



2019

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RAPS CITY OF RICHMOND
ANIMAL SHELTER



End-of-Year Report

We are pleased to present this summary of the many successes and achievements in every area of RAPS operations this year.

As you read, know that everything we do is founded on these core strategies:

1. Caring for others.

We believe that, to care for animals, we should be there to help their people also. Our mandate is to care for *animals ... and their people.*



3. Being measured but entrepreneurial.

We have launched social enterprises that are in line with RAPS' core mandate to assist the public with subsidized support. That includes the RAPS Animal Hospital, and the RAPS Thrift Stores, which assist in subsidizing the RAPS Cat Sanctuary and RAPS Animal Hospital. Combined, these entities are being run as efficient units with 100% of proceeds being reinvested in RAPS' charitable programs.

2. Growing thoughtfully.

We slowly eliminated \$800,000 in unnecessary liabilities over the past two-year period – and we look to be in a positive cash flow in 2020. It is important that we grow within our means to sustain RAPS. To make RAPS good stewards of your donations and more self-sustaining and efficient, we intend to have RAPS' social enterprises cover the medical and food requirements of our charitable operations. This includes 100% of the medical treatments for RAPS animals at our new animal hospital.

4. Attracting and retaining qualified people.

We have attracted an extraordinary team of smart, experienced, dedicated people to the Board of Directors and professional staff. Our goal is to continue attracting exceptional individuals to raise RAPS to its next levels of achievement.

The Big Picture

At a glance, here are the most significant achievements made possible by your support.

With your support, we have grown **organizational revenue** from approximately \$1.2 million **to \$3.6 million** in the span of three years. Because of you we are doing more good for more animals;

Enthusiastic support for our full-service, not-for-profit RAPS Animal Hospital has led to contributions from generous supporters including **Canada's only veterinary hyperbaric oxygen therapy facility** and a **\$50,000 ultrasound machine** for the hospital;

Thanks to wonderful support from our corporate community partner **Applewood Auto Group**, we obtained **6,000 square feet of rent-free space for the hospital** – a value of more than \$500,000. *Please consider Applewood Nissan, Mitsubishi or KIA for your next car purchase;*

Thanks to our excellent relationship with our local government partners, we have obtained a commitment from the **City of Richmond to build an \$8 million new Animal Shelter;**

Because you helped us launch the RAPS Animal Hospital, we are **treating 20 to 30 animals per day;**

We are in our **25th year** as a no-kill animal-serving organization. The small team of dedicated volunteers who first pioneered this agency a quarter-century ago could not have envisioned that we would become one of Canada's largest animal organizations – and the only one in the country that runs **an animal shelter, a sanctuary, thrift stores** and has our own **animal hospital;**

Since you helped us create the hospital, we have provided **over \$1 million in fully or partially subsidized veterinary services** for companion animals of people in need in the less than two years since we opened, one of the most substantial such social investment contributions in the country;

Because you donate your gently used household items and clothing, and shop for great bargains, **we opened a second RAPS Thrift Store**, in August 2018. Our goal is to have 10 Thrift Stores in B.C.

All of this has been possible because of you.

And while we hope you agree that this is an impressive series of accomplishments, there remains much to do. There are always more animals who need help – and we are uniquely positioned to do so, because of our decades of expertise, our team of superb professionals, our armies of volunteers, our full-service animal hospital – and people like you who understand and appreciate our mission.

Helping people so they can care for their animals

Animals make our lives, families, neighbourhoods and communities safer, healthier and happier.

The more we consider this truth, the more we understand that our role as an organization is to help animals ... and their people.

Especially since we opened the hospital, we have been able to provide veterinary care to animals in households that would not otherwise be able to afford it.

A recent study indicates that nearly half of British Columbia families are \$200 away from insolvency. We cannot do much about the macroeconomic realities of the cost of living here. But we can do something about one crucial aspect of a family's budget: We can provide affordable veterinary care because our bottom line is animal welfare – not profits. Because of the support of kind people like you, we have been able to offer subsidized care so that no family is forced to make life-and-death decisions about their companion animals based on ability to pay.



And we're partnering in hands-on ways to make life better for people with animals, especially those in our society who are most vulnerable. For example ...

- We are or will be partnering with close to 100 organizations such as **Tikva Housing**, the **Salvation Army** Richmond homeless shelter, **B.C. Housing** (providing care for animals of people living in social housing), **Positive Living BC**, the **BC SPCA**, the **Royal Canadian Legion** (B.C. and Yukon Chapter) and many others to provide even more subsidized veterinary care for people in need, as well as volunteer opportunities, socialization and therapeutic interactions with animals.
- We are the only animal hospital to provide wide-scale discounts at our animal hospital for economically vulnerable groups and those who help society: – Seniors – Veterans – First Responders, including Police, Paramedics, Firefighters, Nurses, 911 Responders – People living in social housing – Homeless (and those in homeless shelters) – People experiencing unemployment – Single parents – People with disabilities.
- Organization like **Canuck Place**, **Covenant House** and other social service and health organizations are bringing their patients and clients to the RAPS Cat Sanctuary for therapeutic interactions.
- RAPS also helps other vulnerable groups with our **Pet Food Bank** and more than **\$1 million in fully or partially subsidized veterinary care** since opening the RAPS Animal Hospital.



♥ Why RAPS Animal Hospital matters

It is not just about the animals. *It is about caring for people so they can care for their animals.* To be clear, there are many people out there who rely on their companion animals – because they have no one else.

Successive studies indicate that companion animals have an extraordinarily positive impact on population health, even improving recovery and survival rates after health crises like heart attacks and strokes.

Many people are negatively impacted with the ever-rising cost of animal healthcare. RAPS Animal Hospital is turning this around by providing affordable animal healthcare while making a profit – all of which is reinvested in programs to save and improve the lives of more animals!

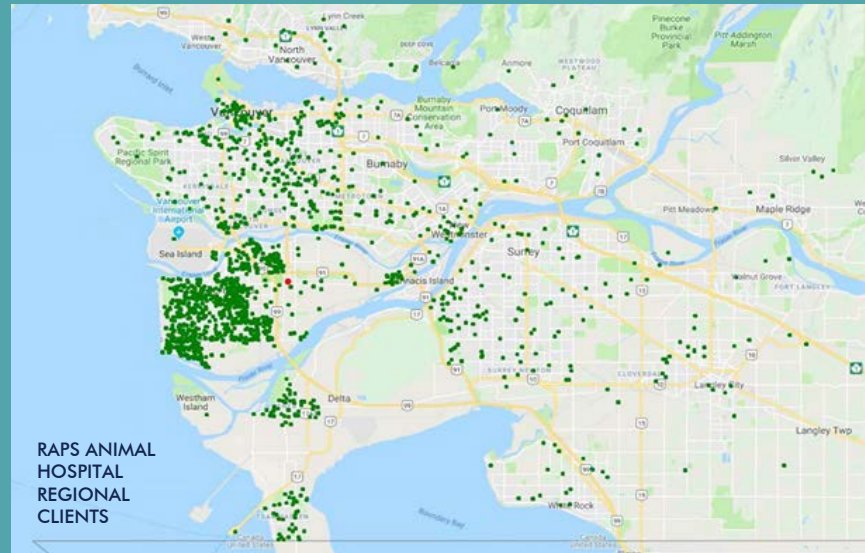
RAPS Animal Hospital, a full-service, not-for-profit veterinary facility, is providing the closest possible model available for affordable **subsidized** veterinary healthcare to assist British Columbians. The savings to the public are and can be enormous – especially if we open the hospital 24/7/365 to save on emergency care.

The RAPS Animal Hospital is founded on a simple value proposition: People need to spend on veterinary care. By choosing the RAPS Animal Hospital, where 100% of revenues are reinvested to save and improve the lives of less fortunate animals, good value in animal care also means demonstrating good values by caring for animals!

Independent Study: UBC Sauder School of Business

A group from the UBC Sauder School of Business conducted an independent audit, survey and analysis of the RAPS Animal Hospital. Completed in October 2019, the process engaged our members and surveyed over 100 vet clinics in the region for comparison to RAPS Animal Hospital. The results are extremely positive and demonstrate:

1. We are attracting clients from all over Metro Vancouver;
2. Month over month we are increasing the number of clients and revenue;
3. RAPS Animal Hospital is attracting approximately 200 new clients per month;
4. Top two reasons for choosing RAPS Animal Hospital are affordability and RAPS' non-profit business model;
5. Third reason for coming back to RAPS Animal Hospital was "quality of care / veterinary services." Clients view RAPS Animal Hospital as affordable elite animal healthcare due the staff and facilities, which demonstrate high value for services received;
6. Distance from the hospital was not a factor in people choosing the RAPS Animal Hospital because affordability outweighed need for travel from Vancouver Island and all over Metro Vancouver to Richmond;
7. RAPS Animal Hospital already has the highest online satisfaction from social reviews. RAPS' many online reviews (most are 5/5) receive a 4.8 rating out of 5 overall (after 18 months) which far exceeds in number of reviews and high personal ratings Richmond's other largest veterinary clinics who have been in operation for 40+ years. This demonstrates very high satisfaction rates and growth of RAPS Animal Hospital;
8. RAPS' profitable pricing is below mean pricing of competitors (more than 100 clinics surveyed) which identifies successful pricing;
9. The public wants RAPS Animal Hospital to be available 24/7/365;
10. Respondents indicated a 90% satisfaction rate with RAPS' online booking system for appointments;
11. The RAPS VIP Program, which provides discounts for vulnerable populations like seniors, is seen as an important factor in viewing RAPS as an affordable animal hospital.

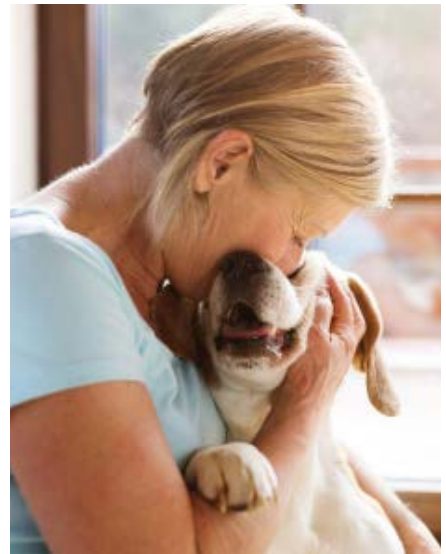


Our next challenge

Launching a **24/7/365** hospital

If we extrapolate the RAPS Animal Hospital's existing successes to a facility open 24/7/365, the impact for the region could be extraordinary.

Based on 20,000 clients per year (slightly more than double our current capacity; out of 2.1 million animals in Metro Vancouver = .004 of the pet population), it would **save BC residents over \$10 million per year.**



The savings for B.C. residents are greater when applied to evening emergency care. At private clinics, evening rates can be nearly double for evening emergency care. For example, the cost of an \$8,500 emergency surgery elsewhere would cost about half that amount at RAPS Animal Hospital. And RAPS provides no interest payment plans on individualized basis, making veterinary care even more accessible to all.

Currently, the RAPS Animal Hospital is open 10 hours per day, six days a week. On a weekly and annual basis, RAPS Animal Hospital is only open 36% of the time. That means our valuable hospital assets and equipment are idle more than they are in use. If open year-round at all times, we could schedule daytime surgeries during the evening hours to better utilize the assets we have, therefore freeing up daytime hours for appointments, allowing us to treat more animals.

By opening 24/7/365, RAPS Animal Hospital can be in use at all times, generating revenue while collectively saving B.C. residents with low and moderate incomes millions of dollars in veterinary care. ***The only thing holding us back is a one-time investment cost in staffing, supplies and additional equipment.***

It's simple – we need to raise \$1.2 million to cover our first year of operations to make a 24/7/365 facility a reality and to pay down our \$750,000 loan to Vancity for opening the hospital. **We have launched a \$2 million campaign.**

This would be a landmark in the history of our organization, and for the financial well-being of British Columbian households with companion animals. We have everything in place to become the **first 24/7/365 not-for-profit veterinary hospital in B.C.** This will represent the maximization of the extraordinary potential that began when we opened the doors of the RAPS Animal Hospital less than two years ago!

The opening of the RAPS Animal Hospital was a giant leap forward in the social enterprise model. By opening 24/7/365, we can catapult RAPS into a future of permanent financial sustainability.

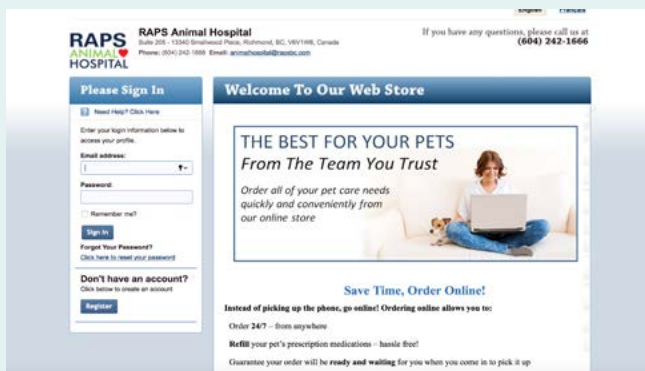
2019

Other successes

MyVetStore

This **online retail operation** allows clients to directly purchase online food and medications through the hospital, with home delivery generating additional revenue for RAPS;

www.myvetstore.ca/raps



Expanded reach

Launching a Vancouver Island campaign to assist residents with animal healthcare;



Delivery truck

New **\$45,000 delivery truck** for RAPS' Thrift Stores;

Renovations

Thrift Stores renovations;

Structural upgrades

Structural upgrades to RAPS' facilities during the summer months;



Sanctuary upgrades

Extensive upgrades to RAPS' Cat Sanctuary, including new huts, new walkways, new parking areas, new visitor centre;



Challenges for the future

Because of your support, RAPS has come an enormously long way from where we started. We are now positioned to confidently and prudently grow into an even more robust organization.

We have grown sustainably and successfully – and we will continue to do so. But this requires continued support from animal-loving people like you.

We hope that this report has persuaded you that your past investments in our mission is having the effect of saving and improving the lives of even more animals. We are on the cusp of a new epoch in our organization's extraordinary history.

In addition to making the **RAPS Animal Hospital** a round-the-clock facility, there remain a number of foundational steps required to move successfully into this new era.



There are significant infrastructural improvements required at the **RAPS Cat Sanctuary**, including utilities infrastructure to meet the demands of a facility that is home to almost 500 mostly unadoptable cats. There are also further improvements needed to the housing components of the Sanctuary, to make this “Kitty Club Med” even more accommodating, especially in inclement weather. Further advances to the Sanctuary will mean an improved visitor experience for the individuals and groups who come to the sanctuary, including many for whom this is a true sanctuary of rehabilitation.





At the **RAPS City of Richmond Animal Shelter**, there are some ameliorative and restorative projects that require completion – upgrades that will be modular in order to transfer to the new City Shelter when completed – but which cannot wait. These include information technology hardware and software, as well as improved working areas for staff and volunteers as we prepare for a new era in serving the public, while providing the always-top-notch supportive care and attention for the lost, stray, surrendered and abandoned animals we care for.



The **RAPS Thrift Stores** have undergone extensive improvements and upgrades in merchandizing, making for a more pleasant customer experience while contributing to the upcycling economy and delivering unbelievable bargains to individuals and families trying to meet their budgets. We have a number of necessities to obtain – including new tills and security systems and some new equipment to streamline operations and increase revenues. Each of these is an investment that will certainly be repaid many times over as these beloved community assets continue to meet the needs of Metro Vancouver consumers while generating vital revenue for our services.

Because of you

Because of you, we have assisted over 8,000 families with animals ...

Because of you, we have saved over 600 animals at the RAPS City Animal Shelter ...

Because of you, we have saved over 500 cats at the Cat Sanctuary ...

Because of you, we have provided over \$75,000 in Pet Food Bank support ...

Because of you, we have helped over 10,000 animals at the RAPS Animal Hospital over the past two years ...

Because of you, RAPS has 95 animals in foster care until they can be adopted.

We are doing more!

We hope this report makes you proud and demonstrates the achievements we have made in such a short time.

Your faith in us provides us with motivation. You helped guide us to building something that is unique and allows us to differentiate RAPS from all other charity organizations in Canada. And we have done that by creating RAPS Animal Hospital, which is linked to our mandate and values, and that allows us to help so many more animals from all other animal rescue organizations.

Because of you, RAPS is the first animal organization that has a holistic approach to the role of companion animals in our community: *We help animals ... and their people.*

Working with you, we are having huge positive impacts on animal welfare in British Columbia.

Together, we are creating a lasting legacy.



Thank you for your support.



*We acknowledge the financial support
of the Province of British Columbia.*



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CAT SANCTUARY
When you give... They live!



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