

**Service:** 6.1.1 Animal Services  
**Program:** Protective Services

**HOW DOES THIS SERVICE CONTRIBUTE TO THE QUALITY OF LIFE IN THE CITY OF LONDON?**

*In relation to the desired population results in the City of London's Strategic Plan:  
 A Strong Economy, A Vibrant and Diverse Community, A Green and Growing City, A Reliable  
 Infrastructure, A Caring Community*

Responsible for planning, coordination and participation in animal welfare initiatives and ensures that policies, practices, directives and by-laws are in place for the welfare of domestic animals in the community.

Responsible for administration, planning, coordination and direction of animal care & control and ensures that policies, practices, directives, by-laws and regulations are in place and adhered to for the protection of the public and the welfare of domestic animals in the community.

**BASIC FACTS**

# Staff	Cost per Household	2012 Approved Gross Budget (\$000)	2012 Approved Net (Tax/Rate-Supported) Budget (\$000)
1	\$6.32	\$2,354	\$1,060
Name the main activities done to provide this service:		How much did we do? (statistics - optional)	Is this service provided by someone other than City staff? (Yes/No/%)
1. Activities geared towards responsible dog ownership and dog welfare			60%
2. Activities geared towards responsible cat ownership and cat welfare			60%
3. Monitoring and analysis of animal services statistics.			5%
4. Community patrol – animal control			100%
5. Enforcement – City by-laws and Dog Owner's Liability Act			100%
6. Dog and Cat Licensing / Identification			95%
7. Animal Shelter			100%

**TURNING THE CURVE**

Turning the curve is changing the direction of a trendline on a important measure of performance.

N/A

**Service:** 6.1.1 Animal Services  
**Program:** Protective Services

**THE STORY BEHIND THE CURVES**

*Briefly explain the story behind your performance measures. Include causes behind recent performance i.e. historical information, accomplishments, recent changes, regulatory changes, challenges, budgetary or other constraints requiring service level adjustments*

Currently this service is undergoing a Service Review and therefore the Turn the Curve exercise will not be completed. The outcomes of this review will help determine the strategies and actions for this area going forward.

This Service was transferred to the Development & Compliance Division, Municipal Law Enforcement Services section on April 23, 2012 as part of a corporate re-organization.

A report on short term and long term animal shelter solutions was presented to the public safety committee in January 2012. The following recommendations were made:

- 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 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 2012.

Staff have been meeting with various stakeholders and are in the process of finalizing a REOI at this time.

**STRATEGIES AND ACTION PLANS TO TURN THE CURVE**

*Briefly explain the strategies and action plans you will undertake in the next 5 years to improve effort, efficiency, effectiveness and economy, including at least one no-cost/ low-cost strategy.*

**Who are your partners and what is their role?**

- List outcomes of service review to be completed this year

**Action Plan**

- Implement some of strategies listed in review

**Service: 6.1.1 Animal Services**  
**Program: Protective Services**

**ACCOMPLISHMENTS AND STORIES**

*Accomplishments, successes, improvements to efficiencies, economy and effectiveness in the last 12 months and stories of people who have been positively impacted by your Service.*

**Vision:** London, a city where all pets have a caring, respectful and responsible home.

**Mission:** To increase awareness, partnerships & community capacity building by: ensuring by-laws protect and support Londoners, visitors and companion animals; promoting responsible actions for individuals, families and organizations; and supporting community animal welfare initiatives.

The Municipal Law Enforcement Section is responsible for this service; planning, coordination and administration and service delivery of animal care & control. The actual service delivery (licensing, animal control, by-law enforcement and shelter services) is outsourced through a competitive contract to London Animal Care Centre (LACC).

Domesticated animals are an important part of our urban life. Many people share their homes with dogs, cats, birds, guinea pigs, hamsters, etc. The onus is on the individual, to provide appropriate care and companionship to the pet(s). Taking full responsibility for your pet and providing for its needs is the foundation of responsible pet ownership.

A significant review of all services was undertaken in different periods starting in 2004 and culminated in a comprehensive submission and amendments to the existing contract in July 2007. Currently, all services provided by LACC are meeting or exceeding City staff expectations. Animal Care & Control services are divided into four main areas (processes) with services provided under contract by LACC.

During the summer of 2007, London Municipal Council passed a number of changes to assist animal welfare in London and approved the annual expenditure of \$100,000 for animal welfare initiatives. In addition, Municipal Council also approved in February 2008, the hiring of an Animal Welfare Coordinator. This position was filled in June 2008.

Financial constraints introduced in the 2011 Budget and anticipated to continue into the future starting with the 2012 Budget may limit or reduce service delivery.

The overall focus of the animal welfare initiatives are captured in five main areas:

- To provide direct benefits for licensed/identified animals;
- To inform owners about wise pet ownership (e.g., licensing requirements, animal care);
- To inform potential owners about the value and commitment required in owning an animal;
- To provide a second chance for animals that have been abandoned or become strays; and
- To coordinate, assist and/or grow animal welfare initiatives that already exist in London.

In February 2010, Municipal Council endorsed the following projects and initiatives for 2010 and 2011:

- Foster care homes – Undertake steps to increase the number of foster homes in London (part one) and/or develop a Foster Care Program. This may include amendments to by-laws (part two).
- Report back to ETC (now Public Safety Committee) on the Feral Cat Colony Demonstration Project findings, observations and next steps including proposed by-law changes.

**Service: 6.1.1 Animal Services**  
**Program: Protective Services**

- Develop a Cat Care Program. The goal is to develop resources to educate on responsible cat ownership, permanent identification and spay neuter.
- Animal Foster and Placement Facility - Phase 1- Undertake research on the roles, partnerships and in other jurisdictions; report to PSC/council.
- Develop and Implement a formal Subsidized Spay/Neuter program. Review established practices from other jurisdictions and report to PSC/Council on program requirements.
- Review Bylaws to Identify Barriers to Animal Welfare. City of London's bylaws have clauses that are considered barriers to animal welfare (e.g., Wildlife Rehabilitators can only operate in certain areas of London). These will be reviewed, compared with other jurisdictions and suggested alternatives proposed and reported to PSC.
- Expand community-partnerships for animal welfare.

**Strengths:**

- Increased involvement from City staff on animal care & control matters has created additional capacity and knowledge within the City to address increasing requests.
- Increased involvement from the Animal Welfare Advisory Committee (AWAC) which has included comments and written submissions dealing with potential barriers to increased animal welfare due to the City's policies, initiatives and by-laws among many other submissions.
- Dedicated and committed contractor staff (LACC) with more than 25 years of animal care & control service experience.
- Enhanced participation, responsiveness, record-keeping and advice from LACC to address the changing community expectations for animal care & control.
- Detailed London performance indicators available on all aspects of animal care & control.
- Adjusted services, service expectations and performance monitoring in 2007 and 2008 as per Council direction to meet changing community expectations.
- Increased partnership activities with animal rescue groups, animal volunteer groups and other community volunteers (Companion Animal Co-operative, London Dog Owner's Association). This allows the investment made from pet licensing/identifications to be multiplied by in-kind and financial contributions from volunteers.

**Weaknesses:**

The number of animals to be euthanized is still too high which means that investment in animal welfare needs to increase in the following areas:

- education and awareness;
- spay and neuter to reduce pet overpopulation;
- building community partnerships;
- ability to foster and adopt homeless pets; and
- additional facilities to house homeless pets in order that they can find homes.

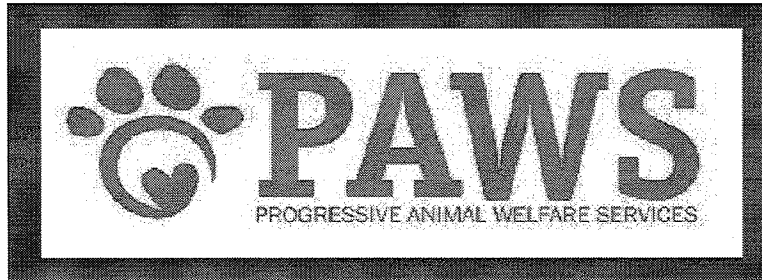
**Service: 6.1.1 Animal Services**  
**Program: Protective Services**

<b>OTHER KEY MEASURES (optional)</b>						
<i>Description of measure</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>
1. Number of dog licenses sold	25,636	27,029	26,450	26,779		
2. Number of cat identification tags sold	12,958	13,411	12,603	12,595		
3. Number of community generated dogs sheltered	811	701	747	680		
4. Number of community-generated domestic cats sheltered	1,629	2,035	2,096	2,041		
5. Number of outreach campaigns implemented	1	5	5	7		
6. Number of animal welfare groups supported.	3	5	8	9		
7. Number of low income family cats spayed/neutered	310	286	196	290		
8. Number of feral cats fixed and colonized	31	314	344	456		
9. Number of off-leash parks	3	3	3	3		
10. \$ Contracted service cost per household	11.70	11.30	11.50	12.00		
11. \$ Average licensing/identification revenue per household	7.15	7.30	7.20	7.50		
12. Cats and dogs euthanized per 1,000 residents	3.6	4.5	4.7	4.5		
13. Number of animal complaints / investigations	11,758	11,833	12,210	15,720		
14. Number of dog bites	272	311	272	265		
15. Number of Muzzle Orders	72	75	53	71		
16. Number of Notice Cautions	108	110	104	108		

**MEASURES UNDER DEVELOPMENT**

*What important performance measures have you identified for which you do not currently collect the data?*

-

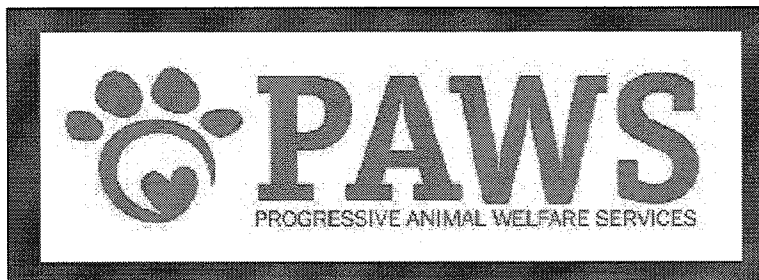


Presentation to City of London  
Animal Welfare Advisory Committee  
May 2, 2013

Martha Harding, DVM PhD  
Tracy Satchell, DVM  
Bill Warder, MA, MEd  
Humane Alliance / PAWS London  
Companion Animal Hospital & Shelter



[Info@pawscanada.ca](mailto:Info@pawscanada.ca)



New Non-Profit Organization

#### Our Mission

PAWS is dedicated to addressing pet over-population  
and enriching the lives of companion animals and their guardians.

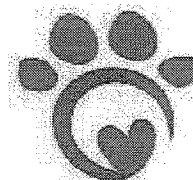
***PAWS & partner rescue groups are helping fund the start-up of a  
new 'Non-Profit Companion Animal Hospital & Shelter'  
based in London, but serving an 11-county region***

[www.pawslondon.ca](http://www.pawslondon.ca)



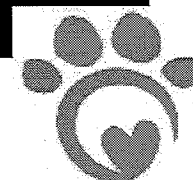
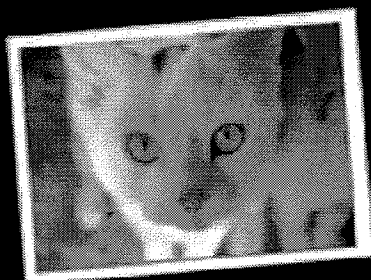
Humane Alliance High-Quality High-Volume Spay/Neuter Clinic  
(HQHVS/N Clinic)

- non-profit
  - 35 spay/neuters per day per veterinary team
  - services for non-profit rescue groups, humane societies, municipal pounds, also low-income individuals
  - 11 county region
  - Trap-Neuter-Return (TNR) / transport programstraining
  - Humane Alliance facility design, budget templates, job descriptions, HR coaching, training
  - CVO-accredited as a Title 1 Companion Animal Hospital, owned by veterinarians
- 
- evening/weekend clinics for medical & surgical care for animals of rescue groups, Humane societies, municipal pounds

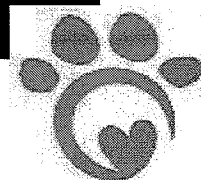
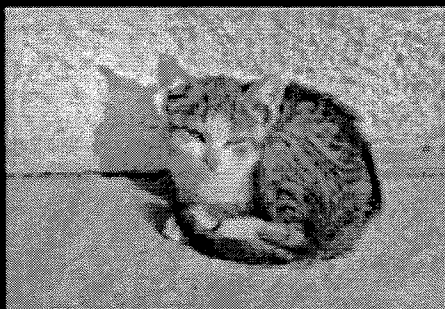


One stray female cat and her  
offspring can theoretically produce  
between 100 and 400 cats in 7 years.

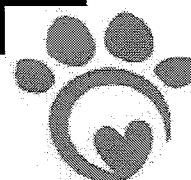
Most of the  
kittens will suffer, dying  
of starvation and disease.



Only 1 in 12 cats born as strays ever find homes.  
The rest struggle to survive and often  
die on our streets as a result of starvation  
or disease, succumbing to the cold  
or being hit by vehicles.

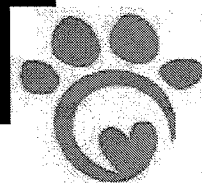


Trap / neuter / return, or TNR programs  
address the CAUSE of the problem  
– stray cat pregnancies.  
Reducing pregnancies reduces the stray population.



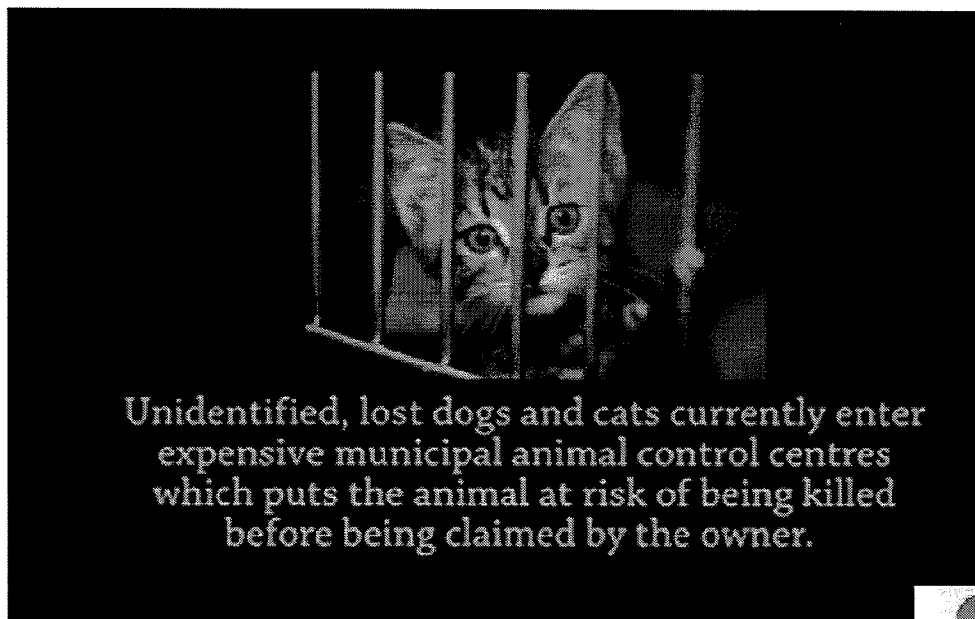


Preventing the birth of unwanted cats ensures fewer animals suffer.

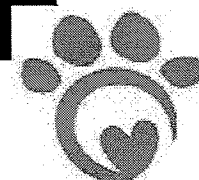
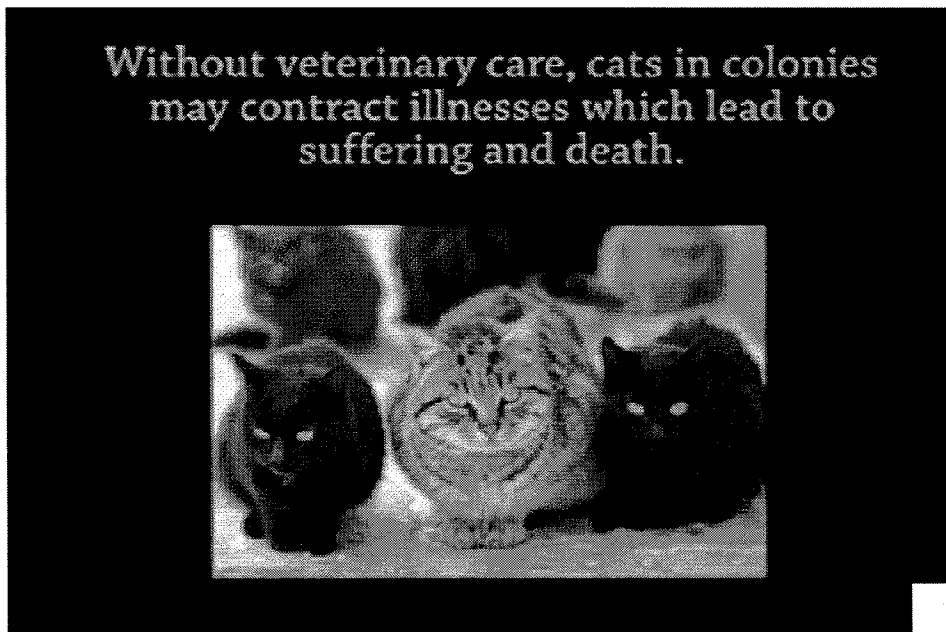
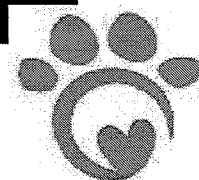


Intact male dogs are at risk of developing testicular cancer, and studies have reported intact male dogs to be disproportionately involved in aggressive behavior.



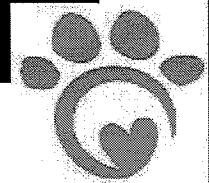


Unidentified, lost dogs and cats currently enter expensive municipal animal control centres which puts the animal at risk of being killed before being claimed by the owner.

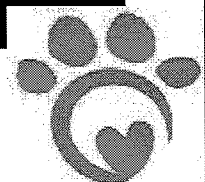




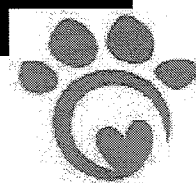
An estimated 48%  
of abused women  
either do not leave or delay  
leaving their abusive partner  
out of fear of leaving  
their pet behind.



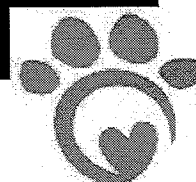
PAWS has established new partnerships  
with Women's Community House,  
London Abused Women's Centre  
& Mission Services of London  
to provide temporary care  
for pets of women transitioning  
from domestic abuse.



Often patients with mental health disorders, such as depression, do not seek emergency medical treatment or leave treatment programs prematurely, because of concern for their pet.



PAWS will be working with WOTCH, Mission Services of London, & London Health Science Centre's Mental Health Care Program to provide temporary care for pets of mental health patients during times of crisis.



Proposed Site: 1777 Dundas St, London



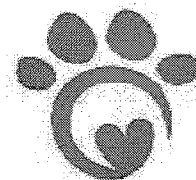
Anticipated Costs: Renovations: \$110,000  
 Equipment: \$95,000  
 Training: \$10,000  
 Cash-on-hand: \$25,000  
 Other: \$27,000

TOTAL: \$267,000

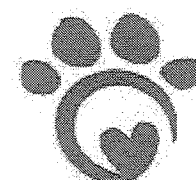
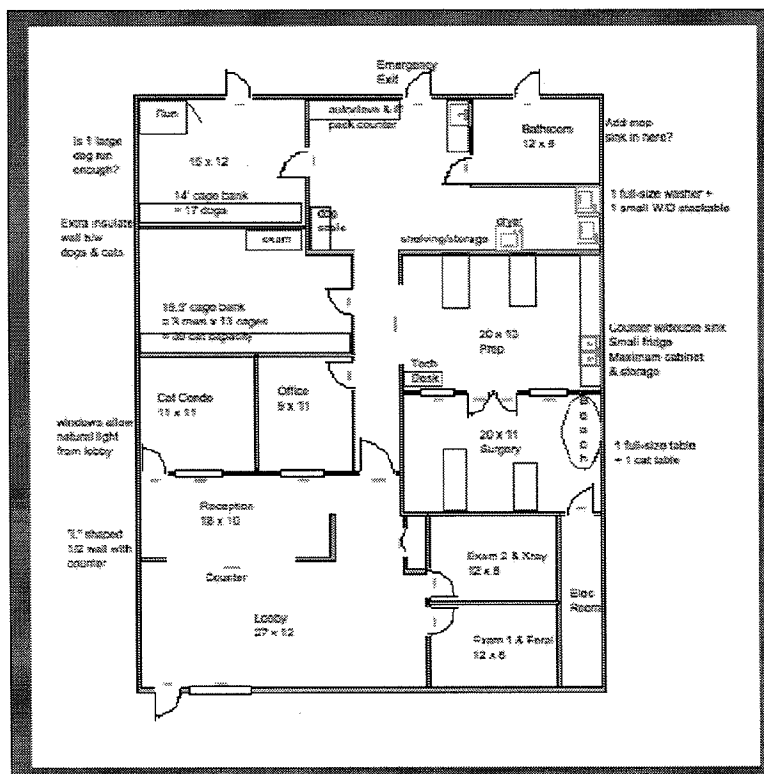
Financing: City of London?

Loan to Tracy/Martha

Donations: ~ \$45,000 raised to date



High Volume Spay/Neuter Facility Design  
 Renovations by Norlon Builders & NA Trade School



**Upcoming Fund-Raising Opportunity!!**

**DOG DAYS OF SUMMER FUND-RAISER**

'Take Your Dog to the Ball Game'

London Majors vs Barrie Baycats

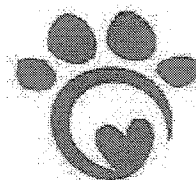
Saturday July 6th, Labatt Park

Tickets: \$8 adult, \$6 students/seniors

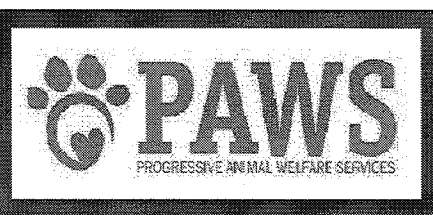
-all ticket proceeds to PAWS!!!

CONTACT: [info@pawscanada.ca](mailto:info@pawscanada.ca)

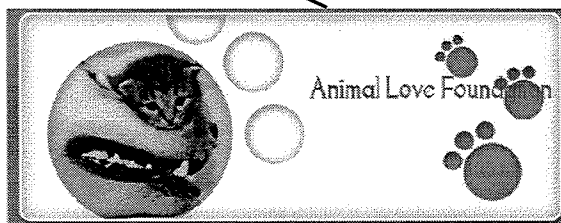
Sponsored by: The Barkery London  
& Manito's Rotisserie & Sandwich Shop



[www.pawslondon.ca](http://www.pawslondon.ca)



[Info@pawscanada.ca](mailto:Info@pawscanada.ca)

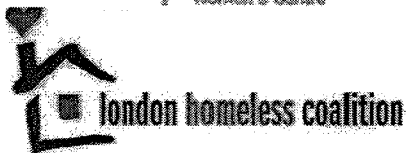




[www.pawslondon.ca](http://www.pawslondon.ca)



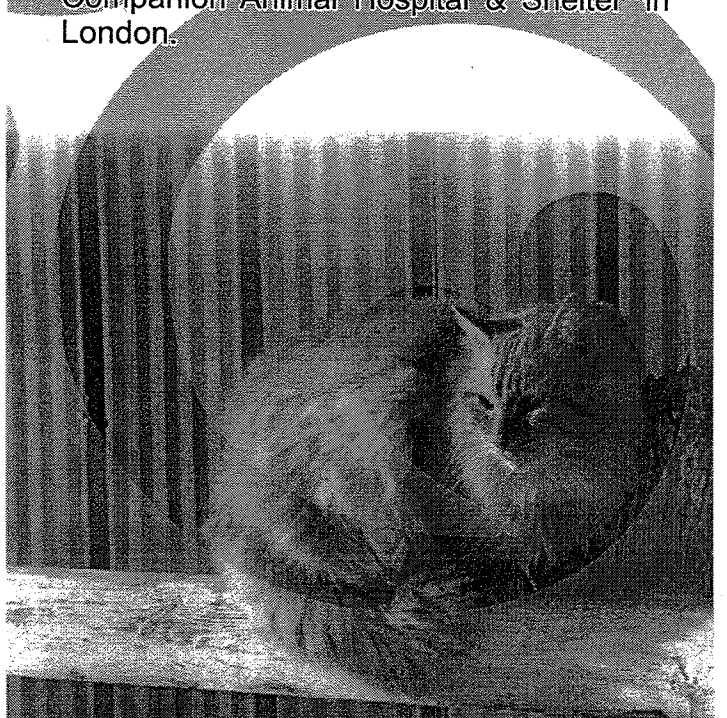
**HUMANE ALLIANCE**



## *Our Mission*

Progressive Animal Welfare Services, Incorporated (PAWS) is a new non-profit organization dedicated to addressing pet over-population and enriching the lives of companion animals and their guardians.

PAWS & partner rescue groups are helping fund the start-up of a new 'Non-Profit Companion Animal Hospital & Shelter' in London.



[info@pawscanada.ca](mailto:info@pawscanada.ca)

# gift reply form

'Non-Profit Companion Animal Hospital & Shelter'  
Caring for Vulnerable Pets.

Donate online at [www.animaloutreach.ca](http://www.animaloutreach.ca)  
through the CanadaHelps donation button  
(Fund/Designation: Non-Profit High Volume Spay/Neuter Service)  
or fill out the following and mail to:

**Animal Outreach,  
803 Waterloo Street,  
London ON, N6A 3W5**

I am making a gift of \$ \_\_\_\_\_

Date \_\_\_\_\_ 201\_\_\_\_\_

My cheque is enclosed payable to  
**Animal Outreach, Memo: Spay/Neuter Clinic**

(Note: Designated donations to Animal Outreach, Registered Charity  
#87209 6664 RR0001 will go to help fund the Non-Profit High-Volume  
Spay/Neuter Clinic. Tax receipts can be issued for donations over \$10.00).

Please send official tax receipt to:

Name: \_\_\_\_\_

Email: \_\_\_\_\_

Address: \_\_\_\_\_

City / Town: \_\_\_\_\_

Province: \_\_\_\_\_ Postal: \_\_\_\_\_

If this is a memorial donation, please complete:

Given in memory of: \_\_\_\_\_

Please send notice of this donation to:

Name: \_\_\_\_\_

Email: \_\_\_\_\_

Address: \_\_\_\_\_

City / Town: \_\_\_\_\_

Province: \_\_\_\_\_ Postal: \_\_\_\_\_

## 'Non-Profit Companion Animal Hospital & Shelter' activities

- 'High-Volume Spay/Neuter Clinic', as well as general medical & surgical clinics for dogs & cats cared for by non-profit rescue groups
- 'High-Volume Spay/Neuter Clinic', administration of rabies and other vaccinations, micro-chips, anti-parasite treatments for animals cared for by low-income individuals
- Sheltering of pets for women leaving domestic abuse situations in collaboration with Women's Community House and London Abused Women's Centre
- Sheltering of pets for mental health patients & the homeless during personal health emergencies, in collaboration with Mission Services of London, WOTCH Community Mental Health Services, London Homeless Coalition and London Health Science Centre's Mental Health Care Program
- Transfer of sheltered pets to 'The Co-operative for Companion Animals' foster home network, as required
- Trap-Neuter-Return program for feral cats
- Transport system to/from clinic for pets cared for by non-profit rescue groups
- Clinic open to eligible individuals and groups living in Brant, Bruce, Elgin, Grey, Huron, Lambton, Middlesex, Norfolk, Oxford, Perth, Waterloo counties
- Adolescent, adult & senior volunteer programs



**Mercier, Betty**

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**From:** Sara Rans  
**Sent:** Tuesday, April 23, 2013 7:23 PM  
**To:** Mercier, Betty  
**Subject:** FW: AWAC Concerns

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**From:** Soldo, Edward [mailto:esoldo@london.ca]  
**Sent:** April-23-13 12:07 PM  
**To:** Braam, John;  
**Cc:** Macpherson, Andrew; Krichker, Berta  
**Subject:** AWAC Concerns

Sara,

A Beaver Management Strategy is in the process of development and the draft is currently being revised by Environmental Planning with input from the Stormwater Management unit and the previous suggestions from AWAC. Upon review by internal stakeholders, consultation with the UTRCA and MNR as per Council direction will be the next step. At that point, further engagement with AWAC will be scheduled, potentially in late May.

In terms of the Environmental Assessment table, an EA Standardization project is being completed, the intent is to formulate standard protocols for consultants and City staff when undertaking projects for City infrastructure. The protocols will deal stakeholder notification; stakeholder consultation; rational and philosophy behind evaluation criteria; clear definition of the evaluation method to be utilized; specific points of contact for agencies and internal city departments; and timing with respect to the initiation and scoping of Environmental Impact Assessments as they pertain to proposed options and the associated notification requirements.

EEPAC and AWAC will be consulted on this initiative once it has been reviewed. At this point we are looking at an end of May timeline for the draft.

In terms of the Stanton Drain concerns raised, the City has met all requirements from the MOE and MNR on the project and is proceeding with the completion of construction.

If you have any further questions, please give me a call.

Thanks

Edward Soldo, P.Eng.  
Director of Roads and Transportation  
City of London  
Ph. (519) 661-2500 ext. 4936  
Fax (519) 661-2352  
Email: esoldo@london.ca  
[www.london.ca](http://www.london.ca)

 Please consider the environment before you print this email

On Apr 21, 2013, at 9:23 PM, "Sara Rans"

Please note the Committee meets May 2 and I'd appreciate your response before that. Also, I noticed, in a Civic Works agenda, the existence of a beaver management policy..., what's up?

---

**From:** Braam, John [<mailto:jbraam@London.ca>]  
**Sent:** April-15-13 9:12 AM  
**To:** 'Sara Rans'  
**Subject:** RE: urban wildlife and London construction

Thanks for your note Sara...I will gather up the data and provide a response for you.  
Regards John B.

John Braam P. Eng.  
Managing Director and City Engineer  
Environmental & Engineering Services  
519 661 2500 x2391  
[jbraam@london.ca](mailto:jbraam@london.ca)

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**From:** Sara Rans  
**Sent:** Sunday, April 14, 2013 1:18 PM  
**To:** Braam, John  
**Cc:** Macpherson, Andrew; Copeland, Tom  
**Subject:** urban wildlife and London construction

Sunday, April 14, 2013

Good Morning, John. I'm writing on behalf of the Animal Welfare Advisory Committee to follow-up on my Nov. 2012 letter. In it we asked you to take action regarding these issues:

- Correcting wrong information being communicated to the public regarding the pollution, flooding, and safety concerns regarding Stanton Drain and, likely, other locations
- Realigning your mitigation measures to ensure real overall net benefit to the environment while protecting wetlands and wildlife (see Environmental Management Guidelines 2007).

While waiting for your response, the Wildlife Subcommittee was referred by the Clerk's Office to Tom Copeland for an explanation of the Environmental Assessments Table of November 2012. We saw many instances where Natural Heritage Issues were identified and Environmental Impact Studies were either needed or questioned. In December, we found out that Tom was prohibited from meeting with us to give us background. A meeting planned with Environmental Parks Planning was also cancelled on the same day as the meeting. Andrew McPherson told us that our meeting would be rescheduled after the Management group met. We are at a critical juncture now. Have new procedures been developed for determining if wildlife is present during the City's busiest construction period? It is

now baby season for wildlife and this will continue into June. We need to be assured there are procedures for when animals are estivating or hibernating in addition to when they are visible.

The City needs to be implementing the Council resolution passed in June 2012. Since we have not heard from you, please respond to the above concerns and advise:

1. Is a Beaver Management and an Urban Wildlife Management Strategy being prepared?
2. Have procedures been prepared to resolve human wildlife conflict in a non-lethal way?
3. When can AWAC expect collaboration, including a delegation to AWAC, to occur regarding these issues?

Most sincerely,

Sara Rans, Chairperson, AWAC and Chairperson, AWAC Wildlife Subcommittee