



# RESILIENCE



# A MESSAGE FROM LISA KINDREE

## BOARD CHAIR

As the new Board Chair for Calgary Humane Society during the COVID pandemic, it has definitely been a year to remember. Looking back, there were some severe challenges, learning opportunities, and also exciting announcements.

In 2020, CHS kicked off the Building Enhancement Project. Some people asked, "Why start such a big project now during such a difficult time?" Our answer is simple: it's for the animals. We know we can, and need, to do better. We learned that we are no longer meeting the standards for animal care, as they have changed since we moved into our building in 2006. The animals in our care deserve the best possible support during their stay with us.

Looking ahead, in 2022 CHS will celebrate a landmark achievement - our centennial anniversary. It is a significant milestone for CHS, with planned celebrations and the unveiling of our enhanced facility. Keep an eye out for celebration announcements coming next year!

While people locked down and isolated this past year, the animals in our lives became even more important to us for companionship and emotional support. CHS saw the demand for adoptions increase. The organization was prepared with a pandemic plan, but there were still opportunities for learning along the way. Many of these learnings inspired organizational and programming changes that have made CHS stronger for the future.

Reflecting over this challenging past year makes me realize how fortunate I am to be part of such an amazing organization. On behalf of the Board of Directors, I want to express my gratitude to all of the volunteers, donors and supporters who generously contribute and continue to make CHS a constant leader in animal welfare. The Board is aware that it has been a challenging time for the staff. For this reason, I definitely want to give a big thanks to all the CHS staff for their dedication to CHS and the animals. I also want to thank my colleagues on the Board whose passion and dedication to CHS is inspiring.

We have overcome a lot during this difficult time. It has helped us learn and improve. I am so impressed and find hope that our staff continue to be focused on the welfare of the animals despite the obstacles that have been placed before us.



Lisa Kindree  
Board Chair



### 2020 CALGARY HUMANE SOCIETY BOARD MEMBERS

**Andrew Wilson**

**Bruce McBean**

**Corinne Jamieson**

**Dawn Rault**

**Heather Macquarrie**

**Kevin Natkinniemi**

**Lisa Kindree**

**Maggie Crowley**

**Miriam Carey**

**Yvette Steiner**



# A MESSAGE FROM CARRIE FRITZ

## EXECUTIVE DIRECTOR

It occurs to me as I sit down to draft the message for Calgary Humane Society's 2020 Annual Report, that the facility has now been closed for 400 days due to the COVID-19 pandemic. As I reflect on the events over this time, and what the team at Calgary Humane Society has accomplished, words escape me. It is incredibly difficult to condense the events of 2020 into a few short paragraphs, and what can never be captured, is the level of emotion that went with it. Since the very first day 400 days ago, the team at Calgary Humane Society has worked tirelessly to ensure we continue to be available for the animals who need us, as well as for our community. We have created new protocols and procedures to ensure staff, and all those who work alongside us, are able to keep distant and work safely, and every animal continues to receive the highest standard of care.

CHS definitely looks much different today than it did 400 days ago. However, in typical CHS fashion, the team took on the challenges of COVID and turned them into opportunities for improvement. They did this while still proceeding with the Building Renovation and Enhancement Project; launching the "FOR THEM" Capital Campaign; and planning for our centennial celebration coming up in 2022. It has been a time of incredible innovation and ingenuity as we developed new ways to stay in touch and keep connected, even though we are instructed every day to keep apart and distance ourselves. We got familiar with Zoom, MS Teams, and GoToMeetings, so we are able to connect with our donors and supporters, and our events continued but were shifted to a virtual platform.

It is a struggle to find the words to adequately thank the team and all of our champions, for all they have done for CHS over the past 400 days. To the entire CHS team, which includes our volunteers, our foster families, our adopters and our donors - THANK YOU all for your commitment and dedication to the organization during a time of such uncertainty. For working hard to support, not just our animals, but also the people. Thank you to everyone who continued to check in with us, who spent time with us, who welcomed an animal into your home, and who continued to donate to the organization, despite the challenges I know you also faced. Your support inspired us and boosted our resiliency so we could remain motivated and focused on navigating the organization through this very trying time. Your kindness and compassion means more than you will ever know. This year, more than any other year, we thank you.

All the very best,

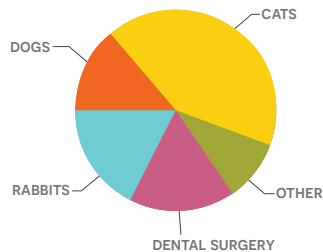


Carrie Fritz  
Executive Director



# 2020 – THE YEAR OF RESILIENCE

TOTAL NUMBER OF SURGERIES PERFORMED **1,734**



TYPES OF SURGERIES PERFORMED

**48,542**

TREATMENTS PROVIDED TO ANIMALS IN OUR CARE

**1,478**

ANIMALS PLACED IN FOSTER HOMES



**750**

FOSTER FAMILIES

**9,854**

VOLUNTEER HOURS LOGGED DESPITE THE COVID-19 PANDEMIC

**554**

ACTIVE VOLUNTEERS

**2**

REMOTE ADOPTION EVENTS THAT RESULTED IN

**19**

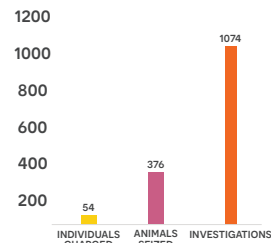
ADOPTED ANIMALS

**16**

NEW SOCIALLY-DISTANCED VOLUNTEER ROLES CREATED

**1,074**

ANIMAL CRUELTY AND NEGLECT INVESTIGATIONS



**99,000**

CUPS OF FOOD FED TO OUR ANIMALS



**233**

SEMINAR CLASS REGISTRANTS

**313**

REGISTRANTS FOR BEHAVIOUR CLASSES

TOTAL ANIMALS ADOPTED

**1,953**



CATS ADOPTED

**1142**



DOGS ADOPTED

**294**



RABBITS ADOPTED

**235**



OTHER ANIMALS ADOPTED

**282**





# RESILIENCE

How well we are able to adapt to adversity or a significant source of stress is a sign of our resiliency. The year 2020 was one of change and struggle. We all experienced the pandemic in unique ways and processed what was happening around us very differently. The common denominator with every team member at Calgary Humane Society was the understanding that the need for the services we provide, to both humans and animals, is essential and that it had to continue, no matter what was happening around us.

The staff and volunteers at CHS implemented positive thinking and strong coping strategies to address stressors. We cultivated healthy minds and healthy communications with one another, and used the pandemic as an opportunity to grow. Calgary Humane Society proved itself to be highly resilient in the face of change, rapidly adapting our tactics and processes to address both the opportunities and challenges created by the COVID-19 crisis. Weaknesses in our strategic resilience were quickly discovered and then resolved with innovation. While the urgency of the pandemic accelerated many innovations at Calgary Humane Society, the silver lining to this emergency was discovering that many of these alterations will persist beyond the crisis, with even more transformations to come!

Over the past 100 years of Calgary Humane Society, we have seen our progress much like that of a strong tree. Trees are resilient. They find a way to adapt and thrive in their environment. In the face of adversity, trees often become symbols of resilience, perseverance and hope. Calgary Humane Society has very deep roots in our community and will continue our legacy of resilience no matter the challenge before us.

**“Where there is disruption, there is opportunity.”**

**-Anika Anand**



# The Building Enhancement Project

A great deal has happened since the ground-breaking ceremony in August 2020! Three new additions have gone up; new dog kennels are being built; and the staff said goodbye to spaces that served Calgary Humane Society well over the past many years.

Undertaking a project of this magnitude during a pandemic came with a unique set of challenges. Regular progress walkthroughs with the architect, trades and construction team have been replaced with video conferencing and the all-too-familiar phrase “can I share my screen?” No longer can a person point at something and say “can this thing move over there?” Conversations must be concise and detailed, so instead you hear “can this four foot trench drain in dog kennel A-114 on page two be rotated 90 degrees in the same manner as the drain in dog kennel A-120 in room two?”

Despite the pandemic, it was important to start the project on schedule because it has been planned for ten years. The team is committed to creating an environment that will allow our animals to thrive. We know what must be done, and now is the time to do the work and make it happen.

A benefit to having our operations limited due to the pandemic is that we have fewer animals in-shelter to manage while our building is under construction. Continuing to operate has been a learning experience for staff, who seamlessly adapt to the ever-changing needs of the project. Concern for the well-being and comfort of the animals in our care is always first and foremost in the minds of everyone at CHS. Staff keep a watchful eye over the animals to ensure construction activities, such as noise, vibration and odours are not having a negative impact on them.

While numbers have remained low, CHS continues to rely on our amazing foster parents and volunteers to help the animals during construction. With reduced housing capacity and increasing noise, the team has been able to move animals into foster homes for the duration of their stay. Volunteers have been instrumental in helping the team clear out existing areas in preparation for demolition and moving complete areas of the shelter from one space to another. The Pet Gear store was moved to a pop-up location and then moved back to a re-constructed space just two weeks later, thanks to our volunteers!



Phase one of the project is scheduled to be completed in August of 2021, with the remainder of the project to be finished in the summer of 2022 – just in time for our Centennial Celebration. This phase will include the opening of our new veterinary clinic, complete with proper isolation wards, treatment areas, segregated dental surgery space and new dog housing areas, which incorporate indoor and outdoor dog kennels. There will also be an enlarged Ruff House and dog runs that will provide protection from the elements.

Every aspect of their living environment has been taken into consideration, from proper species segregation, lighting, acoustics, kennel size, to access to natural light. Considerable time has been spent making sure our residents have choices for a more enjoyable time in shelter.





# FOR THEM

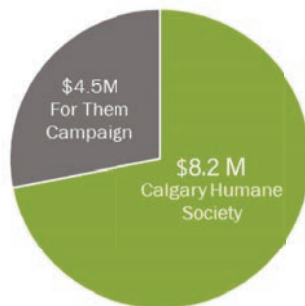
Along with the start of the Building Enhancement project, in 2020 Calgary Humane Society also launched the FOR THEM Capital Campaign in order to raise funds for this much needed renovation and enhancement. At Calgary Humane Society, we believe every animal deserves a second chance at living a happy, healthy life! For the close to 100,000 lost, stray, abused and neglected animals that have arrived at our facility since opening in 2006, their second chance started with us.

As an animal shelter, our arms are open to all - Calgary Humane Society is an open-admission shelter. This means we never turn animals away, regardless of their condition, their species, their breed or their age. We welcome them all.

With close to 100 years of experience in sheltering animals and through our own research into technological and scientific advancements, we understand the new set of sheltering standards and know the changes we need to make to not just meet, but exceed them. We know we can do better. We know we need to do this... **For Them.**

We all need love - not just to survive, but to thrive. Animals are no different! When in a safe, comfortable and loving environment, where they are free to make choices and express their normal behaviour, animals are happier. It is easy to understand that a happier animal is a more adoptable animal!

Facility Enhancement Project Budget  
\$12.7M



**Enhancement to facility = Ability to offer better quality care = Healthy, happy, adoptable animals.**

It is now time to renovate and expand our building to ensure we are able to meet the goals of the Society. We want to continue to be leaders in animal welfare. We want to properly care for the animals who need us so every adoptable animal finds a new home. We want to be able to support our community with the resources they need to succeed with their pet. As we approach our 100-year anniversary, we want to ensure we meet the needs of the Society today, but also set the organization up for success for the next 100 years... **For Them.**

Calgary Humane Society Facility Enhancement project will cost \$12.7 million. Calgary Humane Society has committed \$8.2 million up-front and we need the support of the community to help us raise the remaining \$4.5 million through the FOR THEM capital campaign.

We are inviting our supporters to learn more about this exciting project and join us in making a difference in the lives of thousands of animals... **For Them.**

**A place to build bonds**  
**A quiet space**  
**A place for love**  
**A place to play**  
**A place to heal**  
**A state-of-the-art vet clinic**  
**A place where they can learn**  
**A place to be protected**  
**A place of hope**  
**A place of compassion**  
**A place of respect**  
**A place of support**  
**A place for a second chance**  
**A place for tail wags**  
**A place of comfort**  
**A place to relax**  
**A place to purr**  
**A place to sleep**  
**A place for fun**  
**A place for a new beginning**  
**A place of advanced care**  
**A place to find a new family**



# ANIMAL ADMISSIONS

COVID-19 had a direct impact on Calgary Humane Society’s animal intake numbers, which decreased significantly in 2020 by 38% compared to the prior year. In March 2020, upon notification that the City of Calgary had declared a state of emergency, CHS had to immediately reduce the animal population in the shelter. We were uncertain of our status as an essential service, so we made the difficult decision to admit only those animals that qualified as an emergency, which included: Pet Safekeeping, Emergency Boarding, seized animals, and medical/behavioural emergencies. We prepared for an increase in community need as a result of the quarantine, including: instances of domestic violence requiring Pet Safekeeping services; COVID-19 hospitalizations requiring Emergency Boarding services; surrender requests due to loss of income as a result of recent lay-offs; and the inability to afford medical care as a result of loss of income. Fortunately, the Animal Admissions team was able to utilize different strategies to divert animal intake and keep the animal population manageable.

## THE PEAKS

In 2020, while animal populations were lower, the team took the opportunity to implement some of the *Capacity for Care* initiatives we had not yet been able to put into practice since this project took place in 2016. With the support of independent veterinarians, Dr. Ellis and Dr. Hynes, we were able to introduce a number of shelter-wide improvements, which included modified intake hours and improved information-gathering techniques to better serve the community and offer more supportive care to our animals.

The Admissions team appreciated the opportunity for increased customer interaction even through the pandemic and our new intake processes. Obtaining all relevant animal information and documentation ahead of time, helped to increase efficiency in the department and allowed operational teams to plan for an animal prior to their arrival to ensure proper support was in place.

The team also introduced a daily touchbase meeting to ensure all of the needs of the animals were being met for the duration of their stay. As a result, enrichment increased, and teams saw tangible results with happier and less stressed animals.

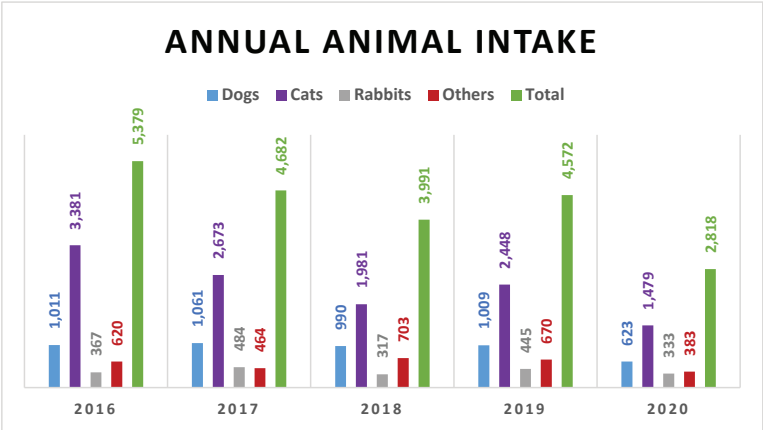
## THE VALLEYS

In 2020, the Animal Admissions team struggled to stay connected with the pet owners who needed us due to the pandemic and the need to keep our building closed. In the coming months, as we are able to gradually re-open the shelter, they are eager to forge strong partnerships with the intention of better serving our community. If we want to divert intake, it is imperative that we are able to offer the support a pet owner needs in order to keep their pet in their home whenever it is safe to do so.

## THE FUTURE

Due to the reduced intake numbers, the Admissions team had the opportunity to implement several changes to their daily routines that would increase efficiency. These are changes they will continue even after we are able to re-open the building. With the guidance and support from Dr. Ellis and other operational teams, we have the ability to really gain control over our animal flow which will increase our capacity to help more animals.

2020 also highlighted the need for greater community engagement. The team started the development of a community support system, which included Calgary Women’s Emergency Shelter and Silvera for Seniors. They look forward to expanding this network in the coming years. If we want to help the animals, we need to be able to help the people who love them.







# ANIMAL PROTECTION AND INVESTIGATIONS

In 2020, our Protection and Investigations team investigated 1,074 complaints of suspected animal cruelty, neglect and abandonment, which was on par with pre-pandemic operations. Fewer animals were seized than in recent years due to fewer hoarding events and clients electing to relinquish pets proactively.

## THE PEAKS

With the COVID-19 pandemic, the team anticipated a significant increase in medical neglect cases due to loss of income, which, thankfully, has not yet materialized. However, medical neglect continues to be on the rise and the severity of neglect seemed to be more extreme in 2020.

The team, highly adaptable by nature, continued to conduct field calls throughout the pandemic with some altered protocols and Personal Protection Equipment (PPE). 2020 saw the department add several new recruits and celebrate length of service achievements for its two most senior Officers. 2020 also saw the rollout of a body-worn camera program, which added a layer of officer safety and transparency to daily field operations.

## THE VALLEYS

Unfortunately, the pandemic added an additional layer of personal risk to an already dangerous job. The concern of COVID-19 exposure was mitigated by quick pivots in protocol, procedure and safety equipment. The department's resiliency shone through as we continued to protect animals, without service interruption, despite significant risk and fluid logistics.

## THE FUTURE

The Protection department will be participating in the *Community Peace Officer Transition Training Program* required by the Provincial government in an effort to standardize training and improve officer safety standards. The team will continue their work with strategic stakeholders to strengthen operational partnerships and provide input on animal related legislation reform. They will endeavor to provide continuous protection to Calgary's voiceless victims of abuse and neglect.

### 2020 ANIMAL CRUELTY INVESTIGATIONS

Abandonment	146
Physical Abuse	134
Unsanitary Conditions	53
Lack of Adequate Food	58
Lack of Adequate Water	34
Grooming Neglect	13
Animals left in a Hot Car	48
Medical Neglect	277
Lack of Adequate Space	7
Lack of Adequate Shelter	216
Inspections	10
Other	78

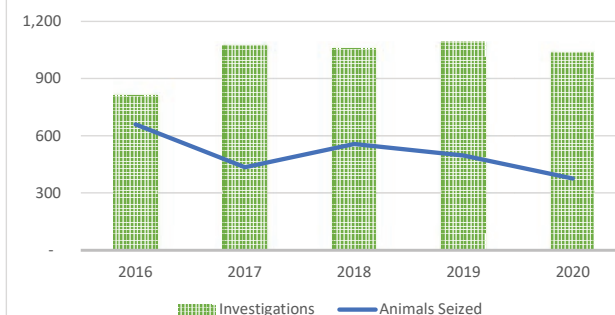
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<b>Total</b>	<b>1074</b>
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<b>Individuals Charged</b>	<b>54</b>
<b>Animals Seized</b>	<b>376</b>



### CRUELTY INVESTIGATION AND ANIMAL PROTECTION





# ANIMAL HEALTH

In 2020, our Animal Health team saw a decrease in the number of animal surgeries due to the decrease in intake, however they kept busy as the level of care required for each animal increased.

An interesting trend in 2020 involved many more foreign body surgeries, which could be due to pet owners being home more often and inadvertently leaving items out for animals to accidentally snack on.



## THE PEAKS

Animal Health, like all operational teams, began a rotational schedule at the onset of the pandemic. This essentially divided the team in half. Due to the schedule change, the team was able to conduct surgeries over the weekend and increased their total number of surgical points despite the lower numbers in shelter.

The team was also granted permission from the Alberta Veterinary Medical Association (ABVMA) to perform medical procedures on owned animals under certain specific conditions and return them to their previous owners – something not permitted in the past. CHS was therefore able to offer medical care to six animals and return them home to their owner for follow-up with their regular veterinarian, therefore avoiding an unnecessary animal intake.



## THE VALLEYS

The complexity of the medical concerns for animals admitted to the facility continued to be a challenge for the Animal Health team in 2020. However, CHS was able to welcome two new veterinarians to the team to help manage the increased workload. Dr. Ellis and Dr. Hogan were also able to offer their specialized expertise and collaborate with the team on potential efficiencies.

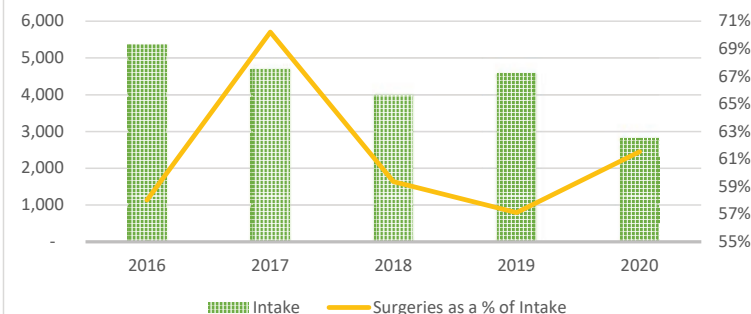
The semi-feral rabbit population continues to increase in the city of Calgary and CHS is one of the few places who will admit rabbits. The Health team therefore saw an increase in the number of rabbit surgeries and procedures this year despite the lower intake numbers. This rabbit population struggles in a shelter environment and we acknowledge more work needs to be done in this area in cooperation with our community partners.



## THE FUTURE

Improving animal welfare is the primary focus of the Animal Health team. They have been an integral part of the Building Enhancement and Renovation project as the goals of the project are very much in alignment with that of the team. The planned improvements in housing for the animals will result in better husbandry and overall animal well-being. Animal Health is also committed to increasing community engagement by offering improved programming to marginalized communities who are unable to access our services, such as senior citizens and homeless populations.

### SURGERIES PERFORMED AS A PERCENTAGE OF INTAKE





# FOSTER

There were a total of 1,478 foster placements in 2020, which was a decrease from the prior year of 701 animals. However, as a percentage of animals admitted, it was actually an increase of 4%.

When the City of Calgary declared a state of emergency and introduced the stay-at-home order, we were uncertain if CHS would be declared an essential service, so the team immediately worked to get all animals placed into foster homes. Thankfully many people were now required to work from home and had the ability to care for a foster animal. The number of foster requests received allowed us to easily place all animals on the foster list. In the coming weeks, we obtained the status of an essential service and were able to remain open. However, we continued to rely heavily on our foster families throughout the year due to the higher levels of medical and behavioural concerns that resulted in a longer stay with CHS.

In order to facilitate these placements in a safe manner, for both our staff and our foster families, the Foster team created a completely contactless, "COVID-friendly" pick-up and drop-off procedure, which we still utilize today.



## THE PEAKS

Karma and her puppies was one of the longest animal placements to date, with the added complication of Karma being an expectant mom that would eventually give birth to seven large breed puppies! The challenge with this particular case, was supporting the pups from infancy to adolescence, and producing a creative solution to their socialization needs - all the while being under reduced operating capacity during a global pandemic. It was a unique experience on every front from the investigation, the length of foster, whelping of the puppies, to balancing the emotional commitment of each foster home. This had a significant impact not only on the Foster team, but everyone at CHS who stepped up to ensure we were successful. After the investigation was complete and the puppies became the property of Calgary Humane Society, they were each adopted into a loving home. Karma was adopted by her foster family who simply could not give her up after such a long foster period.

**"The pandemic fostered resiliency! We became proactive with foster placements for the animals, rather than simply waiting for the right offer."**



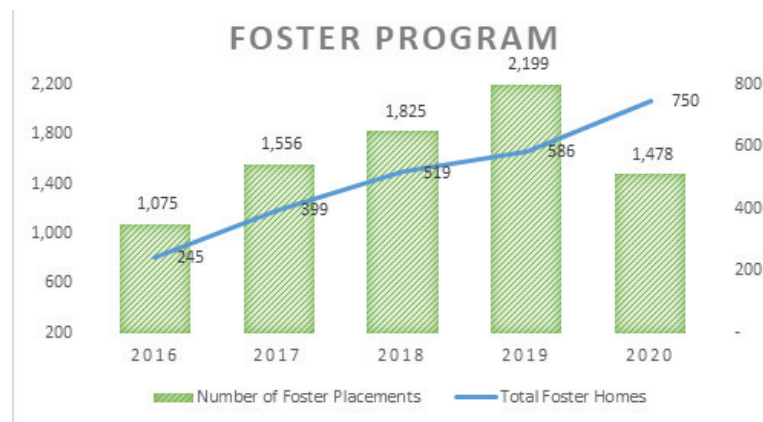
## THE VALLEYS

In 2020, we continued to see a trend of high-needs animals being admitted to shelter. At CHS, we believe in giving every animal the best possible chance at finding their new home. These animals were therefore, placed with a foster family to gather more information on previously observed behaviours or to wait for a surgery or specialist appointments. This is incredibly valuable time away from shelter for the animal, and the foster parent typically provides a wealth of information to the CHS team, which helps to determine the correct pathway for that animal. There are times when the outcome of the medical procedures or specialist appointments is not what we hoped for and difficult decisions need to be made. CHS is very fortunate to have committed and dedicated foster parents, who are incredibly resilient but it can be emotionally challenging to be a CHS foster parent, especially in 2020!

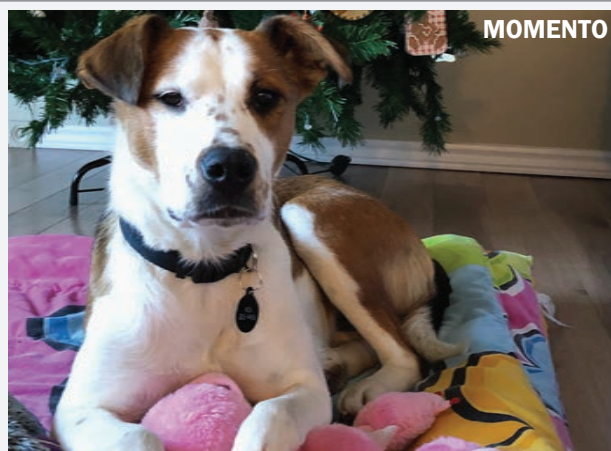


## THE FUTURE

The Foster team will continue to work on improving the welfare of animals by developing innovative foster opportunities, such as expanded furlough programs and the partnership with Silvera for Seniors. This is a new program where a foster cat is placed at the assisted living facility for residents to visit with inside a vacant room, which has been converted into a Mew-Topia.



# TAILS OF RESILIENCE



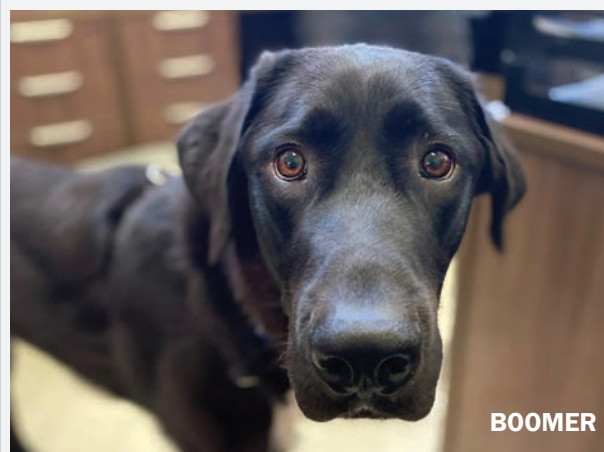
**Momento** was found as a stray dog with four puppies just west of the city so was brought into Calgary Humane Society. She was extremely fearful in shelter and the team knew the best thing for this adorable, but highly stressed mom, was to find a foster placement where she could care for her puppies in a relaxed home environment. After a full medical exam and behaviour assessment, the team got to work on finding a foster home that could manage her behavioural challenges, as well as a litter of pups! They immediately found a foster placement who worked closely with our veterinary and behaviour team to help with the puppies and manage Momento's troubling behaviour. Once the puppies were ready, they were returned to the shelter and very quickly adopted. Shortly thereafter, Mom was also adopted but her amazing foster parents allowed her to be adopted from the comfort of their home so she did not have to experience the stress of the shelter again.



**Turnip** was admitted as an out-of-town stray. He was shut-down, stressed-out and very scared in his holding kennel. Staff concentrating on cat enrichment noted this and felt he needed a change of scenery. He was therefore relocated to the Call Centre where he could move around more freely and express his natural behaviours. He came out of his shell enough to showcase his quirky personality, and he was actually affectionate and social! After 108 days, Turnip was adopted into his forever home, where he is a pampered pet with a closet full of hats and bowties.



**Brandi** was a dog admitted to the shelter with a rocky start to her journey. She was covered in scars from a suspected animal attack and required stitches all over her body. She found it difficult to lay down for long periods of time, and required a lot of care and love from the CHS team. After a month of intensive medical treatments, Brandi made a full recovery and was moved into the Adoptions area. After just a few days, Brandi was adopted and is now living her best life!



**Boomer** was transferred to Calgary Humane Society from the City of Calgary Animal Services and had an unknown past. We quickly realized that Boomer had some unique challenges that could potentially result in a longer stay at the shelter. He was a young, but very large, dog who was extremely mouthy and dog-reactive. He was very smart and an expert at feeding puzzles, so the team knew we could provide training to get him back on the right path. An immense amount of work went into this dog by our Behaviour team, including support before, during and after adoption for the adoptive family. Now Boomer is enjoying his new family and home, which comes fully-equipped with an outdoor swimming pool!





FLAME

**Flame** was a former RCMP German Shepherd that was dog-reactive and high energy. She needed a very specific home. She was adopted once but then returned a couple of weeks later as she was not the right fit for the family. She was a resident at CHS for a couple months, so was referred to as a '*Patient Paw*.' Finally, someone who worked at the RCMP facility found out about Flame and remembered working with her. She had recently said goodbye to her resident dog and felt she could offer the perfect home, as she understood Flame and her needs. She also lived on an acreage, which meant a lot of space for Flame to play and exercise. Flame was adopted after a total of four months in CHS's care. The adopter has sent many updates of Flame living her best life on the acreage! A very happy ending for a difficult-to-place dog.



**Panda and Bear** were two dogs found as strays just outside of Calgary. Upon arrival, the Foster team immediately found Panda a foster placement; however, Bear completely shut down and stopped eating after Panda was gone. We quickly figured out these two boys were heavily bonded and they would need to be adopted together. It would definitely be harder to adopt them as a pair but the team was committed to keeping these boys in one family. These goofy, energetic dogs, who won the hearts of the staff, were at the shelter for a month when a foster home was found for both dogs. The foster parents worked hard with our Behaviour team on some separation anxiety and other destructive behaviours and did such an amazing job with them, the foster parents decided, even with all their quirks, they wanted Panda and Bear to be a permanent part of their family.





# ANIMAL CARE AND BEHAVIOUR

The Calgary Humane Society's Animal Care team is a group of dedicated, hard-working individuals who love animals and take great pride in providing each one with the highest standard of care. They are responsible for daily feedings, cleaning, offering enrichment and monitoring animals for any concerns or changes with their health or behaviour. This team spends the greatest amount of time with an animal and they often form strong bonds, allowing an animal to feel safe and loved while in shelter.

The CHS Behaviour team is an equally dedicated team, who has historically focused on the dogs who arrive at the shelter. They are responsible for evaluating a dog's behavioural needs and ensuring their requirements are met in order to maintain their mental health during, what can be, a stressful time in shelter.

What these two teams were able to accomplish independently on an annual basis is amazing! However, in 2020, these two teams merged into one which we now call the Animal Care and Enrichment team (ACE Team), and what they have been able to achieve as a united force is absolutely incredible. They now work side-by-side to holistically evaluate the environment of an animal and ensure each animal gets all the care and enrichment they need to thrive in shelter. The team was also able to extend their enrichment program to include cats and rabbits! With the additional support that the Animal Care team provided, along with support from our volunteers, the Behaviour team was able to spend more time working with high-needs dogs and offering post-adoption support for our adopters.

## THE PEAKS

Dog intake was significantly lower than in previous years due to COVID-19 and the need to limit intake, which resulted in fewer assessments and consultations. The team used this time as an opportunity to focus on further enhancing the dog enrichment program to include more walks, an increased number of feedings throughout the day, and an enrichment activity depending upon the specific needs of the animal. In addition to this, the team was also able to establish an enrichment program for other species which was a goal of the strategic plan. With the creation and enhancement of some key volunteer roles, such as the Bunny Hugger, Feline Friend, and Litter Mate roles, these programs were introduced with great success.

Unfortunately, Calgary Humane Society's behaviour classes and training sessions were cancelled for the majority of 2020 due to the COVID pandemic. However, the Behaviour team got creative and developed a virtual platform for classes and training so pet owners could still participate in a class to master the basic skills needed to build a positive relationship with their pet. The Behaviour team also developed a protocol for virtual and contactless consultations to support the pets whose behaviour had escalated, requiring a more hands-on approach.





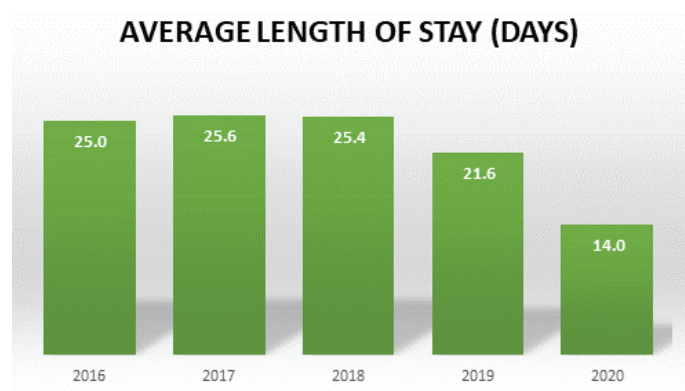
In 2020, the Behaviour team also made it a priority to work closely with Admissions and the Foster team to ensure all pertinent information on an animal's behaviour in a home was captured. This historical information provided the team with some added insight to better support the animal with a fully-developed plan prior to arrival. The more information we know about an animal's behaviour in a home, the better prepared we are to give that animal what they need to reduce their stress in shelter, and the more information we can pass along to a potential adopter.

### THE VALLEYS

Unfortunately, we continue to see a trend of dog surrenders due to extreme aggression, reactivity and separation anxiety. It is also anticipated we may see an increase in severe separation anxiety in puppies adopted during COVID, as their time alone at home was likely minimal. Recently, we started consulting with an independent veterinarian who has extensive experience in behaviourally challenging dogs in order to offer the team some support and to develop the programming needed to better support the community in the coming years.

**“In 2020, Animal Care had more time to focus on socialization with the animals! This is the part of their job they enjoy the most and was a welcome change for the year!”**

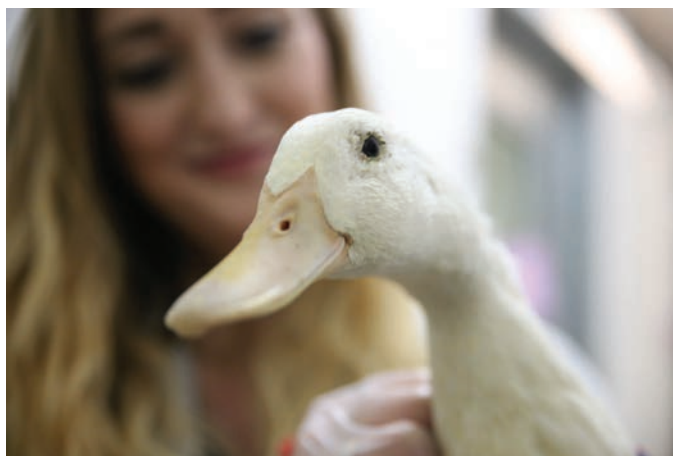
**AVERAGE LENGTH OF STAY (DAYS)**



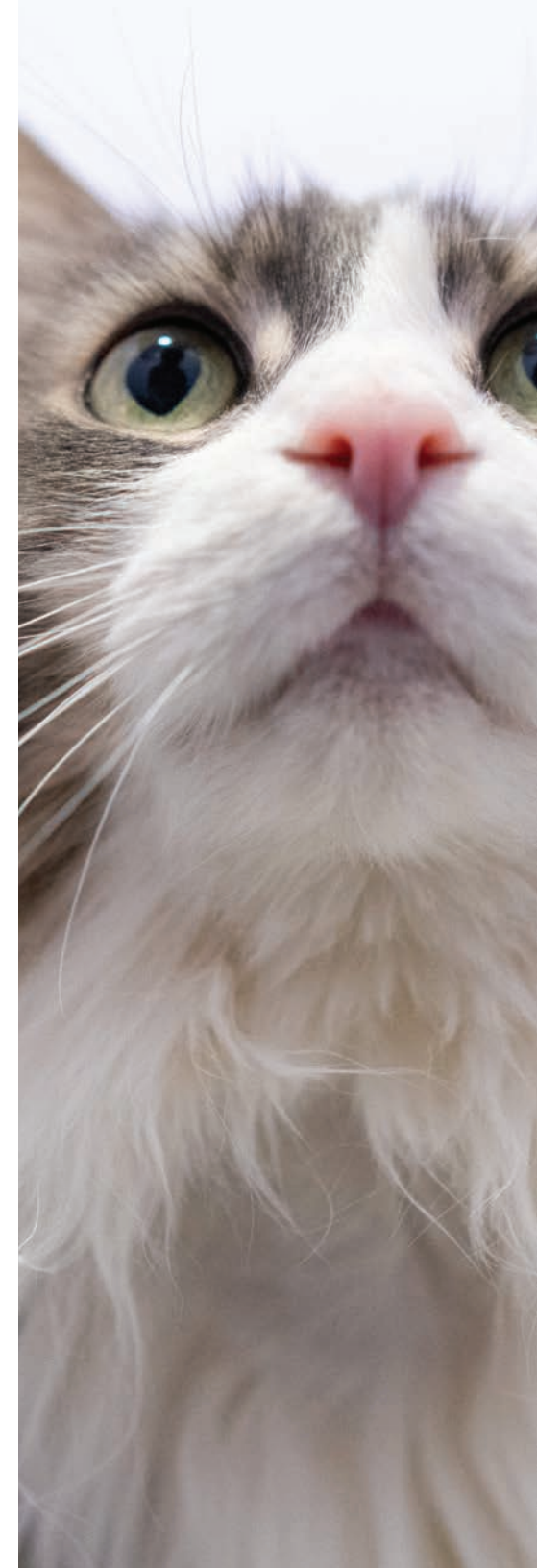
### THE FUTURE

By merging these two critical teams, and having them work in tandem to provide all the care and support an animal needs immediately upon arrival all the way to adoption, we will be better equipped to manage the complex animal cases with more positive outcomes. The team will also have the capacity to resume in-person training when possible but also continue to offer training and seminars virtually so staff, volunteers, foster parents and adopters can develop their skills in the comfort of their own home, if they choose. They will also be expanding their virtual library to include sessions on different species such as rabbits, birds and reptiles.

This unified team will have the capacity to focus on developing a stress-free environment through a high standard of care and mental stimulation, while we simultaneously improve our housing and environment through our building renovation plan. The ultimate goal is to meet all five freedoms for each animal admitted for the duration of their stay, which will ultimately reduce their length of stay as a happier animal is a more adoptable animal.



**“To see so many of the 2020 dogs, who had lengthy, resource-heavy stays in shelter, living their best life in their forever homes is so heartwarming and motivating!”**



# GOOD KARMA

## A TAIL OF CANINE RESILIENCE



On May 15th, 2020, Karma - a small black and white terrier - arrived at an emergency clinic in Calgary. Karma was far along in a pregnancy and appeared to be suffering from suspected toxicity. A drug test revealed that Karma had methamphetamines, barbiturates and amphetamines in her system. The owner, claiming financial hardship, declined all medical treatment and discharged Karma against medical advice.

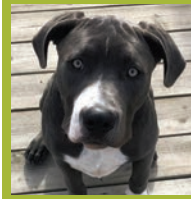
The veterinary team from the emergency clinic immediately notified Calgary Humane Society, and CHS Peace Officers attended the owner's residence and seized Karma. They promptly admitted her for emergency medical treatment and a second drug test revealed that cocaine was also present in Karma's system, in addition to the already astonishing list of ingested narcotics.

Medical neglect is one of the most complex issues investigated by Calgary Humane Society Peace Officers and requires a great deal of time and attention. The investigator worked quickly to obtain all pertinent information and laid charges against the owner. This triggered an application for an order of custody hearing, which would grant Calgary Humane Society custody of Karma and her unborn puppies pending the outcome of court proceedings.

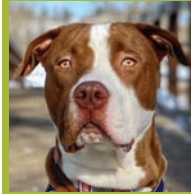
In the next week, Karma slowly settled in with her foster family, where she enjoyed her walks, a warm bed and the comfort of a stable home. On June 4th, after almost a month in foster care, Karma welcomed the birth of seven puppies. Custody of Karma and the newborns was granted to CHS by the Court of Queen's Bench on June 11th, after a successful custody hearing.

For the next eight months, Karma's case was pending resolution in the court system. During that time, Calgary Humane Society, along with the incredible help of a number of foster families, nurtured Karma's seven puppies, ensuring that all were optimally healthy, loved and enriched. Due to the strict COVID-19 lockdown restrictions, the CHS team had to get creative in helping foster families with the puppies, offering training and support via Zoom and phone. Socially-distanced puppy socialization classes were established to help them learn to communicate properly with other dogs.

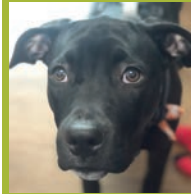
On February 2nd, 2021, Karma's owner pleaded guilty to the charges against her. She received a fine and a five-year prohibition from owning or caring for animals, resulting in the forfeiture of Karma and her pups. Karma's puppies - now very large young dogs - were all finally able to be adopted out by Calgary Humane Society! Finding forever homes for this adorable bunch did not take long. In fact, within the first three weeks, five of the seven loving pups went home with new families! And the best part of all was that Karma, too, found her forever home!



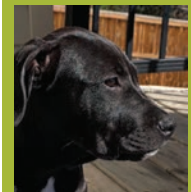
GIBSON



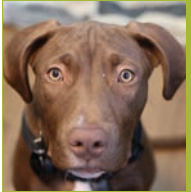
MARTIN



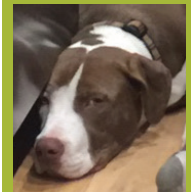
STORM



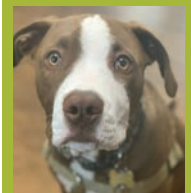
CALI



JADE



ASH



RICKY





# VOLUNTEER

In 2020, Calgary Humane Society's volunteer hours dropped dramatically as a result of the pandemic. With stay-at-home orders in place, we had to temporarily say goodbye to our volunteers. However the team quickly found innovative ways to keep our valued volunteer community engaged and informed of what was happening at CHS.

Our dedicated volunteers remained a true support throughout the year, continually checking in to see how our staff and animals were managing. They never failed to lift our spirits with words of encouragement and inspiration. An interesting trend over the pandemic was the increase in the number of youth looking for volunteer opportunities. Despite being restricted in what we could offer, the Volunteer team created some new and exciting remote and virtual roles for youth, as well as for our adult volunteers!

## THE PEAKS

The volunteer mantra through 2020 was to OVERCOME! Some existing roles were modified to better support the 'new normal' around the shelter while keeping volunteers properly engaged in those roles. Volunteer routines were modified to adhere to our new COVID-friendly policies and procedures. A positive change for the volunteer department was a new accountability and scheduling protocol with volunteers. This initially began for contract-tracing purposes, but was modified into daily attendance taking, which was a major improvement for the department!



**"The pandemic reminded us once again that our volunteers are literally like family to us."**

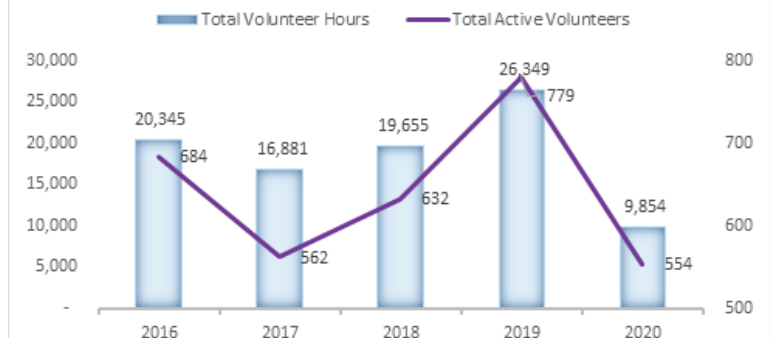
## THE VALLEYS

In 2019, the Volunteer team had worked incredibly hard on volunteer recruitment, engagement and retention. They increased the number of volunteers to close to 800 active volunteers. The pandemic forced us to close our doors and ask volunteers to stay home in order to keep everyone safe. With the decreased animal intake, virtual events and the building construction limiting space, volunteer opportunities over 2020 were significantly reduced. The team was concerned we may lose some of our new recruits and perhaps even some of our long-term volunteers. To mitigate this risk, the Volunteer team developed a retention strategy with the goal of staying connected and checking in with each volunteer on a regular basis. Although the 2020 volunteer hours have decreased by over 63%, it is the hope that once our doors re-open, our volunteers will return to continue working alongside us.

## THE FUTURE

The pandemic has reminded us that our volunteers are like family to us and add such a positive energy to the building. The team will be working on re-engaging the team once we are safely able to do so and introduce them to some exciting new roles that have been created. We will continually strive to make Calgary Humane Society the not-for-profit volunteer opportunity of choice!

## VOLUNTEER PROGRAM





# ADOPTIONS

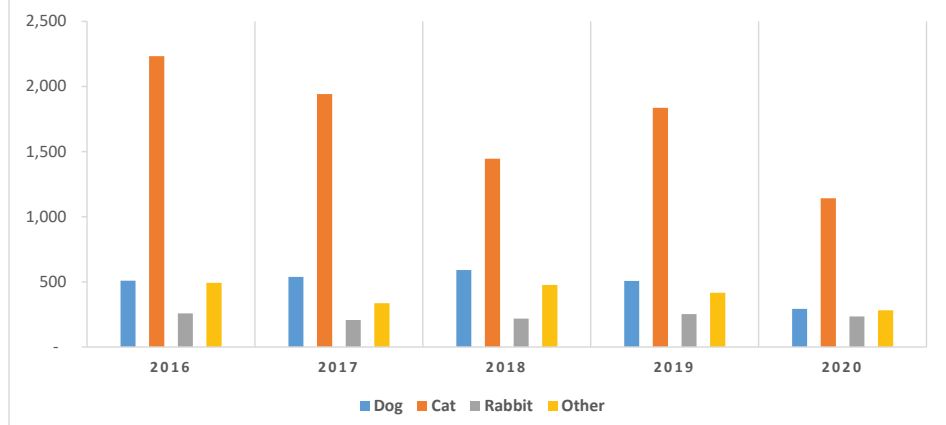
The COVID-19 pandemic highlighted the positive impact of the human-animal bond. As people retreated into their homes to stay distant and apart, the comfort an animal can bring in times of crisis is immeasurable. The pandemic therefore created an incredible demand for our adoptable animals that we simply could not match! From hamsters, birds, reptiles, to turtles, the desire for a companion animal during COVID could not have been more obvious. In 2020, every adoptable animal was able to find a home very quickly, even those with special medical requirements or behavioural concerns. With the extra time people had at home, they were willing to invest this time to work with their new pet on their challenges with the support of the CHS team.

## THE PEAKS

The east side of the facility is typically full of activity from kids attending a youth program, participants of a training class, donors coming in for a tour or to drop off much-needed supplies, to volunteers and staff working to take care of our animals. This is also where our adoptions take place and on most days our Adoptions team are busy meeting with potential adopters in the hopes that one of our animals will at last find their forever home.

In 2020, when we closed our doors to the public, all of this activity stopped for a period of time, including our Adoptions. However, this team knew they had to find a way to get these animals into their new homes and on with the rest of their life. The Calgary Humane Society Adoptions team took on the challenge and made the most of the new normal. They redesigned their adoption space to ensure people were socially distant; they introduced privacy panels and other PPE requirements;

## ADOPTIONS BY SPECIES





and completely revamped the adoption process so it was contactless and safe for both the adopting family, as well as for our staff and volunteers.

The pandemic also gave the CHS Adoptions team a unique opportunity to pilot some exciting changes to help improve adoption efficiency. A new online booking system was implemented, which dramatically decreased the time of an adoption and improved animal flow. In addition, the Adopt-From-Foster program was expanded to include virtual appointments for the first time in the Society's 99-year history.

### THE VALLEYS

Using these new processes created to manage the COVID pandemic, the team successfully adopted 1,953 animals, which is 1,061 less than the prior year. However, as a percentage of intake it is actually 4% higher. In addition to this, the average length of stay for each animal decreased by six days! This decrease was fantastic, but not unexpected with people clamouring for a family pet. Animals were adopted immediately which was frustrating for adopters and prolonged the time it took to find the right animal for their home. The COVID protocols also limited the number of people in an adoption visit, so some family members were excluded from the amazing experience of touring the shelter and making eye contact with the animal that they instantly fall in love with. The CHS Adoptions team are looking forward to the day when all family members can visit CHS to find that perfect pet and bring them home together.

### THE FUTURE

There have been many questions asked regarding animals returning to the shelter post-COVID when people have less time and we believe this will not be the case. Animals become like family members to our adopters and the Adoption team spends a great deal of time going over all the animal information so an adopter understands the commitment they are making. The Adoptions team has plans underway to work with our Health and Behaviour teams on the creation of more educational resources for our adopters so they continue to provide post-adoption support whenever needed. It is the goal of the Adoptions team to really set our adopters up for success, so we never see that animal again! We will do whatever we can to help support an adopter to ensure their home is their new pet's last home.

**“Animals are like family members to our adopters! So many wonderful conversations with adopters throughout 2020 reminded us how animals have made things so much better for families during such uncertain times.”**

The team really experienced a culture shift over COVID and reset their approach to open adoption. They worked hard to remove some of the barriers to adoption that families experienced, recognizing that CHS should be providing education, training and support to all of our adopters. It is important to the Adoptions team that the relationship we have with our adopters does not end at the time of adoption.

**“Nothing important gets done alone and it is important to the adoptions team to provide ongoing support even after an animal has been adopted.”**



# FUND DEVELOPMENT

The Fund Development team typically spend the majority of their time reaching out to our donors and engaging with them in a variety of ways to ensure they are informed of what is happening at the Society and where support is most needed. With the stay-at-home orders and social distancing protocols in place across the city, they had to find creative ways to continue to foster robust relationships throughout 2020 with our members and donors, despite the distance.

Calgary Humane Society is incredibly fortunate to have such committed and dedicated donors. The outpouring of support in 2020 was amazing! The community possessed a very philanthropic tone over the course of the year, understanding that charitable organizations were going to be called upon to provide a greater level of service and would need help!

## THE PEAKS

Staying engaged with donors is critical in difficult times, so the Fund Development team created various strategies in order to do this. One of their first initiatives was the “What About The Animals Campaign”. This online campaign was designed to provide a monthly update on what was happening at CHS and detailed exactly how the community could help – and they did!

The team was incredibly adaptable and transformed all of our signature events into a virtual experience. They worked hard to capture the true spirit of our Dog Jog and Cocktails for Critters events and grab the attention of attendees. Both of these signature events were more successful than we ever could have imagined, with participation numbers exceeding what we had anticipated and raising \$164,917 for our shelter. Feedback received from attendees was positive and indicated that they enjoyed the option of being at home with their family, which includes their pets. Going forward, with these new virtual forums, this could continue to be an option for our supporters!







The team also worked hard to maintain relationships with current corporate sponsors, as well as establish new partners. Even though corporations are dealing with their own pandemic crisis, many were still able to step up and continue to support CHS events and become PAWS donors. The team simply could not have accomplished what they did without them and we thank them all for their valued partnership.

### **THE VALLEYS**

With COVID protocols still in place and the 'new normal' still off on a distant horizon, all fundraising plans required a cloud-thinking approach. How an organization communicates, engages, and even solicits donations needed to include a virtual/online component. However, what the team truly misses is the in-person connection with our donors. There is no better way to express our appreciation for all they do, than through a genuine, in-person thank you! It is important to be able to let our donors know, or show them, the positive impact their contribution has had on an animal's life and the organization. The team is very much looking forward to welcoming our supporters back to the building and our events once restrictions are lifted.

### **THE FUTURE**

The team is continually looking forward in order to create new giving opportunities for all segments of the community and works to build a comprehensive donor stewardship plan at all levels to ensure we retain our wonderful donors. In 2021, the team will initiate an annual Legacy Giving marketing plan and work to raise the \$4.5 million needed for the Building Enhancement and Renovation project through the "FOR THEM" capital campaign. The team is also working closely with the Centennial Celebration Committee to assist in the planning of this milestone event. Of course, every year, they continue to fundraise to help as many animals as we can. CHS does not receive any government funding for operations and we rely solely on the generosity of the Calgary community. As the world retreated into their homes last March to isolate, our donors did not! They went online, never forgetting that the animals still need help. It is due to this support, that CHS continues this challenging, yet very rewarding work and we sincerely thank you.



**“Community members have been very creative, hosting virtual bat mitzvahs or events like contactless bottle drives and book sales, all to raise awareness and support animals in need. The Calgary Humane Society donor community sees no roadblocks, only bumps in the road!”**



## EVENTS

### DOG JOG

	2020	2019
TOTAL # OF PARTICIPANTS	174	352
FUNDS RAISED	\$72,357	\$142,442



### PARTY WITH A PURPOSE

	2020	2019
TOTAL # OF PARTIES	10	25
FUNDS RAISED	\$17,893	\$18,797

## FUNDRAISING STATISTICS

### SINGLE GIFTS - ONLINE

	2020	2019	Change
TOTAL # OF GIFTS	4,029	2,795	+ 1,234
TOTAL \$ RAISED	\$665,187	\$440,434	+ \$224,753
AVERAGE GIFT SIZE	\$165.10	\$157.58	+ \$7.52

= 44% increase in the number of gifts made online

= 51% increase in total donations made online

= 5% increase in the average gift size made online



### COCKTAILS FOR CRITTERS

	2020	2019
TOTAL # OF ATTENDEES	EST. 350+	360
FUNDS RAISED	\$160,145	\$183,995

### CHRISTMAS FOR THE ANIMALS

	2020	2019
ITEMS DONATED FOR ANIMAL WISHES	EST. 25,000	EST. 30,000
FUNDS RAISED	\$70,062	\$33,239



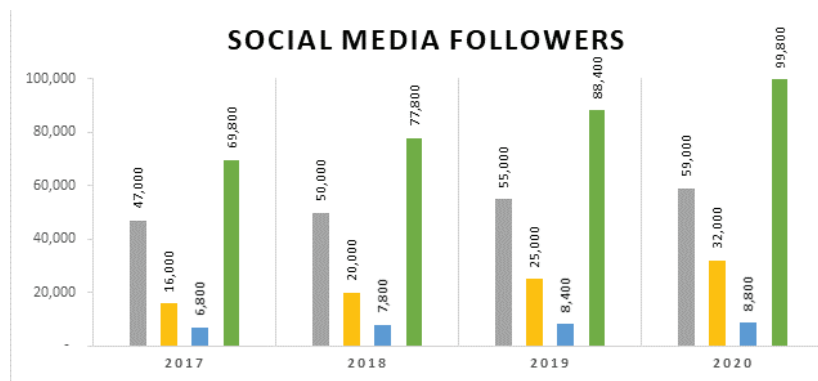
# COMMUNICATIONS AND COMMUNITY OUTREACH

The Communications and Community Outreach teams are the teams that offer a window to the world of what Calgary Humane Society does on a daily basis. They invite the community in through our Humane Education programs, our community events, our classes and through our social media platforms and website. With COVID-19 causing changes in every aspect of CHS operations, the department found it more important than ever to keep the community informed and up-to-date on the ever-changing situation.

## THE PEAKS

The support we received from the community throughout 2020 was overwhelming, as was evident in the fund development results and financial report. Social media asks for donations and foster homes were met with immediate support and the offers of help remain to this day. The team was also able to continue working with our media partners to promote CHS animals and events by creating a digital segment that could be delivered remotely.

Before the pandemic began, the Outreach teams had created new programming and built relationships for new initiatives, including Family Volunteer Day, three new summer camps, and took advantage of the opportunity to speak at the National Animal Welfare Conference. The new normal forced the adaptation of this new programming and the team found creative ways to continue engaging with our young supporters through a virtual platform.



**“Virtual programing has been more successful than we ever could have imagined! We’ve made our way into classrooms and living rooms virtually!”**



## THE VALLEYS

There are a number of community outreach goals detailed in the strategic plan, which unfortunately, will need to be done in a much shorter timeframe. However, this team is innovative and resilient and over 2020, they were able to put the foundational blocks in place to get a jumpstart in 2021! The demographic study, which was last completed in 2007, was started and will provide great insight into understanding the composition of the CHS audience. The team has developed a safe and effective way to get our ROVER out into the community and still adhere to COVID protocols. They have commenced with a more welcoming digital space for the CHS community and they have started the planning for our centennial birthday celebrations in 2022!

## THE FUTURE

With the roll-out of the COVID vaccines, the team is hopeful they will once again be able to connect with the Calgary Community in a much more engaging manner. Plans are underway to expand the Humane Education programming to include an adult education series, to better engage with our seniors and offer greater support with pet ownership. The team is working to develop a provincial Humane Education curriculum with support from other Humane Societies and SPCA's so there is one voice in the province delivering those important key messages. They have started to work with other departments to increase participation in various events such as the National Animal Welfare Conference and LINK conferences.

The Communications team has plans underway to expand into further popular social media platforms, such as TikTok, to engage with a younger demographic and build our followers. Finally, the team will be undertaking the construction of a dynamic new website, with the intention of using this tool to promote our centennial celebration coming up in 2022 and to set the organization up for success for the next 100 years!

# INDEPENDENT AUDITOR'S 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, 2020
- 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 the Entity as at December 31, 2020, 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.

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, 2020 and December 31, 2019

- 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, 2020 and December 31, 2019
- 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, 2020 and December 31, 2019
- the excess (deficiency) of revenues over expenses reported in the statements of cash flows for the years ended December 31, 2020 and December 31, 2019.

Our opinion on the financial statements for the year ended December 31, 2019 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 ethical responsibilities in accordance with these requirements.

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

## AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENT

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.

- 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

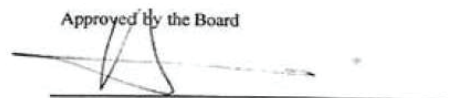
Calgary, Canada


March 31, 2021

**Calgary Humane Society for Prevention of Cruelty to Animals**  
**Statement of Financial Position**  
**As at December 31, 2020, with comparative information for 2019**

	General Operating Fund		Restricted Fund		Capital Fund		Total	
	2020	2019	2020	2019	2020	2019	2020	2019
<b>Assets</b>								
Current assets								
Cash	\$ 7,533,328	\$ 450,120	\$ 67,168	\$ 67,016	\$ -	\$ -	\$ 7,600,496	\$ 517,136
Short-term investments (note 3)	1,550,000	8,800,000	-	-	-	-	1,550,000	8,800,000
Accounts receivable (note 4)	202,128	103,018	-	-	-	-	202,128	103,018
Holdback receivable	-	160,000	-	-	-	-	-	160,000
Inventory (note 5)	64,873	60,593	-	-	-	-	64,873	60,593
Prepaid expenses	157,397	150,469	-	-	-	-	157,397	150,469
Due from (to) other funds	(8,125,141)	(7,961,243)	254,102	264,853	7,871,039	7,696,390	-	-
	<u>1,382,585</u>	<u>1,762,957</u>	<u>321,270</u>	<u>331,869</u>	<u>7,871,039</u>	<u>7,696,390</u>	<u>9,574,894</u>	<u>9,791,216</u>
Marketable securities (note 6)	12,837,233	11,548,922	-	-	-	-	12,837,233	11,548,922
Capital assets (note 7)	-	-	-	-	5,738,026	5,626,827	5,738,026	5,626,827
	<u><b>\$ 14,219,818</b></u>	<u><b>\$ 13,311,879</b></u>	<u><b>\$ 321,270</b></u>	<u><b>\$ 331,869</b></u>	<u><b>\$ 13,609,065</b></u>	<u><b>\$ 13,323,217</b></u>	<u><b>\$ 28,150,153</b></u>	<u><b>\$ 26,966,965</b></u>
<b>Liabilities</b>								
Current liabilities								
Accounts payable and accrued liabilities (note 4)	\$ 1,250,264	\$ 429,259	\$ -	\$ -	\$ -	\$ -	\$ 1,250,264	\$ 429,259
Deferred revenue (note 8)	<u>11,904</u>	<u>25,628</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>11,904</u>	<u>25,628</u>
	1,262,168	454,887	-	-	-	-	1,262,168	454,887
<b>Fund balances</b>								
Unrestricted (note 9)	3,397,684	2,622,226	-	-	-	-	3,397,684	2,622,226
Restricted for endowment purposes (note 10)	-	-	45,000	45,000	-	-	45,000	45,000
Externally restricted (note 11a)	44	3,750	76,270	86,869	-	-	76,314	90,619
Internally restricted (note 11b)	9,559,922	10,231,016	200,000	200,000	7,871,039	7,696,390	17,630,961	18,127,406
Invested in capital assets	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>5,738,026</u>	<u>5,626,827</u>	<u>5,738,026</u>	<u>5,626,827</u>
	<u>12,957,650</u>	<u>12,856,992</u>	<u>321,270</u>	<u>331,869</u>	<u>13,609,065</u>	<u>13,323,217</u>	<u>26,887,985</u>	<u>26,512,078</u>
	<u><b>\$ 14,219,818</b></u>	<u><b>\$ 13,311,879</b></u>	<u><b>\$ 321,270</b></u>	<u><b>\$ 331,869</b></u>	<u><b>\$ 13,609,065</b></u>	<u><b>\$ 13,323,217</b></u>	<u><b>\$ 28,150,153</b></u>	<u><b>\$ 26,966,965</b></u>

Approved by the Board

 Director

 Director



**Calgary Humane Society for Prevention of Cruelty to Animals**  
**Statement of Revenues and Expenses and Changes in Fund Balances**  
**As at December 31, 2020, with comparative information for 2019**

	General Operating Fund		Restricted Fund		Capital Fund		Total	
	2020	2019	2020	2019	2020	2019	2020	2019
<b>Revenues</b>								
Donations and fundraising	\$ 3,128,152	\$ 3,030,647	\$ 10,556	\$ 95,928	\$ 157,740	\$ 50,500	\$ 3,296,448	\$ 3,177,075
Bequests	1,213,706	986,619	-	-	75,000	-	1,288,706	986,619
Investment income	967,367	1,341,186	-	-	-	-	967,367	1,341,186
Programs and services	646,246	1,449,096	-	-	-	-	646,246	1,449,096
Unrealized gain on marketable securities	480,524	1,467,604	-	-	-	-	480,524	1,467,604
(Loss) gain on disposal of capital assets	-	-	-	-	(17,663)	1,465,634	(17,663)	1,465,634
	<b>6,435,995</b>	<b>8,275,152</b>	<b>10,556</b>	<b>95,928</b>	<b>215,077</b>	<b>1,516,134</b>	<b>6,661,628</b>	<b>9,887,214</b>
<b>Expenses</b>								
Wages and benefits (note 4)	2,952,738	4,359,182	-	5,602	49,277	69,591	3,002,015	4,434,375
Operating	971,212	1,390,367	127,187	220,237	163	-	1,098,562	1,610,604
General and administrative	564,701	686,278	6,112	2,808	567,604	261,024	1,138,417	950,110
Fundraising (note 12)	315,859	420,642	-	-	-	-	315,859	420,642
Amortization	-	-	-	-	730,868	782,355	730,868	782,355
	<b>4,804,510</b>	<b>6,856,469</b>	<b>133,299</b>	<b>228,647</b>	<b>1,347,912</b>	<b>1,112,970</b>	<b>6,285,721</b>	<b>8,198,086</b>
<b>Excess (deficiency) of revenues over expenses</b>	<b>1,631,485</b>	<b>1,418,683</b>	<b>(122,743)</b>	<b>(132,719)</b>	<b>(1,132,835)</b>	<b>403,164</b>	<b>375,907</b>	<b>1,689,128</b>
Fund balances, beginning of year	12,856,992	10,001,134	331,869	320,995	13,323,217	14,500,821	26,512,078	24,822,950
Interfund transfers (note 11a & 11b)	(1,530,827)	1,437,175	112,144	143,593	1,418,683	(1,580,768)	-	-
<b>Fund balances, end of year</b>	<b>\$ 12,957,650</b>	<b>\$ 12,856,992</b>	<b>\$ 321,270</b>	<b>\$ 331,869</b>	<b>\$ 13,609,065</b>	<b>\$ 13,323,217</b>	<b>\$ 26,887,985</b>	<b>\$ 26,512,078</b>

**Calgary Humane Society for Prevention of Cruelty to Animals**  
**Statement of Cash Flows**  
**As at December 31, 2020, with comparative information for 2019**

	<b>2020</b>	<b>2019</b>
<b>Cash flows from operating activities</b>		
Excess of revenues over expenses	\$ 375,907	\$ 1,689,128
Items not involving cash:		
Gain on sale of marketable securities	(3,942)	(726,860)
Unrealized gain on marketable securities	(480,524)	(1,467,604)
Loss (gain) on disposal of capital assets	17,663	(1,465,634)
Amortization	<u>730,868</u>	<u>782,355</u>
	639,972	(1,188,615)
 Changes in non-cash working capital		
Accounts receivable	(99,110)	108,413
Inventory	(4,280)	17,152
Prepaid expenses	(6,928)	(8,968)
Accounts payable and accrued liabilities	821,005	(76,242)
Deferred revenue	<u>(13,724)</u>	<u>(6,305)</u>
	<u>1,336,935</u>	<u>(1,154,565)</u>
 <b>Cash flows from investing activities</b>		
Purchase of capital assets	(859,730)	(179,818)
Holdback receivable on sale of capital assets	160,000	(160,000)
Proceeds on sale of capital assets	-	1,589,208
Purchase of short-term investments	(14,950,000)	(8,800,000)
Proceeds on maturity of short-term investments	22,200,000	-
Purchase of marketable securities	(871,398)	(631,014)
Proceeds on sale of marketable securities	<u>67,553</u>	<u>8,490,337</u>
	<u>5,746,425</u>	<u>308,713</u>
 Increase (decrease) in cash	7,083,360	(845,852)
 Cash, beginning of year	<u>517,136</u>	<u>1,362,988</u>
 <b>Cash, end of year</b>	<b><u>\$ 7,600,496</u></b>	<b><u>\$ 517,136</u></b>



# CALGARY HUMANE SOCIETY FOR PREVENTION OF CRUELTY TO ANIMALS

Notes to the Financial Statements

December 31, 2020, with comparative information for 2019

## 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

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

### c) Short-term investments

Short-term investments are comprised of guaranteed investment certificates that mature and are redeemable within the next year.

### d) 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.

### e) 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.

### f) 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.

### g) 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.

# CALGARY HUMANE SOCIETY FOR PREVENTION OF CRUELTY TO ANIMALS

Notes to the Financial Statements

December 31, 2020, with comparative information for 2019

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.

## h) 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%

## Assets under construction

Assets under construction is comprised of progress billings in relation to the Society's facility enhancement project, which commenced in 2020. No amortization is recorded on these assets until they become available for use.

## 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.

## i) 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.



# CALGARY HUMANE SOCIETY FOR PREVENTION OF CRUELTY TO ANIMALS

## Notes to the Financial Statements

December 31, 2020, with comparative information for 2019

### j) 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.

### k) 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.

### l) 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.

### m) 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 and the eligibility and collection of the Canada Emergency Wage Subsidy, 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.

During the first quarter of 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had significant negative financial, market and social impacts.

The Society has noted a number of indicators of financial implications and has undertaken actions in relation to the COVID-19 pandemic. These indicators and actions include:

- The facility has closed to the public for an undefined time period due to recommendations and mandates issued by the City of Calgary and the Government of Alberta in response to the global COVID-19 pandemic;
- The Society experienced a reduction in operating revenue during this time;
- Some program revenue has ceased during this closure;
- Essential services required for business continuity have been maintained, and the Society has taken steps to reduce operating expenses during this closure;
- Extreme market volatility has been experienced which could result in a decline in the fair value of investments and investment income; and
- Temporary layoff notices were issued to employees across all departments, excluding limited staff needed to perform essential services in line with the Society's business continuity plan.
- At December 31, 2020, all of the staff have been recalled to the Society due to operational need and the eligible benefit received from the Canada Emergency Wage Subsidy (note 4).

At this time these factors present uncertainty over future cash flows, may cause significant changes to the Society's assets or liabilities and may have a significant impact on future operations. As a result, the Board of Directors released the restriction of the \$1,721,550 Emergency Fund to allow it to be utilized during these uncertain times (2019 - \$nil). As a result of the Canada Emergency Wage Subsidy received, \$nil was utilized from the fund during 2020.

# CALGARY HUMANE SOCIETY FOR PREVENTION OF CRUELTY TO ANIMALS

## Notes to the Financial Statements

December 31, 2020, with comparative information for 2019

### 3. Short-term investments

	2020	2019
Guaranteed investment certificate – maturity date January 11, 2021 with an annual interest rate of 0.75%	\$750,000	\$ -
Guaranteed investment certificate – maturity date August 9, 2021 with an annual interest rate of 0.95%	800,000	-
Guaranteed investment certificate – maturity date January 3, 2020 with an annual interest rate of 2.09%	-	1,300,000
Guaranteed investment certificate – maturity date January 21, 2020 with an annual interest rate of 2.17%	-	400,000
Guaranteed investment certificate – maturity date January 27, 2020 with an annual interest rate of 2.09%	-	600,000
Guaranteed investment certificate – maturity date February 3, 2020 with an annual interest rate of 2.10%	-	1,300,000
Guaranteed investment certificate – maturity date March 3, 2020 with an annual interest rate of 2.12%	-	1,300,000
Guaranteed investment certificate – maturity date April 2, 2020 with an annual interest rate of 2.13%	-	1,300,000
Guaranteed investment certificate – maturity date December 4, 2020 with an annual interest rate of 2.20%	-	2,600,000
	<b>\$1,550,000</b>	<b>\$8,800,000</b>

### 4. Government remittances and subsidies

At December 31, 2020, the Society had government remittances recoverable of \$31,203 (2019 - \$22,125) and government remittances payable of \$nil (2019 - \$nil).

The Government of Canada created a program called the Canada Emergency Wage Subsidy ("CEWS") to provide wage assistance to organizations who experienced a drop in revenues resulting from the COVID-19 outbreak. During the year, the Society met the eligibility requirements and received \$948,326 (2019 - \$nil). The Society accrued an additional \$87,336 (2019 - \$nil) for future CEWS applications relating to 2020. While eligibility and subsidy amounts may be subject to audit by the Canada Revenue Agency, the Society is confident in respect to its entitlement to the subsidy payments received throughout the year. The entire amount has been recognized as a reduction to wages and benefits on the

on the statement of revenues and expenses and changes in fund balances for the year ended December 31, 2020.

### 5. Inventory

The cost of inventory recognized as an operating expense for the year ended December 31, 2020 amounted to \$104,827 (2019 - \$174,683).

### 6. 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, 2020 the cost of the investments was \$11,842,315 (2019 - \$11,034,528).

### 7. Capital assets

	2020		
	Cost	Accumulated Amortization	Net Book Value
Buildings and landscaping	\$9,835,022	\$6,933,972	\$2,901,050
Assets under construction	800,723	-	800,723
Land	1,550,000	-	1,550,000
Equipment and furniture	1,357,756	1,011,836	345,920
Automotive equipment	357,016	216,683	140,333
	<b>\$13,900,517</b>	<b>\$8,162,491</b>	<b>\$5,738,026</b>

	2019		
	Cost	Accumulated Amortization	Net Book Value
Buildings and landscaping	\$9,847,436	\$6,460,020	\$3,387,416
Land	1,550,000	-	1,550,000
Equipment and furniture	1,330,469	834,943	495,526
Automotive equipment	357,016	163,131	193,885
	<b>\$13,084,921</b>	<b>\$7,458,094</b>	<b>\$5,626,827</b>



# CALGARY HUMANE SOCIETY FOR PREVENTION OF CRUELTY TO ANIMALS

Notes to the Financial Statements

December 31, 2020, with comparative information for 2019

## 8. Deferred revenue

	2020	2019
Gift cards	\$8,470	\$8,085
Behaviour classes and seminars	3,434	9,738
Humane Education programs	-	7,730
Fundraising events	-	75
	<b>\$11,904</b>	<b>\$25,628</b>

## 9. Unrestricted fund balances

	2020	2019
Balance, beginning of year	\$2,622,226	\$1,368,561
Excess of revenues over expenses	1,631,485	1,418,683
Transfer from Restricted Fund	5,261	6,667
Transfer from Emergency Fund	246,094	150
Transfer to Capital Fund	(1,418,683)	-
Transfer from Cremation Asset Sale Fund	425,000	-
Transfer to internally restricted fund	(117,405)	(169,492)
Transfer (to) from externally restricted fund	3,706	(2,343)
	<b>\$3,397,684</b>	<b>\$2,622,226</b>

## 10. 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 by the Society.

## 11. 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.

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

Protections Fund - Restricted in use for the Protections department.

Pet Safekeeping Fund - Restricted in use to cover animal care and health costs for individuals utilizing the Pet Safekeeping program.

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

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

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.

	2020	2019
Joan & Phoebe Snyder Education Fund	\$46,493	\$51,476
Animal Health Fund	11,048	11,292
Benny's Fund	9,255	11,310
Protections Fund	7,837	10,399
Pet Safekeeping Fund	1,029	-
Camp Subsidies Fund	608	607
Alberta Liquor & Gaming	44	3,750
Read to Animals Fund	-	102
Tour Subsidy Fund	-	1,683
	<b>\$76,314</b>	<b>\$90,619</b>

During the year, \$5,261 (2019 - \$6,667) was transferred from restricted funds to unrestricted funds and \$3,706 was transferred from restricted to unrestricted funds within the General Operating Fund (2019 - \$2,343 was transferred from unrestricted to restricted funds within the General Operating Fund). In 2020, \$117,405 (2019 - \$169,492) was transferred from unrestricted to restricted funds. Additionally, \$nil (2019 - \$19,232) was transferred from the Restricted Fund to Capital Fund when capital purchases were made from restricted funds.

# CALGARY HUMANE SOCIETY FOR PREVENTION OF CRUELTY TO ANIMALS

Notes to the Financial Statements

December 31, 2020, with comparative information for 2019

## 11. Restricted funds (continued)

### b) Internally restricted funds

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

	2020	2019
Estate of Dr. Robert Lundberg	\$6,909,466	\$6,909,466
Emergency Fund	1,475,456	1,721,550
Cremation Asset Sale Fund	1,175,000	1,600,000
Protections Fund	100,000	100,000
Phoenix Fund	100,000	100,000
Capital Fund	7,871,039	7,696,390
	<b>\$17,630,961</b>	<b>\$18,127,406</b>

In 2020, the Board of Directors transferred \$246,094 (2019 - \$150) in the General Operating Fund from the internally restricted Emergency Fund to unrestricted funds. The Emergency Fund is intended to finance the Society for three months of operations.

In 2020, the Board of Directors transferred \$70,437 (2019 - \$123,285) from unrestricted funds to the Phoenix Fund, to be used for clinic fees for animals requiring extensive medical work. In 2020, the Board of Directors transferred \$46,968 (2019 - \$46,207) 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 and neglect cases.

During 2020, the Board of Directors transferred \$nil (2019 - \$1,600,000) from the sale of the Cremation Assets from the Capital Fund to the General Operating Fund to be restricted in use to sustain the Society's operating budget from lost revenue over a five-year period. In 2020, \$425,000 (2019 - \$nil) was used to sustain operating costs from this fund.

An architectural assessment has been performed on the current facility and the Society has approved a \$12,720,000 facility enhancement project, a portion of which will be funded through Capital Fund reserves, with the remainder funded through the "For Them" capital campaign. The project commenced in 2019 and construction started in 2020, with expected completion in 2022. This project will improve the overall sheltering and wellbeing of animals in the Society's care.

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.

## 12. Fundraising expenses

As required under the Charitable Fund-raising Act of Alberta, the Society reports that \$331,812 was paid as remuneration to employees primarily responsible for fundraising for the year ended December 31, 2020 (2019 - \$357,180).

## 13. 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 2019 other than the potential impacts of COVID-19 as disclosed in note 2(m).

### 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, and with its accounts receivable and holdback receivable balances. The Society had \$nil (2019 - \$nil) balance in allowance for doubtful accounts at December 31, 2020.



# CALGARY HUMANE SOCIETY FOR PREVENTION OF CRUELTY TO ANIMALS

## Notes to the Financial Statements

December 31, 2020, with comparative information for 2019

### 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.

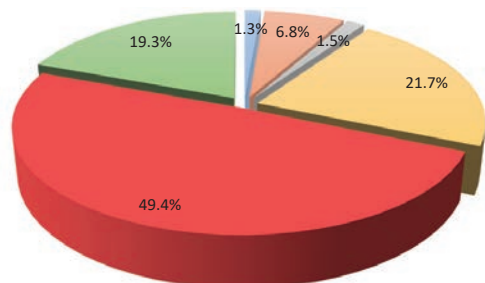
#### Calgary Humane Society for Prevention of Cruelty to Animals Summary of Revenue and Expense by Program December 31, 2020

##### Summary of Revenue by Program:

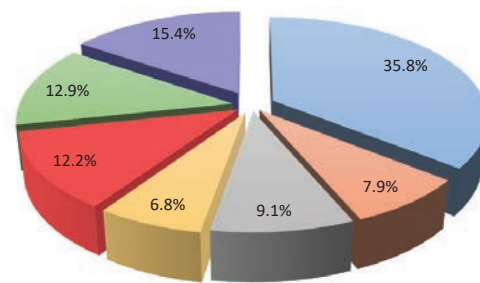
Animal Care & Comfort	89,122	1.3%
Animal Adoptions	455,977	6.8%
Community Outreach	101,147	1.5%
Investment Income	1,447,891	21.7%
Fund Development	3,296,448	49.4%
Bequests	1,288,706	19.3%
	<u>6,679,291</u>	<u>100.0%</u>
Loss on Disposal of Capital Assets	(17,663)	
	<u>6,661,628</u>	

##### Summary of Expense by Program:

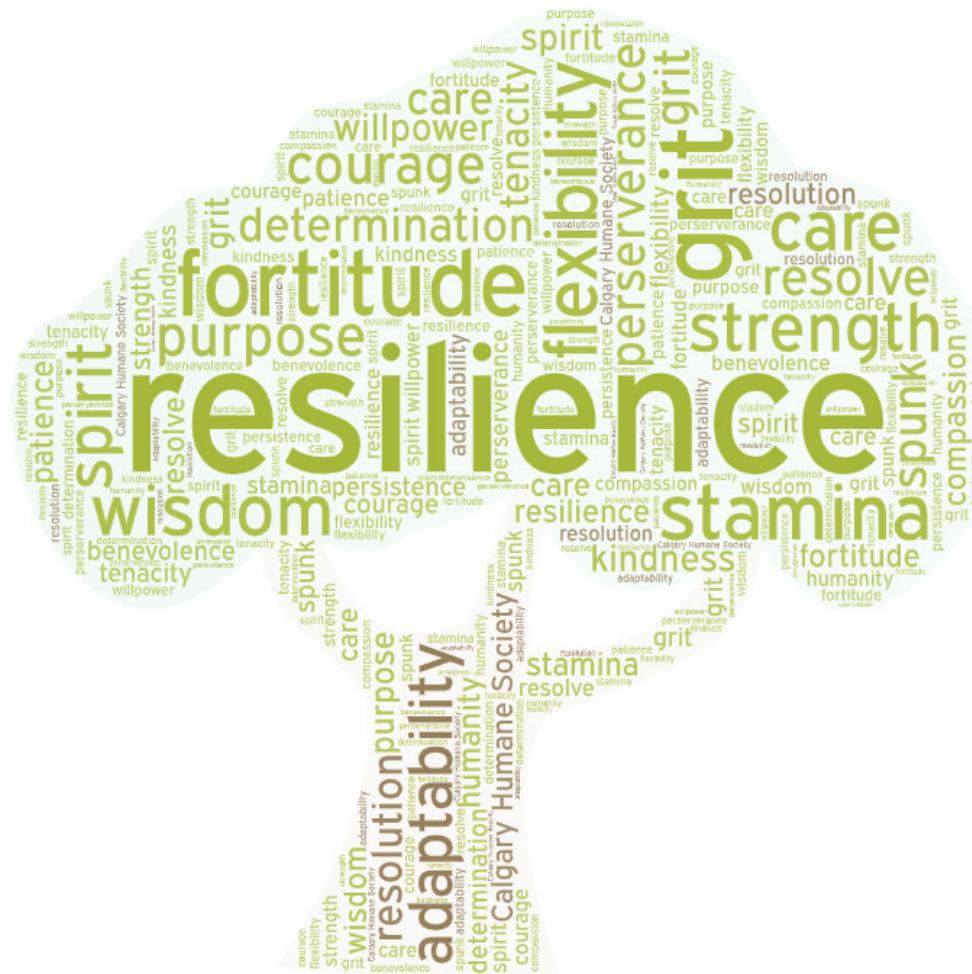
Animal Care & Comfort	1,986,884	35.8%
Animal Adoptions	436,184	7.9%
Animal Investigation & Protection	503,633	9.1%
Community Outreach	375,983	6.8%
Fundraising	677,261	12.2%
Administrative	718,992	12.9%
Facility & Enhancement Costs	855,917	15.4%
	<u>5,554,853</u>	<u>100.0%</u>
Amortization	730,868	
	<u>6,285,721</u>	



■ Animal Care & Comfort
 ■ Animal Adoptions
 ■ Community Outreach
 ■ Investment Income
 ■ Fund Development
 ■ Bequests



■ Animal Care & Comfort
 ■ Animal Adoptions
 ■ Animal Investigation & Protection
 ■ Community Outreach
 ■ Fundraising
 ■ Administrative



# 2020 ANNUAL REPORT