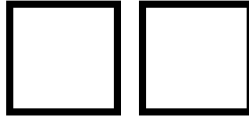


TO:	CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES Meeting on December 9, 2013
FROM:	G. KOTSIFAS, P. ENG. MANAGING DIRECTOR, DEVELOPMENT & COMPLIANCE SERVICES AND CHIEF BUILDING OFFICIAL
SUBJECT:	RFP 12-28 ANIMAL WELFARE SERVICES

RECOMMENDATION

That on the Recommendation of the Managing Director, Development & Compliance Services and the Chief Building Official, the following actions **BE TAKEN**, with respect to the Animal Welfare Services contract recognizing the vision for animal services where all pets have a caring, respectful and responsible home:

- a) The Submission from Urban Animal Management Inc. operating as London Animal Care Centre (LACC) for implementing animal welfare services for the City of London and their submitted total annual cost for services of \$2,263,663 **BE ACCEPTED**;
- b) That the Civic Administration **BE AUTHORIZED** to undertake all administrative acts which are necessary in connection with this contract;
- c) Approvals hereby given **BE CONDITIONAL** upon the Corporation entering into a formal contract or issuing a purchase order relating to the subject matter of this approval;
- d) That the following enhanced animal care strategies **BE ENDORSED**;
 - i) an enhanced service for additional park patrols to encourage responsible pet ownership and the licencing of dogs at the off leash dog parks;
 - ii) an enhanced veterinarian services model with a focus on feral cat spay/neuter, microchipping, and medical triage;
 - iii) an enhanced model of animal care focusing on implementing a City Cat Adoption Centre;
- e) That the annual operating and one-time capital costs for the enhanced animal care strategies **BE REFERRED** to the 2014 Budget process for consideration as follows:
 - i) \$375,776 operating and \$700,000 one-time capital for;
 - A) \$50,776 in annual operating for enhanced services related to additional park patrols;
 - B) \$125,000 for annual operating costs for a veterinarian; and \$300,000 one-time capital cost for the purchase of a mobile building, product and equipment;
 - C) \$200,000 for annual operating costs for the cat adoption centre; \$400,000 one-time capital cost for the purchase of a mobile building and equipment;
 - ii) \$50,000 annual contribution to a reserve fund to be created to fund additional off-leash dog parks;
- f) that a public participation meeting **BE HELD** in 2014 to consider the following amendments to the Animal Control and Dog Licensing and Control by-laws: No person shall keep in any dwelling unit more than six of any combination of dogs and cats with the number of dogs being limited to no more than three; except that any person who, on the date of the passing of this by-law, was lawfully keeping more than six of any combination of dogs and cats may keep those dogs and cats until they have deceased or are otherwise been removed from, or have left the dwelling unit; and further that new citizens to the City of London who produce proof of a current valid licence for a dog/cat



from another municipality may continue to have that same animal licensed annually within the City of London for the duration of the life of the animal so long as it resides with same registered owner(s);

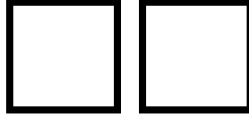
- g) that a public participation meeting **BE HELD** in 2014 to consider by-law amendments allow newborns to be exempt from licensing and registration requirements for a period of six months after birth for the purposes of promoting spay/neuter responsibilities;
- h) that a public participation meeting **BE HELD** in 2014 to consider an Animal Fostering By-law to include regulations intended to protect the health and safety of fostered animals and to allow registered fosters to temporarily house up to ten animals with a maximum limit of four dogs at any one time;
- i) that an animal microchipping program **BE IMPLEMENTED** as a key component of the enhanced veterinarian services model noting that microchipping is a proven tool to promptly reunite lost animals with their guardians;
- j) that the Trap, Neuter, Release (TNR) program **BE ENDORSED** as a successful program to address the growing feral cat population;
- k) that local businesses and retailers **BE ENCOURAGED** to participate in the “License to \$ave “ program in an effort to encourage and maintain companion animal licensing;
- l) that a barn cat program be **BE ENDORSED** as a positive program to address solutions for healthy non-adoptable outdoor cats entering the animal shelter;
- m) that the following metrics **BE ADOPTED** as the City’s goals for moving towards an animal welfare model focusing on animal care: euthanasia goal of 2.0 Pets Per Thousand People (PPTP) by the end of year three of the contract, and 1.0 euthanasia PPTP by the end of year five; a live release rate goal of 50% by the end of year three and 70% by the end of year five; noting that shelter statistics will be released monthly on the City’s web site and that Civic Administration report annually to Council on the statistics and any recommended program changes and/or funding requests;
- n) that consideration **BE GIVEN** to initiating discussions on creating partnerships towards the development of a joint venture multi-use animal welfare facility to include centralized shelter, adoption, education and enforcement services.

BACKGROUND

On September 17, 2013 Municipal Council deferred the consideration of RFP 12-28 Animal Welfare Services for a period of not more than 6 months to receive additional information on the following:

- contract language related to metrics ;
- pet limits;
- pet fostering;
- micro chipping;
- off –leash parks;
- feral cat programs;
- joint ventures and /or private public partnerships for a shelter facility;
- list of preferred spay/neuter service providers.

In preparation for this RFP, City staff researched and discussed issues with municipalities and animal welfare associations across North America, attended conferences and participated in a webinar on best practices for animal welfare sponsored by the International City Managers Association. The animal welfare issues being discussed locally are not unique to London. In fact, in many areas, London is seen as a leader in various aspects of this municipal service. The amount of tax payers’ dollars directed towards animal services varies among municipalities. Not surprising, the number one issue debated in municipal council chambers across North America and in the media is the euthanasia of healthy animals. There are a variety of opinions on the costs and benefits of moving towards a ‘low-kill’ or ‘no-kill’ model of animal services. There are just as many opinions as there are questions on this matter:



- what exactly does 'no kill' mean?;
- is a city a 'no kill' municipality if the city shelter transfers animals to another agency which euthanizes healthy animals due to space limitations?;
- how many animals should a municipal shelter accommodate?;
- should the pound remain an open facility or limit intake?;
- how much should a municipality spend on animal services?;
- are feral cats negatively impacting bird species?;
- how many animals should be permitted at a residential property?;
- how do animals impact quality of life and enjoyment of property rights?;
- who pays for animal services – the general public or licensing revenue?.

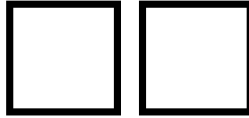
These are complex issues and there is no one common solution. However, there are a number of best practices which have been implemented across North America to move towards a balanced model of animal welfare services.

In August, 2004, a group of animal welfare industry leaders from across North America convened at Asilomar, California, for the purpose of building bridges across varying philosophies, developing relationships and creating goals focused on significantly reducing the euthanasia of healthy and treatable companion animals. The outcome of the discussions among a variety of animal welfare organizations was the creation of the Asilomar Accords outlining a set of guiding principles. Among the guiding principles of the Accords was this important statement:

“We, as animal welfare stakeholders, agree to foster a mutual respect for one another. When discussing differences of policy and opinion, either publicly or within and among our own agencies, we agree to refrain from denigrating or speaking ill of one another. We will also encourage those other individuals and organizations in our sphere of influence to do the same.”

The full set of Guiding Principles are referenced in Appendix A and were reported to Municipal Council in June 2011. In discussing best practices among municipalities, the overarching principle of mutual respect will lead towards common solutions.

The recommended programs outlined in this report are based on a balanced model of animal care, animal control and fiscal responsibility. The animal welfare portfolio within the Municipal Law Enforcement Services Area is responsible for protecting the health and safety of London's citizens and responsible pet ownership. The recommendations have regard towards increasing awareness, partnerships & community capacity building by: ensuring by-laws protect and support Londoners, visitors; promoting responsible actions for individuals, families and organizations; and supporting community animal welfare initiatives. The balanced model of care, control and fiscal responsibility is based on a review of best practices from several municipalities and organizations. Animal care focuses on programs directed at the health and safety of animals. Animal control focuses on the health and safety of persons and animals and compliance with local by-laws. Fiscal responsibility has regard to budget constraints and revenue generation from licensing operations. As referenced in Appendix B, municipalities spend varying amounts on animal welfare services. Similarly, municipalities have varying success in licensing compliance. In referencing Ontario Municipal Benchmarking Initiatives (OMBI), London has the highest compliance ranking for licensed animals in Ontario (refer to Appendix C). Having regard for fiscal responsibility with a high level of licensing compliance has proven to be a best practice in many municipalities which have successful animal welfare programs.



ANIMAL CARE STRATEGIES

1. Animal Care Strategy – Pet limits

Strategy details: At present, the City of London has an Animal Control By-law PH-3, and a Dog Licensing and Control By-law PH-4 which stipulate the limits on the number of cats and dogs per dwelling. The current regulation applicable to cats is as follows: within a dwelling each adult may have not more than 2 cats. The current regulation applicable to dogs is no more than 3 dogs per dwelling unit. Therefore, if two persons, of at least 18 years of age, resided together in a dwelling unit, the maximum number of cats permitted would be 4; and the maximum number of dogs permitted would be 3 for a total of 7 animals.

Nordex Research was retained in December 2010 to conduct a “Pets & Strays” survey for the City of London. The survey polled 300 Londoners of varying demographics. One of the questions referred to pet limits.

The responses were grouped into 4 categories as follows:

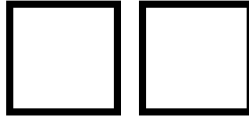
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| 1) Existing limit | 47% |
| 2) No limit | 6% |
| 3) Something Else (fewer pets per household) | 44% |
| 4) Don't know/don't care | 3% |

Although the Nordex survey results did not indicate a community demand for increased pet limits, Civic Administration has undertaken a review.

As noted in Appendix D there are some municipalities that have opted to have no pet limitations, while others continue to regulate limitations. A comparison of the ten municipalities indicates that eight out of ten municipalities limit the number of dogs to three. In each of the ten municipalities there is an equal or greater amount of cats allowed than dogs. This is a common municipal regulatory protocol because dogs pose a greater risk to public safety and create a greater number of nuisance complaints than cats. Community opinions on pet limits are mixed. Some claim that pet limits will hinder the activities and efforts of rescue groups and individuals who foster animals and may deter individuals from licensing any or all their pets and may deter individuals from adopting more pets. On the other hand, others feel that having no limits on pet numbers may result in loss of enjoyment of property rights and quality of life issues related to noise, unsanitary conditions particularly in higher density residential areas, and inability to care for a large number of animals (hoarding). No pet limits may also place a greater stress on shelters and rescues should owners be unable to continue to care for their pets.

Recommendation: that a public participation meeting be held in 2014 to consider the following amendments to the Animal Control and Dog Licensing and Control by-laws:

- i) No person shall keep in any dwelling unit more than six of any combination of dogs and cats with the number of dogs being limited to no more than three; except that any person who, on the date of the passing of this by-law, was lawfully keeping more than six of any combination of dogs and cats may keep those dogs and cats until they have deceased or are otherwise been removed from, or have left the dwelling unit; and further that
- ii) New citizens to the City of London who produce proof of a current valid licence for a dog/cat from another municipality may continue to have that same animal licensed within the City of London for the duration of the life of the animal so long as it resides with same registered owner(s).



2. Animal Care Strategy - Keeping of Newborns

Strategy Details: Within the animal by-laws, the regulations on registering/licensing newborn kittens and puppies are currently restricted to 2 months after birth. This translates to the common situation that at the age of 8 weeks old, the animal is required to be licensed and registered to a home where the number of animals will not exceed the limited number of pets per dwelling unit.

Considering that the typical age for the spay or neuter of a young cat is approximately 4 months, it would be beneficial to have a longer exemption period related to the age of the animal. The American Kennel Club (AKC) recommends 8-12 weeks is necessary for a puppies to mature and socialize with mother and littermates. A comparison of municipal shelters and newborns is found in Appendix E.

Allowing the young animal to remain unlicensed beyond the age of the spay or neuter then gives the pet caregiver time to assist the litter, provide the first set of shots, spay/neuter and place for adoption. An animal that has been socialized, vaccinated and sterilized is adoption ready and aids the new pet owner in the first steps of responsible pet ownership.

Staff is recommending that By-laws PH-3 and PH-4 (Sections 10.2 and 4.3) be amended to allow newborns to be exempt from licensing and registration requirements for a period of 6 months after birth.

Recommendation: that a public participation meeting be held in 2014 to consider by-law amendments allow newborns to be exempt from licensing and registration requirements for a period of six months after birth for the purposes of promoting spay/neuter responsibilities.

3. Animal Care Strategy – Fostering

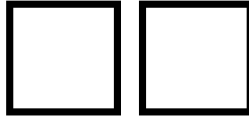
Strategy Details: Fostering is an important component of animal welfare services because not all animals are initially ready for adoption. Dedicated foster volunteers assist with animals that are not ready for adoption for a variety of reasons including: too young to be adopted; ill, injured, showing signs of shelter stress; or behavioural reasons. Foster volunteers temporarily care for animals in their home until the animals are ready to be adopted. Sometimes animals require temporary placement for safe keeping while their owners are escaping domestic violence situations, are temporarily hospitalized, or are faced with emergency relocation where the pet cannot be accommodated. The goal of a Foster Program is to provide the animals with an opportunity for a happy and healthy future in permanent home; or to be able to return to their permanent home in a healthy condition.

Staff have researched various fostering agreements.

Common criteria include:

- A Foster volunteer must be a least 18 years of age
- Foster Homes with pets must show proof of spay or neuter and current vaccinations
- Foster Homes should have a separate room to isolate a foster animal for medical recovery
- Foster homes must have adequate time to care for foster animals
- Foster Homes must have access to a vehicle
- Foster homes must abide by the foster agreement signed upon joining the program
- All Foster Volunteers must attend a general and foster orientation

Staff is recommending the creation of an Animal Fostering By-law for cats and dogs which would propose to allow registered fosters to temporarily house up to ten animals with a maximum limit of dogs at any one time of four. By-laws PH-3 & PH-4 would need to exempt pet limits for registered fosters. Additional draft regulations for a fostering by-law are presented in Appendix F.



Recommendation: that a public participation meeting be held in 2014 to consider an Animal Fostering By-law to include regulations intended to protect the health and safety of fostered animals and to allow registered fosters to temporarily house up to ten animals with a maximum limit of four dogs at any one time.

4. Animal Care Strategy - Microchipping

Strategy Details: Microchipping of companion animals is a permanent form of identification and extremely beneficial provided the animal guardian maintains an up to date information record. (eg. current address and contact information). Staff are of the opinion that micro chipping serves as excellent tool for identification of animals especially for cats that may roam and often refuse to wear a collar with a licence tag. Utilizing a microchip reader, an Animal Control Officer can promptly reunite the animal with its guardian. As part of the enhanced veterinarian services model, all licensed animals will be offered for a nominal fee for micro chipping as an additional animal identification tool.

Recommendation: that an animal microchipping program be implemented as a key component of the enhanced veterinarian services model noting that microchipping is a proven tool to promptly reunite lost animals with their guardians

5. Animal Care Strategy – Off Leash Parks

Strategy Details: London currently maintains three off leash parks, with a fourth one in the works. These parks are well received and utilized by dogs and their guardians within our community. Civic Administration will continue to support the Parks Planning Division in the development of future parks as resources become available. Additionally Civic Administration will continue to communicate with the Planning Division in an effort to intertwine animal welfare with city planning and “ReThink London”.

Staff have discussed options with City Planners involved with ReThink London recommend the following:

- Not only should the City provide large scale off leash parks, but pocket parks should be developed in each newly planned and developed residential subdivision
- Studies should be undertaken to determine which existing city parks are under utilized and could offer added off leash areas

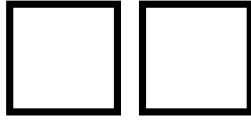
Recommendation: That \$50,000 from animal licensing revenue be placed into a reserve fund for the purposes of funding of leash dog parks.

6. Animal Care Strategy – Feral Cat Program

Strategy Details; In 2008, the City implemented a Trap, Neuter, Release (TNR) program to address the growing feral cat population. The feral cats are humanely trapped, transported to licensed veterinarians for sterilization, inoculation and are ear-tipped. On an annual basis, the City budgets \$150,000 for the feral cat program, low cost spay/neuter funding and other animal rescue initiatives. Approximately two-thirds of these funds are directed at the feral cat TNR program. In 2013, the City spay/neutered 735 feral cats. These cats are provided post-operative care and then released back to their original colonies. The City addresses the problem of feral feline overpopulation in a humane and effective manner by stabilizing the feral cat colonies and preventing the potential spread of disease.

As noted in this report, Civic Administration is recommending an enhanced veterinarian services model which will include the services of spaying and neutering of feral cats. The funds allocated to the current model of paying veterinarians for services will be transferred to the enhanced veterinarian services budget offset the costs of staffing and supplies with the goal of increasing the number of cats TNR'd.

Recommendation: That the Trap, Neuter, Release (TNR) program be continued to address the growing feral cat population.



7. Animal Care strategy - Licensing Rewards Card

Strategy Details: Licensing a pet has many benefits. One of the most important is that pet licensing enables Animal Control Officers to return pets to their owners or guardians. Revenue from pet licensing is used to offset the costs of animal services, fund pet-related services desired by the community and is used as for longer term animal related capital projects.

Several municipalities across North America have implemented a rewards card as an incentive for pet owners with unlicensed pets to obtain a license, and as a reward program for those that regularly licence their pets. The rewards card enables pet owners to access exclusive deals with participating merchants and service providers. The potential exists that the savings to pet owners over the course of a year will surpass the cost of their pet license as the participating retailers and businesses are not solely involved in the pet related industry.

City Administration has taken the proactive step to implement a rewards card program titled "Licence to \$ave". The card (see Appendix G) will reference a City web site link which will list the participating retailers and businesses. Civic Administration has enlisted a team of volunteers who are currently visiting retailers to promote the rewards card and enlist their participation. Having the highest number of licensed companion animals in Ontario, there is a great opportunity for high participation in this program.

Recommendation: that local businesses and retailers be encouraged to participate in the "License to \$ave" program in an effort to encourage and maintain companion animal licensing.

8. Animal Care Strategy - Barn Cat Program

Strategy Details: The barn cats program has been a successful animal care component in many municipalities as an alternative to shelter euthanasia. Many community cats that are brought into London Animal Care Centre that are healthy but have unsuitable temperament for adoption would have the opportunity for placement in a barn setting. The cats are all spay/neutered and eventually placed at pre-approved barn sites. These cats do not meet the criteria to be adopted as companion animals. The examples in Appendix H of successful barn cat programs indicate that on the farm, they play a key role in rodent control which in many cases replace the need for toxic pest control measures.

Recommendation: that a barn cat program be given consideration in an effort to address solutions for non-adoptable cats.

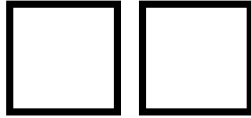
9. Animal Care Strategy - Enhanced Veterinarian Services

Strategy Details: Civic Administration has been in negotiations with UAM on a partnership to provide the required space to implement an enhanced veterinary care program including an accredited veterinary facility. Initial negotiations focused on a building expansion to the existing shelter which is privately owned. However, taking into consideration building and land area limitations and the possibility of future discussions on a new joint venture municipal partnership facility, the focus shifted towards a temporary building. Civic Administration is exploring the use of a mobile building for the purposes of enhanced veterinarian services.

The services would initially focus on the following initiatives:

- Feral cat spay/neuter
- Microchipping
- Veterinarian services for animals proposed for placement with rescue groups
- Treatment of impounded animals with minor medical issues

The intent of the enhanced veterinarian services is to provide treatment for minor manageable ailments so that the animals can be reassessed from unadoptable (euthanized) to adoptable to a caring, respectful and responsible home. This enhanced model will also focus on providing initial veterinarian services for animals proposed for placement with rescue groups thereby



deleting the requirement for veterinarian service costs currently being funded by the City. The other role of the veterinarian service would be to triage the animals when they enter the shelter and recommend a directive specific to the condition of the animal. Lastly, in some situations, euthanasia will be recommended and the veterinarian will perform that duty. Based on historical animal intake statistics, it is recommended that to adequately provide the enhanced veterinarian services, one veterinarian will be required who will report to Municipal Law Enforcement Services management.

Recommendation: that an enhanced veterinarian services model with a focus on feral cat spay/neuter, microchipping, and medical triage be endorsed; and that \$300,000 be budgeted as a capital cost for the purchase of a mobile building and equipment; and that \$125,000 be budgeted as operational costs including staffing costs for a veterinarian.

10. Animal Care Strategy - Adoption Centre Partnership

Strategy Details: Many municipalities which have successfully reduced euthanasia rates and increased live release rates have implemented a number of animal care programs, initiatives and resources as possible, including programs to increase adoptions.

The City's current service provider runs an aggressive adoption program. In 2012, there were 494 cats, and 157 dogs adopted from the municipal shelter, and another 90 cats and 71 dogs transferred to partnered rescue organizations. Although the municipal shelter is aggressive in the voluntary adoption program, in order to increase the live release rate, it is necessary to increase the number of transferred animals from the municipal shelter to partnered organizations. Often one of the greatest challenges for both the municipal shelter and the partnered organizations is capacity or housing space. When the number of animals exceeds the capacity of an open shelter, and partnered organizations are at capacity, the very unfortunate result is euthanasia of otherwise healthy adoptable animals.

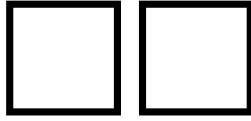
The intake of cats at London's municipal shelter on an annual basis is historically significantly higher than that of dogs. For that specific reason Civic Administration recommends a City Adoption Centre be created for cats. The focus would be cats at the onset, and as the program evolves and proves sustainable it could possibly be extended to dog transfers accordingly.

In our continued effort to fulfill the vision of London being a city where there are no more homeless pets Civic Administration is actively seeking out a suitable site and temporary building to accommodate a large scale adoption centre. The adoption centre would be operated by an animal rescue organization, or possibly a network of animal rescues, providing for many community partnerships. The adoption centre would serve as temporary housing for both rescue cats and cats transferred from the municipal shelter. This model would ensure that all cats coming from the municipal shelter are vetted and spayed or neutered. Currently all animals adopted from the municipal shelter or transferred out for adoption are sterilized, and have received limited vetting, as prescribed within the existing contract. The proposal of enhanced medical care from within the shelter will relieve the rescue organizations of this financial encumbrance.

In addition to a site, building, and the relief from vetting expenses, Civic Administration proposes to contribute some operational funding. During the review of similar models (i.e. Calgary) it was determined that some adoption centres are financially self-sufficient, while others receive nominal to moderate funding. Appendix I summarizes several cat sanctuary examples in Canadian cities.

Civic Administration envisions a London model where both the municipal shelter and partnered organizations will be able to enrich the lives of animals by providing additional care and capacity. This should result in a substantial increase in the live release rate of our animals. London is a caring community and through the collaborative efforts of the City of London, the municipal shelter operators, the London Humane Society, the local rescues, the community foster homes, and through related organizations and private contributors, both the municipal shelter and adoption centre can achieve the desired result of no more homeless pets.

This animal care initiative was discussed with two of the bidders for the current RFP. UAM currently maintains an adoption role within the current shelter and would not be interested in operating a cat adoption centre in addition to the adoption centre currently being operated at the shelter facility. PAWS is not interested in operating an adoption centre without substantial



funding which, in the opinion of City Administration, would be cost prohibitive and not in the best interest of London's taxpayers. As a result, Civic Administration is recommending that an RFP be issued for the operation and management of a City Cat Adoption Centre. The City would provide a mobile facility and operational funding which would in total not exceed \$600,000. The operational funding is proposed not to exceed \$200,000 annually.

Recommendation: that an enhanced model of animal care focusing on implementing a City Cat Adoption Centre be endorsed; and that a Request for Proposal be issued for the operation and management of the centre; and that \$400,000 be budgeted for the purchase of a mobile building and equipment; and that \$200,000 be budgeted for operational costs for the centre

Animal Shelter Metrics

Background and Details: Reducing the incidence of overpopulation in animal shelters and reducing euthanasia rates greatly depends on gathering and analyzing data about the magnitude, dynamics, and root causes of the overpopulation of animal shelters. Recently, advances in the collection and standardization of shelter data have enabled researchers to review and determine best practices of various animal welfare programs. Without such data, it is difficult to undertake program reviews and determine if public resources are being efficiently allocated. In an effort to implement program evaluation protocols, it is important to set goals and associated metrics for animal welfare services. Three key initiatives can over time produce a direct drop in shelters euthanasia rates: decline in the number of pets admitted; increase in the number of pets reclaimed; and an increase in the number of pets placed with new owners. The above discussion on animal care strategies will all contribute to one or more of these changes in an effort to reduce euthanasia rates.

Three main variables will be tracked as part of the metrics program:

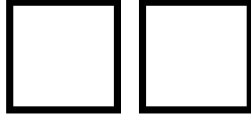
- shelter intake
- euthanasia
- live release rate

Shelter intake rates: it has been statistically proven that municipalities with shelters with high euthanasia rates usually have high intake rates (Appendix J). On a monthly basis, intake reports of community generated stray animals will be posted on the City's website. The goal is over time to reduce intake rates as a direct result of increased TNR and low cost spay/ neuter programs.

Euthanasia rates: there is a direct correlation between intake and euthanasia rates. Historically using per capita data has proven to be a valuable tool when measuring and comparing data among municipalities. For example, OMBI data is primarily "per capita based" and is used by many municipalities in Ontario (and now in Alberta and Saskatchewan) to compare municipal program achievements. Many shelters have adopted the per capita statistical data approach when releasing information on euthanasia rates. The Pets Per Thousand People (PPTP) ratio is an acceptable variable among many North American cities. For euthanasia rates, the number of euthanized animals per thousand residents annually is a common threshold for comparison purposes. Nevertheless, with enhanced animal welfare programs as described above, a municipality could strive towards a lower number as a goal moving forward.

Appendix K illustrates the euthanasia PPTP for several cities of varying populations. London's euthanasia for 2012 is 3.3 PPTP. Civic Administration proposes that a euthanasia goal of 2.0 euthanized PPTP by the end of year 3 of the contract, and 1.0 euthanasied PPTP by the end of year five of the contract be considered. Similar to shelter intake rates, reports will be posted on the City's website providing data on the euthanasia PPTP rates.

Live release rates: as noted above, there are direct correlations between euthanasia and intake rates and similarly there are correlations between live release rates and intake rates. With the introduction of enhanced animal care strategies, it is expected that live release rates will increase. A live release rate goal of 50% by the end of year 3 of the contract and 70% by



the end of year five should be considered. Similar to the live intake and euthanasia statistics, the live release rate will be publicly released on a monthly basis.

On an annual basis, Administration will report on the monthly intake, live release and euthanasia rates in relation to the goals set out in the contract. Administration may advise Council of program changes and/or additional funding requests if the goals are not being met or if the goals need to be revised.

Recommendation: that the following metrics be adopted as the City's goals for moving towards an animal welfare model focusing on animal care: euthanasia goal of 2.0 Pets Per Thousand People (PPTP) by the end of year three of the contract, and 1.0 euthanasia PPTP by the end of year five; a live release rate goal of 50% by the end of year three and 70% by the end of year five; noting that shelter statistics will be released monthly on the City's web site and that Civic Administration report annually to Council on the statistics and any recommended program changes and/or funding requests.

Joint Venture Partnership for Shelter Facility and adoption Centre

Background and details: Many municipalities the size of London have a municipal owned shelter and adoption facility. The City has the opportunity to consider a new modern shelter facility as part of expanding the program for Animal Welfare Initiatives. In response to the RFP, UAM has proposed the development of a new Shelter Facility for Stray and Impounded Animals through a joint venture between UAM and the City of London. The development of a new facility is beyond the scope of this RFP, however, it is worth considering this option as a long term goal. Subject to negotiated agreements, UAM is prepared to invest up to \$1M towards a new Shelter Facility for Stray and Impounded Animals.

A new facility would leave the municipality less vulnerable as there are very few qualified groups that have an appropriate zoned and operational facility, coupled with the knowledge and experience to effectively operate such a facility adhering to all the provincial legislations. It would also be worthwhile to explore the life cycle of other facilities involved in animal services and begin discussions on possible building partnerships. Several of the above recommendations take into consideration short to medium term solutions and the use of mobile buildings having regard to fiscal responsibility and a future vision of a multi-use joint venture animal welfare facility .

Recommendation: that consideration be given to initiating discussions on creating partnerships towards the development of a joint venture multi-use animal welfare facility to include centralized shelter, adoption, education and enforcement services.

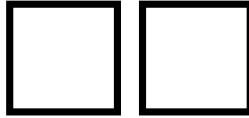
Financial Information

The proposed service delivery model includes the following service components:

- Pet Identification
- Animal Services Community Patrol (including parks patrol)
- By-law Enforcement
- Shelter Facility for Stray and Impounded Animals

The enhanced park patrol was outlined in the September 2013 RFP report:

There has been growing demand for animal control enforcement in City parks. LACC proposes to add a full time fully trained Animal Control Officer for the provision of regular patrol and by-law enforcement in Harris Park, Springbank Park, Gibbons Park, and Greenway Park and in other parks upon request. The service would be provided for 40 hours weekly. This Officer will provide all services as described for those performing regular Animal Services Community Patrol and By-law Enforcement.



The recommended total expenditure for the animal welfare services contract is \$2,263,663. This is a reduction from the total expenditure of \$2,927,081 reported to CPSC at the September 9, 2013 meeting.

There are two new enhanced animal care programs recommended to move London in a new direction of animal welfare services.

1. Enhanced Veterinarian Services - in order to implement this program, two funding requirements are necessary: \$300,000 for capital costs for the purchase of a mobile building and equipment, and \$125,000 for operational costs including the hiring of a City Veterinarian. There was no 2014 budget submission made for this enhanced service.
2. Adoption Centre Partnership - in order to implement this program, two funding requirements are necessary: \$400,000 for capital costs for the purchase of a mobile building and equipment, and \$200,000 for operational costs for the centre. The operational costs may be reduced as a result of the RFP submissions. There was no 2014 budget submission made for this enhanced service.

The City has recently received a HST tax rebate of \$244,000 for tax overpayment for animal licensing. Prior approval for capital funding for vehicles of \$23,000 was not spent. These funds totalling \$267,000 can be directly applied towards the capital costs of a mobile building and tangible assets for one of the above enhanced services.

Appendix L provides a summary of the proposed financial expenditures. Should Council wish to phase in the two new enhanced services, the priority enhancement would be the City veterinarian services program. This enhanced service will have a direct impact on reducing euthanasia. The cat adoption centre could be implemented in 2015 with an RFP issued in late 2014.

CONCLUSION

The recommended programs outlined in this report are based on a balanced model of animal care, animal control and fiscal responsibility. A ten point plan of animal care initiatives is proposed focusing on the following:

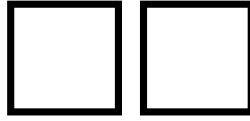
- Pet limits
- Keeping of newborns
- Fostering
- Microchipping
- Off leash parks
- Feral cat program
- Licensing rewards card
- Barn cat program
- Enhanced veterinarian services
- City adoption centre

Three key initiatives can over time produce a direct drop in shelters euthanasia rates: decline in the number of pets admitted; increase in the number of pets reclaimed; and an increase in the number of pets placed with new owners. The ten animal care strategies will all contribute to one or more of these changes in an effort to reduce euthanasia rates.

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PREPARED BY:	RECOMMENDED BY:
O. KATOLYK CHIEF, MUNICIPAL LAW ENFORCEMENT SERVICES	G. KOTSIFAS, P. ENG. MANAGING DIRECTOR, DEVELOPMENT & COMPLIANCE SERVICES AND CHIEF BUILDING OFFICIAL

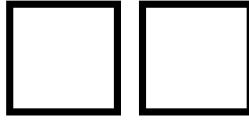
CC: Larry Palarchio
Anna Lisa Barbon
John Freeman



“APPENDIX - A”

Asilomar Accords - Guiding Principles

1. The mission of those involved in creating the Asilomar Accords is to work together to save the lives of all healthy and treatable companion animals.
2. We recognize that all stakeholders in the animal welfare community have a passion for and are dedicated to the mutual goal of saving animals' lives.
3. We acknowledge that the euthanasia of healthy and treatable animals is the sad responsibility of some animal welfare organizations that neither desired nor sought this task. We believe that the euthanasia of healthy and treatable animals is a community-wide problem requiring community-based solutions. We also recognize that animal welfare organizations can be leaders in bringing about a change in social and other factors that result in the euthanasia of healthy and treatable animals, including the compounding problems of some pet owners'/guardians' failure to spay and neuter; properly socialize and train; be tolerant of; provide veterinary care to; or take responsibility for companion animals.
4. We, as animal welfare stakeholders, agree to foster a mutual respect for one another. When discussing differences of policy and opinion, either publicly or within and among our own agencies, we agree to refrain from denigrating or speaking ill of one another. We will also encourage those other individuals and organizations in our sphere of influence to do the same.
5. We encourage all communities to embrace the vision and spirit of these Accords, while acknowledging that differences exist between various communities and geographic regions of the country.
6. We encourage the creation of local "community coalitions" consisting of a variety of organizations (e.g., governmental animal control agencies, nonprofit shelters, grassroots foster care providers, feral cat groups, funders and veterinary associations) for the purpose of saving the lives of healthy and treatable animals. We are committed to the belief that no one organization or type of organization can achieve this goal alone, that we need one another, and that the only true solution is to work together. We need to find common ground, put aside our differences and work collaboratively to reach the ultimate goal of ending the euthanasia of healthy and treatable companion animals.
7. While we understand that other types of programs and efforts (including adoption, spay and neuter programs, education, cruelty investigations, enforcement of animal control laws and regulations, behavior and training assistance and feral cat management) play a critical role in impacting euthanasia figures, for purposes of this nationwide initiative we have elected to leave these programs in the hands of local organizations and encourage them to continue offering, and expanding upon, these critical services.
8. In order to achieve harmony and forward progress, we encourage each community coalition to discuss language and terminology which has been historically viewed as hurtful or divisive by some animal welfare stakeholders (whether intentional or inadvertent), identify "problem" language, and reach a consensus to modify or phase out language and terminology



accordingly.

9. We believe in the importance of transparency and the open sharing of accurate, complete animal-sheltering data and statistics in a manner which is clear to both the animal welfare community and the public.

10. We believe it is essential to utilize a uniform method for collecting and reporting shelter data, in order to promote transparency and better assess the euthanasia rate of healthy and treatable animals. We determined that a uniform method of reporting needs to include the collection and analysis of animal-sheltering data as set forth in the "Animal Statistics Table." These statistics need to be collected for each individual organization and for the community as a whole and need to be reported to the public annually (e.g., web sites, newsletters, annual reports). In addition, we determined that each community's "Live Release Rate" needs to be calculated, shared and reported annually to the public, individually by each organization and jointly by each community coalition. Both individual organizations and community coalitions should strive for continuous improvement of these numbers. The "Animal Statistics Table" and formulas for calculating the "Live Release Rate" are set forth in Section IV of these Accords.

11. We developed several standard "definitions" to enable uniform and accurate collection, analysis and reporting of animal-sheltering data and statistics. We encourage all communities to adopt the definitions which are set forth in Section III, and implement the principles of these Accords.

12. While we recognize that many animal welfare organizations provide services to companion animals other than dogs and cats, for purposes of this nationwide initiative we have elected to collect and share data solely as it relates to dogs and cats.

13. We are committed to continuing dialogue, analysis and potential modification of this vision as needs change and as progress is made toward achieving our mission.

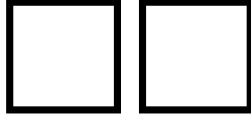
14. Those involved in the development of the Asilomar Accords have agreed to make a personal commitment to ensure the furtherance of these accords, and to use their professional influence to bring about a nationwide adoption of this vision.

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“APPENDIX - B”

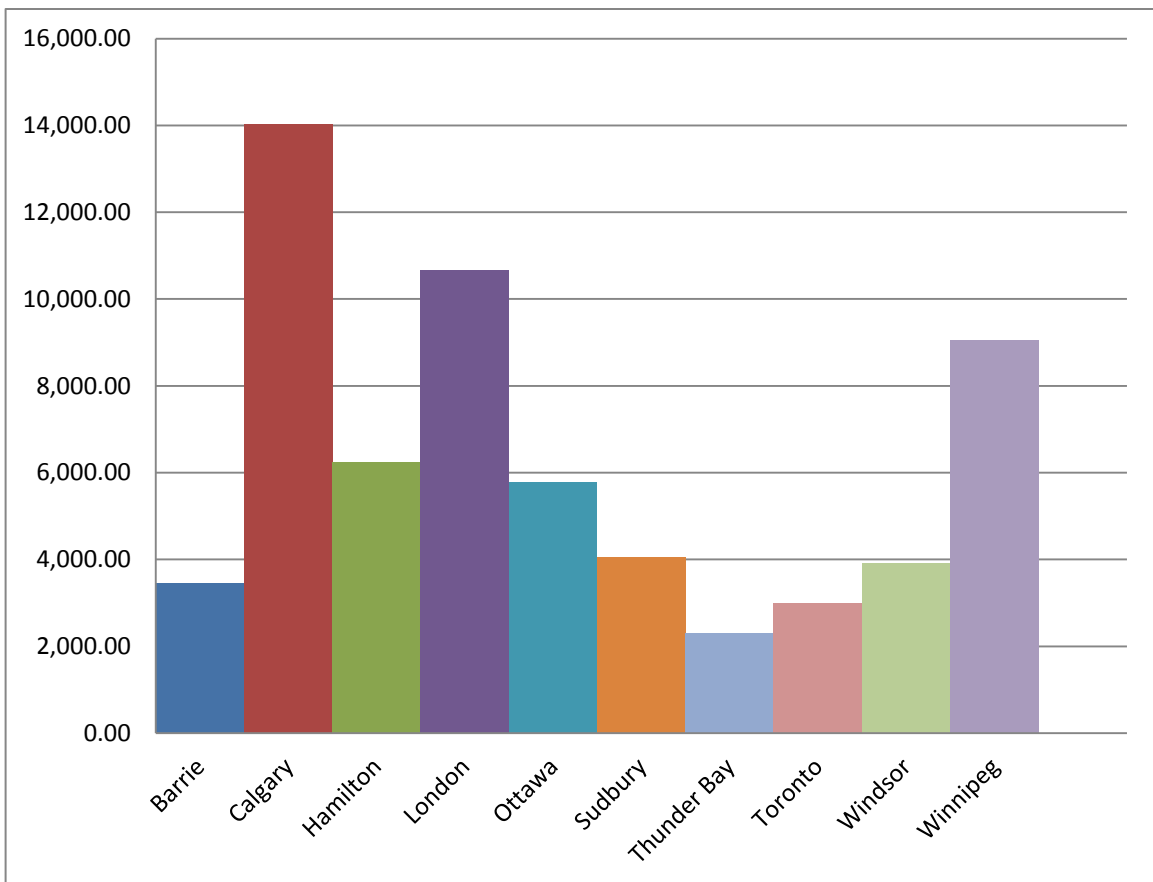
**Ontario Municipal Benchmarking Initiatives (OMBI)
2012 Animal Control Operating Costs**

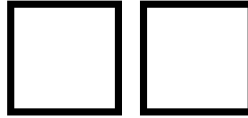
<u><i>Municipality</i></u>	<u><i>Operating Cost</i></u>
<i>Barrie</i>	\$658,697
<i>Calgary</i>	\$6,152,662
<i>Hamilton</i>	\$3,943,002
<i>London</i>	\$2,298,038
<i>Ottawa</i>	\$2,794,761
<i>Sudbury</i>	\$507,590
<i>Thunder Bay</i>	\$333,540
<i>Toronto</i>	\$15,361,480
<i>Windsor</i>	\$1,411,770
<i>Winnipeg</i>	\$2,958,805



“APPENDIX - C”

**(OMBI) 2012 Municipal Comparisons of Animal Licences Issued
Per 100,000 Population**

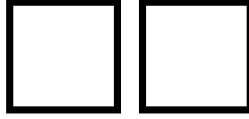




“APPENDIX - D”

Municipal Comparison of Pet Limits

Municipality	Cats	Dogs	Combinations	Total
Brampton	6	3		9
Burlington	4	4	Four animals total (any combination of 4)	4
Cambridge	5	3		8
Kitchener	n/a	3		3+
Mississauga	4	4	Four animals total (any combination of 4)	4
Oshawa	6	3		9
Ottawa	5	3		8
Toronto	6	3	Six animals total but no more than 3 dogs	6
Waterloo	n/a	3		3+
Windsor	4	3		7
London proposed	6	3	6 Six animals total but not more than 3 dogs	

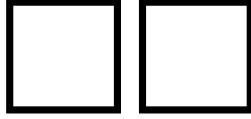


“APPENDIX - E”

Municipal Comparisons of Keeping of New Borns
 (age at which a cat or dog must be registered)

Municipality	Cats	Dogs
Brampton	2 months	3 months
Burlington	2 months	2 months
Cambridge	4 months	3 months
Kitchener	n/a	3 months
Mississauga	once weaned	once weaned (policy)*
Oshawa	3 months	3 months
Ottawa	5 months	5 months
Toronto	3 months	3 months (policy)*
Waterloo	n/a	3 months
Windsor	4 months	4 months
<i>London proposed</i>	<i>6 months</i>	<i>6 months</i>

* means that the by-law does not regulate, however internal policy is in place



“APPENDIX - F”

Fostering of Cats/Dogs

What are other Municipalities Doing and what could London do?

Foster Volunteer Requirements:

- Volunteers must be 18 years of age or older.
- Volunteers with pets must show proof of spay or neuter and current vaccinations.
- Volunteers must have a separate room to isolate a foster animal.
- Volunteer must have time to care for foster animals.
- Volunteers must have access to a vehicle.
- Volunteers must abide by the foster agreement signed upon joining the program.
- All Foster Volunteers must attend a general and foster orientation.

Steps to Becoming a Foster Volunteer:

- Complete the Foster Volunteer Application located on the City of London Animal Services webpage (with links on other shelters/adoption centre websites).
- Send the application via email to fosterregistry@ottawa.ca
- Volunteers suitable for the program will be contacted for an interview.
- Following the interview, all foster volunteers will be asked to complete a criminal record check and scheduled for an orientation.

Above was taken from the Ottawa Humane Society.

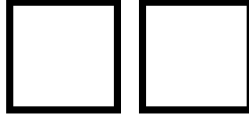
Other best practices reviewed (Calgary, Winnipeg, Toronto, and London Humane Society)

A proposed by-law to regulate animal foster homes may include:

Animal Foster Home will need to be defined ensure that fosters will only be recognized as such if they are affiliated with a recognized rescue and must be included on the municipal foster home registry

Regulations of the by-law may include:

- a foster home will not operate in contravention of any animal control or licensing by-law
- if complaints of by-law contraventions are found to be valid the Manager of Licensing and Municipal Law Enforcement Services will have the authority to remove the foster from the registry and revoked the foster status
- only registered foster homes will be exempt of the pet limitations set out in By-laws PH-3 and PH-4
- every foster animal will be licensed and registered to the foster home free of charge for a period of up to 12 months, following the 12 month fee exemption period if the animal remains in foster care the required licensing fee will be paid by the foster or rescue
- every animal must be displayed for adoption within 6 months of being registered with the foster



- at the time of adoption the foster or rescue will notify the keeper of the foster home registry of the transfer to a permanent home; and at that time the new owner identification and contact information must be provided so that upon renewal of the license the municipality (or service provider) can forward to renewal notice to the pet owner
- before the animal is permitted to be adopted it must be vetted and have been spayed or neutered
- foster homes that are operated by a renter/tenant must provide the keeper of the registry with the written consent of the property owner prior to being approved and included on the registry
- it will be the foster operators responsibility to ensure that precautionary measures are in place to ensure public safety where there are foster animals being rehabilitated due to behavioural concerns or aggressive tendencies
- the foster operator must consent to unannounced inspections that may be conducted between 10:00 a.m. and 8:00 p.m. by the City of London's Animal Welfare Coordinator
- should the City of London's Animal Welfare Coordinator deem the premise unfit for proper animal care the foster will be removed from the registry by the Manager of Licensing and Municipal Law Enforcement Services and the foster status will be revoked
- in the event that a neighbour maintains that the foster is a nuisance it will be the responsibility of the City of London's Animal Welfare Coordinator to review the circumstances, mediate when possible, and if necessary provide reasons for, and recommend that the Manager of Licensing and Municipal Enforcement Services remove the premise from the foster registry, revoking the foster status
- should a foster home be removed from the registry the operator will be required to surrender the foster animals within the number of days specified in a written notice, forwarded by the Manager of Licensing and Municipal Enforcement Services (or his/her designate) or upon the request of the London Humane Society, London Police Services, or Middlesex London Health Unit.

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“APPENDIX - G”

Licensing Rewards Program



Pet Rewards Card – Licensed

Nov 7, 2013 Ver. 2F

Note – this is a draft version and the reverse side of the card will state:

“For the complete list of participating businesses/services and offers please visit

www.london.ca/petrewards

London appreciates your support”

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“APPENDIX - H”

Barn Cat Programs

Brampton Animal Services

Barn Cat Adoption Program



Adopt a Barn Cat

If you have a barn, stable or farm, you can help save a cat!
Barn cats can help you:

- Decrease rodent population without using poison
- Keep rodents out of your feed
- Lower potential for disease

Thank you for considering one of our cats for your farm.

We are looking for cat lovers who have a barn or other secure outdoor structure and are interested in adopting cats that prefer not to be confined to a house. The cats available for the barn program are considered to be poor house adoption candidates generally due to previously being outdoor cats or the lack of ability to adjust to living in the shelter. The cats available are social and can be handled.

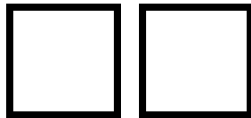
Prior to adoption, all the cats will be spayed/neutered, dewormed and vaccinated for FVRCP and rabies. There is no fee for adopting our barn cats but a donation is appreciated to cover the cost of medical treatment.

If at any time you cannot care for the cat or find it an alternative home, it can be returned to the shelter.

Hamilton Burlington SPCA

BARN BUDDIES

From time to time, the HBSPCA receives cats that are not appropriate for adoption into a home environment for numerous reasons:



- Their litter box habits are subpar
- They are feral or under socialized and prefer little or no contact with humans
- They are too independent and adventurous to appreciate an indoor cat's lifestyle

Through the Barn Buddies program, we are able to place these cats into secure outdoor locations such as barns, warehouses and other buildings where they will get the care they deserve and **provide benefits to the property owner such as rodent control!**

About the cats:

- Prior to adoption, the cats will be spayed/neutered, examined by a veterinarian, Rabies-vaccinated, micro-chipped, de-wormed and treated for ear-mites and fleas

What the adopter provides:

- A warm, dry secure building for the cat(s) to live in
- Constant supply of food and fresh water
- Provide regular veterinary care and vaccinations
- Confinement training for first 3-4 week following adoption
- Adopters take full responsibility for the cats for their lifetime, including finding suitable arrangements for the cats should the adopter decide to move

How the program works:

- Complete the **Barn Buddies Adoption Application** and return it to the HBSPCA via email: info@hbspca.com , fax: 905-574-9087 or regular mail: 245 Dartnall Road Hamilton, ON L8W 3V9
- The price to adopt through the Barn Buddies program is \$35.00
- Once your application has been processed, we will call to schedule a tour of your property to ensure it is an appropriate setting for our animals
- When we have an appropriate cat in the shelter, we will contact you. Due to limited space in the shelter, we ask that you pick up your new barn cat within 72 hours.

Kingston Humane Society

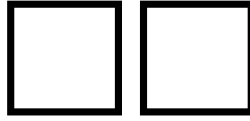
Barn Cat Adoption Program - Free

Category: [News Brief](#)
 Last Updated: June 30, 2012

The Kingston Humane Society has developed a Barn Cat Adoption Program to help the cats that cannot be adopted out as house pets. The types of cats that would be candidates for this program would be cats that are not capable of using the litter boxes, cats that are too independent or feral, as well as cats that are fearful of people. The adoption of barn cats is free for the adoptee and they are already spayed/neutered and have had vaccines/de-worming.

To be a qualified adopter you must have secure, safe, and warm outdoor shelter; a barn or stable, provide daily food and water, and veterinary care as needed. Through having a barn cat from the Kingston Humane Society you will notice your barn cat will keep down the rodent population and you don't have to worry about endless litters of kittens.

The shelter will not adopt out cats that are suitable to be house pets to barns. These cats will have no other place to go and time is limited for these furry felines so please if you are interested and can provide the proper shelter please contact our Adoptions Coordinator at 613-546-1291 ext. 101.



“APPENDIX - I”

Adoption Centres/Sanctuaries

Richmond BC

In Richmond British Columbia, Richmond Animal Protection Society (RAPS) built and operates the largest cat sanctuary in North America in an effort to provide care and shelter for numerous homeless cats and kittens. The RAPS sanctuary is funded by private donations and through the revenue generated by the Richmond Animal Society Thrift Store.

<http://www.rapsociety.com>

Calgary AB

The model of animal services in the City of Calgary, where animals are transferred to the Calgary Humane Society is similar to that proposed for London. The City of Calgary in 2010 allocated just under \$260,000.00 for the management of approximately 6500 animals of which 2786 are strays.

<https://www.calgaryhumane.ca/sslpage.aspx?pid=291>

<http://issuu.com/calgaryhumane/docs/2012-chs-annual-report/11?e=0> (page 7 and 13)

St. Thomas ON

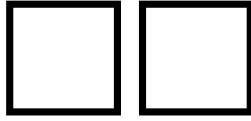
Animal Aide, located amongst the store fronts on the main street in St. Thomas, is a volunteer-run non-profit organization and has been a well established animal welfare group in Elgin County since 1993. Their primary focus has been on rescuing, fostering and re-homing cats. Animal Aide has cage space for 100 pets at the private shelter and has additional capacity of approximately 100 pets through foster care. Typically, they take as many as 500-650 pets per year. The organization has 1 part-time paid employee. Animal Aide receives funding through donations, adoption fees, proceeds from their retail store, Tabby's Treasures, which is located next to their cat adoption centre, and a small stipend from the City of St. Thomas. Animal Aide has actively liaised with local animal care providers and the shelter operators of the City of St. Thomas' Animal Control Services, in an effort to maintain and improve the animal control bylaws and interim care and placement processes of stray, abandoned and surrendered animals.

<http://www.animalaide.org>

St. Thomas ON

Pet Friends 4 Life in is a private charity that operates a 9000 sq. ft. shelter just off the main street, but still within the core of St Thomas. The shelter capacity accommodates up to 120 free roaming cats. This is an open-concept shelter without cages with the exception of an isolation ward. The cats are free to roam and exhibit the behaviours that are normal for cats thus reducing stress. In 2012 Pet Friends 4 Life sheltered approximately 300 cats throughout the year. Pet Friends is a volunteer run facility with no paid staff.

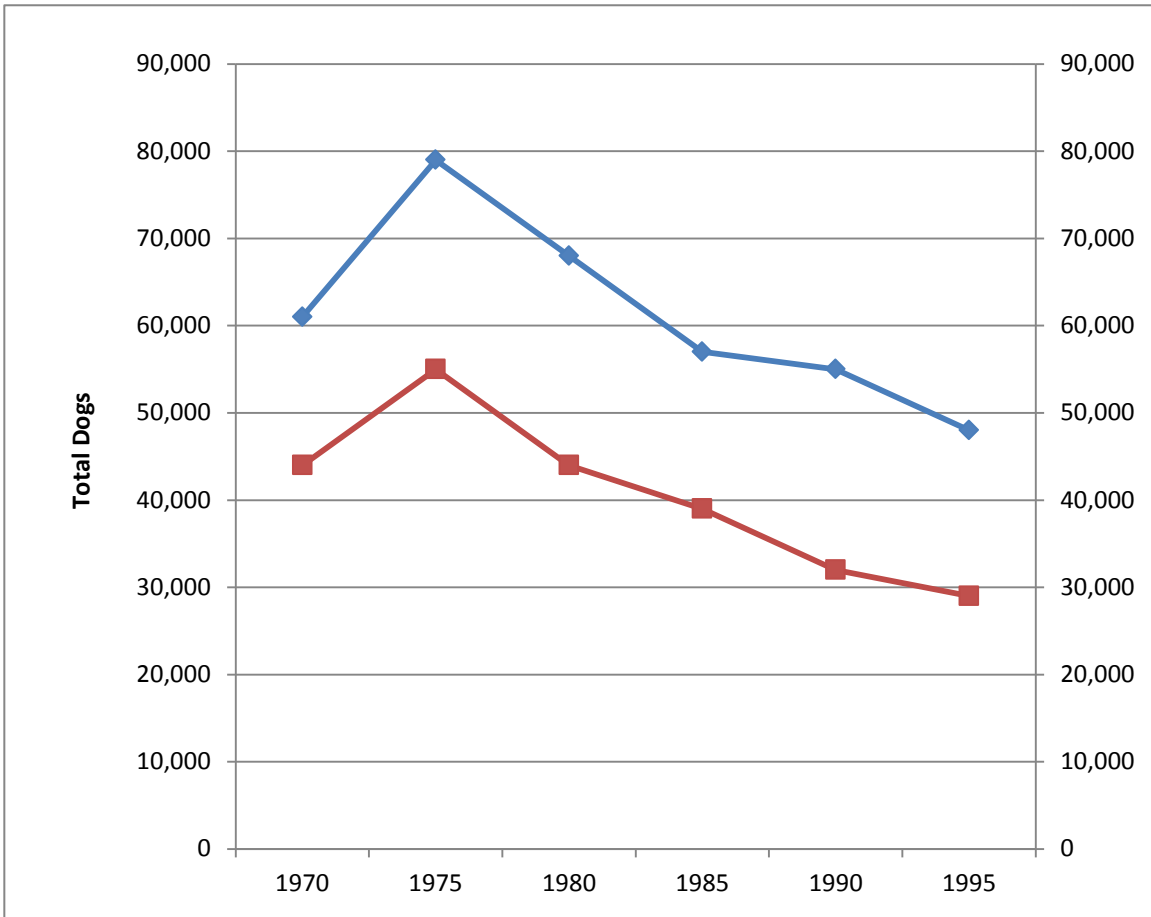
www.petsfriends4life.org



“APPENDIX - J”

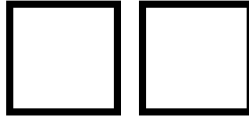
Shelter Statistics

1970 - 1995 California Animal Control Agency
Canine Intakes & Euthanasias



Correlation Between Intake & Euthanasia = .981

- Intake rate
- Euthanasia rate



“APPENDIX - K”

Animal People Euthanasia Rates 2011-2012 (population over 100,000)

City	Animals euthanized per 1000 people	Year	1000s of people	Animals Euthanized
New York City NY	0.8	2013	8,336	6,872
Yavapai County AZ	0.8	2013	154	134
San Francisco CA	1.6	2012	826	1,324
Marion County IN	1.7	2011	452	839
Springfield MA	1.9	2011	102	243
Dane County WI	2.2	2012	503	1,092
Tompkins County NY	2.4	2011	102	243
Reno/ Washoe County NV	2.8	2012	430	1,224
Portland/Multnomah OR	2.9	2012	2,226	6,405
London ON	3.3	2012	370	1,219
Chicago IL	3.5	2012	2,714	9,589
Buffalo/ Erie County NY	3.6	2012	919	3336
Jacksonville FL	4.0	2013	837	3,388
Orange County CA	4.2	2012	3,090	13,049
Los Angeles City CA	4.6	2013	3,857	17,705
Miami/Dade FL	4.8	2012	2,591	12,455
Santa Clara City CA	5.1	2011	1,784	9,122
Tampa/Pinellas FL	5.2	2012	2,199	11,534
Broward County FL	5.5	2011	1,748	11,900
San Diego City/ County CA	5.6	2012	3,177	17,823
Houston TX	5.7	2012	2,160	12,245
Monroe County NY	6.2	2011	734	4,556
Milwaukee County WI	6.9	2011	948	6,558
Wake County NC	7.3	2012	901	6,560
Philadelphia PA	7.7	2012	1,547	11,906
Cleveland OH	7.8	2012	397	3,085
Palm Beach FL	8.3	2011	1,320	11,003
Contra Costa County CA	8.4	2011	1,052	8,829
Omaha NE	8.9	2011	676	5,987
Alachua County FL	9.1	2011	251	2,283
Houston TX (metro area)	9.5	2011	5,946	56,250
Pasco County FL	9.7	2011	465	4,500
San Antonio TX	9.8	2012	1,383	13,559
Alameda County CA	10.5	2011	746	7,805
Calhoun City MI	11.6	2011	136	1,584
Charlotte/ Mecklinberg NC	11.8	2012	944	11,144
Phoenix/Maricopa AZ	11.8	2011	3,942	46,451
Dayton/Montgomery OH	11.9	2011	535	6,384
Cincinnati OH	13.1	2011	802	10,502
Mobile AL	13.4	2012	195	2,622
Las Vegas/Clark City NV	14.0	2011	2,036	28,505
Prince George MD	14.2	2011	871	6,111
Orlando//Orange City FL	15.3	2011	1,146	17,555
Las Cruces NM	15.5	2011	214	3,322
Dallas TX	16.2	2011	1,241	20,051
Madison County AL	16.6	2011	320	5,329
Baldwin County AL	18.7	2011	183	3,428
Seaca CA	21.3	2011	830	17,641

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