Executive Summary

Our Mission is to make a difference for all animals, to provide care until they can find their new loving families. By our actions and by example, our goal is to not only influence but to educate the communities we serve. Our aim is to put the humanity back into being human and re-establish our connection with animals. Ultimately we are looking to prevent unnecessary euthanasia and neglect of companion and feral animals.

Our Vision is to create a society, which no longer needs animal rescue organizations

Our Goals and Objectives are to find loving homes for animals, educate the general public in responsible pet ownership including spay/neuter, reduce animal suffering, eliminate animal cruelty, and be a resource for people forced to give up their pets due to legitimate reasons.

Cat Busters Animal Rescue was established May 1, 2004 and became a Registered Charity in October 2007. Relying on our network of foster homes and volunteers, we work in Toronto to rescue, rehabilitate, foster and re-home domestic animals. We are involved with the TNR of feral cats in maintained colonies.

Operating expenses (vetting, medications, special health supplies and some minor administration costs) will continue to be supported through adoption fees, private donations, and on-going fundraising activities.

Current partnering with 4 franchise Pet Valu locations provides us with additional opportunities to find new loving homes for more animals than would be possible without their assistance.

We are looking for more partnering opportunities including partnering with other rescue organizations to help increase the impact beyond that which we make individually.

Our belief is that we are all in this together. We have on occasion referred potential adopters to other organizations when they have been looking for a specific type of animal, which we do not have.

Brand Tag Line: We're here for them, they're always there for you.
1. Organizational Structure

1.1 Description of Business

We are a charitable organization governed by a Board of Directors, made up of Executive Officers and senior volunteers. Cat Busters Animal Rescue (CBAR) was formally established May 1, 2004 for the purpose of rescuing animals scheduled for euthanasia in rural shelters. Our initial activities included the intake and rescue of those animals placing them in foster care until they could be adopted into new, safe and loving homes.

In October 2007 we became a Registered Charity. This has resulted in gradually increased private cash donations and non-cash donations (such as items for fundraising). It has also increased the need for greater transparency and for detailed, accurate record keeping.

Over the years, we have evolved and grown, and gained valuable experience. We have successfully increased our ability to match the right cats with the right foster homes and adopters. Our Owner/Foster Program continues to provide assistance to owners who are forced to find new homes for their pet(s). Our involvement with independent rescuers, assisting them with animal placement, has increased as has our involvement in Trap/Neuter/Re-release (TNR) programs. All three of these programs are very important to us and we plan to keep increasing our involvement in them. We have become more efficient and more selective in our undertakings so as to have a more positive and effective impact in all the activities we undertake.

Through public education we hope to influence individuals with respect to responsible pet ownership and the spaying/neutering of their pets and by doing so, reduce the number of unwanted companion animals. In turn, this will reduce the amount of animal suffering and lead to the elimination of animal cruelty. We will continue to be a resource for people forced to give up their pets due to legitimate health reasons.

All our financing is obtained through adoption fees, surrender fees, private cash donations, fundraising activities and some corporate sponsorship fundraising. We are also exploring new revenue generating opportunities.

From 2004 until 2013 we have rescued 340 animals, including two rabbits and a turtle, found homes for 278 animals. Currently we have 63 cats/kittens available for adoption which includes 19 cats that we are still socializing and are not ready for placement yet. A total of 40 cats have entered into our Owner/Foster Program. We have had only 9 cats returned due to major changes in the adopters’ circumstances. CBAR has successfully relocated 8 feral cats to new outdoor homes (hobby farms, horse stables), where they have shelter, a regular supply of food and fresh water and can live out the rest of their lives in safety. Our volunteer and foster home numbers fluctuate periodically. Currently we have 11 volunteers, 8 of whom are also long-term and experienced foster homes.
1.2 Board of Directors

Chief Executive Officer

Adrienne Bentley
Adrienne is the founder of Cat Busters Animal Rescue. Her animal rescuing efforts began at the early age of six. Adrienne’s parents often had to return the “lost” cats to their owners that she brought home. As an adult, she independently rescued many animals (both companion animals and wildlife). Prior to founding Cat Busters Animal Rescue she was an active volunteer and long-term foster home with Toronto Cat Rescue. As a volunteer with CBAR, Adrienne rescues, socializes, fosters and re-homes cats and kittens. She is very active in CBAR’s Trap/Spay or Neuter/Release Program and in our fund raising efforts.

Chief Financial Officer

Mary Anne Morrison
Mary Anne is the co-founder of Cat Busters Animal Rescue. Prior to the formation of CBAR, acting as an independent rescuer, she actively assisted cats and kittens in need. She was a long-term foster home for Toronto Cat Rescue. As well as her continued direct involvement with rescuing, fostering and rehoming of cats and kittens in need she is active in CBAR’s fundraising activities.

Chief Operations Officer

Diane Patterson
Diane’s first involvement in animal rescue was collecting cash donations door to door at the age of eight for an animal shelter. Since then, as an independent rescuer, she has rescued a variety of abandoned or lost companion animals. Diane previously fostered for Toronto Cat Rescue. When Cat Busters Animal Rescues was starting up she joined the group. As a volunteer with CBAR she rescues, socializes, fosters and re-homes cats and kittens. She is also very active in socializing feral cats and kittens, fundraising and CBAR’s Trap/Spay or Neuter/Release Program.
2. Operations

2.1 Basic Operations
CBAR’s basic operations focus on the rescue, rehabilitation, fostering and re-homing of companion animals. We have established a network of foster homes, several Retail Partners assisting us with adoption days and an Owner/Foster Program to help us in our activities. A current and detailed list of our programs, services and activities is included as Appendix C.

2.2 Addressing Community Problems
Our activities primarily address abandoned and stray animals in our communities, by providing alternatives to shelter intake and euthanasia. Our trap, neuter or spay and re-release (TNR) of feral cats results in cat population control through attrition without unnecessary euthanasia, while keeping foster home space available for non-feral cats. We try to give assistance to individuals who are forced to give up their pets by providing them with alternatives, instead of surrender to a shelter, euthanasia at a vet clinic, or ultimately abandoning them on the street. We continue to provide support, advice and assistance for pet owners in our communities who are dealing with problem pet issues, frequently enabling them to resolve their issues.

2.3 Territory
We operate in Toronto as a whole, frequently concentrating on smaller communities (example, Cabbagetown) within Toronto as needs and/or opportunities arise.

2.4 Partnerships
We work with independent rescuers to assist them with the placement of cats/kittens in new homes, through our adoption days, Petfinder and Adopt-a-pet listings and our web site. If the animal is not adopted at an adoption day, it is returned to the custody of the independent rescuer, except under special circumstances.

We are extremely fortunate to work with four Pet Valu franchise locations. They allow us the use of space in their stores to hold monthly adoption days. They also obtain donations on our behalf through food and cat litter drives that they organize and with the placement of our donations boxes in their stores. The adoption days are often listed by Pet Valu on the calendar of events on their website and by postings in the stores and by CBAR on our website and on a variety of social media sites (Facebook, Twitter).

2.5 Future Programs
* Expansion of our Trap/Spay or Neuter/Release Program to include more feral cat relocation/placement opportunities. As the general public opinion of TNR evolves in a more positive direction it is our hope that the potential for feral cat placements will continue to grow.
* Continued growth of our Owner/Foster Program in order to reduce the number of animals surrendered or euthanized
* Establishment of a formal Student Volunteer Program with the Toronto District School Board
* Creation of an Adoption Referral Program so rescue organizations in Toronto can share details of special cats (including special needs cats) they have available for adoption. It is also our hope that this will lead to partnering with other rescue organizations in Toronto.
3. Marketing & Fundraising Strategies

3.1 Marketing

3.1A Our Target Market

Our community as a whole needs assistance in dealing with control and rehoming of abandoned or stray companion animals. The community also benefits from assistance with respect to feral cats and feral cat colonies. Individuals within the community frequently require assistance if they are forced to give up their pet or if they are dealing with a behavioral issue with their pet.

Cat Busters Animal Rescue works with feral cat colony caretakers to trap, neuter or spay and re-release (TNR) the animals living in the colonies. This helps control or reduces the feral cat population control through attrition.

Our Owner/Foster Program provides alternatives to surrendering pets to a shelter, vet clinic or abandonment in the event that someone is forced to give up their pet(s).

We continue to provide advice and assistance to pet owners dealing with behavioral issues, which will hopefully allow them to keep their pets, rather than surrendering them the animal.

The people we want to reach are pet guardians, pet owners, animal lovers as well as other individual rescuers and individuals working in the pet care industry.

With respect to potential volunteers, we plan to target individuals in specific age groups or those with specific interests or expertise to assist on an ongoing basis or with certain shorter term projects. Included in the volunteer positions we are seeking to contact are also potential foster homes.

Currently, the majority of the individuals we reach are those requiring assistance. While we still are committed to being available and providing assistance to these individuals, we need to increase the numbers of potential volunteers or contributors that we reach. Primarily the potential adopters we reach are in the 20 – 30 age group.

Generally speaking people under the age of 30 rely heavily on the Internet for information and opportunities. Expanding our presence on the Internet through the launching of our web site and greater, more effective use of social media will increase our recognition factor. This in turn, will increase the number of potential volunteers, foster homes, donators and adopters. Many also rely on “word of mouth” recommendations when deciding on which organization to use, donate to or volunteer with. Therefore increasing our name recognition is very important to attract more individuals.
## 3.1B Competition Comparison

<table>
<thead>
<tr>
<th>Who</th>
<th>Type</th>
<th>Our Similarities</th>
<th>Our Differences</th>
<th>Adoption Fee</th>
<th>Suggestions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toronto Cat Rescue</td>
<td>Foster Home Network</td>
<td>No Kill Owner/Surrender Program, On-Line donations through Canada Helps, Adoptapet and Petfinder sites, Social Media - Twitter, TNR Program</td>
<td>Colony and Cat Sponsorship Programs On Line adopt, foster home and volunteer apps, Newsletter,</td>
<td>$175, includes spay/neuter, vaccinations + 6 weeks free pet insurance (does not include micro chip)</td>
<td>Increase adoption fees, research pet insurance, increase in our available programs</td>
</tr>
<tr>
<td>Abandoned Cats Rescue</td>
<td>Foster Home Network</td>
<td>No Kill, No On Line adopt, foster home and volunteer apps, On-Line donations through Canada Helps and PayPal, Petfinder, Social Media – Facebook</td>
<td>They have no programs listed (Owner/ Foster, Colony &amp; Cat Sponsorship Programs, TNR)</td>
<td>$185, includes any necessary Vetting, flea treatment, deworming, spay/neuter, vaccinations, 6 weeks free pet ins, (does not incl. micro chip)</td>
<td>Increase adoption fees, research pet insurance, increase in our available programs</td>
</tr>
<tr>
<td>Abbey Cat Adoptions</td>
<td>Foster Home Network</td>
<td>No Kill, On-Line donations through Canada Helps and PayPal, On Petfinder.com, Social media Facebook &amp; Twitter</td>
<td>They have no programs listed (O/F, TNR, Sponsor), On Line adopt, foster home and volunteer apps,</td>
<td>None Shows</td>
<td>Increase adoption fees, research pet insurance, increase in our available programs</td>
</tr>
<tr>
<td>Annex Cat Rescue</td>
<td>Foster Home Network</td>
<td>No Kill, TNR Program, On-Line donations through Canada Helps, Adoptapet and Petfinder, Social Media – Twitter</td>
<td>On Line adopt, foster home and volunteer apps, Newsletter, Media page with links to articles they are mentioned in.</td>
<td>$175, includes spay/neuter, vaccinations, deworming and micro-chip</td>
<td>Increase adoption fees, research pet insurance, increase in our available programs</td>
</tr>
<tr>
<td>Toronto Humane Society</td>
<td>Shelter with Temp Foster Home Care (Special needs)</td>
<td>No Kill, on adoptapet (but not petfinder), Social Media – Facebook, Twitter, Google</td>
<td>Public Surrenders, Lost/Found Cat Awareness Program, On-line adopt form, have their own on-line donation system, on-line which allows for one time and monthly support membership</td>
<td>$120 includes spay/neuter &amp; vaccinations</td>
<td>Add public lost and found section, review and consider monthly support system</td>
</tr>
<tr>
<td>Toronto Animal Services</td>
<td>Shelter with Temp Foster Home Care (Nursing family units)</td>
<td>On Petfinder and adoptapet</td>
<td>Not no-kill, No special programs advertised, mobile licensing truck, on-line fostering app, have their own on-line donation system,</td>
<td>$75, includes necessary vetting, spay/neuter, vaccinations, microchip (adopter must license cat for additional $15)</td>
<td></td>
</tr>
</tbody>
</table>
3.1C Our Views About Our Competition

We do not view other rescue groups or shelters as competition. Our belief is that we are all in this together and they are contributors to the rescue of companion animals. Through our competition comparison it has become very clear that we offer many of the same services as the other organizations. At the same time, we also provide some programs they do not. Currently we do not have a formal relationship with any other animal rescue organization though we have offered assistance in a few emergency cases. Our organization does work with a handful of independent rescuers, providing them with opportunities to rehome their rescued animals, which they may not otherwise have. Our best partnering opportunities will be with other foster home-based rescue groups.

The best first approach at developing a relationship with any other organization is to reach out to them not as a competitor but as an ally. A co-operative approach between rescue groups such as an adoption referral program, TNR of feral cat colonies and the potential for a multi organization adoption event would benefit both parties.

To ensure that CBAR becomes as recognizable as our biggest competitors, our best course of action is to continue to be more supportive of other rescue groups or organizations, independent rescuers and individuals than other organizations may be. This includes initiating co-operative efforts between our group and other selected organizations. The opportunity to attract media attention through our efforts, accomplishments and initiative will increase our name recognition.

3.1D Promotions / Promoting

We primarily promote through our website www.catbusters.wordpress.com, petfinder.com, adoptapet.com, social media sites including Facebook, Twitter and Google, classified posting on Kijiji.com and Craigslist.org, and by word of mouth. Currently the majority of our promotions are related to monthly adoption days, our gala fundraiser, yard sales, and special features on specific cats.

We are researching other animal related events, which we can attend and promote. We are also exploring other social media and classified posting sites as well as any opportunities available for us to post on local community event calendars (including in local papers or on local television and radio stations), and on-line blogs. Other promoting opportunities may also include displaying our posters on community information boards in supermarkets, community centers and in local store windows. We also hope to explore local media, which might be interested in a community interest story.

Promotional materials currently consist of our general brochure, information and facts pamphlets, signs, and posters. We anticipate the creation of a public relations package for general distribution to local papers, radio and television stations. These packages would include any articles written about Cat Busters Animal rescue, previous and current event posters as well as promotional materials mentioned above.

The Executive Officers and Board Members have absorbed most of our promotional expenses to-date.
3.2 Fundraising

3.2A On-Going Fundraising
On-going fundraising activities consist of donation boxes which are currently located in four sponsoring Pet Valu’s. The money raised from these donation boxes account for approximately 4% of our total income from January 1, 2011 to the present. We anticipate an increase in the number of donation boxes we will have distributed to businesses in our community.

3.2B Donation Box - 3 Year Annual Results

<table>
<thead>
<tr>
<th>Location</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Total Per Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Danforth</td>
<td>$150.00</td>
<td>$219.00</td>
<td>$170.00</td>
<td>$539.00</td>
</tr>
<tr>
<td>Beaches</td>
<td>0</td>
<td>$155.00</td>
<td>$65.00</td>
<td>$220.00</td>
</tr>
<tr>
<td>Carlton</td>
<td>0</td>
<td>$95.00</td>
<td>$0.00</td>
<td>$95.00</td>
</tr>
<tr>
<td>Laird</td>
<td>0</td>
<td>0</td>
<td>$111.00</td>
<td>$111.00</td>
</tr>
</tbody>
</table>

A total of $869.00 in revenue has been generated from donation boxes from January 1, 2011 to the present. In 2012 we increased the number of donation boxes we have in Pet Value locations to three with the addition of boxes in the Carlton and Beaches stores; until this point we only had one donation box in the Danforth location. We had a fourth donation box accepted at the Laird Pet Valu in 2013. The Danforth location currently remains the most successful of the four locations.

Our special event fundraising currently consists of our Annual Purrfect Gala (including silent auction), semi-annual garage/yard sales and the miscellaneous sale of donated items. These events account for approximately 23% of our total revenue from January 1, 2011 to 2013. We have recently been able to place homemade cat toys in a store on a consignment basis. Depending on the success of this and the ability to create the cat toys we will continue expanding this to other stores if the franchisees are agreeable.

3.2C Special Fundraising Event Results

<table>
<thead>
<tr>
<th>Event</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Total Per Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Garage Sale</td>
<td>$2,343.66</td>
<td>$157.00</td>
<td>0</td>
<td>$2,500.55</td>
</tr>
<tr>
<td>Gala Events</td>
<td>$905.00</td>
<td>$1,382.50</td>
<td>$1,622.00</td>
<td>$3,919.50</td>
</tr>
<tr>
<td>Misc. Fundraising</td>
<td>$566.75</td>
<td>$301.50</td>
<td>$510.00</td>
<td>$1,378.25</td>
</tr>
</tbody>
</table>

3.2D Fundraising Expenses
Most of our fundraising expenses, to-date, have been absorbed, personally, by the Executive Officers. It has been CBAR’s practice to spend as little as possible on any expenses other than those related directly to animal care.
3.2E Future Fundraising
We are exploring the following as potential fundraising opportunities:

- Sale of items online
- Sponsor-A-Pet Program
- Donation in Memory of Program
- Give a gift donations – where an individual can make a donation as a gift to someone else
- Seek on-going corporate sponsorships
- Pet Painting Art Show
- Pub Event (alternative style to Gala events)
- Bowling Event
- Applications for Grants

Our expectations from any future fundraising events is to not only to raise more revenue but to also reach a larger market of individuals who not only wish to make donations, but are interested in volunteer and/or foster home opportunities with CBAR.

3.2F Contributors
Current contributors to our fundraising include:

- 4 Pet Valu Locations (franchises)- Corporate Fundraising PAWS event (April) & Silent Auction Item donators
- Statlers - Venue for Gala Event
- Elephant Castle - (Silent Auction item donator
- East Side Marios, Steeles and Dufferin Location - Silent Auction item donator
- Alise-Anne Glover, Artist - (Silent Auction item donator
- Gillian Talacko, Caterer - Silent Auction item donator
- Oriental Taste – Silent Auction item donator

Possible future contributors could include:

- Independent Pet related retail operations (groomers, independent pet supply stores, pet boarding)
- Pet supply manufacturers and/or distributors
- Local businesses & local stores in the communities we operate within
- Homeopathic vet clinic?
- Local micro breweries
- Local restaurants
- Previous adopters
- Individuals
4. Financial Strategy

Cat Busters Animal Rescues’ Fiscal Year runs from January 1 to December 31.

4.1 Revenue

Our current sources of income are from Adoption Fees, Donations and Fundraising Activities.

Revenue Source Breakdown

<table>
<thead>
<tr>
<th>Source</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adoption Fees</td>
<td>$2,000.00</td>
<td>$4,375.00</td>
<td>$3,420.00</td>
</tr>
<tr>
<td>Surrender Fees</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Donations</td>
<td>$2,193.38</td>
<td>$3,284.82</td>
<td>$4,507.85</td>
</tr>
<tr>
<td>Special Fundraising</td>
<td>$3,815.30</td>
<td>$1,841.00</td>
<td>$2,132.00</td>
</tr>
<tr>
<td>On-Going Fundraising (Don. Boxes)</td>
<td>$150.00</td>
<td>$469.00</td>
<td>$346.00</td>
</tr>
<tr>
<td><strong>Grand Totals</strong></td>
<td>$8,258.68</td>
<td>$9,969.82</td>
<td>$10,085.85</td>
</tr>
</tbody>
</table>

Other potential sources of revenue include other fundraising event activities, grants, and a sponsorship program.

4.2 Expenses

Our expenses are primarily from vetting costs, special health supplies, and some minor administration costs (materials and postage etc.).

Expenses Source Breakdown

<table>
<thead>
<tr>
<th>Expense</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Total Each Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vetting Costs</td>
<td>$6,429.63</td>
<td>$3,764.25</td>
<td>$7,274.40</td>
<td>$17,468.28</td>
</tr>
<tr>
<td>Special Health Supplies</td>
<td>0</td>
<td>$42.99</td>
<td>$539.50</td>
<td>$582.49</td>
</tr>
<tr>
<td>Minor administrative</td>
<td>$328.57</td>
<td>$210.51</td>
<td>$217.05</td>
<td>$756.13</td>
</tr>
<tr>
<td><strong>Total Annual Expenses</strong></td>
<td>$7,163.20</td>
<td>$5,823.25</td>
<td>$8,030.95</td>
<td></td>
</tr>
</tbody>
</table>

4.3 Operating Income

Profit and Loss

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adoption Fees</td>
<td>$2,000.00</td>
<td>$4,375.00</td>
<td>$3,100.00</td>
</tr>
<tr>
<td>Surrender Fees</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Donations</td>
<td>$2,193.38</td>
<td>$3,284.82</td>
<td>$4,507.85</td>
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<td>$469.00</td>
<td>$346.00</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$8,258.68</td>
<td>$9,969.82</td>
<td>$10,085.85</td>
</tr>
</tbody>
</table>

Expense

| Vetting Costs                 | $6,429.63 | $3,764.25 | $7,274.40 |
| Special Health Supplies       | 0       | $42.99  | $539.50 |
| Minor administrative           | $328.57 | $210.51 | $217.05 |
| **Total Expenses**            | $7,163.20 | $5,823.25 | $8,030.95 |
| **Net Operating Income (Loss)** | $1,095.48 | $4,146.57 | $2,054.90 |
4.4 Analysis of Revenue
Adoption Fees account for approximately 29% of our revenue for 2011, 44% for 2011, and 30.5% for 2013.
Donations account for approximately 23.9% of our revenue for 2011, 33% for 2012, and 46.5% for 2013.
Special Funding Activities account for approximately 47% of our revenue for 2011, 19% for 2012, and 20% 2013.
On-Going Fundraising Activities (Donation Boxes), account for approximately 0.1% of our revenue for 2011, 4% of for 2012, and 3% of revenue for 2013.

4.5 Liabilities
As of the end of 2013, the organization has an outstanding debt of $7,689.00. This loan was used to cover previous vetting costs. Every year we are reducing the amount of this debt while maintaining an emergency fund for future unexpected vetting costs.

4.6 Conclusion
Cat Busters Animal Rescue has been able to operate at a small profit margin allowing us to build our emergency reserve. The annual margin between revenue and expenses must increase to allow us to continue to build our emergency reserve and expand our services. Vetting costs are likely to increase in the near future and older adult fostered cats may have increased vetting needs. Adoption fees need to be further increased and fees for intake of surrendered pets will help to offset the expenses relating to the care of these animals.

Corporate and private sector financing as well as on-line fundraising opportunities are being explored. This additional revenue would enable us to provide additional services, programs and animal care.
Appendices

A. Governing Documentation
   - Cat Busters Animal By-Laws
   - Cat Busters Animal Rescue Constitution

B. Article of Charitable Status

C. Programs / Services / Activities

D. Summary Reports

E. Detailed Description of Expenses

F. 5 Year Growth Chart

G. Annual To Do List

H. Annual Calendar of Events

I. Detailed Description of Fundraising Activities
Appendix A - Cat Busters Animal Rescue By-Laws

Article 1 - Interpretation

1.01 Definitions: In this by-law and all other by-laws of Cat Busters Animal Rescue (CBAR), unless the text otherwise requires:

“Executive” means the Chief Executive Officer, the Chief Financial Officer, the Chief Operations Officer, and the Board of Directors.

“Board of Directors” means the Executive Officers and appointed senior volunteers.

“Members” means the Executive Officers, the Board of Director and the other volunteers.

“Meetings of Members” includes an annual meeting of members and any special meetings of members.

“Volunteer” means a member who performs duties will perform or will perform duties for CBAR with no compensation for expenses (such as for gas).

“No-kill” means that every effort will be made to save animals in the program unless it is determined by a veterinarian that the animal is too ill and suffering.

Article 2 - Transactions of the Affairs for CBAR

2.01 Mailing Address: The mailing address of CBAR is Cat Busters Animal Rescue c/o 280 Wellesley Street East, Apt. 1516, Toronto, Ontario, M4X 1G7.

2.02 Financial Year: The Financial Year of CBAR shall be Jan 1 to Dec. 31.

2.03 Banking Arrangements: The banking business of CBAR shall be transacted with such banks or trust companies as agreed upon by the Executive Officers.

2.04 The signing authorities for the transaction of financial matters are the Chief Executive Officer, Chief Financial Officer and Chief Operations Officer.

2.05 Meetings of the Executive and Members shall be held at the various residence of members on a volunteer basis or at an agreed location.

Article 3 - Executive

3.01 The Executive shall consist of the Chief Executive Officer, Chief Financial Officer, Chief Operations Officer and the Board of Directors, with such additional persons as may be designated by the Executive from time to time.

3.02 No person shall be qualified as an Executive Officer or Director on the Board unless he/she is a member of CBAR.

3.03 Each Executive Officer shall hold office for life or until he/she resigns, is removed, or becomes disqualified as set forth herein.
3.04 The office of an Executive Officer shall be vacated upon the occurrence of any of the following events: a) if an order is made declaring him/her to be a mentally incompetent person or incapable of managing his/her affairs, b) on death, c) if by notice in writing, submitted to an Executive Officer, that he/she resigns his/her office.

3.05 An Executive Officer may, if passed by at least two thirds of the votes cast therein by the Executive, remove any other Executive Officer, provided the notice is submitted in writing, and they may, by majority vote, elect any person in his/her stead.

3.06 Vacancies on the Executive may be filled by an appointed volunteers as determined by the remaining Executive.

Article 4 - Powers and Duties of Executive Officers

4.01 The President shall be the Chief Executive Officer of CBAR. He/she shall have general charge of the activities of CBAR and may, from time to time, take on the responsibilities of other Executive Officers as the need arises, (a more detailed description is provided in both CBAR’s constitution and procedure manual).

4.02 The Chief Financial Officer shall have care and custody of the funds for CBAR, shall deposit all monies received by CBAR in the name of CBAR in such banks, trust companies or other depositories approved by the Executive.. He/she shall have charge of disbursement of the funds of CBAR in accordance with the directions of the Executive Officer, keep complete and correct records of account, including a record of receipts and disbursement of the funds of CBAR, which shall be at all reasonable times open to inspection by any Executive Officer or Board member, render to the Executive or Board member whenever requested, a report of the financial condition and operations of CBAR. He/She will provide the rest of the Executive Officers with a monthly standing report. He/she may, from time to time, take on the responsibilities of the other Executive Officers as the need arises.

4.03 The Chief Operations Officer shall have general charge of some of the day to day activities of CBAR, and specific charge of cat placement (including intake and placement in foster homes) in CBAR. He/she may, from time to time, take on the responsibilities of the other Executive Officers as the need arises, (a more detailed description is provided in both CBAR’s constitution and procedure manual).

4.04 The Chief Executive Officer, Chief Operations Officer or Secretary, should one exist, shall have custody of the records and documents of CBAR, which shall at all reasonable times be open to inspection to the rest of the Executive, cause all notices to be duly given in accordance with the provisions of these by-laws, keep the minutes of all meetings of the Executive and Board Members, keep a record of the names and addresses of all members of CBAR.

Article 5 - Meetings

5.01 At matters acted upon at any duly called meetings, and any/all matters herein, shall be decided upon by a majority vote of those present.

5.02 All members of CBAR are entitled to attend duly called annual meetings and are entitled to vote at such meetings.

5.03 The chair of duly called meetings shall be the Chief Executive Officer or his/her delegate.
Article 6 - Protection of Executive Officers

6.01 Limitation of Liability: No Executive Officer of CBAR shall be liable of the acts, receipts, neglects or defaults of any other Executive Officer, or for joining in any receipt or other act for conformity, or for any loss, damage or expense happening to CBAR, or for insufficiency or deficiency of any security in or upon which any of the monies of CBAR shall be invested, of for any loss or damage arising from the bankruptcy, insolvency or the act of any person with whom any of the monies, securities or effects of CBAR shall be deposited, or for any loss occasioned by any error of judgement or oversight on his/her part, or for any other loss, damage or misfortune whatever which shall happen in the execution of the duties of his/her office or in relation thereto unless the same shall happen through his/her own wilful neglect of default.

Article 7 - Enactment, Amendment, or Repeal of By-laws

7.01 The Executive may from time to time enact, amend, repeal or re-enact any by-laws, but no such enactment, amendment, repeal or re-enactment shall be enforced or acted upon until, after such notice to Executive Officers, it has been sanctioned by not less than two thirds of the votes cast.

In witness whereof we are hereunto set our hands at the City of Toronto, Ontario, Canada, this 5th day of September 2013.

Applicants:

[Signatures]

July 26, 2013
Appendix A - Cat Busters Animal Rescue Constitution

The name of this organization shall be Cat Busters Animal Rescue (CBAR).

The objective of this organization shall be:
1) To care for, neuter or spay, and find permanent homes for abandoned, strayed, lost and/or surrendered animals.
2) To educate the public regarding their pets and:
   a) the importance of spaying/neutering
   b) proper care and training
   c) the prevention of abuse
3) To reduce the cat overpopulation in the Greater Toronto Area by:
   a) trap / neuter or spay / release of feral cats
   b) provide assistance to low income individuals to spay/neuter their pets
4) To provide assistance to individuals forced to give up their pets due health considerations

Executive Board
The officers shall be Chief Executive Officer, Chief Financial Officer, Chief Operations Officer. Any senior member of the group is eligible to hold office. In case of vacancy, the Executive Officers will elect a replacement at their next meeting.

Duties of Officers
Chief Executive Officer – official spokesperson for the organization; responsible for initial non-financial policy setting of the organization; initiates/recommends changes in policy/procedures; chairs all meetings; assumes responsibility of Cat Busters Animal Rescues active email and telephone accounts; primary liaison between the organization and the veterinary clinics, corporate sponsors and other related groups/partners; primary authority for fundraising events; authority to deposit/withdraw funds from the organization’s bank account; co-signing authority on organization’s cheques.

Chief Financial Officer – maintains the organization’s up-to-date and accurate financial records; supervises all financial operations; ensures incoming revenues/outgoing payments are handled and recorded accurately; main contact for all receivable and payable issues; responsible for petty cash; primary authority to deposit/withdraw funds from the organization’s bank account; co-signing authority on organization’s cheques; primary authority for all account payables/receivables; responsible for filing charitable tax return and financial statements.

Chief Operations Officer – oversees the day to day operations of the organization; primary authority for intake and placement of rescued animals in foster homes; secondary liaison between the organization and the veterinary clinics, corporate sponsors and other related groups/partners; secondary authority for fundraising events; authority to deposit and withdraw funds from the organization’s bank account; co-signing authority on organization’s cheques; implementation of appropriate rewards, recognition and coaching and corrective practices to align volunteers with CBAR’s goal; planning and prioritizing organizational, volunteer, foster home and adopter requirements; participates in short and long term strategic planning for the organization.
Membership
Cat Busters Animal Rescue is open to all members of the Greater Toronto Area.

Volunteers are required to complete a Volunteer Questionnaire to be submitted to the Chief Executive Officer. To be considered an active member, a volunteer must attend at least two events a year and attend the General Meeting. Anyone registered, but not an active member is considered an alternate volunteer and will be kept on a secondary list to be notified via email of upcoming events.

Foster Homes are required to complete and sign a Foster Home Agreement to be submitted to the Chief Executive Officer. They are not required to attend any events. They are required to attend the General Meeting.

Meetings
Executive Officer meetings will be held monthly. Full Executive Meetings (Executive Officer and Board of Directors) will be held monthly or monthly, if necessary. Other meetings will be arranged if necessary and members will be given a minimum of 3 days notice. At any meetings the rights and views of each individual shall be respected and the meetings shall be conducted in a way that allows all individuals to participate positively without fear of intimidation.

Finances
There will be three Executive Officer signatures on file for the bank account. Two Executive Officer signatures will be needed for the withdrawal of funds. The account information will be available for examination at each Executive Meeting.

Policies and Forms
All policies and forms are initially created by the Chief Executive Officer and the Chief Operations Officer. Once viewed and voted upon by the Executive all policies and forms are printed and maintained in a policy manual. The policy manual is available to all members of the organization.

Amendments to Policies and Forms
Amendments to the policies and forms are created as necessary. Amended policies and/or forms are available to active members of the organization.

Affiliations
We are a completely independent organization.

Dissolution
The group may at any time be dissolved by a resolution passed by two-thirds majority of members. Such a resolution will provide for the distribution of any funds remaining to similar local animal rescue organizations named by the meeting.

The constitution was adopted on the 5th day of Sept. 2013 by the Executive Officers whose signatures appear below.

[Signatures]
Chief Executive Officer
Chief Financial Officer
Chief Operations Officer.
January 20, 2009

SUBJECT: NOTIFICATION OF REGISTRATION
Cat Busters Animal Rescue

Dear Ms. Bentley:

We are pleased to inform you that based on the information supplied, and assuming that the activities will be as stated during the application process, we have determined that Cat Busters Animal Rescue (the “Charity”) qualifies for tax-exempt status as a registered charity under paragraph 149(1)(f) of the Income Tax Act (the “Act”).

The following paragraphs and the documents attached to this letter will explain the operational requirements that apply to all registered charities (filing requirements, content of official donation receipts, etc.). Please take time to look over this information and keep this letter for future reference. You should also pass on a copy of the registration letter to whoever will be responsible for completing the Charity’s annual information return.

If you have any questions about the information contained in this letter, or require further assistance, please do not hesitate to contact our Client Service Section, either by phone at (613) 954-0410 or toll-free 1-800-267-2384, or by mail to the Charities Directorate, Canada Revenue Agency, Ottawa, ON K1A 0L5. For questions pertaining to charities and the Goods and Services Tax (GST), please call us toll-free at 1-800-959-5525.
REGISTRATION INFORMATION

• Reason for Registration

Cat Busters Animal Rescue has been registered as a charity because it benefits the community by preventing cruelty to animals through the operation of an animal rescue centre, a trap-neuter-release program and the provision of adoption services.

• Key Registration Data

  • Official Name of the Charity
    The Charity has been registered under the name that appears on your governing document: Cat Busters Animal Rescue. This name must be reproduced in full on all official donation receipts issued by the Charity.

  • Business Number
    The Charity’s Business Number is 80519 5757 RR0001.

The Business Number (BN) is a numbering system that simplifies and streamlines the way organizations deal with the federal government. It is based on the concept of one entity, one number. The BN consists of a nine-digit root, followed by a two-letter, four-digit account identifier. The nine-digit root is the same for each account an organization may have with the Canada Revenue Agency (CRA) (besides a charity account, you may also have payroll, corporate income tax, and GST/HST accounts, etc.). The two-letter, four-digit identifier will be different for each account; registered charitable status is acknowledged by the RR0001 - account identifier. Please note that the Charity's BN should be written in full on all its donation receipts.

  • Effective Date of Registration
    The Charity is registered effective October 31, 2008.

  • Designation
    The Charity is designated as a Charitable Organization. We have determined that the Charity is a Charitable Organization because it meets the requirements of that definition as set out in subsection 149.1(1) of the Act. This designation determines the operational requirements that the Charity will have to meet under the Act (see the enclosed Guide entitled Registered Charities and the Income Tax for further information). If you think this designation does not accurately reflect the present structure, source of funding or mode of operation of the Charity, please write to us within sixty days of the mailing of this letter, clearly setting out your reasons.
If the Charity changes its purposes, activities, sources of support or directors (see below), a change in its designation may be required. Should you wish to apply for a change in designation, you will need to complete form T2095 (available on the CRA Web site or by calling our toll-free line).

- **Fiscal Year End**
  The Charity’s fiscal year end has been established as December 31.

- **Due Date for T3010 Information Return**
  The Charity will have to file its first annual return on or before June 30, 2009, for the fiscal period ending December 31, 2008.

**OPERATIONAL INFORMATION**

- **Changes in the Charity’s Purposes, Activities, Sources of Support or Directors**

  We have registered the Charity based on the information provided during the application process. A registered charity is not entitled to pursue purposes that are not stated in its governing documents. If the Charity wishes to formally change the stated purposes or objects contained in its governing document, it should obtain our prior approval. Should the Charity amend its purposes to those that are not considered charitable at law, its charitable status could be revoked. If the Charity wishes to undertake activities (programs) that are materially different from those in the information submitted, it should make sure they are within the scope of its stated purposes. Moreover, programs or activities that are different from those already reviewed, may not be charitable. As a precaution, we recommend that you check with us before making any changes. If the Charity actually undertakes programs that are not charitable, it could jeopardize its registered charitable status.

  Finally, if the Charity's sources of support, character, or method of operation were to change, it is required to advise us immediately so that we may consider any impact this may have on its registered status. The Charity is also required to advise us if the relationships (blood, marriage, adoption or business) among its directors and officials change.

  Any of these types of changes might affect the Charity's designation and the operational requirements it has to meet under the Act.

- **Gifting (During the Charity’s lifetime and upon dissolution or winding-up)**

  A registered charity may gift only “qualified donees” described in subsection 149.1(1) of the Act (see appendix attached). The specific requirements of individual provinces may modify or restrict the “qualified donees” to which a registered charity may gift its resources. In all cases, once the Minister of National Revenue has issued a notice of intention to revoke the organization’s registration as a charity under the
Act, a charity may subsequently divest itself of its assets only to “eligible donees” described in subsection 188(1.3) of the Act (see appendix attached). Further information about gifting and disposing of assets can be obtained from our Client Service Section.

- **Issuing Receipts Acknowledging Gifts to the Charity**

  In order for donors to benefit from the tax incentives associated with gifting to a charity, they must receive an official receipt issued by a registered charity. Official receipts are those issued by a registered charity that meet the requirements set out under Regulation 3501 of the Income Tax Act Regulations.

  **Official receipts can only be issued to acknowledge gifts** to the charity. A gift is defined as a voluntary transfer of property (including money) by a donor with “donative intent”. The test used to determine whether the donor actually intended to make a gift is based on whether anything is received in return. If nothing is received then clearly, there is donative intent. If some form of consideration is received, the value must not exceed 80% of the fair market value of the original gift. An official charitable donation receipt can only be issued for the “eligible amount”, which is the amount exceeding the value of anything the donor received in return.

  A contribution of services (for example, time, skills or effort) does not qualify as a gift since services are not property. However, a charity can pay for services rendered and later accept the return of all or a portion of the payment as a gift, provided it is returned voluntarily.

  For more information about what constitutes a gift in charity law and about issuing receipts, please refer to our Web site at www.cra-arc.gc.ca/charities or call our toll free line.

- **Books and Records**

  A registered charity must keep adequate books and records so that we can ensure that it continues to comply with the requirements for registration. For further details please see the enclosed Information Circular No. 78-10R4 entitled “Books and Records Retention/Destruction”. Visit our Web site at http://www.cra-arc.gc.ca/tax/bsnss/tpcs/cmm/bks-eng.html for information on electronic books and records.

- **Use of Resources/Conduct of Activities**

  According to the Act, a registered charity may only use its resources (funds, personnel and/or property) in two ways, both inside and outside of Canada.

  - First, a charity can undertake charitable activities itself. These are activities/programs that are conducted under the Charity’s direction and control. Such
activities may be conducted by the Charity’s employees or volunteers, or by its “intermediaries” (agents, contractors or partners). Should the Charity wish to transfer its resources to an individual or organization that is its intermediary, it must do so according to a structured arrangement. The arrangement must clearly show that the Charity maintains direction and control over the use of its resources. Please refer to our Guide: Registered Charities Operating Outside Canada for more information, and for details about the type of arrangement needed.

- Second, a charity may use its resources to gift funds to “qualified donees” as defined in the Act. For the most part, “qualified donees” are other registered Canadian charities. Individuals, and most organizations outside Canada such as foreign charities and international aid agencies, are not “qualified donees”. The attached appendix contains a complete list. For registered charities that are designated as charitable organizations, gifts to “qualified donees” should not exceed 50% of the charity’s income for that year (gifting in excess of 50% will change the charitable organization’s designation to that of a public foundation). Public foundations will gift over 50% of their income to qualified donees on an annual basis. Please refer to page 2 of this letter for the Charity’s designation, and to page 4-5 of the enclosed Guide entitled Registered Charities and the Income Tax Act for additional information.

In the course of carrying on its charitable activities, a registered charity can devote some of its resources to management and administration (such as rent for space not used for charitable programs or salaries paid to persons who are not directly involved in charitable program delivery). However, these expenses are not considered to be expenditures on charitable activities and do not count towards meeting the Charity’s disbursement quota.

- Remuneration of Directors/Trustees

Subsection 149.1(1) of the Act states that no part of the income of a registered charity can be payable to, or otherwise available for the personal benefit of, any of its proprietors, members, shareholders, trustees, or settlors. This means that directors/trustees of registered charities must not receive any income from the Charity simply for being named as director/trustee. However, the Charity may reimburse its directors/trustees for any expenses they incur while performing their duties. As well, directors/trustees can receive reasonable remuneration for the actual time, effort and services devoted to the Charity’s affairs, provided that compensation is in accordance with the organization’s governing documents, by-laws and/or provincial legislation. Registered charities are responsible for ensuring that they are in compliance with all legal requirements.
• Tax Shelters

The CRA has serious concerns about abusive tax shelter gifting arrangements and cautions registered charities about becoming involved in such schemes. A tax shelter gifting arrangement typically promises its participants tax savings greater than the cost of participation in the scheme, thus allowing donors to "profit" from donating to a charity. Prominent examples of such schemes include gifting trust arrangements, leveraged cash donations, and "buy-low, donate-high" schemes.

While certain tax shelter arrangements may be legitimate, the CRA intends to audit most or all that involve charitable gifts. To date these audits have resulted in the reassessment of thousands of donors and billions of dollars.

Registered charities that are found to have knowingly exploited their tax-receiving privileges by participating in abusive or fraudulent tax shelter gifting arrangements, or that fail to devote their resources to legitimate charitable activities, will be subject to significant monetary penalties and/or the revocation of their registered charitable status.

Additional information about tax shelter gifting arrangements can be found on our Web site at www.cra-arc.gc.ca.

• Other Possible Requirements Associated with Charitable Status

The Charity is now registered for federal income tax purposes. However, depending on where in Canada it carries on its activities, there may be provincial legislation or municipal by-laws that govern its operations. These rules may require the Charity to file reports or annual returns, or to apply for licenses in connection with various aspects of its activities, such as fund-raising. The Charity should contact the appropriate provincial and municipal authorities to determine all relevant requirements. Please note that if the Charity intends to issue receipts to residents of Quebec for Quebec provincial income tax purposes, it must also be formally registered with Revenu Québec.

THE CHARITY'S ANNUAL FILING REQUIREMENTS

• T3010 Annual Information Return

Every registered charity must file a T3010 information return (the "return") each year no later than six months after the end of its fiscal period. A complete return includes:
  • Form T3010A, Registered Charity Information Return, and the Registered Charity Basic Information Sheet.
  • A list of directors/trustee or like officials, with all the required information.
  • A list of "qualified donees", with all required information (if applicable).
  • A copy of the registered charity’s financial statements.
The information that must be included in the return may differ substantially from that available in the Charity’s current books and records. Here are some items of information the Charity will have to provide:

- A breakdown of gifts, including those for which official tax receipts were issued and those from other registered charities.
- Disbursements, specifying amounts spent on charitable programs, on fundraising, on administrative expenditures, and on political activities.
- A breakdown of remuneration to directors, executive officers and employees engaged in charitable activities, and employees engaged in other activities.

The return is mailed out annually to all registered charities. It is important, therefore, for the Charities Directorate to always have the current address of the Charity. However, it is the Charity's responsibility to ensure that it meets its annual filing requirements, without prior notice from the CRA. Failure to file the return within the prescribed six-month period following each fiscal year end could result in the revocation of the Charity's registered charitable status.

- Other Filing Requirements

If the Charity is a corporation, it is not required to file a T2 Corporation Income Tax Return during the period it has registered charitable status. Should a registered charity lose its registered charitable status, it will be required to resume filing the T2 return. For information regarding T2 filing requirements with regards to charities please call Business Enquiries at 1-800-959-5525.

- Accessing Guides and Forms Online

To help with completing the return, Guide T4033, Completing the Registered Charity Information Return, is available online through the CRA’s Charities and Giving Web site (www.cra-arc.gc.ca/charities).

The CRA recognizes that a number of registered charities do not have access to high-speed Internet. Therefore, most of our guides are available in both PDF and HTML formats. Documents in HTML format are Web-based, load faster than those in PDF, and are more convenient to navigate online. Registered charities can access Guide T4033 in HTML format, click on the sections of relevance to them, and print individual sections relatively quickly. PDF is the better format to print the entire guide, but it is more difficult to navigate online, and takes significantly more time to load on your computer.

We encourage registered charities to make use of our Web site. It provides access to most of our forms and publications, as well as guidelines outlining the requirements for the Charity’s continued registration under the Act. Registered charities
that do not have access to our online material, or that find the process too slow, can call the Charities Directorate Client Service number at: 1-800-267-2384, and one of our officers will be happy to answer any questions or mail printed copies of any necessary guides or forms.

**Charity Audits**

Through ongoing audit and review programs, the CRA endeavours to ensure that the requirements for continued registration are met. Further, a number of registered charities are verified by the CRA each year. Charities are selected for audit using risk-based criteria, including the review of annual returns, or on the basis of random sampling. Where a registered charity is not complying with the Act, it may face penalties up to and including revocation of its registered charitable status.

- **Revocation of Charitable Status**

  In the event that the Charity loses its charitable status, either on a voluntary basis or for cause, it would lose its tax-exempt status as well as its authority to issue official receipts for income tax purposes. It would also be subject to a tax equal to the value of any remaining assets not disposed of in a prescribed manner. Please refer to the section entitled *Revocation of a charity's registration* at page 13 of the Guide entitled *Registered Charities and the Income Tax Act* for additional details.

**Electronic Mailing List**

To ensure that you receive information in a timely manner, we strongly encourage you to subscribe to our **Electronic Mailing List (EML)**. For details on how to sign up, simply go to our Web site at:


This is a free service. By subscribing to the EML, you will be automatically notified, via e-mail, of the latest information available for charities, such as up-dates to policies, new forms, newsletters, etc. Being registered on the EML allows you to pick and choose items that are of interest to the Charity, and to visit the site for additional information on those particular topics.

The Web site provides access to many subjects, some of which have been mentioned above. The site also provides information related to our annual Charity Information Sessions at which representatives of the Charities Directorate discuss a variety of topics of interest to registered charities. These sessions are open to all registered charities and are free of charge.
Because this letter could help resolve any questions about the Charity's charitable status, you should keep it in your permanent records.

Yours sincerely,

[Signature]
Céline Paulin
Senior Charities Officer
for Terry de March,
Director General
Charities Directorate

Attachments
CP/lp
QUALIFIED DONEES

Qualified Donees are those entities defined in subsection 149.1(1) of the *Income Tax Act*:

- registered Canadian charities;
- registered Canadian amateur athletic associations;
- registered Canadian national arts service organizations;
- housing corporations resident in Canada and exempt from tax under Part 1 of the *Act* by paragraph 149(1)(i);
- municipalities in Canada;
- for gifts made after May 8, 2000, municipal or public bodies performing a function of government in Canada;
- the United Nations or agencies thereof;
- universities outside Canada prescribed to be universities the student body of which ordinarily includes students from Canada;
- charitable organizations outside Canada to which Her Majesty in right of Canada has made a gift during the taxpayer's taxation year, or the 12 months immediately preceding that taxation year;
- Her Majesty in right of Canada or a province and agents thereof.
ELIGIBLE DONEES

An eligible donee in respect of a particular charity is a registered charity:
1. of which more than 50% of the members of the board of directors or trustees of the registered charity deal at arm's length with each member of the board of directors or trustees of the particular charity;
2. that is not subject to a suspension of tax-receipting privileges;
3. that has no unpaid liabilities under the Income Tax Act or the Excise Tax Act;
4. that has filed all its information returns; and
5. that is not subject to a security certificate under the Charities Registration (Security Information) Act.
Appendix C - Programs / Services / Activities

Foster Home Network
Foster Homes provide a loving, safe environment for the animal until a permanent home can be found. We always need additional reliable foster homes, particularly those experienced with socializing and rehabilitating cats. All foster homes are carefully screened prior to the release of any animal into their care. When donations of food and litter are received, these supplies are distributed accordingly among the foster homes.

Volunteers
Good, reliable volunteers are the backbone of the group. Volunteers range from behind the scenes administration to public facing at events to providing animal care either as a foster home or by assisting to socialize animals in existing foster homes. All are equally important.

Animal Intake / Placement in Foster Home
Intake is from feral colonies, strays and from people who are forced to give up their cats. We try to use the owner/foster program as opposed to the animal being surrendered. It is less stressful for the cat to live in their current home while looking for a new permanent home. Before re-homing or vetting we make all possible efforts to reunite them with their owner, other than in emergency situations when necessary vetting is done.

Owner / Foster Program
This is a service provided to cat owners forced to give up their pets. The person continues to provide a home for the animal while we help to find a permanent home for it through our on-line postings and at adoption days. The person can continue to look independently for a suitable home for their pet as well.

Adoptions
Adoptions also arise from sources other than our adoption days, such as the on-line postings of cats that are available for adoption and referrals from previous adopters, volunteers and other associates.

Adoption Days
We currently partner with four Pet Valu locations to hold Adoption Days. The provide us with space to bring some of our more social cats or kittens for a four to five hour period on specified Saturdays. These days give us an alternative to relying on our web postings an word of mouth marketing from previous adopters, to find homes for the cats.

Trap/Neuter or Spay/Release Program
Working with feral colony caretakers we help to trap, spay or neuter adolescent and adult cats to be released back into their colony after a short recovery period. This helps to prevent an increase in the number of cats in that colony. We also work to socialize and re-home feral kittens. If the colony is unsafe for the altered cats to be returned to, we will assist in seeking a new safe location where they can be released. To-date we have altered a total of _____ feral cats.
**Feral Colony Caretakers**
When food donations are received from our sources, colony caretakers will receive a share to assist them with the cost of feeding the colony. Other support is provided when necessary such as construction of outdoor shelters, convalescent housing and assistance trapping.

**Advertising**
Currently we advertise via on-line social media and on-line classified posting sites. Posting of the adoption days is also done by the individual Pet Valu locations both in their stores and on-line. When holding fundraising events, we post the events in local businesses as well as using the on-line sites. A large proportion of our advertising is word of mouth from individuals who have previously adopted from us, volunteered with us or obtained help from us. We are also investigating other advertising opportunities.

**Social Media**
The Social media sites we currently use are Google Groups, Twitter and Facebook

**Website**
Our current website, [www.catbusters.wordpress.com](http://www.catbusters.wordpress.com), was recently launched October 2013. It utilizes links from petfinder.com to showcase our rescued cats and kittens. The cats are divided into two categories those available for adoption and Happy Tails (adopted). The available cats are also listed on adopt-a-pet.com. Both of these sites, adopt-a-pet.com and petfinder.com have proven to be good resources for finding permanent or foster homes for some of our cats.

**Supplies**
We occasionally receive donations of supplies from Iams, Purina, Pet Value food and litter donation drives and other source. These supplies are distributed to our foster homes.
### Adoption Report

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**Total To-Date:** 278

### Intake Report

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**Total To-Date:** 340
Appendix E – Expenses (Detailed)

We are a 100% volunteer organization. The majority of our expenses are directly related to the care of the animals

Vetting Costs
Spay / Neuter operation includes the alteration and all vaccinations (except for Feline Leukemia)
Other vetting such as dental, illness care, and emergency procedures are occasionally necessary.

Medications
Both prescription and over the counter medications are used as needed for the general care of the cats. These medications include flea treatments, de-worming medications, eye ointments, washes or drops, antibiotics and other items recommended by a veterinarian.

Special Health Supplies
Specialty foods such as AD, and veterinarian prescribed medical foods are sometimes necessary for ill or convalescing cats.

Supplements are also occasionally needed, such as Kitten Milk Replacement (KMR) for very young orphan kittens and Llysine for general health of an animal.

Minor Administration Costs
The occasional purchase of supplies such as paper, envelopes and postage is required
## Appendix F - Five Year Growth Chart

<table>
<thead>
<tr>
<th>Main Category</th>
<th>Sub Topic</th>
<th>Current</th>
<th>Objective Goals</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
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<td><strong>Group Members</strong></td>
<td>Volunteers</td>
<td>10</td>
<td>Increase number of dedicated volunteers -</td>
<td>50%</td>
<td>50%</td>
<td>40%</td>
<td>35%</td>
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<tr>
<td></td>
<td>Foster Homes</td>
<td>8</td>
<td>Increase number of both short and long term</td>
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<td>50%</td>
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<tr>
<td><strong>Animal Intake</strong></td>
<td>Intake Surrendered</td>
<td>2013-2014</td>
<td>Keep number of surrendered cats to below 10</td>
<td>10-20%</td>
<td>10-20%</td>
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<td>10-20%</td>
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<td>Intake Rescued</td>
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<td>Should only increase as foster homes</td>
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<td>Increase adoptions</td>
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<td></td>
<td>Fostered</td>
<td>Currently approx. 52, Average per foster home 6+</td>
<td>Decrease the number of fostered cats in any one foster home as foster homes increase</td>
<td>5-6 per foster home (at most) unles family unit of kittens and/or mum</td>
<td>3-4 per foster home (at most) unles family unit of kittens and/or mum</td>
<td>2-3 per foster home (at most) unles family unit of kittens and/or mum</td>
<td>2-3 per foster home (at most) unles family unit of kittens and/or mum</td>
<td>2-3 per foster home (at most) unles family unit of kittens and/or mum</td>
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<td>Owner / Fostered</td>
<td>9</td>
<td>While decreasing intake of surrendered cats,</td>
<td>9+</td>
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<td>Unadoptable Animals</td>
<td>32</td>
<td>Increase efforts to socialize</td>
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<td><strong>Revenue</strong></td>
<td>Adoption Fees</td>
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<td>Increase - sliding scale before on age</td>
<td>$160 up to 8 years,</td>
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<td>Surrender Fees</td>
<td>$25 - $75, rarely applied</td>
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<td>Donation Boxes</td>
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<td>Fundraising Events /</td>
<td>Garage Sales, Gala, Pet</td>
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<td>Corporate Fundraising</td>
<td>Silent Auction Donations</td>
<td>Increase number and type of corporations donating</td>
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<td>Contributions</td>
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<td>Pet Valu food drop offs, (Laird &amp; Carlton), Purina. Currently food only</td>
<td>Obtain other corporate supply donations (food and litter)</td>
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March 17, 2014
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<th>Internet</th>
<th>Petfinder.com, adoptapet.com, facebook, twitter, craigslist, kijiji, gmail</th>
<th>Finalization of CBAR's website, increase social media sites and other event posting sites</th>
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<td>Investigate the options available and feasibility of free pet insurance to adopters through a rescue group</td>
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March 17, 2014
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<td>Last Saturday</td>
<td>Pet Valu, Carlton &amp; Danforth</td>
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<td>July</td>
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<td>Gala Fundraiser</td>
<td>3rd Sunday</td>
<td>Statlers on Church</td>
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<td>December</td>
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Note: Adoption Days are subject to rescheduling depending on circumstances (staffing availability, special store events, etc.)
Appendix I - Fundraising Activities

Donation Boxes
We currently have donation boxes in four sponsoring franchise Pet Valu Locations. The money raised from these account for approximately 4% of our total income from January 1, 2011 to September 15, 2013. As donation boxes provide us with a low-maintenance fundraising opportunity, we plan to increase the number of donation boxes distributed to businesses in our community.

Purrfect Gala
Our annual Gala Event has held mid to late November for the last three years at Statlers, a jazz-style bar on Church St., in Toronto. The event includes a silent auction, entertainment by performers who volunteer their time, and donation boxes. With a wider range of entertainment types and auction items with each event, it has been increasingly successful each year.

Garage / Yard Sales
Used, donated items are gathered to be sold at garage/yard sales. We are currently looking for good sites to hold these events at.

Pet Valu Paws Event and Food / Litter Drives
Pet Valu corporately promotes fund raising and supply donation events combined with National Adoption Day events. All four of the franchise locations we partner with, participate in these events providing our group with supplies of cat food and litter as well as cash donations. Any dog supplies that are donated are given to dog-related rescue organizations.

Miscellaneous Sale of Items
Donated, used items of higher quality are occasionally sold via Craigslist or Kijiji, or if sports-related at used sporting goods stores such as Play It Again Sports. In addition, currently one of the Pet Valu franchises purchases homemade cat toys from us for re-sale. We hope to expand this opportunity, not only with other Pet Valu franchise locations, but also with the home-made products we have available.

PayPal
This is a link from our websites (petfinder.com and catbusters.wordpress.com) allowing individuals the opportunity to make donations to our organization. With the recent launch of our website, we anticipate that the intake from this source will increase. We are looking for additional ways to highlight the availability to make online donations.

Canada Helps
CanadaHelps, a Canadian charitable foundation, runs an online donations website so that individuals can easily donate online to the charity of their choice. Up to this time we have not been utilizing this facility to its potential, however with the launch of our new website we intend to promote this option for individuals who would like to donate.