



Regina  
Humane  
Society

**2025**

**ANNUAL REPORT**



# BEYOND THE BUILD

Dear RHS Friends,

2025 marked the launch of our 2025–2028 Strategic Plan, building on the vision that shaped our new Animal Community Centre and continues to guide our work.

With the Centre now fully operational, we built on that foundation to strengthen programs, expand capacity, and continue to evolve how we support both animals and the people who care for them. That work is reflected in the progress we made across the organization and, most importantly, in the outcomes achieved for animals in our care.

While overall intake decreased slightly by 6 percent, adoptions increased by 4 percent as a percentage of intake, with 2,094 animals finding new homes this year. Recognizing that adoption is only the beginning, we launched the Petzel post-adoption platform in 2025 to provide adopters with the resources and support needed for long-term success.

This work is supported by a high level of veterinary care. In 2025, our team completed 2,225 medical examinations, 189 reparative surgeries, and 2,012 spay and neuter procedures ensuring animals receive the care they need to recover and move forward into new homes. As a result, zero healthy or treatable/rehabilitatable animals were euthanized.

We investigated 851 animal cruelty complaints and responded to 2,588 animal bylaw concerns reflecting both the scale and complexity of our role in enforcement and community safety. This work also informs our broader leadership role. In 2025, we served in an advisory capacity on significant amendments to provincial animal protection legislation and the municipal animal bylaw to strengthen protections for animals and support timely intervention.

Owner surrenders increased by 7 percent this year, with economic pressures identified as a leading factor. This reinforces the importance of prevention-focused supports. Through our Pet Connection program, we distributed 6,087 kilograms of pet food and 602 essential supplies through 14 community partner agencies helping keep pets with the families who love them.

We also continued to strengthen how we support animals while they are in our care. Enrichment programs including Slumber Party, Doggie Dates, and the Treat Factory are now part of a suite of 16 enrichment programs designed to provide animals with comfort, stimulation, and positive experiences during their stay. Alongside this, we advanced our in-house behaviour training and foster care programs, strengthening our ability to support animals with more complex needs and better prepare them for successful transitions into homes. Volunteer engagement supported these advances, increasing from 488 to 848 individuals, with total hours rising to 13,522, a 74 percent increase over the previous year.

The progress achieved this year is made possible by our Board of Directors, staff, volunteers, donors, partners, and supporters, reflecting a deep and growing commitment to animal welfare and to the role this organization plays in the community.

Raisin's story reflects the kind of change this work creates. The condition she arrived in—and where she is now, as seen on the cover—says more than we ever could.

With gratitude,



**Chris Taschuk**  
President



**Lisa Koch**  
Executive Director



# OUR COMMITMENT

The Regina Humane Society respectfully serves animals and the community. Since 1964 we have passionately encouraged responsible pet ownership and humane policies, legislation, and progressive animal welfare programs.

We offer clean, healthy and safe facilities for unwanted, lost, abused and neglected animals. We provide compassionate, professional and caring adoption, cremation and animal protection services, and educational and public safety programs. We are accountable to animals, pet owners, members, volunteers, donors, employees, and our community.

We work in partnership with members of our community and are proud of the care, quality, and leadership we provide.



# OUR VALUES

## Compassion

We are caring, empathetic, and understanding.

## Professionalism

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

## Teamwork

We collaborate, co-operate, and build trust.

## Integrity

We are accountable, responsible, and honest.

## Leadership

We are focused, driven by immediacy and a desire to make a difference, while being financially stable.

## Inclusion

We foster an accessible environment that values every voice and encourages participation in advancing our mission.

# MOVING FORWARD WITH PURPOSE

The Regina Humane Society has always evolved to meet the needs of animals and the people who care for them. That work continues today shaped by experience, guided by purpose, and grounded in a clear plan for what comes next.

In 2025, we began the first year of our 2025–2028 Strategic Plan, marking the start of a new chapter for the organization.

The year follows a defining milestone: the completion of the Animal Community Centre in 2024, made possible through the \$15 million *Almost Home Capital Campaign*, the largest fundraising effort in our history. This space represents more than a building. It is a foundation for the future: a place where care, education, and community come together to better support animals and the people who love them.

With that foundation in place, our focus has shifted to how we use it: how we strengthen our impact, respond to growing and changing needs, and ensure we are positioned for the long term.

The 2025–2028 Strategic Plan is our guide for this next chapter. Developed with input from staff, volunteers, and our Board of Directors, it reflects both the realities we face and the role we are committed to playing in our community.

At its core are three interconnected priorities.

**Community-Centered Animal Welfare** focuses on addressing the root causes of animal vulnerability. This means expanding outreach, strengthening education, and working alongside community partners to keep pets with the families who love them whenever possible.

**Sustainable Operational Excellence** ensures we are equipped to meet increasing demand. By strengthening systems, investing in our people, and embedding best practices, we can deliver consistent, high-quality care today and into the future.

**Financial Stability for the Future** recognizes that impact depends on sustainability. We are focused on diversifying revenue, maximizing resources, and building the financial resilience needed to support our mission over the long term.

These priorities are not separate efforts. They are deeply connected, each reinforcing the other to create a stronger, more responsive organization.

This plan is also designed to evolve. As needs change, so will our approach guided by ongoing evaluation, clear accountability, and a shared commitment across our Board, leadership, staff, and volunteers.

What remains constant is our purpose.

Together with our community, partners, donors, and supporters, we are building something enduring: a more compassionate Regina, where animals are valued, protected and cared for, and where the systems around them reflect that same commitment.



PHOTOS CREDIT © Number TEN Architectural Group

# TOGETHER WE



## Spread the Word

with the help of 73,976 social media supporters who shared animal welfare news, adoptable pets, and our success stories

## Investigated

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



## Reunited

436 lost pets with their worried families



## Accepted

3,578 animals with nowhere else to turn



## Fostered

656 infant, injured, ill, or afraid pets to recovery with 96 foster families



## Strengthened

the bond between 585 dogs and their owners through 121 reward-based learning programs



## Reduced

unwanted pets with 1,970 subsidized lifesaving spay/neuter surgeries



## Adopted

2,094 pets who had no home to people who had one to give



## Volunteered

13,522 hours walking dogs, comforting kittens, and lending a hand wherever needed

# WITH OPEN ARMS

Every day, animals arrive in all conditions: healthy, injured, frightened, abandoned, or at the end of their lives. As an open admission shelter, we receive them all, never turning away an animal in distress.

Bjorn's story begins the way too many stories do, alone, hurt, and without anyone to help.

At just three months old, he arrived with a devastating back injury, a large open wound, and additional trauma to his leg and ribs. His pain must have been unbearable, yet somehow, he made it to us.

From the moment he arrived, his care required time, precision, and constant attention. Our veterinary team stabilized him, and as he improved, he moved into foster care where he could rest, heal, and recover, protected by a rotation of tiny t-shirts.

Bjorn's story is one of resilience, but it is not unusual. In 2025, 3,578 animals came through our doors. Some were ready for adoption. Many needed medical care, behavioural support, or time to recover. Others arrived in critical condition, or at the end of their lives, in need of comfort and dignity.

Worldwide challenges in accessing veterinary care, along with ongoing economic uncertainty, continue to place pressure on pet owners and animal welfare organizations alike. These realities are reflected in the animals who come into our care.

With the support of our community, the Regina Humane Society provides care, protection, and compassion for every animal who arrives, meeting each one, whatever their need, with open arms.



## Pets Received

Cats and kittens	2,411
Dogs and puppies	1,095
Small critters/wildlife	72
<b>TOTAL</b>	<b>3,578</b>

## Pets Adopted

Cats and kittens	1,422
Dogs and puppies	623
Small critters	49
<b>TOTAL</b>	<b>2,094</b>

## Pets Reunited

Cats and kittens	166
Dogs and puppies	270
<b>TOTAL</b>	<b>436</b>

**Live Release Rate 82%**

## Pets Transferred

Through placement partners and other sheltering organizations	
In	33
Out	405

## Euthanasia (by condition)

Healthy	0
Treatable/Rehabilitatable	0
Treatable/Manageable	22
Unhealthy/Untreatable	690

*"Treatable/Manageable" includes animals with significant, lifelong medical needs. "Unhealthy/Untreatable" includes severe medical or behavioural conditions where recovery or safe placement is not reasonably achievable with care. Owner Requested Euthanasia due to barriers to necessary care is included in these categories. These decisions are made with careful consideration of both animal well-being and the safety of the community.*

*"100% placement rate for healthy, treatable/rehabilitate animals"*

# SILVER LININGS

Silver didn't arrive shining.

The small kitten was found limping through the cold, thin and injured, each step a visible effort. His leg had been badly damaged, and beneath his scruffy coat was a body already worn down by so much.

When he arrived at the Regina Humane Society, he tried to play tough. Hisses? Plenty. Growls? Even more. But even the sharpest edges tend to soften when met with compassion.

The veterinary team got to work, gently treating his injured leg and setting his recovery in motion. Progress came slowly. Then came foster care. Soft blankets. Quiet spaces. Gentle hands. For the first time, he could rest without fear. Somewhere along the way, he learned the world could be kind.

By the time he was ready for adoption, the act was gone. No more Mr. Tough Guy. He didn't need it anymore. Silver was ready for a home and found one where he could let his guard down for good—safe, cared for, and loved.

In 2025, 2,094 animals were adopted through the Regina Humane Society, each one a story of change like Silver's. That reach extends further through satellite adoption partners, who connected 437 animals with families across our community.

We also continued to remove barriers and extend the reach of our adoption programs through our Adoptability initiative designed to connect animals with the right homes in new ways. This includes programs like Prairie Pals, which helps match dogs suited for rural life with families outside the city.

**ADOPTIONS**

**2,094**

**SATELLITE ADOPTIONS**

**437**

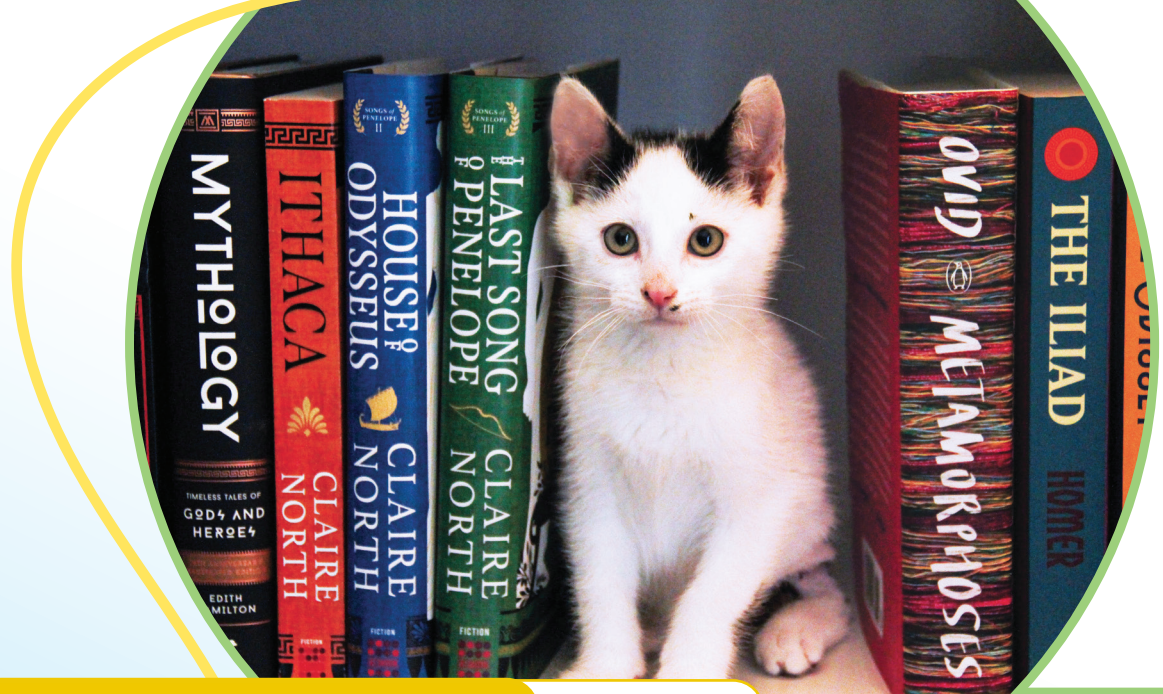
**SATELLITE ADOPTION PARTNERS**

**10**

*Satellite Partners: Pat's Pets, Pet Depot, PetSmart Grasslands & Quance, The Cathedral Pet Stop, Petland, Pet Valu North, South, Prince of Wales & Lewvan Crossing.*

Our commitment continues beyond adoption. In 2025, the RHS introduced the Petzel Adoption Support Platform, a post-adoption resource designed to support animals and their families once they're home. Because what happens next matters just as much as getting there.

Silver's story is one of thousands—a reminder that even the most unpolished beginnings can still find their shine.



*"He didn't need to be tough anymore. . . ."*

# IN SKILLED HANDS

Tzen doesn't miss much. His new mom shares that he has a way of finding the person in the room who needs him most, quietly settling beside them, steady and calm, as if he understands something others don't. He'll rest his head gently in their lap, sometimes wrapping a paw around a leg in what feels like a hug. It's hard to imagine, looking at him now, what it took to get him here.

When he found his way to us, it didn't take long to understand how much he had been through. Hundreds of quills were embedded across his face and body, along with an abscess, a hernia requiring repair, and a damaged tooth that needed extraction. It was a lot for one dog to carry.

Quills like that take time and care to remove. Each one has to be located, assessed, and extracted without breaking, often from sensitive areas of the face and body. It's meticulous work. But removing the quills was only one part of the bigger picture of what it would take to make him whole again.

That kind of care happens every day in the Regina Humane Society Veterinary Care Centre.

In 2025, the Society's team of veterinary professionals continued to provide both preventative and urgent medical care, responding to a wide range of needs as they arrived. They performed 1,970 spay and neuter procedures and 189 reparative surgeries, alongside the ongoing work of treating illness, repairing injuries, managing pain, and supporting recovery.



**MEDICAL EXAMINATIONS**

**2,255**

**SUBSIDIZED SPAY/NEUTER SURGERIES**

**1,970**

**REPARATIVE SURGERIES**

**189**

With the support of foster homes, animals like Tzen are given the opportunity to recover fully in a quieter environment before moving forward into homes where they can become who they are meant to be.

Not long ago, his face was full of porcupine quills. Now it's all smiles thanks to the skill of our Veterinary Care Centre team and the generous donors who support its lifesaving work.

# ON THE FRONT LINE

Animals can't tell us when something is wrong, but people can. Every report matters, and every response begins with someone in the community choosing to make the call.

In 2025, the RHS Animal Protection Services responded to 3,439 calls under municipal and provincial animal welfare legislation. Each report represented a moment where an animal's well-being was uncertain and where timely intervention could change the outcome.

These calls range widely: injured or stray animals, concerns about neglect, and complex situations involving multiple animals. While some cases require formal investigation, many are resolved through education, guidance, and support helping pet owners improve conditions and prevent harm before it escalates. This balance is central to the work: protecting animals while strengthening the relationships that keep them safe.

RHS Officers operate within a comprehensive enforcement framework, applying legislation that includes Saskatchewan's Animal Protection Act, the Criminal Code of Canada, and municipal bylaws. Their role is both responsive and investigative conducting welfare checks, executing warrants when necessary, issuing compliance orders, and preparing cases for legal proceedings when animals must be protected through the courts.

Behind every investigation is a broader system of care. Animals requiring intervention are supported through forensic assessment, veterinary treatment, sheltering, and behavioural rehabilitation. This integrated approach ensures that protection does not end at removal but continues through recovery.



CRUELTY INVESTIGATIONS

851

CRIMINAL FILES

7

The work also extends beyond individual cases. In 2025, the RHS played an important leadership role as an advisory stakeholder in revisions to both the provincial Animal Protection Act and Regina Animal Bylaw. Drawing on decades of frontline experience, RHS contributed practical insight to help strengthen legislative tools, improve clarity in enforcement, and better align policy with the realities of animal welfare in the community. This work reflects a commitment not only to respond to harm but to help shape systems that prevent it.

Animal protection does not exist in isolation. Situations involving animal neglect or abuse are often connected to broader challenges, including mental health concerns, family violence, and social instability. The RHS continues to work alongside policing agencies, social services, healthcare providers, and educators to support a coordinated, *One Health* approach recognizing that protecting animals is part of strengthening communities as a whole.

# COMPASSION IN ACTION

At the RHS, our work is grounded in a simple belief: when people have the support they need, animals are safer, families stay together, and fewer pets fall through the cracks.

We put that belief into action every day not only through the care of animals, but by supporting the people who care for them and strengthening the connections that keep them together.

For many families, pets are more than companions, they are comfort, stability, and unconditional love. In times of financial uncertainty, that bond can be at risk. In 2025, the Pet Connection Pet Food Bank

distributed 6,087 kilograms of pet food and over 600 essential items, including leashes, collars, and toys, to families facing temporary challenges. Behind each number is a story: a family able to stay together, a pet remaining in a loving home, and a connection preserved when it mattered most.

This much needed program is made possible through the strength of our community. Fourteen partner organizations extend the reach of the program into neighbourhoods across our city, including the Al Ritchie Community Association, Avana, Carmichael Outreach, Circle Project, Newo-Yotina Friendship Centre, Heritage Community

Association, māmawēyatitān centre, North Central Family Centre, North East Community Centre, Regina Street Team, Phoenix Residential Society, Regina Foodbank, Regina Transition House, and the Saskatchewan Health Authority. Alongside them, thirteen businesses, organizations, and individuals, including the Lorne and Evelyn Johnson Fund, SaskTel, SaskTel TelCare, Sharon Charlton, Canadian Tire, Cowtown, Sherwood Co-op, Freshco, Giant Tiger (East), Pet Valu, Sobey's, Real Canadian Superstore, and Cathedral Pet Stop, provide vital in-kind and financial support. Together, they ensure that when families need help most, it is there.

**KGS OF OUTREACH FOOD DISTRIBUTED** 6,087

**OUTREACH PET SUPPLIES DISTRIBUTED** 602

**SUBSIDIZED MICROCHIPS PLACED** 2,120



Education continues to shape a more humane future for our community. In the summer of 2025, the shelter looked and felt a little different. It was louder, busier, and full of energy. Over five weeks, 96 kids filled our halls as part of our Summer Activity Series camps and the Animal Community Centre was buzzing with campers diving headfirst into everything animals. From learning the basics in our *Animal Care Crash Course* to building confidence and safety skills in our *Dog Safety Crash Course*, these young animal advocates didn't just participate, they immersed themselves in fun yet educational games, crafts, and activities. There were questions, laughter, wide-eyed moments of discovery and a whole lot of heart. Both kids and parents left thrilled with the experience, already counting down the days until next year.

Learning extends beyond summer. Our Teacher Resource Kits brought hands-on education directly into classrooms, helping 416 students understand what animals need to be healthy and happy, and how to interact with them safely. Included in our Humane Education toolbox is the *Be Dog Smart* dog bite prevention program, developed in association with the Saskatchewan Health Authority, which aims to reduce dog bites among children. These early lessons do more than teach, they shape how young people see the world, fostering safety, empathy, kindness, and respect.

That learning continues with the broader public through accessible education programs that support pet owners at every stage. Behaviour and training resources help families better understand their

animals, prevent challenges before they arise, and strengthen the human-animal bond helping more pets remain safely and successfully in their homes.

If the Regina Humane Society is the heart of animal welfare, then the community is its lifeblood. Together, we are building something enduring: a future where people and animals thrive, side by side.



"Support makes the difference between a pet being surrendered and staying where they belong."

# MADE POSSIBLE BY MANY

From brightening an animal's day with a gentle pat or walk, to welcoming visitors, to lending a hand behind the scenes, RHS volunteers are integral to our mission and in 2025, their impact reached new heights.

Our volunteer program experienced remarkable growth, expanding by 74% over the previous year, and contributing an astounding 13,522 hours of service (up from 7,788 in 2024). Every hour spent with our animals, staff, and community brings life-changing support and joy.

Volunteers contribute across every corner of the Shelter through a myriad of programs, events, and tasks. They walk dogs, groom cats, provide enrichment, foster pets, support office operations, and even participate in our popular *Kitty Readers* program, where children aged seven to eleven read aloud to shelter cats. These simple yet powerful moments build confidence in young readers, soothe anxious animals, and strengthen the bond between humans and pets.

Our volunteers come from all ages and walks of life including children, teens, adults, and seniors, each bringing their own energy, skills, and heart to the Shelter. Their dedication helps to ensure that animals receive companionship, exercise, and enrichment while they wait for their forever homes, and our staff can carry out daily operations efficiently and effectively.

This incredible growth in volunteer engagement not only enhances the lives of the animals in our care but also fosters a vibrant community of people committed to animal welfare. Volunteers are teachers, advocates, companions, and friends; their contributions ripple far beyond the walls of the Shelter, touching families, adopters, and the animals themselves.

To every volunteer who walks through our doors or offers a hand from afar: thank you. Your generosity of time, compassion, and spirit fuels the work of the Regina Humane Society and shapes a brighter future for every animal who enters our care.



**FOSTER FAMILIES**

**108**

**PETS FOSTERED**

**656**

**VOLUNTEERS**

**848**

**VOLUNTEER HOURS**

**13,522**

# GOVERNANCE AND ACCOUNTABILITY

## Introduction

Established in 1964, the Regina Humane Society (RHS) exists to provide an animal welfare Shelter for neglected, abused, and abandoned animals as well as investigation services to enforce The Animal Protection Act of Saskatchewan and The Criminal Code of Canada. These services have been funded through voluntary donations and self-generated income. In 1988, the City closed their pound and entered into an agreement with the RHS for the Society to provide care and housing of City animals. In 1998, the contract with Bylaw Officers was up for renewal, and bylaw enforcement was also contracted to the Society.

The RHS operates as a Canada Revenue Agency registered charity, and is therefore exempt from paying income tax and can issue official donation receipts for gifts it receives. The RHS receives no government funding. The RHS is not affiliated with any national or provincial humane organizations, nor any local or regional humane societies or SPCAs; each is a grassroots, independent and autonomous not-for-profit organization serving individual community needs.

The RHS operates in Saskatchewan under The Non-profit Corporations Act and is regulated by the RHS bylaws, which identify the Organization's name, purpose, membership composition, fees and meetings, duties of officers, and wind-up procedures. According to those bylaws, the RHS mandate is as follows:

- ensure the humane treatment of animals;
- provide the facilities and amenities for this purpose;
- encourage the humane treatment of animals by all means possible;
- encourage spaying and neutering of all dogs and cats;
- develop and promote an education program stressing responsible pet ownership and care;
- carry out these objects in the City of Regina and surrounding districts; and assist other municipalities or individual people requesting our assistance.

The RHS is an animal welfare organization, rather than an animal rights organization. Animal welfare is the viewpoint that animals, especially those under human care, should not suffer unnecessarily, including where the animals are used for food, work, companionship, or research. This position focuses on the morality of human action or inaction, as opposed to making deeper political or philosophical claims about the status of animals. The RHS directs its energies to inspire and mobilize society to create a world in which all animals and, in particular, those animals whose lives we can influence, enjoy as a minimum five essential freedoms of animal welfare:

1. freedom from hunger and thirst
2. freedom from pain, injury and disease
3. freedom from distress
4. freedom from discomfort
5. freedom to express behaviours that promote well-being

## Accountability

The RHS organization and its employees serve and are accountable to the membership and a number of community stakeholders including:

Members, adopting families, volunteers, donors, and sponsors who are the core of our organization.

*Daily someone adopts an animal or donates money so that more animals can live better, healthier, and more enriched lives.*

City of Regina administrators, politicians, community members, public health, safety and service workers (police and fire fighters) who rely on RHS employees to provide support services involving public health and safety and the continuation of the courts.

*A dangerous dog is removed by RHS employees from a playground, which saves children from serious injuries.*

Professionals who help the RHS operate through sponsorship, promotions, or professional advice including local media and businesses, financial planners, lawyers, and accountants.

*A lawyer helps their client prepare a will leaving their legacy with the RHS to help animals for the future.*

Veterinarians, animal welfare/rights groups, individuals and the pet care industry.

*The RHS works with charitable animal welfare groups by participating in animal transfers and donating excess supplies.*

## Leadership

The role of the Board is to provide governance oversight for the RHS. In all but exceptional circumstances, Directors are not expected to carry out a hands-on management role.

The Board of Directors hires the Executive Director who hires the Management Team to run the day-to-day shelter operations and implement the strategic plan. The RHS Board of Directors is a volunteer board and no member of the Board receives compensation to perform their Board role.

In addition to demonstrating a base of compassion for animals, the Board of Directors is actively recruited to bring a wide range of specific competencies and professional expertise to the Organization.

They are elected to the Board at the Annual General Meeting, and when vacancies occur throughout the year, they are appointed by the Board.

# BOARD OF DIRECTORS

## President

### Chris Taschuk

IT Executive and Entrepreneur, Retired

## Vice-President

### Timothy F. Huber, K.C., B.A., J.D.

Deputy Executive Director - General Counsel,  
Law Society of Saskatchewan

## Treasurer

### Lou Beatch, CPA

Lou Beatch, CPA, Professional Corporation

## DIRECTORS

### Dawn Anaquod, MHRM, BBA, CPHR, ACC *\*from April 2025*

Senior Director, Talent Acquisition, Inclusion,  
Indigenous Relations & Safety, SGI

### Terry Bachinski

Project Manager, Saskatchewan Health Authority

### Kim Carroll, CPA, CMA

Independant Consultant

### Svetlana Cooney

Brand and Community Officer, Marketing, SaskEnergy

### Dr. Melissa Hunchak, DVM (Board Advisor)

Veterinarian, Careport Animal Hospital

### Michelle Hunter

Business Consultant

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

Senior Crown Prosecutor, Saskatchewan Justice, Retired

### Cathy Joyner, BHEc, MPA *\*to April 2025*

HR Professional, Retired

### Steve Miller, B. Admin., PMP

Regional Human Resources Manager,  
Donalds Fine Foods (DFF) Ltd.

### Patricia Warsaba, K.C.

Retired Lawyer, McKercher LLP

### Jennifer Zalusky

Territory Manager, Stryker Canada

# COMMITTEE MEMBERS

## GOVERNANCE COMMITTEE

Assists the Board of Directors and Management to fulfill its oversight responsibilities by reviewing all aspects of the Board's governance framework to ensure that the Board functions in an effective and efficient manner that successfully supports the operations of the Regina Humane Society.

## BOARD COMMITTEE CHAIR

Chris Taschuk

## BOARD COMMITTEE MEMBER

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

## MANAGEMENT COMMITTEE MEMBER

Lisa Koch, B.Ed.

## AUDIT AND FINANCE COMMITTEE

Provides oversight of RHS accounting and financial reporting processes, systems of internal accounting and financial controls, risk management, investment policy and the audits of the Organization's financial statements.

## Board Committee Chair

Lou Beatch, CPA

## Board Committee Member

Kim Carroll, CPA, CMA

## External Committee Members

Brenda Johnson, CPA, CGA (non-practicing)  
Shelby Puchala, CPA

## Management Committee Members

Lisa Koch, B.Ed.  
Sharon Swanson, CPA, CA *\* to October 2025*  
Taralee Sentens, CPA, CA *\*from October 2025*

## HUMAN RESOURCES COMMITTEE

Assists RHS by providing guidance and counsel first to the RHS Leadership team, and secondly to the Board regarding human resources (HR) functions as they pertain to the day-to-day operations and strategy of the RHS respectively.

## Board Committee Chair

Cathy Joyner, BHEc, MPA *\* to April 2025*  
Dawn Anaquod, MHRM, BBA, CPHR, ACC *\* from April 2025*

## External Committee Members

Cortnie Jacobson, BAdmin, CPHR  
Donna Kane, B.Ed., CPHR, CEC  
Dawn Anaquod, MHRM, BBA, CPHR, ACC  
Deanna Milton, BAdmin, CPHR  
Kaitlyn Duchin

## Management Committee Members

Lisa Koch, B.Ed.  
Lindsay West, B.Sc.  
Bill Thorn  
Sharon Swanson, CPA, CA *\* to October 2025*  
Dr. Katherine Ball, DVM, PhD

## ANIMAL ADVISORY COMMITTEE

Reviews existing RHS position statements on issues pertaining to the treatment of animals and recommend revisions where appropriate; and further to broaden the scope of issues and develop position statements for review and approval by the Board of Directors.

## Board Committee Chair

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

## Board Committee Members

Gayl Hipperson *\* to April 2024*  
Jennifer Zalusky

## External Committee Member

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

## Management Committee Members

Lisa Koch, B.Ed.  
Lindsay West, B.Sc.

# RHS LEADERSHIP TEAM

Lisa Koch, B.Ed.  
Executive Director

Jamie Anderson  
Executive Coordinator *\* to October 2025*

Dr. Katherine Ball, DVM, PhD  
Director of Veterinary Care

Karen Mercier, CFRE, CAWA  
Director of Philanthropy

Taralee Sentens, CPA, CA  
Director of Finance and Administration *\* from October 2025*

Sharon Swanson, CPA, CA  
Director of Finance and Administration *\* to October 2025*

Bill Thorn  
Director of Marketing and Public Relations

Lindsay West, B.Sc.  
Director of Operations

## Code of Conduct

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

## Audit

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

## Strategic Planning

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

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

## Enterprise Risk Management

Enterprise Risk Management (ERM) is a process used to manage risks and seize opportunities. The RHS ERM framework includes identifying a comprehensive list of negative events or circumstances that could impact the

Organization, assessing them in terms of likelihood and magnitude of impact, determining a response strategy, implementing the strategy, and monitoring progress.

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

## 2025 Top Risk List

### IMAGE/REPUTATION

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

### FINANCIAL RISK

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

### SAFETY RISK - HUMAN

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

### HUMAN RESOURCE AND LABOUR RISKS

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

### SAFETY RISK - ANIMAL

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

### THEFT RISK

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

the cost of the Organization.

### DISASTER RISK

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

### PRIVACY/SECURITY RISKS

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

### NEW FACILITY

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

### PUBLIC ANIMAL WELFARE MISCONCEPTION

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

## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

The accompanying financial statements of **Regina Humane Society Inc.** have been prepared by the Society's management in accordance with Canadian accounting standards for not-for-profit organizations and necessarily include some amounts based on informed judgement and management estimates.

To assist management in fulfilling its responsibilities, a system of internal controls has been established to provide reasonable assurance that the financial statements are accurate and reliable and that assets are safeguarded.

The board of directors has reviewed and approved these financial statements.

These financial statements have been examined by the independent auditors, **Virtus Group LLP**, and their report is presented separately.



\_\_\_\_\_  
Chair, Audit & Finance Committee



\_\_\_\_\_  
Executive Director

## INDEPENDENT AUDITORS' REPORT

**To the Members,  
Regina Humane Society Inc.**

### *Qualified Opinion*

We have audited the financial statements of **Regina Humane Society Inc.** ("Society") which comprise the statement of financial position as at December 31, 2025, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects of the matter described in the *Basis for Qualified Opinion* section of our report, these financial statements present fairly, in all material respects, the financial position of the Society as at December 31, 2025 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### *Basis for Qualified Opinion*

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

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

### *Information Other than the Financial Statements and Auditors' Report Thereon*

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

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

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

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

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

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

#### SASKATOON

Suite 200 - 157 2nd Ave North | Saskatoon, SK S7K 2A9  
t. 306-653-6100 e. [virtus.saskatoon@virtusgroup.ca](mailto:virtus.saskatoon@virtusgroup.ca)

#### REGINA

Suite 200 - 2208 Scarth Street | Regina, SK S4P 2J6  
t. 306-522-6500 e. [virtus.regina@virtusgroup.ca](mailto:virtus.regina@virtusgroup.ca)

#### ESTEVAN

1210 4th Street | Estevan, SK S4A 0W9  
t. 306-634-6806 e. [virtus.estevan@virtusgroup.ca](mailto:virtus.estevan@virtusgroup.ca)

## INDEPENDENT AUDITORS' REPORT (continued)

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

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

### *Auditors' Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these 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 Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our 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 Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

March 30, 2026  
Regina, Saskatchewan

VIRTUS GROUP LLP  
Chartered Professional Accountants



**REGINA HUMANE SOCIETY INC.**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT DECEMBER 31, 2025**  
(with comparative figures as at December 31, 2024)

<b>ASSETS</b>						
	<b>General Operating Fund</b>	<b>Operating Reserve Fund</b>	<b>Tangible Capital Asset Fund</b>	<b>Capital Asset Reserve Fund</b>	<b>2025</b>	<b>2024</b>
<b>Current assets</b>						
Cash (Note 3)	\$ 1,441,988	\$ 15,197	\$ -	\$ 305,588	\$ 1,762,773	\$ 1,540,374
Short term investments (Note 4)	-	476,128	-	250,000	726,128	608,481
Accounts receivable	146,862	21,779	-	5,763	174,404	297,042
Prepaid expenses	62,489	-	-	-	62,489	33,387
Inventory	66,510	-	-	-	66,510	69,902
	<u>1,717,849</u>	<u>513,104</u>	<u>-</u>	<u>561,351</u>	<u>2,792,304</u>	<u>2,549,186</u>
<b>Long term investments</b> (Note 4)	-	727,130	-	250,000	977,130	370,952
<b>Tangible capital assets</b> (Note 5)	-	-	19,188,306	-	19,188,306	20,234,656
	<u>\$ 1,717,849</u>	<u>\$ 1,240,234</u>	<u>\$ 19,188,306</u>	<u>\$ 811,351</u>	<u>\$ 22,957,740</u>	<u>\$ 23,154,794</u>
<b>LIABILITIES AND NET ASSETS</b>						
<b>Current liabilities</b>						
Accounts payable and accruals	\$ 430,094	\$ -	\$ -	\$ -	\$ 430,094	\$ 322,957
Current portion of obligation under capital lease (Note 6)	-	-	2,581	-	2,581	2,557
Current portion of long term debt (Note 8)	-	-	525,000	-	525,000	488,000
Deferred contributions (Note 7)	420	-	-	192,200	192,620	187,685
	<u>430,514</u>	<u>-</u>	<u>527,581</u>	<u>192,200</u>	<u>1,150,295</u>	<u>1,001,199</u>
<b>Long term debt</b> (Note 8)	-	-	5,213,258	-	5,213,258	5,723,744
<b>Obligation under capital lease</b> (Note 6)	-	-	-	-	-	3,021
<b>Deferred contributions related to tangible capital assets</b> (Note 7)	-	-	-	7,112,576	7,112,576	7,132,039
	<u>430,514</u>	<u>-</u>	<u>5,740,839</u>	<u>7,304,776</u>	<u>13,476,129</u>	<u>13,860,003</u>
<b>Net asset (deficit)</b>	1,287,335	1,240,234	13,447,467	(6,493,425)	9,481,611	9,294,791
	<u>\$ 1,717,849</u>	<u>\$ 1,240,234</u>	<u>\$ 19,188,306</u>	<u>\$ 811,351</u>	<u>\$ 22,957,740</u>	<u>\$ 23,154,794</u>

**Commitments** (Note 9)

See accompanying notes to the financial statements.

Approved on behalf of the board




**REGINA HUMANE SOCIETY INC.**  
**STATEMENT OF CHANGES IN NET ASSETS**  
**FOR THE YEAR ENDED DECEMBER 31, 2025**  
(with comparative figures for the year ended December 31, 2024)

	General Operating Fund	Operating Reserve Fund	Tangible Capital Asset Fund	Capital Asset Reserve Fund	2025	2024
<b>Balance - beginning of year</b>	\$ 1,356,013	\$ 1,000,223	\$ 14,017,334	\$ (7,078,779)	\$ 9,294,791	\$ 8,429,342
Excess (deficiency) of revenue over expenses	634,319	40,011	(671,363)	183,853	186,820	865,449
Purchase of tangible capital assets	-	-	104,099	(104,099)		-
Proceeds on disposal of tangible capital assets	-		(5,600)	5,600	-	-
Repayment of capital lease	(2,997)		2,997	-	-	
Interfund transfers	(700,000)	200,000		500,000	-	-
<b>Balance - end of year</b>	<b>\$ 1,287,335</b>	<b>\$ 1,240,234</b>	<b>\$ 13,447,467</b>	<b>\$ (6,493,425)</b>	<b>\$ 9,481,611</b>	<b>\$ 9,294,791</b>

See accompanying notes to the financial statements.

**REGINA HUMANE SOCIETY INC.**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEAR ENDED DECEMBER 31, 2025**  
(with comparative figures for the year ended December 31, 2024)

	General Operating Fund	Operating Reserve Fund	Tangible Capital Asset Fund	Capital Asset Reserve Fund	2025	2024
<b>Revenue</b>						
Administration	\$ 90,212	\$ -	\$ -	\$ -	\$ 90,212	\$ 25,285
Adoptions	209,956	-	-	-	209,956	162,978
Amortization of deferred capital contributions	-	-	-	187,302	187,302	187,685
Donations	913,698	-	-	-	913,698	613,128
Education	128,796	-	-	-	128,796	130,526
Estates	1,079,123	-	-	-	1,079,123	2,113,559
Fundraising	1,079,169	-	-	-	1,079,169	998,495
Interest	14,912	40,011	-	11,494	66,417	51,203
Kennel	466,453	-	-	-	466,453	446,130
Lost and found	3,929	-	-	-	3,929	4,485
Municipal animal services	1,705,421	-	-	-	1,705,421	1,680,446
Retail	75,142	-	-	-	75,142	77,278
	<u>5,766,811</u>	<u>40,011</u>	<u>-</u>	<u>198,796</u>	<u>6,005,618</u>	<u>6,491,198</u>
<b>Expenses</b>						
Administration	120,383	-	-	-	120,383	109,740
Amortization	-	-	676,963	-	676,963	684,116
Building - taxes, utilities, insurance	238,284	-	-	-	238,284	255,680
Campaign expenses	-	-	-	14,943	14,943	2,306
Communication	32,566	-	-	-	32,566	52,576
Computer expenses	139,658	-	-	-	139,658	137,339
Education	23,631	-	-	-	23,631	17,175
Fundraising	360,791	-	-	-	360,791	393,982
Interest and bank charges	63,121	-	-	-	63,121	82,660
Kennel	220,358	-	-	-	220,358	217,664
Loss (gain) on disposal of tangible capital assets	-	-	(5,600)	-	(5,600)	168,800
Maintenance and facility management	128,395	-	-	-	128,395	72,300
Professional fees	61,217	-	-	-	61,217	41,003
Retail	51,170	-	-	-	51,170	59,706
Vehicle	39,805	-	-	-	39,805	34,195
Veterinary care	212,294	-	-	-	212,294	226,268
Wages and benefits	3,440,819	-	-	-	3,440,819	3,070,239
	<u>5,132,492</u>	<u>-</u>	<u>671,363</u>	<u>14,943</u>	<u>5,818,798</u>	<u>5,625,749</u>
<b>Excess (deficiency) of revenue over expenses</b>						
	<u>\$ 634,319</u>	<u>\$ 40,011</u>	<u>\$ (671,363)</u>	<u>\$ 183,853</u>	<u>\$ 186,820</u>	<u>\$ 865,449</u>

See accompanying notes to the financial statements.

**REGINA HUMANE SOCIETY INC.**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED DECEMBER 31, 2025**  
(with comparative figures for the year ended December 31, 2024)

	<b>2025</b>	<b>2024</b>
<b>Cash provided by (used in) operating activities:</b>		
Excess of revenue over expenses	\$ 186,820	\$ 865,449
Amortization	676,963	684,116
Loss (gain) on disposal of tangible capital assets	(5,600)	168,800
Change in non-cash operating working capital:		
Accounts receivable	122,638	128,071
Prepaid expenses	(29,102)	11,858
Inventory	3,392	(21,887)
Accounts payable and accrued liabilities	107,137	(21,567)
Deferred contributions	(14,528)	263,346
	<u>1,047,720</u>	<u>2,078,186</u>
<b>Cash provided by (used in) investing activities:</b>		
Change in short-term investments	(117,647)	357,144
Change in long-term investments	(606,178)	(370,952)
Proceeds on tangible capital assets	479,086	10,000
Purchase of tangible capital assets	(104,099)	(101,420)
	<u>(348,838)</u>	<u>(105,228)</u>
<b>Cash provided by (used in) financing activities:</b>		
Proceeds (repayment) of long-term debt	(473,486)	(2,037,008)
Proceeds (repayment) of obligation under capital lease	(2,997)	(2,556)
	<u>(476,483)</u>	<u>(2,039,564)</u>
<b>Increase (decrease) in cash</b>	222,399	(66,606)
<b>Cash position - beginning of year</b>	<u>1,540,374</u>	<u>1,606,980</u>
<b>Cash position - end of year</b>	<u>\$ 1,762,773</u>	<u>\$ 1,540,374</u>

See accompanying notes to the financial statements.

**REGINA HUMANE SOCIETY INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2025**

(with comparative figures for the year ended December 31, 2024)

---

**1. Nature of operations**

The Regina Humane Society Inc. (the "Society") is continued under *The Non-Profit Corporations Act, 2022* in Saskatchewan. The Society is dedicated to improving the welfare of animals through programs and services in sheltering, education, protection and advocacy. The Society is a registered charity, and as such, no income taxes are payable pursuant to Paragraph 149(1)(f) of the *Income Tax Act*.

**2. Summary of significant accounting policies**

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

*Financial instruments - recognition and measurement*

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

*Fund accounting*

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

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

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

The capital asset reserve fund includes funds for the replacement of facilities and equipment.

*Inventory*

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

---

**REGINA HUMANE SOCIETY INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2025**  
(with comparative figures for the year ended December 31, 2024)

---

**2. Summary of significant accounting policies (continued)**

*Tangible capital assets*

Tangible capital assets are recorded at cost less accumulated amortization. Amortization is provided on a straight-line basis over their estimated useful life of the assets at the following annual rates:

Buildings	2.5%
Computers	33.33%
Equipment	20%
Furniture & fixtures	20%
Landscaping	2.5%
Software	100%
Vehicles	20%

Assets under capital lease are amortized on a straight-line basis over the term of the lease. In the year of acquisition, amortization is provided at half of the annual rate.

*Revenue recognition*

The Society follows the deferral method of accounting for contributions. Restricted contributions are recognized in the appropriate fund as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Adoptions, administration, municipal and animal protection services, education, kennel, retail, and lost and found revenues are recognized in the year in which the services are provided. Interest revenue is recognized as it is earned. Donations, estate and fundraising revenue is recorded when received. Restricted contributions for tangible capital assets are deferred and recognized into revenue on the same basis as the asset is amortized.

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

**3. Cash and cash equivalents**

The Society has an authorized line of credit of \$100,000 which bears interest at 5.75% (prime plus 1.3%). At year end, the line of credit was not utilized (2024 - not utilized).

**4. Investments**

Short term investments consist of \$726,128 (2024 - \$608,481) held in guaranteed investment certificates earning interest at rates ranging from at 2.00% to 4.12% (2024 - 3.00% to 4.33%), with maturities between May 2026 and August 2026. (2024 - March and June 2025).

Long term investments consist of \$977,130 (2024 - \$370,952) held in guaranteed investment certificates earning interest at rates ranging from 3.06% to 4.09% (2024 - 4.09% - 4.12%) with maturities between June 2027 and May 2028 (2024 - June 2026 and June 2027).

---

**REGINA HUMANE SOCIETY INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2025**  
(with comparative figures for the year ended December 31, 2024)

**5. Tangible capital assets**

	<b>2025</b>		<b>2024</b>	
	<b>Cost</b>	<b>Accumulated Amortization</b>	<b>Net Book Value</b>	<b>Net Book Value</b>
Land	\$ 1,252,594	\$ -	\$ 1,252,594	\$ 1,252,594
Buildings	18,033,849	913,253	17,120,596	18,037,495
Equipment	1,105,322	566,205	539,117	693,037
Furniture & fixtures	160,878	64,351	96,527	128,702
Assets under capital lease	11,740	3,522	8,218	9,392
Vehicles	310,743	139,489	171,254	113,436
	<u>\$ 20,875,126</u>	<u>\$ 1,686,820</u>	<u>\$ 19,188,306</u>	<u>\$ 20,234,656</u>

**6. Obligation under capital lease**

	<b>2025</b>	<b>2024</b>
Obligation under capital lease to Pitney Bowes in quarterly payments of \$930 including interest at 16.19%.	\$ 2,581	\$ 5,578
Current portion	(2,581)	(2,557)
	<u>\$ -</u>	<u>\$ 3,021</u>

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

2026	\$ 2,793
Total minimum lease payments	2,793
Less interest portion	212
Balance of the obligation	<u>\$ 2,581</u>

**7. Deferred contributions**

Deferred contributions relate to restricted donations associated with the construction of a new building.

	<b>2025</b>	<b>2024</b>
Balance, beginning of year	\$ 7,319,724	\$ 7,056,378
Contributions received	172,354	451,031
Revenue recognized in the year	(187,302)	(187,685)
Balance, end of year	7,304,776	7,319,724
Current portion	(192,200)	(187,685)
	<u>\$ 7,112,576</u>	<u>\$ 7,132,039</u>

**REGINA HUMANE SOCIETY INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2025**  
(with comparative figures for the year ended December 31, 2024)

**7. Deferred contributions continued**

	<b>2025</b>	<b>2024</b>
Other deferred revenue:		
Facility rental	\$ 420	\$ -

**8. Long term debt**

	<b>2025</b>	<b>2024</b>
Royal Bank of Canada loan with blended monthly payments of \$66,490 which bears interest at 5.34%. Upon renewal in January 2026, the blended payments will be \$64,753 and will bear interest at 4.69%. The loan matures January 23, 2028.	\$ 5,738,258	\$ 6,211,744
Current portion	(525,000)	(488,000)
	\$ 5,213,258	\$ 5,723,744

The loan is secured by the land and building at the new facility, with a net book value of \$18,373,190 (2024 - \$19,290,089).

Principal repayments for the next five years are estimated as follows:

2026	\$	525,000
2027		544,000
2028		570,000
2029		598,000
2030		626,000

**9. Commitments**

The Society has various operating leases for equipment, with payments over the next five years as follows:

2026	\$	5,300
2027		5,300
2028		2,600
2029		2,100
2030		2,100

**10. Financial instruments**

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

**REGINA HUMANE SOCIETY INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2025**  
(with comparative figures for the year ended December 31, 2024)

---

**11. Financial risk management**

The Society has a risk management framework to monitor, evaluate and manage the principal risks assumed with financial instruments. The significant financial risks to which the Society is exposed are:

*Credit risk*

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Society is exposed to credit risk on the accounts receivable from its customers, however, does not have a significant exposure to any individual customer or counterparty. The Society incurred insignificant bad debt expense during the past three years.

*Liquidity risk*

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Society's exposure to liquidity risk is dependent on the receipt of funds from its operations and other related sources. Funds from these sources are primarily used to finance working capital and capital expenditure requirements and are considered adequate to meet the Society's financial obligations.

---



**Regina  
Humane  
Society**

---

4900 Parliament Ave., Regina, SK, S4W 0T7 | [reginahumanesociety.ca](http://reginahumanesociety.ca)

PHOTO CREDITS: Cover, Page 2, 7 & 8: *Taylor Boivin Creative*