

2019 Annual General Meeting

Q & A Follow Up



1) Board of Directors Recruitment:

The SPCA Board currently has 6 members. As pointed out, our current number of Board of Director members falls short of our bylaws even though we have been actively recruiting all year. As a board, we have reached out to our personal and professional networks as well as advertised on our various social media platforms and website. There is a permanent call out for new Directors on our website, under "About" including the Board of Director application which is easily accessible.

We will continue to actively pursue additional members until we fill one more spot, at a minimum.

2) Transparency:

As a Board, we have made a commitment to greater transparency to our members and the public at large. "Transparency" is difficult to quantify but we can certainly give some examples of how the SPCA is honoring that commitment.

In October 2019, the Board made a decision to commit significant funds to a marketing and communication plan. We hired Sandfly Marketing who did some public engagement to gain insight into what our community members liked, didn't like, as well as what they wanted from us. And we responded. We developed a new website, designed to be more engaging and interactive. It is easy to use and staff and board resources are committed to keeping all of the information up to date.

Along with the new website, we have expanded our social media presence into a very robust, multi platformed approach. We routinely get more than 2500+ individual views on each post which equates to over 20x what it was a year ago. This means that 20 times the number of people see the happenings, the adoptions, the fundraisers, the animal stories, statistics and much, much more. This all equals to an increase of transparency.

Our Shelter Director and Animal Health Lead have open door policies. Members are welcome to contact them with questions and concerns as well as the Board.

As with any organization we also have a responsibility to respect and protect the privacy of some information. Sometimes, this can be seen as a lack of transparency which is regrettable.

Having said that, we acknowledge we still have work to do. We are not perfect. As with any other volunteer board, we do the best we can and are committed to continuous improvement during the next year.

In order to do this, we need to be able to leave the past behind us and move on.

2019 Annual General Meeting

Q & A Follow Up



3) How did the board decide who to hire in terms of a consulting firm. \$27,000 is an extremely high price for a nonprofit agency to spend. Were other options explored?

The person who was in the position of Shelter Manager at this time made a recommendation to the Board at a regular Board meeting on Feb 21st, 2019. The decision was recorded in the meeting minutes as follows: "John Haney from 360 Investigations will be hired to conduct a Workplace Cultural Assessment (WCA) and to conduct an investigation into allegations made..." The recommendation was made after a review of all available consultant resources as well as a cost analysis.

The decision to approve this expenditure was not taken lightly. Because of the seriousness of the situation at the time, the Board decided to go ahead. The outputs of this contract have been very positive and have helped guide the organization through necessary changes. The SPCA Board is committed to always addressing and investigating accusations and concerns brought forward however having to do so unfortunately takes shelter resources.

4) How does the SPCA address the special needs of aggressive dogs? Do you work with local agencies or individuals to retrain the dog? Fostering? And at what point is it decided to euthanize an aggressive dog?

The Medicine Hat SPCA Animal Behavioral Guideline & Assessment Plan includes 6 elements of consideration:

1. A Behavioral Assessment Test: a test used to measure a dogs reactivity, used to classify the type of aggression to determine the animal's needs
2. Relinquishment Questionnaire: to be completed with the owner to acquire additional details if necessary
3. Behavioral History: including all staff, volunteer and public interaction
4. Bite History: an assessment based on the Dr. Ian Dunbar's Bite scale. A log is created for each animal after a bite incident or serious scratch
5. Consultations with a Trainer/Behaviorist: The SPCA works with a local behaviorist as well as a Trainer who sits on the current Board of Directors
6. Behavioral Problem & Modification Program: This is developed with a trainer. Treatment focus may include reducing kennel stress, getting a dog to focus and think etc.

This program is a maximum of 10 weeks in length at the end of which an outcome will be determined.

2019 Annual General Meeting Q & A Follow Up



Continued from previous page:

If at any point during the modification program, an animal is deemed too aggressive and poses a risk to staff/public safety, euthanasia **may be** considered. Possible outcomes of our Behavioral Problem Modification program include being placed in the adoption program, transfer to a partner rescue, or euthanasia. There is a length of stay in a shelter dogs remain happy but their health and wellbeing will decline when in a shelter for a long period of time.

Fostering an aggressive dog will only be considered on a very limited basis depending on the type of aggression to ensure public safety.

Cats are treated a little differently. Shelter staff log all bites & serious scratches with a ranking using the Dr. Ian Dunbar's Bite Scale. If a cat is under socialized and are not openly acting aggressive (for example timid or scared) towards staff they will be placed into foster care if an appropriate home is available. If a cat with these behaviors is going into foster care, they will remain there approximately 2 months and then return to the shelter. This of course depends on how they are doing.

Cats that are aggressive but can still be handled safely, will be placed in the barn buddies program if space allows.

If a cat is openly acting aggressive and cannot be handled safely, they **may be** euthanized. This is a decision that is made upon the advice of our veterinarian.

5) How many staff (full time and part time) were employed that are reflected in your 2019 financial statements?

In 2019, the Medicine Hat SPCA employed 19 employees. 1 employee was full time and 18 were part time.

6) There was a significant decrease in adoption fee revenue in 2019. Did you intake less animals that year? Did you have to euthanize more animals due to space, behavioral or financial hardships?

As always, our animal statistics for the current year are posted on our website. You can find them here:

<https://medhatspca.ca/wp-content/uploads/2020/12/Oct-Animal-Stats.pdf>

Below are statistics for 2018 and 2019 that can be used for comparison.



2019 Annual General Meeting Q & A Follow Up

| STATS FOR 2019 | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | TOTALS | % |
|----------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|-------|
| DOGS BROUGHT IN | 11 | 6 | 24 | 8 | 7 | 6 | 12 | 7 | 14 | 10 | 11 | 11 | 127 | |
| Transfer | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0.79 |
| Return | 2 | 1 | 2 | 2 | 0 | 1 | 1 | 0 | 2 | 3 | 3 | 1 | 18 | 14.17 |
| Public/Drop Box | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 3 | 2.36 |
| Born in Shelter | 0 | 0 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | 5.51 |
| Courtesy Hold | 2 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 3.15 |
| OWNER RELINQUISHED | 7 | 5 | 14 | 4 | 6 | 5 | 11 | 7 | 12 | 7 | 7 | 9 | 94 | 74.02 |
| DOGS ADOPTED | 12 | 4 | 11 | 14 | 6 | 10 | 7 | 10 | 9 | 10 | 8 | 8 | 109 | 85.83 |
| DOGS EUTHANIZED | 3 | 0 | 0 | 0 | 1 | 0 | 0 | 4 | 0 | 0 | 1 | 2 | 11 | 8.66 |
| DOGS DIED | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| RETURNED TO OWNER | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 6 | 4.72 |
| COURTESY HOLD RETURN | 1 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 2.36 |
| SENT TO RESCUE | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0.79 |
| LC Spay | 0 | 0 | 5 | 5 | 2 | 3 | 1 | 1 | 3 | 5 | 3 | 3 | 31 | |
| LC Neuter | 5 | 0 | 3 | 7 | 3 | 4 | 3 | 2 | 1 | 2 | 0 | 4 | 34 | |
| SPCA Spay | 2 | 1 | 8 | 2 | 3 | 4 | 4 | 2 | 3 | 0 | 0 | 3 | 32 | 25.20 |
| SPCA Neuter | 4 | 3 | 2 | 2 | 2 | 3 | 0 | 3 | 1 | 1 | 6 | 3 | 30 | 23.62 |

| STATS FOR 2019 | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | TOTALS | % |
|----------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|-------|
| CATS BROUGHT IN | 45 | 14 | 24 | 36 | 52 | 43 | 49 | 12 | 9 | 29 | 26 | 10 | 349 | |
| Transfer | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| Return | 4 | 0 | 2 | 3 | 0 | 2 | 1 | 2 | 4 | 3 | 5 | 0 | 26 | 7.45 |
| Public/Drop Box | 10 | 0 | 0 | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14 | 4.01 |
| Born in Shelter | 0 | 4 | 0 | 6 | 13 | 6 | 5 | 0 | 2 | 3 | 0 | 0 | 39 | 11.17 |
| Courtesy Hold | 3 | 0 | 0 | 4 | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 11 | 3.15 |
| OWNER RELINQUISHED | 28 | 10 | 22 | 23 | 32 | 34 | 43 | 10 | 3 | 23 | 21 | 10 | 259 | 74.21 |
| CATS ADOPTED | 34 | 32 | 27 | 26 | 25 | 12 | 25 | 15 | 52 | 37 | 34 | 17 | 336 | 96.28 |
| CATS EUTHANIZED | 1 | 0 | 0 | 1 | 3 | 3 | 5 | 1 | 1 | 1 | 2 | 2 | 20 | 5.73 |
| CATS DIED | 0 | 0 | 1 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0.86 |
| RETURNED TO OWNER | 1 | 3 | 0 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 8 | 2.29 |
| COURTESY HOLD RETURN | 1 | 0 | 0 | 2 | 4 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 9 | 2.58 |
| SENT TO RESCUE | 4 | 0 | 1 | 0 | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 15 | 4.30 |
| LC Spay | 14 | 25 | 16 | 5 | 10 | 7 | 10 | 2 | 19 | 12 | 9 | 8 | 137 | |
| LC Neuter | 9 | 16 | 14 | 3 | 3 | 4 | 2 | 2 | 10 | 9 | 4 | 3 | 79 | |
| SPCA Spay | 10 | 7 | 4 | 9 | 4 | 6 | 5 | 20 | 13 | 13 | 11 | 8 | 110 | 31.52 |
| SPCA Neuter | 7 | 8 | 5 | 14 | 7 | 3 | 7 | 17 | 13 | 12 | 8 | 9 | 110 | 31.52 |



2019 Annual General Meeting Q & A Follow Up

| STATS FOR 2018 | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | TOTALS | % |
|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|-------|
| DOGS BROUGHT IN | 37 | 20 | 28 | 21 | 14 | 26 | 20 | 23 | 26 | 23 | 16 | 12 | 266 | |
| APARC Transfer | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| RESCUE TRANSFER | 16 | 0 | 14 | 1 | 0 | 5 | 0 | 0 | 1 | 9 | 0 | 0 | 46 | 17.29 |
| RETURN | 2 | 1 | 3 | 3 | 1 | 4 | 1 | 2 | 3 | 0 | 0 | 7 | 27 | 10.15 |
| Public/Drop Box | 9 | 6 | 1 | 0 | 0 | 0 | 1 | 2 | 0 | 0 | 3 | 0 | 22 | 8.27 |
| Born in Shelter | 0 | 4 | 5 | 6 | 0 | 0 | 0 | 0 | 7 | 2 | 0 | 0 | 24 | 9.02 |
| Courtesy Hold | 0 | 2 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 2 | 3 | 0 | 8 | 3.01 |
| OWNER RELINQUISHED | 10 | 11 | 5 | 11 | 13 | 16 | 18 | 19 | 15 | 10 | 10 | 5 | 143 | 53.76 |
| DOGS ADOPTED | 18 | 25 | 22 | 12 | 36 | 13 | 22 | 18 | 15 | 18 | 8 | 31 | 238 | 89.47 |
| DOGS EUTHANIZED | 0 | 0 | 3 | 0 | 0 | 1 | 0 | 1 | 1 | 0 | 1 | 0 | 7 | 2.63 |
| DOGS DIED | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 3 | 1.13 |
| CLAIMED | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 1 | 2 | 0 | 1 | 7 | 2.63 |
| SENT TO RESCUE | 1 | 0 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 1.50 |
| LC Spay | 5 | 1 | 7 | 2 | 5 | 2 | 2 | 2 | 1 | 4 | 4 | 4 | 39 | |
| LC Neuter | 7 | 2 | 13 | 5 | 2 | 3 | 2 | 3 | 0 | 3 | 6 | 4 | 50 | |
| SPCA Spay | 7 | 10 | 7 | 6 | 14 | 3 | 2 | 4 | 3 | 4 | 5 | 9 | 74 | 27.82 |
| SPCA Neuter | 4 | 8 | 8 | 6 | 14 | 5 | 10 | 3 | 4 | 6 | 4 | 7 | 79 | 29.70 |

| STATS FOR 2018 | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | TOTALS | % |
|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|-------|
| CATS BROUGHT IN | 37 | 20 | 61 | 42 | 31 | 49 | 25 | 35 | 36 | 25 | 21 | 24 | 406 | |
| Transfer | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0.25 |
| Return | 0 | 0 | 0 | 0 | 1 | 4 | 3 | 1 | 2 | 1 | 0 | 0 | 12 | 2.96 |
| Public/Drop Box | 5 | 1 | 24 | 8 | 4 | 15 | 3 | 18 | 11 | 5 | 13 | 3 | 110 | 27.09 |
| Born in Shelter | 0 | 0 | 0 | 0 | 12 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 16 | 3.94 |
| Courtesy Hold | 1 | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 8 | 1.97 |
| OWNER RELINQUISHED | 30 | 17 | 35 | 34 | 15 | 26 | 19 | 16 | 23 | 18 | 7 | 20 | 260 | 64.04 |
| CATS ADOPTED | 24 | 19 | 25 | 14 | 19 | 30 | 30 | 44 | 24 | 32 | 25 | 42 | 328 | 80.79 |
| CATS EUTHANIZED | 1 | 0 | 3 | 0 | 1 | 5 | 1 | 5 | 2 | 6 | 2 | 2 | 28 | 6.90 |
| Cats Died | 1 | 1 | 0 | 4 | 1 | 1 | 3 | 0 | 0 | 1 | 0 | 0 | 12 | 2.96 |
| CLAIMED | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 2 | 0 | 4 | 0.99 |
| SENT TO RESCUE | 0 | 0 | 0 | 0 | 0 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 1.23 |
| LC Spay | 12 | 5 | 20 | 9 | 11 | 13 | 3 | 10 | 1 | 7 | 7 | 4 | 102 | |
| LC Neuter | 15 | 2 | 21 | 10 | 1 | 8 | 1 | 2 | 4 | 4 | 3 | 7 | 78 | |
| SPCA Spay | 10 | 6 | 10 | 12 | 12 | 13 | 5 | 10 | 13 | 11 | 18 | 11 | 131 | 32.27 |
| SPCA Neuter | 13 | 6 | 5 | 9 | 11 | 8 | 9 | 16 | 22 | 10 | 14 | 9 | 132 | 32.51 |

