	General Operating Fund		Restricted Fund		Capital Fund		Total	
	2018	2017	2018	2017	2018	2017	2018	2017
Revenues								
Donations and fundraising	\$ 2,723,142	\$ 2,535,867	\$ 48,761	\$ 63,069	\$ 300,734	\$ 191,882	\$ 3,072,637	\$ 2,790,818
Programs and services	1,775,293	2,048,286	-	102,846	-	-	1,775,293	2,151,132
Bequests	1,391,092	2,968,689	-	-	-	-	1,391,092	2,968,689
Investment income	1,330,178	1,265,125	-	-	-	-	1,330,178	1,265,125
City of Calgary grant	-	246,000	-	-	-	-	-	246,000
Unrealized (loss) gain on marketable securities	(1,198,781)	648,017	-	-	-	-	(1,198,781)	648,017
	<u>6,020,924</u>	<u>9,711,984</u>	<u>48,761</u>	<u>165,915</u>	<u>300,734</u>	<u>191,882</u>	<u>6,370,419</u>	<u>10,069,781</u>
Expenses								
Wages and benefits	4,586,233	4,584,637	386	4,054	-	-	4,586,619	4,588,691
Operating	1,269,932	1,192,234	206,947	402,165	-	679	1,476,879	1,595,078
General & administrative	711,170	677,720	528	5,456	-	-	711,698	683,176
Fundraising (note 11)	414,887	397,163	-	-	14,548	4,021	429,435	401,184
Amortization	-	-	-	-	784,684	743,793	784,684	743,793
	<u>6,982,222</u>	<u>6,851,754</u>	<u>207,861</u>	<u>411,675</u>	<u>799,232</u>	<u>748,493</u>	<u>7,989,315</u>	<u>8,011,922</u>
(Deficiency) excess of revenues over expenses	(961,298)	2,860,230	(159,100)	(245,760)	(498,498)	(556,611)	(1,618,896)	2,057,859
Fund balances, beginning of year	11,086,094	9,637,105	389,766	247,768	14,965,986	14,499,114	26,441,846	24,383,987
Interfund transfers (note 10a & 10b)	(123,662)	(1,411,241)	90,329	387,758	33,333	1,023,483	-	-
Fund balances, end of year	\$ 10,001,134	\$ 11,086,094	\$ 320,995	\$ 389,766	\$ 14,500,821	\$ 14,965,986	\$ 24,822,950	\$ 26,441,846

Statement of Cash Flows.

Year ended December 31, 2018, with comparative information for 2017

	2018	2017
Cash flows from operating activities		
(Deficiency) excess of revenues over expenses	\$ (1,618,896)	\$ 2,057,859
Items not involving cash		
Gain on sale of marketable securities	(68,237)	(44,614)
Unrealized loss (gain) on marketable securities	1,198,781	(648,017)
Amortization	784,684	743,793
	<u>296,332</u>	<u>2,109,021</u>
 Changes in non-cash working capital		
Accounts receivable	(13,198)	7,646
Inventory	(11,259)	2,058
Prepaid expenses	7,467	6,903
Accounts payable and accrued liabilities	43,974	(18,849)
Deferred revenue	796	(4,598)
	<u>324,112</u>	<u>2,102,181</u>
 Cash flows from investing activities		
Purchase of capital assets	(600,439)	(187,052)
Purchase of marketable securities	(1,339,506)	(2,272,583)
Proceeds on sale of marketable securities	1,933,515	615,909
	<u>(6,430)</u>	<u>(1,843,726)</u>
 Increase in cash and cash equivalents	317,682	258,455
 Cash and cash equivalents, beginning of year	<u>1,045,306</u>	<u>786,851</u>
 Cash and cash equivalents, end of year	<u><u>\$ 1,362,988</u></u>	<u><u>\$ 1,045,306</u></u>

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 ("ASNFPO") and include the following significant accounting policies:

a) Fund accounting

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

- i) 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.
- ii) The Restricted Fund accounts for the assets, liabilities, revenue and expenses of the Society's endowment funds, and its internally and externally restricted funds.
- iii) 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.

b) 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, is included in restricted cash and cash equivalents.

c) 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.

d) 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.

2. Significant accounting policies (continued)

e) 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.

f) 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.

g) 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	- 5% - 10%
Equipment and furniture	- 20%
Automotive equipment	- 15%

2. Significant accounting policies (continued)

g) Capital assets (continued)

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 or future cash flows of the asset to be less than originally estimated.

h) 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.

Programs 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.

i) 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 instruments because of the difficulty in determining fair value.

j) Foreign exchange

Transaction amounts 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 settlement are included in the determination of excess of revenues over expenses in the statement of revenue and expenses and changes in fund balances for the current period.

k) 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.

2. Significant accounting policies (continued)*l) Use of estimates*

The preparation of financial statements in conformity with ASNFPO 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, 2018, the Society had government remittances recoverable of \$18,252 (2017 - \$19,933) and government remittances payable of \$43,233 (2017 - \$nil).

4. Inventory

The cost of inventory recognized as an operating expense for the year ended December 31, 2018 amounted to \$159,334 (2017 - \$146,999).

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, 2018 the cost of the investments was \$18,166,991 (2017 - \$18,692,763).

6. Capital assets

				2018
	Cost	Accumulated Amortization		Net Book Value
Buildings and landscaping	\$ 9,770,955	\$ 5,959,868	\$	3,811,087
Land	1,550,000	-		1,550,000
Equipment and furniture	1,797,394	1,079,769		717,625
Automotive equipment	413,773	139,547		274,226
	\$ 13,532,122	\$ 7,179,184	\$	6,352,938

6. Capital assets (continued)

			2017
	Cost	Accumulated Amortization	Net Book Value
Buildings and landscaping	\$ 9,757,652	\$ 5,461,960	\$ 4,295,692
Land	1,550,000	-	1,550,000
Equipment and furniture	1,409,738	840,097	569,641
Automotive equipment	214,292	92,442	121,850
	\$ 12,931,682	\$ 6,394,499	\$ 6,537,183

7. Deferred revenue

	2018	2017
Behaviour classes and seminars	\$ 12,922	11,334
Humane Education programs	11,120	12,208
Gift cards	7,891	7,595
	\$ 31,933	\$ 31,137

8. Unrestricted fund balances

	2018	2017
Balance, beginning of year	\$ 2,360,210	\$ 1,054,183
(Deficiency) excess of revenues over expenses	(961,298)	2,860,230
Transfer from (to) Restricted Fund	12,693	(91,083)
Transfer from (to) Emergency Fund	91,955	(143,290)
Transfer to internally restricted fund	(136,355)	(300,000)
Transfer to Capital Fund	-	(1,020,157)
Transfer from externally restricted fund	1,356	327
Balance, end of year	\$ 1,368,561	\$ 2,360,210

9. Restricted for endowment purposes

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

10. Restricted funds

a) Externally restricted funds

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

Joan & Phoebe Snyder Fund - Restricted for the Humane Education department to subsidize fees for field trips and presentations for schools.

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

Protections Fund – Restricted in use for the Protections department.

Humane Education Fund - Restricted in use to fund Humane Education presentation expenses.

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

Read to Animals Fund – Restricted in use for the annual “Read to Your Pet” Day.

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

Alberta Liquor and Gaming funds - Restricted in use as per gaming licenses.

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

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

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

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

10. Restricted funds (continued)*a) Externally restricted funds (continued)*

	2018	2017
Joan & Phoebe Snyder Education Fund	\$ 31,319	\$ 39,234
Animal Health Fund	20,213	18,713
Protections Fund	10,000	-
Humane Education Fund	4,545	6,050
Benny's Fund	3,250	-
Read to Animals Fund	2,286	-
Tour Subsidy Fund	2,025	3,675
Alberta Liquor & Gaming	1,407	2,763
Keep Animals Home Fund	1,301	2,500
Camp Subsidies Fund	1,056	1,642
Phoenix Fund	-	100,000
Shaw Family Fund	-	66,666
	\$ 77,402	\$ 241,243

During the year, \$12,693 (2017 - \$17,961) was transferred from restricted funds to unrestricted funds and \$1,356 (2017 - \$327) was transferred from restricted funds to unrestricted funds within the General Operating Fund. Additionally, \$136,355 (2017 - \$409,044) 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:

	2018	2017
Estate of Dr. Robert Lundberg	\$ 6,909,466	\$ 6,909,466
Emergency Fund	1,721,700	1,813,655
Phoenix Fund	100,000	-
Protections Fund	100,000	106,286
Capital Fund	8,147,883	8,428,803
	\$ 16,979,049	\$ 17,258,210

10. Restricted funds (continued)

b) Internally restricted funds (continued)

In 2018, the Board of Directors transferred \$91,955 in the General Operating Fund from the internally restricted Emergency Fund to unrestricted funds (2017 - transferred \$143,290 from unrestricted funds to the Emergency Fund). The Emergency Fund is intended to finance the Society for three months of operations.

In 2018, the Board of Directors transferred \$90,173 (2017 - \$109,044) from unrestricted funds to the Phoenix Fund, to be used for clinic fees for animals requiring extensive medical work. In 2018, the Board of Directors transferred \$46,182 (2017 - \$300,000) from unrestricted funds to the Protections Fund, to be used for medical costs and supplies for the intake of animals brought into the shelter from seizure cases.

In 2018, the Board of Directors transferred \$nil (2017 - \$1,016,635) from the General Operating Fund to the Capital Fund to be used for future capital projects. An architectural assessment has been performed on the current facility and the Society intends to use the Capital Fund for a building enhancement project to improve the overall sheltering and wellbeing of animals in our care. Construction is expected to commence in 2019 with completion in 2022. In addition to the above transfer, \$nil (2017 - \$3,522) was transferred from the General Operating Fund to the Capital Fund after completion of capital 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 of the Society.

11. Fundraising expenses

As required under the Charitable Fund-raising Act of Alberta, the Society reports that \$362,111 was paid as remuneration to employees primarily responsible for fundraising in the year ended December 31, 2018 (2017 - \$334,487).

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, market 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 liquidity risk by monitoring its operating requirements. The Society prepares budgets and cash forecasts to ensure it has sufficient funds to fulfill its obligations. There has been no change to risk exposure from 2017.

12. Financial instruments (continued)

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 Canadian commercial banks and investment managers. The Society had \$nil (2017 - \$nil) balance in allowance for doubtful accounts at December 31, 2018.

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.

Market risk

The Society's equity investments are subject to market risk, which includes price risk arising from market volatility and the risk of loss of capital associated with those investments.

Summary of Revenue and Expense by Program.
Year ended December 31, 2018

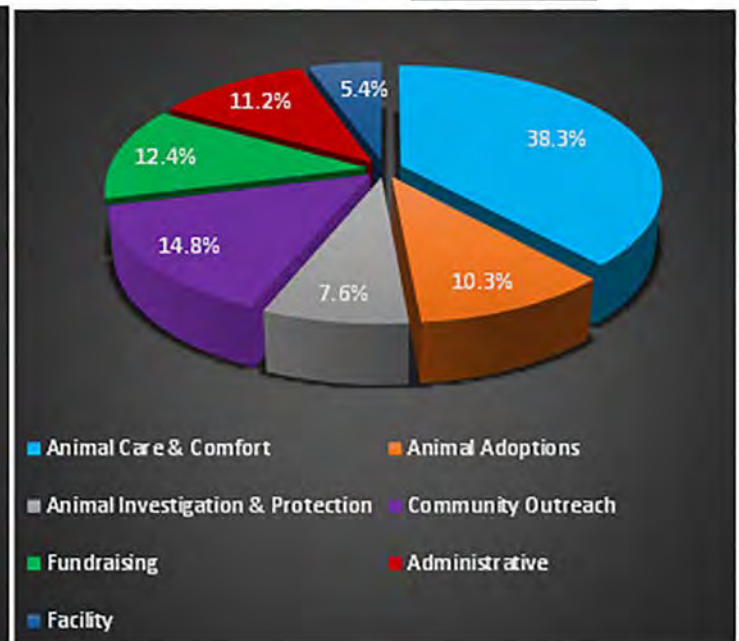
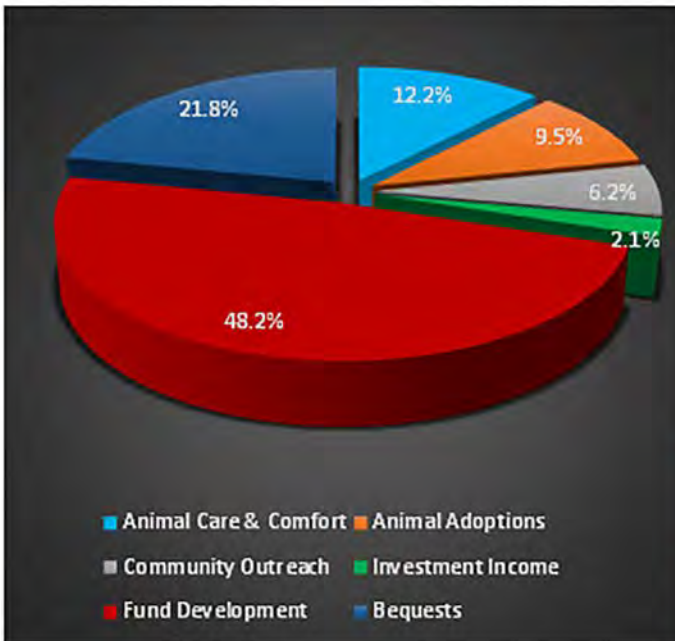
Calgary Humane Society for the Prevention of Cruelty to Animals
Summary of Revenue and Expense by Program
December 31, 2018

Summary of Revenue by Program:

Animal Care & Comfort	776,959	12.2%
Animal Adoptions	606,381	9.5%
Community Outreach	391,952	6.2%
Community Grants	-	0.0%
Investment Income	131,397	2.1%
Fund Development	3,072,638	48.2%
Bequests	1,391,092	21.8%
	<u>6,370,419</u>	<u>100.0%</u>

Summary of Expense by Program:

Animal Care & Comfort	2,755,824	38.3%
Animal Adoptions	743,582	10.3%
Animal Investigation & Protection	549,228	7.6%
Community Outreach	1,065,536	14.8%
Fundraising	890,050	12.4%
Administrative	809,071	11.2%
Facility	391,339	5.4%
	<u>7,204,631</u>	<u>100.0%</u>
Amortization	<u>784,684</u>	
	<u>7,989,315</u>	



Summary of Revenue and Expense by Program. Year ended December 31, 2017

Calgary Humane Society for the Prevention of Cruelty to Animals Summary of Revenue and Expense by Program December 31, 2017

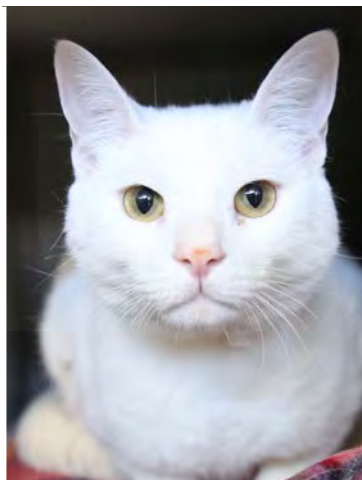
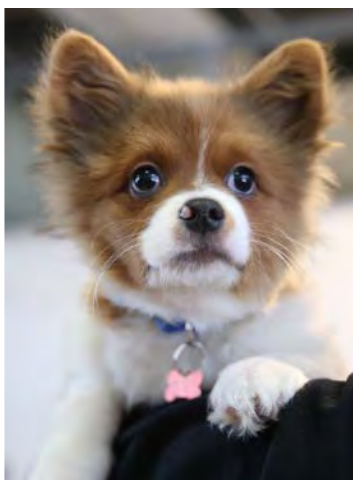
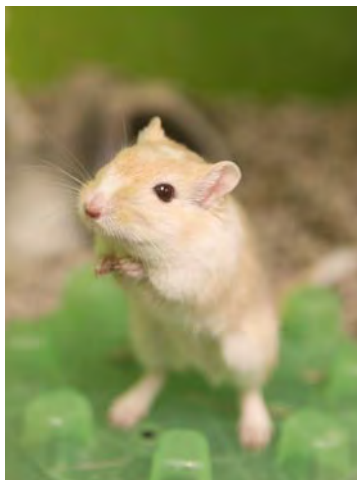
Summary of Revenue by Program:

Animal Care & Comfort	1,076,102	10.7%
Animal Adoptions	626,960	6.2%
Community Outreach	448,070	4.4%
Community Grants	246,000	2.4%
Investment Income	1,913,142	19.0%
Fund Development	2,790,818	27.7%
Bequests	2,968,689	29.5%
	<u>10,069,781</u>	<u>100.0%</u>

Summary of Expense by Program:

Animal Care & Comfort	2,821,101	38.8%
Animal Adoptions	675,412	9.3%
Animal Investigation & Protection	533,914	7.3%
Community Outreach	1,144,182	15.7%
Fundraising	825,449	11.4%
Administrative	840,866	11.6%
Facility	427,204	5.9%
	<u>7,268,129</u>	<u>100.0%</u>
Amortization	743,793	
	<u>8,011,922</u>	





Calgary Humane Society
is a non-profit, charitable
organization.

Charitable Registration #
11882 3632 RR0001

Calgary *Humane* Society®

**THANK YOU FOR
YOUR SUPPORT**

4455 110 Avenue SE
Calgary, AB T2C 2T7
Phone: (403) 205-4455
Fax: (403) 723-6050
www.calgaryhumane.ca