

TO:	CHAIR AND MEMBERS PUBLIC SAFETY COMMITTEE MEETING ON JANUARY 24, 2012
FROM:	JAY STANFORD, M.A.; M.P.A. DIRECTOR, ENVIRONMENTAL PROGRAMS & SOLID WASTE
SUBJECT:	EXPANDING THE SCOPE OF ANIMAL WELFARE INITIATIVES – SHORT AND LONGTERM ANIMAL SHELTER SOLUTIONS

RECOMMENDATION

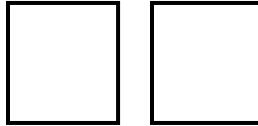
That, on the recommendation of the Director – Environmental Programs & Solid Waste, the following actions **BE TAKEN**:

- (a) the Civic Administration **BE DIRECTED** to focus its short term municipal animal shelter solutions (2 to 4 years) on smaller facilities with a focused attention on immediate needs such as:
 - increasing the number of spayed/neutered animals in particular cats
 - increasing locations to adopt animals
 - increasing the space to reunite more stray animals with their owners
 - increasing the space available for cats;
- (b) the Civic Administration **BE DIRECTED** to continue to examine the role of a large scale municipal animal shelter in both a local and regional context, noting that the Corporation of the City of London does not have capital funds set aside in 2012 or currently within the 10 year capital fund forecast;
- (c) the Civic Administration **BE DIRECTED** to no longer explore a 100% municipally owned animal shelter at this time; and
- (d) the Civic Administration **BE DIRECTED** to include the final Council Resolution and this Public Safety Committee report in the Request for Expression of Interest (REOI) for service providers interested and qualified to perform animal services activities that will be released in the month of February 2012.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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Relevant reports that can be found www.london.ca (go to City Hall, Meetings) include:

- Next Steps - Addressing Public Comments and Direction – Expanding the Scope of Animal Welfare Initiatives, Community & Neighbourhoods Committee (CNC), October 18, 2011, Agenda Item #18
- Status – Addressing Public Comments and Direction – Expanding the Scope of Animal Welfare Initiatives, Community & Neighbourhoods Committee (CNC), September 27, 2011, Agenda Item #6
- The 13th Report of CNC, July 19, 2011, submitted to Municipal Council on July 25, 2011 Agenda Item #19 (contains comments from the Public Participation Meeting on July 19, 2011)
- Public Participation Meeting on Expanding the Scope of Animal Welfare Initiatives as Part of the City’s Animal Services Program, CNC, July 19, 2011, Agenda Item #22
- Expanding the Scope of Animal Welfare Initiatives as Part of the City’s Animal Services Program, CNC, June 14, 2011, Agenda Item #25
- Update on Major Upcoming Committee Reports and Major Council Approved Projects, CNC Meeting, February 1, 2011, Agenda Item #4
- Updates on Requests, New Initiatives and Priorities for Animal Care, Control & Welfare in the City of London, Environment & Transportation (ETC) Meeting, February 8, 2010, Agenda Item #8



BACKGROUND

PURPOSE:

The purpose of this report is to address Council direction from the October 24, 2011 resolution relating to the following:

- the Civic Administration **BE DIRECTED** to examine short and long-term shelter solutions in other jurisdictions using different models such as public/private partnerships, public/not-for-profit partnerships, privately and publicly owned options, and report on these details to CNC in November 2011;

To address this direction, the discussion and analysis is divided into several sections with additional information contained in two appendices:

1. High Priority Challenges for Animal Services in London – Focus on Municipal Animal Shelters
 2. General Types of Animal Shelter Arrangements Used by Municipalities
 3. City of London Current Involvement with an Animal Shelter
 4. Capital Cost Range for Animal Shelters
 5. The Next Steps for London – Matching Challenges with Animal Shelter Solutions
- Appendix A: Extracts from the Current City of London Specifications for Pound (Shelter) Services as Required Under Contract
 - Appendix B: Previously Reported Information on Selected Animal Shelters Serving Municipalities

CONTEXT:

City of London Vision and Mission Statements for Animal Services	
<i>The Vision:</i>	London, a city where all pets have a caring, respectful and responsible home.
<i>The Mission:</i>	To increase awareness, partnerships & community capacity building by: <ol style="list-style-type: none"> 1. Ensuring by-laws protect and support Londoners, visitors and companion animals, 2. Promoting responsible actions for individuals, families and organizations, and 3. Supporting community animal welfare initiatives.

On June 14, 2011, City staff presented a report entitled Expanding the Scope of Animal Welfare Initiatives as Part of the City’s Animal Services Program to the Community & Neighbourhoods Committee (CNC). The presentation and discussion resulted in Council approval of a number of matters including:

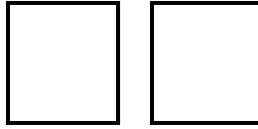
- a timetable for upcoming activities including the development of request for expressions of interest (REOI),
- hold a Public Participation Meeting to receive input on the report, and
- focus on key areas including spay/neuter programs, community adoption programs and animal foster and adoption facility or facilities.

On July 19, 2011 a Public Participation Meeting (PPM) was held before CNC to receive input regarding the City staff report entitled Expanding the Scope of Animal Welfare Initiatives as Part of the City’s Animal Services Program. Further Council direction in October 2011 has included the request for this report.

DISCUSSION:

1. **High Priority Challenges for Animal Services in London – Focus on Municipal Animal Shelters**

As noted above, a key purpose of this report to the Public Safety Committee (the new Standing Committee of Council that has responsibility for animal service matters) is to provide commentary and advice on the short term and long term role of an animal shelter or shelters and then ultimately focus this discussion on what is best for London. Many details on this matter have been tabled in previous committee reports and submissions by others as part of the



broader discussion on expanding the scope of animal welfare initiatives that has been ongoing in London for several years. Additional research and report review has been undertaken. As noted in the October 11, 2011 staff report, many variables come into play when considering a municipal animal shelter strategy, including:

- caring for and reuniting homeless pets with their owner
- reducing or increasing municipal taxpayer cost
- accessing new sources of funds and new specialized skills
- enhancing revenue opportunities
- obtaining private or not-for-profit investment in a facility used by the public
- sharing risk and responsibility with partners
- allocating risks to the party best equipped to manage them
- maximizing public, not-for-profit and/or private sector human resources and intellect, and
- increasing efficiency and effectiveness in design, project delivery and operations

Considering these variables, City staff posed these important questions:

1. What are the highest priorities with respect to animal welfare for cats and dogs in London?
2. What is the role or roles for a municipal animal shelter or shelters in addressing these priorities?
3. Is there a need for shorter term solutions and longer term solutions for municipal animal shelters?
4. How does available and future municipal and other financing impact these decisions?

Each question is addressed below:

1. What are the highest priorities with respect to animal welfare for cats and dogs in London?

This has been documented in previous staff reports and other community submissions. There is a long list of priorities and sub-priorities. To simplify, staff have selected what we believe are the top four priorities for cats and dogs.

Cats

- i. *The number of cats – overpopulation – the need for increased (affordable) spay/neuter programs and spay/neuter facilities for cats*

Cats are very prolific breeders and the majority of cities across North America have challenges managing unwanted cats, stray cats, community cats and wanted cats but with owners that have affordability challenges. Spay/neuter is the most important and the most proactive approach to curbing the population growth of cats. A high volume spay neuter approach is the only method that will outpace the prolific reproduction of the cat population.

- ii. *Visibility and call to action to adopt available cats - the need for increased adoption facilities*

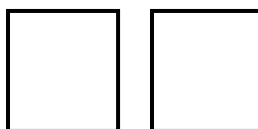
Even if a high-volume spay neuter facility or facilities become available, it will take time for this initiative to have any significant impact on the number of cats in the community. Increased use of foster homes will assist. However, there is a need to examine sheltering solutions specific to cats, especially the ones that are less likely to be adopted.

- iii. *Cats need identification – it is the best way for a lost cat to get home*

Cats become lost, cats “escape” from home, cats don’t always find their way back home especially ones that do not frequent the outdoors. The fact is animal shelters often contain cats that have been cared for and the owner stops looking for their cat. It is the law in London, as in many municipalities in Ontario, and has been recognized as a key component of a responsible pet ownership program

- iv. *Social attitudes towards cats – some people in society view cats as disposable*

Cats need caring homes just like dogs. Most importantly, owning a cat should be a lifetime commitment not a spur of the moment decision. Responsible ownership or guardianship for cats must be understood. Education is key in this regard.



Dogs

i. Adherence to Bylaws and Proper Dog Ownership Etiquette

Some dog owners are unaware or neglectful of their responsibilities to their dog or allow their dogs to annoy their neighbours, others in the community, etc. This can result in dog bites, threats to people or animals, damage or contamination of property, abuse or neglect of dogs and other consequences. The solution involves effective by-laws, education and appropriate enforcement that encourages responsible dog ownership. In London, there is an increasing need for enforcement in public parks, off-leash dog areas, especially concerning ‘dogs at large’ complaints and complaints regarding the failure to pick up after their dog.

ii. Responsible dog ownership – how to make this the highest priority?

Many problems associated with dog ownership could have been prevented if owners had the information and tools that allow them to consider some of the following:

- Do you have the time for a dog?
- Matching person to the breed of dog (energy level, expectation, conviction, etc)
- Training
- Behaviour modification
- Bite prevention

More education is needed to help pet owners and the general public better understand the behaviour and needs of their pet.

iii. Re-homing unwanted dogs - the need for increased adoption facilities

The number of dogs that do not find a new home is much lower than cats. However, the care, promotion and matching an unwanted dog with a new owner can be more challenging and more expensive than a cat.

iv. Irresponsible breeders – the need for new controls, penalties and education

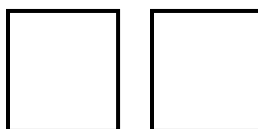
Many problems associated with behaviour and health can be linked back to poor breeding practices. Unfortunately, there is very little to no support for the unsuspecting owners of these dogs. Although Puppy Mills are often targeted by public officials when it comes to breeding practices, the ‘backyard breeders’ or indiscriminate breeder are often ignored, even though more puppies are produced in this environment. Minimum standards for care, vaccinations and record keeping requirement need to be in place and utilized by all forms of breeders.

2. What is the role or roles for a municipal animal shelter or shelters in addressing these priorities?

To address this question, the 8 priorities have been listed on Table 1 along with commentary. In some cases a municipal animal shelter could have a very minor role in the priority such as the delivery of educational initiatives or no role at all. With respect to spay/neuter facilities, a shelter can house the required surgical area for this operation. Alternatively, an entirely different location or locations for spay/neuter services can exist.

Table 1: Animal Welfare Priorities and the Role of a Shelter

Priority Initiatives for City of London	What is the role or roles for a municipal animal shelter or shelters in addressing these priorities?	Are there other shelter or facility solutions?
Cats		
<i>i.</i> The number of cats – overpopulation – the need for increased (affordable) spay/neuter programs and spay/neuter facilities for cats	A shelter should be designed to serve strays cats and include spay/neuter for any cat to be adopted	Yes, a separate existing or new facility or facilities that focuses on spay/neuter and related matters
<i>ii.</i> Visibility and call to action to adopt available cats - the need for increased adoption facilities	A single municipal animal shelter does not increase visibility in the community	Yes, many locations to showcase cats for potential adopters and to house cats in the interim is desirable



Priority Initiatives for City of London	What is the role or roles for a municipal animal shelter or shelters in addressing these priorities?	Are there other shelter or facility solutions?
iii. Cats need identification – it is the best way for a lost cat to get home	No direct role with cat identification, other than co-location of activities	No direct role with cat identification ,other than co-location of activities
iv Social attitudes towards cats – some people in society view cats as disposable	No direct role with cat education, other than co-location of activities	No direct role with cat education, other than co-location of activities
Dogs		
i. Adherence to Bylaws and Proper Dog Ownership Etiquette	The municipal animal shelter is a key component for the placement of impounded dogs	Another shelter could be used provided it met all Provincial, Federal and local by-laws
ii. Responsible dog ownership – how to make this the highest priority?	No direct role with dog education, other than co-location of activities	No direct role with dog education, other than co-location of activities
iii. Re-homing unwanted dogs - the need for increased adoption facilities	A shelter should be designed to serve strays dogs and include spay/neuter for any dog to be adopted	Yes, a separate existing or new facility or facilities that focuses on spay/neuter and related matters
iv. Irresponsible breeders – the need for new controls, penalties and education	No direct role with a municipal animal shelter	No direct role with a municipal animal shelter

3. Is there a need for shorter term solutions and longer term solutions for animal shelters?

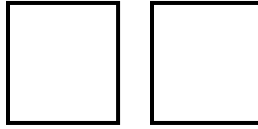
A municipal animal shelter has a number of roles to play in a municipality:

- An animal shelter provides a safe and caring environment for stray animals. A stray animal is one that could be lost and has become stray or may have been abandoned. Often pets will be surrendered as strays because the owner no longer wants them. Abused or neglected animals are generally not included in this definition as humane societies are involved in these matters.
- Missing pets often end up in shelters as well. If they have pet identification, they are easily reunited with their owner.
- Shelters give animals a second chance to find stable loving homes through various adoption programs.

What is important to note is that many animal welfare initiatives are designed to reduce the role for a municipal animal shelter such as spay/neuter programs, pet identification programs, responsible pet ownership programs such as “what you need to know about owning a cat or dog.”

Experience suggests that a comprehensive animal services program combines multiple programs together; some delivered by the municipality, some by other agencies, and some delivered by other organizations. As reported previously by City staff, there is general agreement in London that the following 10 areas are the foundation of a comprehensive Animal Services Program:

1. Valued Services & Community Compassion
2. Animal Welfare
3. Education & Awareness
4. Monitoring, Analysis & Public Reporting
5. Community Partnerships
6. Pet Identification
7. Community Patrol
8. By-law Enforcement
9. Shelter Facility
10. Fostering & Adoption Facility or Facilities



To specifically answer the above question, there is a need to look at shorter term solutions for a municipal animal shelters because many of the other animal welfare initiatives are designed to reduce the number of animals entering a municipal animal shelter. The longer term solution may not be to have, for example, a large municipal animal shelter that is common in most municipalities because other initiatives have worked to reduce the intake numbers of stray and abandoned animals.

4. How does available and future municipal and other financing impact these decisions?

Municipal financing from taxes and pet licensing is key in all these decisions. What becomes very important is matching priorities with available funding and future funding. It must be recognized that the following situations can occur:

- Funding allocation challenges across animal welfare initiatives (non-facility),
- The growth in available funding from non tax sources such as increased licensing fees, and
- Larger animal welfare investments such as an animal shelter taking a larger portion of available funds that may be limited.

Available funding becomes an important decision point when examining shorter term and longer term solutions with respect to a municipal animal shelter.

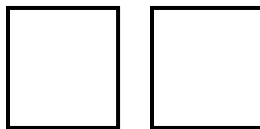
2. General Types of Animal Shelter Arrangements Used by Municipalities

In Ontario, there are about 170 animal shelters that serve municipalities. Shelters that serve municipalities generally fall into 1 of 5 ownership/operation models. A brief description of each model has been provided below to assist with an understanding of the key and subtle differences between the various models. The first three categories are generally the most common models utilized by municipalities:

1. Publicly owned and operated by a private or non-profit service provider.
This refers to a municipality that owns an animal shelter but contracts the operations to another service provider that must comply with all terms and conditions of operating a shelter (e.g., provincial laws) and any specific municipal by-laws. The service provider could be a private business or a non-profit organization.
2. Publicly owned and operated by a public service provider.
This refers to a municipality that owns and operates an animal shelter with public sector employees. All terms and conditions of operating a shelter (e.g., provincial laws) and any specific municipal by-laws must be met.
3. Privately owned and privately operated
This refers to a municipality that contracts for animal shelter services to another service provider. The service provider could be a private business or a non-profit organization. All terms and conditions of operating a shelter (e.g., provincial laws) and any specific municipal by-laws must be met.
4. Public/private partnerships with specific operational strategies.
This refers to a municipality that obtains a specified role in the animal shelter (e.g., undertakes or administers specific tasks, provides partial shelter financing, etc.) and contracts other aspects to a private business.
5. Public/not for profit partnerships with specific operational strategies.
This refers to a municipality that obtains a specified role in the animal shelter (e.g., undertakes or administers specific tasks, provides partial shelter financing, etc.) and contracts other aspects to a not for profit organization.

3. City of London Current Involvement with an Animal Shelter

The City of London has not owned or operated an animal shelter for at least 35 years and likely much longer. The City uses the services of a provincially regulated shelter owned and operated by London Animal Care Centre (LACC). The only other shelter in London is owned and operated by the London Humane Society (LHS). Prior to 1982, shelters services in London were contracted to LHS. In 1999, the City of London put out a tender for animal care and control services including providing an animal shelter (pound) for the exclusive use of London. Only one bid was received and the contract was awarded to the London Animal Care Centre (LACC).



In 2007 there were a number of amendments made to the contract through a negotiation process and approved by Council on July 16, 2007. The extracts from this document that are relevant to the shelter (pound) operations are contained in Appendix A

LACC's animal shelter has the capacity to house approximately 40 dogs and 125 cats in a facility that measures approximately 5,000 square feet.

4. Capital Cost Range for Animal Shelters

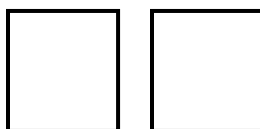
Information on the capital cost of municipal animal shelters is not widely available especially for those facilities that are not owned by the municipality. Some shelters are also very old which has resulted in a number of upgrades over the years making capital costs difficult to obtain or not reflective of the costs. Available data is provided in this section.

A review of the information in Table 2 for a number of shelters in Canada suggests the following:

- The average cost per square foot for an animal shelter is \$295,
- The average size for a shelter was 21,000 square feet, and
- The range in the numbers is most often associated with the types of facilities housed in the shelter (e.g., surgery areas, adoption areas, training rooms, short term versus longer term housing needs)

Table 2: Sample of Animal Shelter Costs in Canada

Location Service Provider (Shelter Model)	Population 2010 (approx.)	Total Cost (million)	Year Built	Size (square feet)	Cost/ Square Foot	Estimated Animal Capacity
Muskoka <i>Muskoka SPCA (1)</i>	57,600	\$1.9	2011	6,442	\$295	n/a
Ottawa <i>Ottawa Humane Society (1)</i>	870,250	\$12.5	2010	40,000	\$310	200 cats 40 dogs
Edmonton <i>Edmonton Animal Services (5)</i>	752,500	\$13.2	2010	25,100	\$525	165 cats 118 dogs
Edmonton <i>Edmonton Humane Society (5)</i>	752,500	\$22.5	2009	46,000	\$300	450 cats n/a dogs
Calgary <i>Calgary Animal Services (2)</i>	1,100,000	\$5	2009/ 2000	21,000	\$240	88 cats 84 dogs
Winnipeg <i>Winnipeg Humane Society (1)</i>	684,100	\$14	2001	42,775	\$325	265 cats 135 dogs
Orillia <i>Orillia SPCA (1)</i>	40,530	\$2	2000	15,000	\$330	40 cats 30 dogs
Hamilton <i>Hamilton Animal Services (5)</i>	505,000	\$4.8	1996	25,000	\$190	110 cats 50 dogs
St. Catharines <i>Lincoln County Humane (1)</i>	245,000	\$2.5	1993	7,500	\$300	100 cats 80 dogs
Sudbury <i>Rainbow District Animal Shelter (3)</i>	158,000	\$0.6	1974	1,680	\$60	35 cats 35 dogs
St. Thomas <i>Animal Services (2)</i>	36,100		Pre- 1960	1,100		50 cats 24 dogs



Individual animal shelter costs in the United States are also difficult and time consuming to obtain. Identified on Table 3 is information for 12 animal shelters compiled by the Bacon Group Architecture. A review of this information suggests the following:

- The average cost per square foot for a facility is \$240,
- The average size for a shelter was 24,000 square feet, and
- The range in the numbers is most often associated with the types of facilities housed in the shelter (e.g., surgery areas, adoption areas, training rooms, short term versus longer term housing needs)

Table 3: Sample of Animal Shelter Costs in the United States (2003 to 2011)

Location	Population 2010	Total Cost (million)	Year Built	Size	Cost/Square Foot	Service Provider
Miami, Florida	400,000	\$20	Recently proposed	71,400	\$280	Miami-Dade County Animal Control
Fairfax, Virginia	23,000	\$7.2	2011	29,300	\$245	West Ox Animal Shelter
Lubbock, Texas	230,000	\$3.5	2011	18,809	\$185	Lubbock Animal Services
Land O'Lakes Florida	465,000	\$3.4	2010	12,130	\$280	Pasco County Animal Services
West Palm Beach, Florida	100,000	\$9.5	2010	38,000	\$250	Peggy Adams Animal Rescue / Humane Society
Louisville, Kentucky	597,000	\$2.6	2010	9,800	\$265	Louisville Metro Animal Services
Gloucester, Virginia	37,000	\$3.2	2009	14,293	\$225	Gloucester-Mathews Humane Society
Morehead City, North Carolina	9,000	\$0.6	2009	4,000	\$150	Pet Adoption and Welfare Society
Balston Spa, New York	5,500	\$5.5	2008	27,500	\$200	Saratoga County Animal Services
Dayton, Ohio	142,000	\$4.9	2005	24,000	\$204	Montgomery County Animal Resource Center
Pittsfield, Massachusetts	45,000	\$4.2	2003	20,285	\$207	Berkshire Humane Society Shelter
Valley View (Cleveland area), Ohio	397,000	\$5.2	2002	22,000	\$235	Cuyahoga County Board of County Commissioners

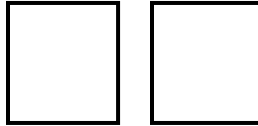
Source: Bacon Group Architecture, 2011

5. The Next Steps for London – Matching Challenges with Animal Shelter Solutions

Based on a very preliminary review of shelter costs in other jurisdictions, a new, modern shelter facility to serve London’s needs may cost in the order of \$3 to \$6 million (Table 4). Depending on the requirements of the shelter, the price could be higher.

Table 4: Preliminary Estimates of a Municipal Animal Shelter to Serve London

Size (square feet)	Estimated Cost/Square Foot	Estimated Capital Cost	Size (square feet)	Estimated Cost/Square Foot	Estimated Capital Cost
12,000	\$250	\$3,000,000	12,000	\$300	\$3,600,000
15,000	\$250	\$3,750,000	15,000	\$300	\$4,500,000
20,000	\$250	\$5,000,000	20,000	\$300	\$6,000,000



A new municipal animal shelter owned by the City of London would take between 1.5 and 2.5 years from start to finish and likely include these general steps:

- Complete business case
- Site selection, zoning and purchase property, if necessary
- Prepare tender or request for proposals
- Preliminary concept
- Consultation with community, local neighbours, approval agencies, etc
- Preliminary design
- Consultation with community, local neighbours, approval agencies, etc
- Detailed design
- Final Approvals
- Construction
- Commissioning

Based on the priorities discussed earlier in this report, making a final decision on the need for a large municipal animal shelter at this time is very difficult. Even more problematic would be the source of financing, as the City of London does not have any capital budget set aside for a new animal shelter.

Reasonable arguments can be made for and against building a large municipally owned animal shelter designed to last 20+ years. However, City staff are of the opinion that a decision of this nature is premature. Our focus is better suited towards considering shorter term animal shelter solutions (2 to 4 years) that include smaller facilities with a focused attention on immediate needs such as:

- increasing the number of spayed/neutered animals in particular cats,
- increasing locations to adopt animals,
- increasing the space to reunite more stray animals with their owners, and
- increasing the space available for cats.

Should Committee and Council agree on this direction, City staff would still continue to consider the role of a large scale municipal animal shelter in both a local and regional context but not as a primary focus for the shorter term. In addition, City staff are also recommending that, at this time, we no longer explore a 100% municipally owned animal shelter.

City staff also believe that the contents of this report and the Council Resolution would be useful to be included in the Request for Expression of Interest (REOI) for service providers interested and qualified to perform animal services activities that will be released in the month of February 2012.

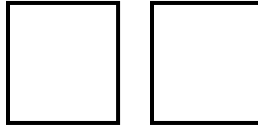
PREPARED BY:	PREPARED BY:
RON OKE ANIMAL WELFARE COORDINATOR	LOU POMPILII MANAGER, CUSTOMER RELATIONS & COMPLIANCE
PREPARED AND RECOMMENDED BY:	REVIEWED & CONCURRED BY:
JAY STANFORD, M.A., M.P.A. DIRECTOR, ENVIRONMENTAL PROGRAMS & SOLID WASTE MANAGEMENT	PAT McNALLY, P. ENG. EXECUTIVE DIRECTOR, PLANNING, ENVIRONMENTAL AND ENGINEERING SERVICES

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c. John Braam, P. Eng., Director of Water & City Engineer

Appendix A Extracts from the Current City of London Specifications for Pound (Shelter) Services as Required Under Contract

Appendix B Previously Reported Information on Selected Animal Shelters Serving Municipalities



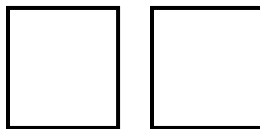
APPENDIX A

Extracts from the Current City of London Specifications for Pound (Shelter) Services as Required Under Contract

NOTE: the Standard Operating Procedures noted in Item 5 can be found on-line under the Environment & Transportation Committee meeting on July 9, 2007 in the report entitled Improvements to Animal Welfare - Amendments to the Animal Care & Control Agreement and Upcoming Initiatives (July 9, 2007), Agenda Item #16 starting on page 26 of 62

Schedule "C" Pound Services

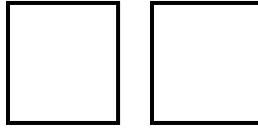
1. UAM Inc. shall at its own expense establish and maintain a suitable pound facility within the boundaries of the City and shall carry out and perform the duties of a poundkeeper. UAM Inc. is hereby authorized and empowered to perform the duties of a poundkeeper under and in accordance with the provisions of the Public Pound By-law of the City, the *Pounds Act*, *Animals for Research Act*, the *Municipal Act 2001* and all other applicable by-laws and legislation. The facility must be adequate to service the City's requirements and dedicated for City use only.
2. The pound shall be constructed and maintained in accordance with Ontario Regulation 178/92 under the *Animals Research Act*. Care and cleanliness standards within the pound shall comply with the standards designated by the Ontario Ministry of Agriculture and Food, Animal Industry Branch Inspectors. Copies of inspection reports shall be forwarded to the City.
3. At the pound, UAM Inc. shall receive all animals (stray dogs and sick, injured or dying wild animals) delivered by Animal Control Officers, confined cats delivered from the general public, and other domestic animals from the public, all from within the municipal boundaries of the City of London, during open hours, except for Statutory Holidays:
 - a) from 8:00 a.m. to 8:00 p.m. local time, Monday through Friday;
 - b) from 8:00 a.m. to 4:00 p.m. local time, Saturdays;
 - c) from 8:00 a.m. to 4:00 p.m. local time, Sundays except confined cats will not be received on Sundays.
4. UAM Inc. shall attempt to notify the pet owner when an animal that is wearing traceable identification to that owner has been impounded in order to arrange for pick up. UAM Inc. shall be required to be open to the public for claiming of stray animals a minimum of six (6) hours per day from 2:00 p.m. through 8:00 p.m. local time, Monday through Friday, and six (6) hours per day from 10:00 a.m. through 4:00 p.m., local time, Saturday except where any such day is a statutory holiday. UAM Inc. shall be responsible for the care, feeding, impounding, and quarantining of all animals and for the payment of supplies, material and equipment for the provision of such care and feeding. "Care" shall not include veterinary care for injuries (beyond existing standards as defined in the Standards of Operating Practices attached hereto) or illness sustained prior to or after entering the pound facility. UAM Inc. is to maintain the office and pound areas in a neat and clean condition. The City shall not be liable for the cost of the quarantine and euthanasia and disposal of animals. Where a wild animal which is suspected of being rabid is impounded by or delivered to UAM Inc., UAM Inc. shall, if the animal is alive, euthanize the animal and in any event retain it in a suitable fashion until it is retrieved by the appropriate government authority responsible for rabies testing.
5. In delivering the services provided for in this Agreement, UAM Inc. shall comply with Standard Operating Practices (SOPs – Attachment 2 to this Agreement) which includes the requirements under the *Animals for Research Act* and additional requirements for the care of animals (stray dogs, confined cats, and sick, injured or dying wild animals) delivered to the pound:
 - a) Access to areas within the pound



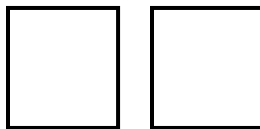
- b) Intake of animals
 - c) Maintenance of animal records
 - d) Pound standards and inspections
 - e) Confined cats delivered by the public
 - f) Feeding of animals
 - g) Standard of medical care for impounded injured stray dogs and cats
 - h) Redemption period
 - i) Spay/neuter goals for adopted cats
 - j) Method of euthanasia
6. Following the expiry of the prescribed redemption period in the *Animals for Research Act*, UAM Inc. may dispose of the animal by any lawful means and the City shall not be responsible for any costs associated therewith.
 7. UAM Inc. acknowledges that cats, dogs and other small domestic animals are available for placement or adoption subsequent to the expiry of the legislated "Redemption Period" (*Animals for Research Act*, s20 (1)). Further, UAM Inc. acknowledges that should another organization/s establish a facility capable of housing, caring and/or socializing these cats, feral and wild cats, and dogs with the intent of adopting these animals into appropriate environments, UAM Inc. agrees to make these animals available for suitable pickup following a Standard Operating Practice (to be prepared in the future) by the operators of the "Animal Fostering & Placement Facility." The City shall be entitled to a rebate, to be negotiated with UAM Inc. in consideration of not having to exercise *Animals for Research Act* s20(7). The City acknowledges that 5(c) of this Agreement shall also be taken into consideration with respect to potential loss of revenue from UAM Inc. adoption services.
 8. The City shall permit UAM Inc. to dispose of deceased animals, at the City's W12A Landfill Site, provided that the deceased animals are properly enclosed in plastic bags and delivered to such City Landfill Site. The City shall be responsible for the disposal of deceased animals in accordance with the provisions of the *Environmental Protection Act* and the Regulations made there under, and all other applicable legislation.
 9. UAM Inc. shall be required to receive and collect all impounding, euthanasia, disposal and quarantine fees, all service charges required to be paid to the poundkeeper and shall be entitled to retain these fees. The fees for said services are established under the Public Pound By-law and shall be reviewed every three years by the City. UAM Inc. shall maintain records regarding the collection of fees for impounding, euthanasia, quarantine and service charges as to the disposition of the animals and make the record accessible to the City upon demand. UAM Inc. shall release a dog to an owner or keeper, only if the dog has a dog license for the current year, issued under the City's Dog Licensing and Control By-law and/or the cat has a cat identification tag for the current year, issued under the City's Animal Control By-law.

Schedule "F"
Pound Services – Pit Bull Dogs

1. UAM Inc. shall at its own expense establish and maintain a suitable pound facility within the boundaries of the City and shall carry out and perform the duties of a poundkeeper. UAM Inc. is hereby authorized and empowered to perform the duties of a poundkeeper under and in accordance with the provisions of the Public Pound By-law of the City, the *Pounds Act*, *Animals for Research Act*, the *Municipal Act 2001* and all other applicable by-laws and legislation. The facility must be adequate to service the City's requirements and dedicated for City use only.
2. The pound shall be constructed and maintained in accordance with Ontario Regulation 178/92 under the *Animals Research Act*. Care and cleanliness standards within the pound shall comply with the standards designated by the Ontario Ministry of Agriculture and Food, Animal Industry Branch Inspectors. Copies of inspection reports shall be forwarded to the City.
3. At the pound, UAM Inc. shall receive stray pit bull dogs and pit bull dogs from Animal Control Officers and London Police Services at all times and from within the municipal boundaries of the City of London, subject to the availability of space.



4. UAM Inc. shall be responsible for the care, feeding, impounding, and quarantining of all pit bull dogs and for the payment of supplies, material and equipment for the provision of such care and feeding. "Care" shall not include veterinary care for injuries (beyond existing standards as defined in the Standards of Operating Practices attached hereto) or illness sustained prior to or after entering the pound facility. Regarding "owned" pit bull dogs, ("owned" means an owner has been identified) UAM Inc. shall require the owner of the pit bull dog to be responsible for fees for impounding, feeding, quarantine as established under Pound By-law PH-5. UAM Inc. is required to inform the City when a pit bull dog in its possession may be experiencing a change in health and/or behaviour due to its impounding. The cost for additional veterinarian care shall be the responsibility of the owner and, if necessary, the City.
5. UAM Inc. shall be required to receive and collect all impounding, board, euthanasia, disposal and quarantine fees, and all service charges required to be paid to the poundkeeper and shall be entitled to retain these fees. The fees for said services are established under Public Pound By-law. UAM Inc. shall maintain records regarding the collection of fees for impounding, board, euthanasia, quarantine and service charges as to the disposition of the pit bull and make the record accessible to the City upon written request. The City shall not be liable for the cost of impounding, board, euthanasia, disposal and quarantine fees for stray pit bull dogs where no owner can be identified.
6. The City shall pay UAM Inc. any unpaid amount for pit bull dogs that are impounded including board, euthanasia, disposal and quarantine fees, where an owner is known and has been contacted by UAM Inc. but ignores or refuses the opportunity to claim their pit bull dog and/or refuses to pay fees and charges. The fees for said services shall be established under the Public Pound By-law. UAM Inc. shall provide complete details of all unpaid fees and the City will attempt to recover them.
7. Following the expiry of the redemption period as prescribed by the *Animals for Research Act* (minimum standard), R.S.O. 1990, c. A. 22, s. 20 (1) UAM Inc. may dispose of the animal by any lawful means including the disposal of deceased animals at the City's W12A Landfill Site.
8. UAM Inc. may release a pit bull dog to an owner, only if the pit bull dog is in full compliance with By-law PH-12, DOLA and the Pit Bull Control Regulation.



APPENDIX B

PREVIOUSLY REPORTED INFORMATION ON SELECTED ANIMAL SHELTERS SERVING MUNICIPALITIES

Ontario Society for the Protection of Cruelty to Animals (OSPCA), Newmarket

The OSPCA has the animal control contract for Richmond Hill, Aurora, and Markham. They currently occupy an expansive building which houses Animal Control, Provincial Offices and a high volume Spay / Neuter Facility. This Animal Control Facility is very modern and provides glass enclosure areas for the public to view a selection of cats and dogs behind glass partitions for adoption.

Animal Control has a completely separate veterinary clinic used to treat all animals that come into their care and this area is separate from the high volume spay neuter clinic, which can handle up to 5,000 spay neuters per year. This is a fee-for-service program open to anyone in Ontario. The equipment in this facility is not shared between the two.

There are three trailers on site for after-hours intake. There is one trailer dedicated for cats, one trailer dedicated for dogs and one for wildlife. This allows for an intake assessment to be done and for the animal to be vet checked before entering the facility.

Oakville and Milton Humane Society

The Humane Society has the animal control contract for Oakville and Milton. This facility is an open facility for stray animals. They also provide welfare for injured wildlife or very young abandoned or orphaned wildlife. Similar to Hamilton, dogs are licensed but there is no licensing for cats.

The Humane Society reports that twice as many cats enter the shelter than dogs. Only 16% of stray cats are returned to their owner as opposed to 86% of dogs. 75% of all cats go through the adoption program opposed to 27% of dogs. Their report indicates that they will see over 5,000 animals come through their door which include strays, abandoned pets, surrendered pets, injured wildlife, orphaned domestic and wildlife, OSPCA act cases, lost and founds.

The Humane Society worked with the municipalities to implement an anti-roaming bylaw for stray cats and dogs that prevent the roaming of these animals within these cities. Both municipalities also have by-laws on pet limits in a home.

Their staff assists with lost and found pets by checking neighbouring shelters and working with the owner to make posters and develop a strategy to find the lost pet.

Oakville and Milton have approximately 20 foster homes between them. All pets placed with fosters are vaccinated. The Humane Society also assists with adoptions and in December 2010 they hosted an adopt-a-thon where 161 pets were adopted in the community.

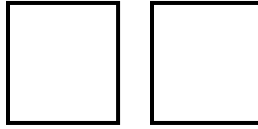
The Humane Society conducts education and awareness campaigns for youth camps and special programs for schools that teach respect and responsible pet ownership.

Spay/Neuter Programs offered through this model in various jurisdictions

- Lincoln County Humane Society, which services the Niagara Region, opened its \$2.5 million spay neuter facility in September. They anticipate being able to spay/neuter 2,500 animals per year.
- Windsor/Essex County Humane Society has started construction of a spay/neuter clinic which is scheduled to open in late fall 2011.
- Toronto Humane Society has begun fundraising for a spay/neuter facility to be added to their River Street location.

City of Hamilton - Animal Services

Hamilton Animal Services is an open facility. Dogs are licensed in Hamilton; however cats are not required to be licensed. Staff estimates that 55% of all dogs are currently licensed. This figure is significantly lower than it was in previous years when Animal Services staff would send out licensing reminders with tax notices and utilized a zero tolerance approach towards licensing. Since adopting a softer approach to license renewals, similar to Calgary, the results



did not have the same effect. Hamilton Animal Services does offer a registration option for cats for the purpose of return to owner. This service charges a one-time fee of \$12.50, which includes micro-chipping. Recently, the City has begun working with two veterinarians to set up micro-chip clinics at two locations with the goal of getting 500 cats micro-chipped.

Hamilton Municipal Council is considering supporting a change to their by-laws which would eliminate pet limits. In Hamilton, anyone selling dogs or cats would be considered a kennel and would need a business license. As part of routine enforcement, Animal Care Offices check ads on Kijiji, classifieds, etc., and would enforce compliance of the business license for those selling, breeding pets.

Collaboration between Animal Services and Recue Groups is present. When a pet arrives at the shelter a staff person or volunteer will contact the rescue groups to find placement for the animal. All animals are either transferred out or put down. Hamilton Animal Services does not do adoptions. The Hamilton/Burlington Society for the Protection of Cruelty to Animals (SPCA) is located in the front half of the building and has first right of refusal for animals that have gone beyond the redemption period (72 hours). As long as there is space then within the shelter, euthanasia is held off.

Hamilton Animal Services vaccinates animals immediately upon entry. Their philosophy is that it is better to minimize the risk of sickness and the severity than wait for the problem to get worse

City of Vaughn (extract from council meeting minutes of June 11, 2007)

The preliminary information indicates little or no benefit to participate in a joint venture. Regardless of the cost sharing model Vaughn would be paying for construction and annual operating costs over a 20-25 year agreement. These costs would be in addition to enforcement costs.

The estimated construction costs for a facility are \$200. per sq. ft. This relates to a construction cost of \$2.8 Million for a 14,000 sq. ft. facility, not including the potential cost of land. Due to its size, the City of Vaughn would likely be required to pay at least 1/3 of that cost, albeit amortized over 20-25 years.

City of Calgary

For the last couples of years, there has been a fair bit of discussion in London about the “Calgary Model” for animal services. The “Calgary Model” was raised by many participants at the recent Public Participation Meeting on July 19, 2011. Previously the Director of Animal & Bylaw Services, Bill Bruce, spoke in London as part of a special Animal Welfare Advisory Committee (AWAC) meeting.

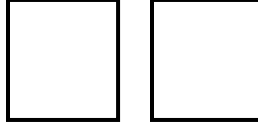
Calgary was described as a best practice program in the City staff report entitled Expanding the Scope of Animal Welfare Initiatives as Part of the City’s Animal Services Program.

A City staff member (Jay Stanford) visited Calgary and had meetings with staff from the City of Calgary Animal Services Division, Calgary Humane Society (CHS) and MEOW Foundation. In addition, site visits included facilities owned by the City of Calgary and CHS along with visits to 7 off-leash dog areas (1 with a fence and 6 without fences).

Clearly Calgary has raised the bar to a high level with respect to animal services. Many of these details are captured in the City (Lond0n) staff report. The primary purpose of the trip to Calgary was to learn more about the challenge and opportunities that still face Calgary. That was achieved.

Equally important was understanding the larger role being played by the primary animal agencies in Calgary (population 1,091,000):

- City of Calgary Animal Services – provides animal-related services, such as licensing for cats and dogs, sheltering for impounded cats and dogs, and adoptions to find new homes for impounded cats and dogs that have not been claimed by their owners. The area enforces the Responsible Pet Ownership By-law. It has an annual operating budget of about \$5.3 million. All funds are derived from licensing revenues and some small amounts of donations.
- Calgary Humane Society (CHS) – CHS is the largest animal service provider operating in Calgary. It is the only organization in Calgary providing a service under the Animal Protection Act. The CHS provides care for surrendered, neglected, abandoned, and



abused animals. It has an annual operating budget of about \$6 million.

- MEOW Foundation, a large registered charity focused on stray and abandoned cats in Calgary has a shelter with space for up to 75 cats and network of 50 to 60 foster homes, and an annual budget of about \$450,000. It is a non kill shelter.