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TO:	CHAIR AND MEMBERS COMMUNITY AND NEIGHBOURHOODS COMMITTEE MEETING ON OCTOBER 18, 2011
FROM:	JAY STANFORD, M.A.; M.P.A. DIRECTOR, ENVIRONMENTAL PROGRAMS & SOLID WASTE
SUBJECT:	NEXT STEPS - ADDRESSING PUBLIC COMMENTS AND DIRECTION - EXPANDING THE SCOPE OF ANIMAL WELFARE INITIATIVES

RECOMMENDATION

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

- (a) the Civic Administration **BE AUTHORIZED** to prepare and release a Request for Expression of Interest (REOI) for service providers interested and qualified to perform activities in one or more of the following areas:
 - Education & Awareness Services for Responsible Pet Ownership (Adults and Children)
 - Coordination of Community-based Animal Welfare Initiatives (including trap, neuter, return program for cats, volunteer coordination)
 - Fostering & Adoption Facility(ies) and Program for Stray Cats
 - Fostering & Adoption Facility(ies) and Program for Stray Dogs
 - Pet Identification (Licensing) System
 - Animal Services Community Patrol
 - By-law Enforcement, and
 - Shelter Facility for Stray and Impounded Animals
- i. the Civic Administration **BE AUTHORIZED** to undertake all the administrative acts that are necessary in connection with this matter; and
- ii. the Civic Administration **BE DIRECTED** to report back on the outcome of the REOI process at a future meeting of Community and Neighbourhoods Committee (CNC).
- (b) 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;
- (c) the Civic Administration **BE DIRECTED** to examine community-based models for coordinating and managing a variety of animal welfare initiatives including potential financial arrangements;
- (d) The following Phase 1 Work Plan for 2011/2012 **BE APPROVED**, it being noted that the other animal welfare items identified in the July 25, 2011 Council Resolution will be addressed as part of the Phase 2 Work Plan and submitted at a future meeting of CNC:

2011/2012 Phase 1 Work Plan Activity Areas	Proposed Timeframe
Enhance community-based adoption programs for cats and dogs	Ongoing
Maximize spay/neuter opportunities within existing approved funds and examine partnerships for high-volume spay/neuter programs	Ongoing
Release a Request for Expression of Interest (REOI) for service providers interested and qualified to perform activities in various animal service areas	November 2011 to February 2012
Examine short and long-term shelter solutions in other jurisdictions using different models such as public/private partnerships; public/not-for-profit partnerships, privately owned, and publicly owned options	November 2011
Examine community-based models for coordinating and managing a variety of animal welfare initiatives including potential financial arrangements	December 2011 to February 2012

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2011/2012 Phase 1 Work Plan Activity Areas	Proposed Timeframe
Submit briefing details to the Association of Municipalities of Ontario (AMO) and the Federation of Canadian Municipalities (FCM) regarding municipal perspectives on the future of animal services and the need for changes at the municipal level	January 2012
Evaluate options for financing animal services including the role of fees for licenses, tags and microchips	December 2011 to February 2012
Prepare details to help Londoners make better decisions when it comes to obtaining a new pet (Responsible Pet Purchasing)	March 2012

- (e) The remainder of this report **BE RECEIVED** as information in the continued dialogue on expanding the scope of animal welfare initiatives in the city; and
- (f) This report **BE REFERRED** to the Animal Welfare Advisory Committee for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

Relevant reports that can be found at <http://www.london.ca/Council/meetingpackages.htm> include:

- 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
- Upcoming Major Animal Services Reports, CNC, May 17, 2011, Agenda Item #16
- 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, ETC Meeting, February 8, 2010, Agenda Item #8.
- City of London Animal Care & Control Program Report of Statistics and Performance Indicators for 2007 and 2008, ETC Meeting, November 16, 2009, Agenda Item #15.

BACKGROUND

PURPOSE:

The purpose of this report is to:

- address Council direction from June 20, 2011 and July 25, 2011
- provide an update on related matters, and
- seek approval to undertake a number of activities related to animal services

CONTEXT:

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 CNC. The presentation and discussion resulted in Council approval of a number of matters including:

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- 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. The meeting was attended by over 150 Londoners and approximately 30 people shared their written and verbal comments that night with CNC members and City staff. The presentation and discussion resulted in Council approval of a number of matters including:

- review public input to determine how it can be incorporated as part of the process for expanding the scope of animal services, and
- development of a work plan for a variety of animal welfare initiatives.

DISCUSSION:

City of London Vision and Mission Statement for Animal Services

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

Appendices

This report contains details in 7 main areas listed below and found in the identified Appendices. Appendices B through E contains details that support the staff recommendations:

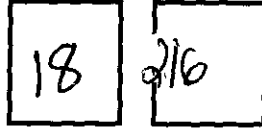
	Appendix	Appendix Contains Background Details to Support Staff Recommendation
1. Overview of the Major Themes Expressed at Public Participation Meeting 2. How Themes Line up with Staff Report and General Direction	A	
3. Process for Requests for Expression of Interests	B	a)
4. Short and Long-term Animal Shelter Facility Solutions 5. Community Based Models for Coordinating and Managing Animal Welfare Initiatives	C	b) c)
6. Overview of Phase 1 Work Plan for 2011/2012	D	d)
7. Updates – Other Municipalities	E	e)

Executive Summary

Overview of the Major Themes Expressed at Public Participation Meeting (Appendix A)

About 15 written submissions and 30 delegations were received at the Public Participation Meeting on July 19, 2011. Over 150 people were in attendance. All written materials and a synopsis of the delegations were forwarded to the July 25, 2011 Municipal Council meeting.

A summary of the major theme areas presented by the public, as noted by City staff, is identified below:



- A new, more modern model for animal welfare services in London is required.
- Education and awareness must be part of the animal services program.
- The existing contract is not supportive of animal welfare and must change. The current contract as approved by Municipal Council, even with the changes introduced in 2007, does not go far enough.
- A number of comments confused the role and outcomes of the City "contract" and the "contractor" hired to deliver the services specified by the City (along with several services not specified by the City but delivered by the contractor).
- Collaboration in the community is important. Animal rescue groups must be seen as a valued component of the program.
- The "Calgary Model" for animal services was cited by many as the model that London must follow.
- General to very strong support for the City report entitled Expanding the Scope of Animal Welfare Initiatives as Part of the City's Animal Services Program and, in particular, the 10 key elements that are identified as the foundation of a modern and forward-thinking program.
- Continuation and expansion of a number of existing programs such as spay/neuter initiatives; trap, neuter, return; and animal welfare awareness.
- Enforcement of by-laws and by-law clauses that promote responsible pet ownership.
- The need to include wildlife management and welfare.
- The need for increased animal adoptions and the need to move quickly.
- A No Kill Shelter or a No Kill Community needs to be promoted in London.
- The number of off-leash dog parks needs to be increased and more staff time needs to be dedicated to this activity.

How Themes Line up with Staff Report and General Direction (Appendix A)

Written and verbal comments shared at the Public Participation Meeting on July 19, 2011 were similar in a number of ways. Those in attendance shared many similar views. In December 2010, City staff commissioned a survey that dealt with animal services in London and potential direction for London. The sample included both pet owners and non-pet owners.

Overall, City staff currently feel "General" to mostly "Good" alignment exists in most areas of the expanded animal services model that has been presented. This is based on public input so far and the overall results of the December 2010 survey.

Process for Requests for Expression of Interests (REOI) (Appendix B)

Given the range of potential opportunities for expanding the scope of animal welfare initiatives in London, City staff recommend issuing a REOI document (process) to identify service providers interested and qualified to perform activities in one or more of the animal service areas. The REOI process ensures transparency. It provides an excellent opportunity for the Corporation to understand what interested and qualified organizations exist in or near London to provide services directly for or in conjunction with the City and/or other partners. It also ensures that potential service providers are aware of City requirements (e.g., insurance, indemnification) and by-laws that must be followed.

Short and Long-term Animal Shelter Facility Solutions (Appendix C)

Shelters that service municipalities under contract generally fall into one of 5 ownership/operation models. We are recommending that further examination of short and long-term shelter solutions in other jurisdictions using different models such as public/private partnerships; public/not-for-profit partnerships, and privately and publicly owned options be undertaken.

Community Based Models for Coordinating and Managing Animal Welfare Initiatives (Appendix C)

Currently there are a number of animal rescue groups in London that coordinate and manage a range of animal welfare activities. For the most part these activities are undertaken by the individual groups with financing to support the initiatives raised in the community or from the member's own contribution. Recently a number of the groups have begun to work in a co-operative type model with ideas, information and some activities being shared (Co-op for Companion Animals). Increased collaboration may be achieved through more formalized working relationships which often include dedicated human and financial resources. In some cases having an overall coordinating body that is community driven allows for opportunities that may not be readily available to the City (e.g., not-for-profit funding, etc.). A couple of local London examples that would have some similarity include London Arts Council, London Heritage Council, Healthy Communities Partnership Middlesex-London, and In Motion – 4 Life.

We are recommending that further examination of community-based models for coordinating and managing a variety on animal welfare initiatives be undertaken.

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Overview of Phase 1 Work Plan for 2011/2012 (Appendix D)

Eight activities are proposed Phase 1 with a target completion of March 2012. The other animal welfare items identified in the Council resolution will be addressed as part of the Phase 2 Work Plan and submitted at a future meeting of the CNC.


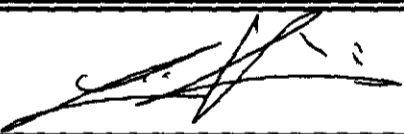
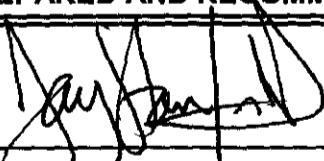
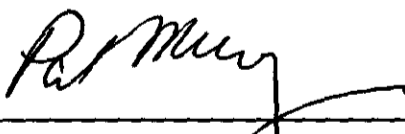
Updates – Other Municipalities (Appendix E)

Over the last couple of months, discussions, information exchanges and data collection has occurred with many communities and organizations including:

- City of Calgary
- Calgary Humane Society
- MEOW Foundation (Calgary)
- City of Ottawa
- City of Brantford
- Oakville & Milton Humane Society
- Town of Oakville
- Town of Milton
- City of Hamilton
- Ontario Society for the Prevention of Cruelty to Animals (Newmarket)
- Town of Richmond Hill
- Town of Aurora
- Town of Markham

A number of key findings include:

- The challenge with stray cats, surrendered cats, abandoned cats and community (feral) cats exists in all municipalities. The number of cats being euthanized in municipal shelters and humane society shelters, whether open admission or limited admission, remains a major issue. Even Calgary, viewed as a North America best practice model for animal services, still euthanizes many cats.
- Collaborations and relationships with the local government, the humane society, animal rescue groups, veterinarians and other community partners is vital to high performing animal service programs. Calgary represents an excellent model in this regard.
- The value of spay/neuter programs is growing in communities and being recognized as a vital component of the animal services program.
- Investments in animal welfare are occurring in many places in Canada.

PREPARED BY:	PREPARED BY:
	
RON OKE ANIMAL WELFARE COORDINATOR	LOU POMPILII MANAGER, CUSTOMER RELATIONS & COMPLIANCE
PREPARED AND RECOMMENDED BY:	REVIEWED & CONCURRED BY:
	
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List of Appendices

- Appendix A Overview of Public Input
- Appendix B Process for Requests for Expression of Interest (REOI)
- Appendix C Additional Research
- Appendix D Overview of Phase 1 Work Plan for 2011/2012
- Appendix E Updates – Other Municipalities

c. John Braam, P. Eng., Director of Water & City Engineer
Animal Welfare Advisory Committee

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APPENDIX A

OVERVIEW OF PUBLIC INPUT TO DATE

Overview of the Major Themes Expressed at Public Participation Meeting

About 15 written submissions and 30 delegations were received at the Public Participation Meeting on July 19, 2011. Over 150 people were in attendance. All written materials and a synopsis of the delegations were forwarded to the July 25, 2011 Municipal Council meeting. Staff would also like to acknowledge that there have been numerous submissions and comments provided on this subject matter in the last two years as well.

Municipal Council resolved on July 25, 2011 to direct staff to prepare a report for a future meeting of the Community and Neighbourhood Committee that provides:

a review of the public input received on the staff report entitled "Expanding the Scope for Animal Welfare Initiatives as Part of the City's Animal Services Program" to determine how the input can be addressed as part of this process.

The following table provides an overview of the major themes expressed at the Public Participation Meeting on July 19, 2011. Also included are staff comments.

A new, more modern model for animal welfare services in London is required	
General public comments	<p>The public expressed significant interest in having a more proactive and responsive model that is:</p> <ul style="list-style-type: none"> • more transparent and accountable, • aligned towards a non-profit model, • builds upon and expand partnerships in the community, • moves towards adoptions vs. euthanasia (expressed as kill by many delegations), and • high volume, low cost spay/neuter.
Staff Comment	<ul style="list-style-type: none"> • City staff agree that a new model is required to ensure that animal welfare services continue to evolve and meet the needs and expectations of Londoners and their pets. • There was limited information provided that illustrated which of the models available was clearly better.
Education and awareness must be part of the animal services program	
General public comments	<p>Opportunities to provide better educational tools and increased awareness with respect to responsible pet ownership/guardianship was highlighted as being very important. Initiatives cited include but are not limited to the following:</p> <ul style="list-style-type: none"> • education and awareness initiatives for youths in the classroom, • promoting responsible pet ownership in the community, and • enhancements to websites and on-line services in providing education tools, supports and awareness for pet owners.
Staff Comment	<ul style="list-style-type: none"> • City staff agree that education and awareness is key • These services are delivered differently in communities: <ul style="list-style-type: none"> ○ primarily by the municipality with municipal staff, ○ primarily by the municipality but through contracts and partnerships, ○ in partnerships with other animal agencies and rescue groups, and ○ primarily by the community with minor support from the municipality.
The existing contract is not supportive of animal welfare and must change. The current contract as approved by Municipal Council, even with the changes introduced in 2007, does not go far enough.	
General public comments	<p>Comments were made by many members of the public of the need to review, change and enhance the existing animal welfare services contract to reflect a more modern and progressive animal welfare service model which is desired by many Londoners.</p>

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Staff Comment	<ul style="list-style-type: none"> • City staff agree that this is the right time to introduce many new animal welfare initiatives into the program including the option for a number of different service providers and partners working on different aspects of the program. • A 10 year contract was signed in 2000 after a competitive tendering process. At the midpoint of the contract a number of new initiatives were agreed to by both London Animal Care Centre (LACC) and the City and were entered into the contract. The most substantial change to the contract was that all dog licensing and cat identification fees came to the City. The current contract ends December 31, 2012. • Municipal Council also invested \$100,000 in animal welfare initiatives (funded from licensing/identification revenue) and added an animal welfare coordinator to the program
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A number of comments confused the role and outcomes of the City “contract” and the “contractor” hired to deliver the services specified by the City (along with several services not specified by the City but delivered by the contractor).

General public comments	<p>Many negative comments were made towards the contractor (LACC) hired by the City (e.g., not enough adoptions, too much money being spent on some services, not enough money on other services, some services are not being provided, too many animals being killed, etc.).</p> <p>Many delegations indicated that the community would be better served by a not-for-profit animal service provider.</p> <p>Several negative comments were made about the London Humane Society.</p>
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Staff Comment	<p>City staff agree that the current contract has many missing services that are part of a modern and forward-looking animal services program. The fact that they are not in the current contract with LACC is not a fault with LACC, rather it is a fault with the City of London and an old contract format.</p> <p>City staff believe that the confusion between a contract and a contractor has caused some of the negativity in the community. Basically blaming a contractor for not delivering services that are not within their contract is unfair.</p> <p>Data from the December 2010 survey illustrates a different pattern. Identified below are the answers to a number of animal services (Question 16 from the survey). The high percentage “Don’t Know” reflects that many survey respondents did not own pets and had no direct experience with the services.</p> <p>Table 16. How satisfied are you with the performance of the City of London in looking after the following animal services, if you can say?</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">Very Satisfied</th> <th style="text-align: center;">Somewhat Satisfied</th> <th style="text-align: center;">Not So Satisfied</th> <th style="text-align: center;">Not Satisfied At All</th> <th style="text-align: center;">Don't Know</th> </tr> </thead> <tbody> <tr> <td>Dog & cat licensing fees</td> <td style="text-align: center;">29.0%</td> <td style="text-align: center;">28.7%</td> <td style="text-align: center;">4.0%</td> <td style="text-align: center;">4.3%</td> <td style="text-align: center;">34.0%</td> </tr> <tr> <td>Off-leash dog parks</td> <td style="text-align: center;">36.7</td> <td style="text-align: center;">26.0</td> <td style="text-align: center;">4.7</td> <td style="text-align: center;">7.3</td> <td style="text-align: center;">25.3</td> </tr> <tr> <td>Picking up strays</td> <td style="text-align: center;">21.0</td> <td style="text-align: center;">27.0</td> <td style="text-align: center;">5.0</td> <td style="text-align: center;">4.0</td> <td style="text-align: center;">43.0</td> </tr> <tr> <td>City Shelter for strays</td> <td style="text-align: center;">17.3</td> <td style="text-align: center;">28.0</td> <td style="text-align: center;">7.3</td> <td style="text-align: center;">2.4</td> <td style="text-align: center;">45.0</td> </tr> </tbody> </table> <p>It must be recognized that LACC is measured against the terms and conditions of the existing contract (along with meeting Provincial legislation for operating a shelter) with the City. LACC continues to meet and/or exceed the terms of the existing contract.</p> <p>In addition, the following services are provided directly by LACC (not under contract):</p> <ul style="list-style-type: none"> • Adoption services for domestic animals • Domestic animal transfer services to partnering organizations in London and Southwestern Ontario • Outreach activities (education in schools & community groups, public relations events such as PetsMart, Pooch Plunge, Bark in the Park, etc) • Enhanced practices (e.g., Free Ride Home, Meet Your Match adoption initiative, lost pet licensing matching services) to reunite pets and their owners • Volunteer Programs • (recently added) on-site spay/neuter facilities and microchipping 		Very Satisfied	Somewhat Satisfied	Not So Satisfied	Not Satisfied At All	Don't Know	Dog & cat licensing fees	29.0%	28.7%	4.0%	4.3%	34.0%	Off-leash dog parks	36.7	26.0	4.7	7.3	25.3	Picking up strays	21.0	27.0	5.0	4.0	43.0	City Shelter for strays	17.3	28.0	7.3	2.4	45.0
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It is also interesting to note that many of the concerns and comments about the contract in London are very similar to those heard and written about in other communities where the services are provided by the municipality, a humane society or other not-for-profit service provider.

To summarize, City staff fully agree that there are many more components needed in an overall animal service program.

Collaboration in the community is important. Animal rescue groups must be seen as a valued component of the program.

General public comments

Many delegations recognized the contributions made by animal rescue groups in London and how this actually saved the City of London money.

Many saw the need to grow these partnerships.

Representatives of the animal rescue groups are looking at forming quality partnerships to encourage community leadership, engagement and support.

Many pointed out that these activities cannot grow without financial support and/or increased volunteer support.

Staff Comment

City staff agree that collaboration with many is a key part of the new model (and have purposely identified this role).

To date, City staff is pleased with the working relationship it has with many of the animal rescue groups. We also recognize that there is much more that we can do to assist but are currently limited right now from a resource and funding perspective.

For many animal rescue groups, there are concerns in forming working relationships with LACC and/or the London Humane Society.

City staff are also aware of stronger partnership models in other communities that must be brought into London to make the overall future that much more achievable.

The "Calgary Model" for animal services was cited by many as the model that London must follow

General public comments

Elements of Calgary that people highlighted included:

- the amount of money spent on animals,
- low euthanasia (kill) rates,
- high return to owner rates,
- high licensing rates for dogs and cats,
- modern pounds services,
- spay/neuter performed at the pound,
- education and awareness programs, and
- strong leadership.

A few delegations cited statistics from the City of Calgary (Animal Services) but did not take into account the statistics from Calgary Humane Society (CHS).

Staff Comment

City staff agree that Calgary is a recognized leader in animal services in North America and the progress of Calgary has been followed by City staff for a number of years.

In 2005, LACC designed and held a one day conference in London and Bill Bruce, Director of Animal & Bylaw Services was a speaker. At that stage, enforcement and licensing in Calgary were the high priorities which ultimately lead to increased revenues and programs in animal welfare.

In 2009, the Animal Welfare Advisory Committee (AWAC) invited Bill Bruce to attend an evening session to discuss the advancements in the program.

A City staff member visited Calgary in September 2011 and held meetings with staff from the City of Calgary Animal Services Division, 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.

These interactions with Calgary animal service providers will assist in shaping elements locally. Contained in Appendix E are further items relevant to Calgary. The trip to Calgary not only highlighted many of the successes but also the challenges (e.g., stray and surrender cats) that Calgary also has. CHS handles significantly more cats in Calgary than the City of Calgary handles.

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General to very strong support for the City report entitled Expanding the Scope of Animal Welfare Initiatives as Part of the City's Animal Services Program and, in particular, the 10 key elements that are identified as the foundation of a modern and forward-thinking program.

General public comments	A number of delegations supported different aspects of the report. Some supported the direction being taken with the 10 key elements as identified as the foundation of a modern and forward-thinking program designed to assist homeless pets.
Staff Comment	<p>During report preparation, City staff spoke and read about numerous cities in Ontario, Canada and in North America.</p> <p>Although the report highlights a number of specific cities such as Calgary and Edmonton as being leaders, staff would like to recognize that materials from many other locations contributed to this report. It has become very clear that challenges and opportunities exist in all animal service programs serving municipalities. City staff have learned as much from best practice communities as they have about programs in communities that have not performed up to their potential.</p> <p>There continues to be limited information available on verifiable best practices in animal services. We believe part of this challenge stems from what may be characterized as limited coordination among municipalities in this service area.</p>

Continuation and expansion of a number of existing programs such as spay/neuter initiatives; trap, neuter, return; and animal welfare awareness

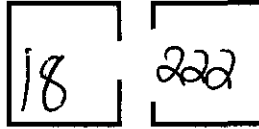
General public comments	<p>There is widespread support for the continuation and expansion of a number of existing programs such as:</p> <ul style="list-style-type: none"> • Trap, Neuter, Return Program for feral cats • Low Income Spay Neuter • Animal Welfare Awareness Activities (e.g., adoption activities)
Staff Comment	City staff agree that the continuation and enhancement of existing programs is a priority.

Enforcement of by-laws and by-law clauses that promote responsible pet ownership

General public comments	<p>Members of the public expressed concerns about by-law enforcement including:</p> <ul style="list-style-type: none"> • the need for more proactive enforcement in City parks and off-leash areas, • financing more enforcement by increasing the number of dogs licensed, and • recognizing that the volunteers from London Dog Owner's Association (LDOA) can only have so much influence in the park and that some park users have a lack of respect for the volunteers. It is in these cases where enforcement would be most valuable. <p>Also expressed was the need to remove by-law clauses that are not supportive of animal welfare including:</p> <ul style="list-style-type: none"> • pet limits in households, and • breed specific by-law review consideration.
Staff Comment	<p>City staff agree that a formal patrol system through the off-leash dog parks would be beneficial. Enforcement for dogs running off-leash in City parks is challenging as park areas are difficult to cover as there are multiple entrance and exit areas.</p> <p>City staff continue to work on pet limits and what by-law changes should be proposed. Tied to this work are the role of foster homes and the number of animals that can be fostered at one time.</p> <p>The only breed specific legislation in Ontario is for pit bulls. It is under Provincial control and outside of the City's ability to amend.</p>

The need to include wildlife management and welfare

General public comments	<p>Wildlife concerns are on the increase in urban areas as there are more human-wildlife conflict issues due to the growth of urban areas.</p> <p>The City needs additional work in this area including a review of by-laws that may prohibit additional activities from occurring.</p>
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Staff Comment	City staff agree that additional work needs to be undertake in this area. There are currently 7 wildlife foster homes operating in the London area. Direction relating to wildlife rehabilitation and welfare for wildlife will be sought from Council as we move forward.
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The need for increased animal adoptions and the need to move quickly

General public comments	Presenters also pointed to a desire to establish foster networks and placement facilities.
Staff Comment	City staff agree with the need for increased animal adoption and fostering support both from the City but more importantly from the community

A No Kill Shelter or a No Kill Community needs to be promoted in London.

General public comments	Many delegations supported the need for London to have a No Kill Shelter and to advance London as a No Kill Community. A number of delegations wanted this as a set goal for London.
Staff Comment	<p>Initial City staff research has indicated that there are many different opinions on the role for, or need to have/become, a No Kill (municipal) Shelter or to be a No Kill Community. There are currently no publicly stated No Kill Shelters or No Kill Animal Agencies in London. City staff are not aware of any city or town in Ontario declaring itself as a no kill community.</p> <p>The words “no kill” have caused confusion from both a definition perspective as well as where it is applied (i.e., at the shelter level or at the program level). In some cases the words “no kill” are used as an important organization or a community statement. In other cases, it would appear to be used as a marketing statement to secure funding. There are many prominent animal agencies in the United States both for and against this term. Some choose to use the term “No More Homeless Pets” to achieve a similar objective.</p> <p>With respect to a No Kill Shelter, it is important to understand the key distinction between whether a shelter/pound has open admission or limited admission when sheltering animals. Open admission shelters like the one operated by LACC under contract to the City do not have the option of turning away animals coming into their facility. A limited admission pound/shelter has the ability to refuse admission when they are full and in some case can pick and choose the healthy adoptable pets to put in to their adoption program. Most No Kill shelters are limited admission. In Calgary, for example, there are three primary shelters and only the MEOW Foundation highlight that they are a No Kill Shelter. The City of Calgary and the Calgary Humane Society are not No Kill Shelters.</p> <p>With respect to No Kill Communities, a group referred to as the No Kill Advocacy Centre indicates that for a community to become No Kill, the following programs and services must be mandatory:</p> <ol style="list-style-type: none"> I. Feral Cat Trap Neuter Return (TNR) Program II. High-Volume, Low-Cost Spay/Neuter III. Rescue Groups IV. Foster Care V. Comprehensive Adoption Programs VI. Pet Retention VII. Medical and Behavior Programs VIII. Public Relations/Community Involvement IX. Volunteers X. Proactive Redemptions XI. A Compassionate Director <p>In the City staff report entitled Expanding the Scope of Animal Welfare Initiatives as Part of the City’s Animal Services Program, a 10 point program has been identified as the appropriate direction for London:</p> <ol style="list-style-type: none"> 1. Valued Services & Community Compassion 2. Animal Welfare 3. Education & Awareness

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	<p>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</p> <p>As illustrated below, it is worth noting that that the programs and services line up very closely. Most importantly, there is a focus on the animals. Unless directed differently by Municipal Council, City staff will continue to follow the Council approved mission and vision statements and proposed 10 point plan and not deal with No Kill Shelters or No Kill Communities. This more or less suggests we are unofficially following the No More Homeless Pets model promoted and supported by many communities.</p>	
	<i>Programs as Part of a No Kill Community</i>	<i>Proposed Program Areas for London's Overall Animal Services Program</i>
	I. Feral Cat TNR Program	2. Animal Welfare
	II. High-Volume, Low-Cost Spay/Neuter	2. Animal Welfare
	III. Rescue Groups	5. Community Partnerships
	IV. Foster Care	10. Fostering & Adoption Facility or Facilities
	V. Comprehensive Adoption Programs	10. Fostering & Adoption Facility or Facilities
	VI. Pet Retention	3. Education & Awareness 8. By-law Enforcement
	VII. Medical and Behavior Programs	1. Valued Services & Community Compassion 2. Animal Welfare 5. Community Partnerships 9. Shelter Facility 10. Fostering & Adoption Facility or Facilities
	VIII. Public Relations/Community Involvement	5. Community Partnerships
	IX. Volunteers	5. Community Partnerships
	X. Proactive Redemptions	6. Pet Identification 7. Community Patrol 8. By-law Enforcement
	XI. A Compassionate Director	1. Valued Services & Community Compassion
<p>The number of off-leash dog parks needs to be increased and more staff time needs to be dedicated to this activity.</p>		
General public comments	Presenters also indicated the need for increased enforcement in these areas as well as other park areas of the community.	
Staff Comment	Municipal staff is prepared to assist and support in establishing new off-leash dog parks in the community and remain dedicated to this activity.	

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How Themes Line up with Staff Report and General Direction

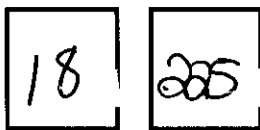
Written and verbal comments shared at the Public Participation Meeting on July 19, 2011 were similar in a number of ways. Those in attendance shared many similar views.

In December 2010, City staff commissioned a survey that dealt with animal services in London and potential direction for London. The sample included both pet owners and non-pet owners. The sample size was 300 and collected through systematic, proportional random sampling. The structured proportions included a set number of respondents for each ward in the city. The purpose of the survey research was to obtain opinions from Londoners on a number of key animal welfare areas, feedback on areas that may change in the future, opinions on some areas being considered for future direction and opinions on current satisfaction with some existing services. The full survey is found in the staff report entitled Expanding the Scope of Animal Welfare Initiatives as Part of the City’s Animal Services Program.

City staff are working with the understanding that there is overall support in direction from Municipal Council, at this stage in the process, for the following 10 areas as being key foundation areas of a comprehensive Animal Services Program.

The table below provides a City staff opinion of where the public input today and the overall results of the December 2010 survey aligns with the ten areas. Overall, City staff currently feel “General” to mostly “Good” alignment in most areas.

Key Foundation Areas of a Comprehensive Animal Services Program	Staff Current Opinion on Alignment Weak – General (Average) - Good
1. Valued Services & Community Compassion	Public Input – Good Survey – Good
2. Animal Welfare	Public Input – Good Survey – Good
3. Education & Awareness	Public Input – Good Survey – General
4. Monitoring, Analysis & Public Reporting	Public Input – General Survey – not available
5. Community Partnerships	Public Input – Good Survey – General
6. Pet Identification	Public Input – Good Survey – Good
7. Community Patrol	Public Input – Good Survey – Good
8. By-law Enforcement	Public Input – Good Survey – Good
9. Shelter Facility	Public Input – Weak Survey – Good
10. Fostering & Adoption Facility or Facilities	Public Input – Good Survey - Good



APPENDIX B

PROCESS FOR REQUESTS FOR EXPRESSION OF INTEREST

Requests for Expression of Interests

Given the range of potential opportunities for expanding the scope of animal welfare initiatives in London, City staff recommend issuing a Request for Expression of Interest (REOI) document (process) to identify service providers interested and qualified to perform activities in one or more of the following areas:

- Education & Awareness Services for Responsible Pet Ownership (Adults and Children)
- Coordination of Community-based Animal Welfare Initiatives (including trap, neuter, return program for cats, volunteer coordination)
- Fostering & Adoption Facility(ies) and Program for Stray Cats
- Fostering & Adoption Facility(ies) and Program for Stray Dogs
- Pet Identification (Licensing) System
- Animal Services Community Patrol
- By-law Enforcement
- Shelter Facility for Stray and Impounded Animals

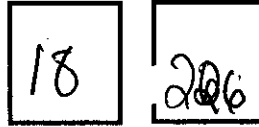
The REOI document will contain several sections such as:

- An overview of the requirement
- Background information
- How the submission will be examined and/or evaluated
- Requirements of the Municipal Freedom of Information and Protection of Privacy Act
- Confidentiality
- Conflict of Interest
- Code of Conduct
- Disclosure of Information
- Anti-lobbying
- Approach to financing the project and other funding sources and ideas
- Partnership opportunities
- Proof of Insurance
- Indemnification requirements
- Municipal by-laws, provincial legislation and federal legislation that must be followed
- Experience and qualifications of personnel proposed for the initiative
- Overview of initiative, program or service to be provided
- Response format
- Expectations and requirements for the City of London

The REOI process ensures transparency. It provides an excellent opportunity for the Corporation to understand what interested and qualified organizations exist in or near London to provide services directly for or in conjunction with the City and/or other partners. It also ensures that potential service providers are aware of City requirements (e.g., insurance, indemnification) and by-laws that must be followed.

Submissions generally take the form of a structured response (about 8 to 12 pages) with other matters attached in an appendix.

The REOI is advertised on the City's website and placed in the London Free Press in the Living in the City section.



APPENDIX C

ADDITIONAL RESEARCH

Short and Long-term Animal Shelter Facility Solutions

Shelters that service municipalities under contract generally fall into one of 5 ownership/operation models:

1. publicly owned and operated by a private or non-for-profit service provider
2. publicly owned and operated by a public service provider
3. privately owned and privately operated
4. public/private partnerships with specified operational strategies, and
5. public/not-for-profit partnerships with specified operational strategies

The first three categories are the most common.

The City of London has not owned or operated an animal shelter for at least 35 years and likely 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.

When considering a shelter strategy, many variables come into play 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

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. Depending on the requirements of shelter, the price could be higher. For example, the City of Edmonton shelter facility designed to house up to 120 dogs and 150 cats (2,120 square metre building) cost about \$13.3 million. Edmonton's population is about 800,000 people.

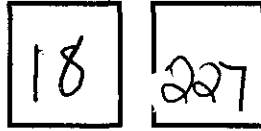
We are recommending that further examination of short and long-term shelter solutions in other jurisdictions using different models such as public/private partnerships; public/not-for-profit partnerships, and privately publicly owned options be undertaken.

Community Based Models for Coordinating and Managing Animal Welfare Initiatives

Currently there are a number of animal rescue groups in London that coordinate and manage a range of animal welfare activities. For the most part, these activities are undertaken by the individual groups with financing to support the initiatives raised in the community or from the members own contribution. Recently, a number of the groups have begun to work in a co-operative type model with ideas, information and some activities being shared (Co-op for Companion Animals).

With respect to community-based adoptions City staff are working closely with the Co-op for Companion Animals and the Furry Friends Adoption Shoppe. This initiative has had early successes. It has also had challenges with volunteers that are already very stretched with their generous time contribution. Improvements and further ideas are being incorporated to grow the adoption program and awareness of the need for homes for homeless pet.

Recent information provided to City staff from the Co-op for Companion Animals highlights the significant number of cats and dogs that volunteer rescue groups handle both within London and in nearby communities. These activities occur through significant volunteer hours, dedication, fundraising and networking. These activities are funded primarily from community sources. What is key about these activities is that these animals do not reach a shelter in London and these homeless pets are either adopted or placed in foster homes waiting for adoption. Preliminary estimates suggest that between 1,000 and 1,200 cats and dogs were



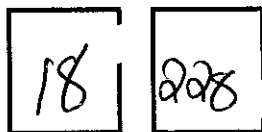
adopted in a 12 month period in 2010 and 2011 in London and outside London.

Increased collaboration may be achieved through more formalized working relationships which often includes dedicated human and financial resources. In some cases having an overall coordinating body that is community driven allows for opportunities that may not be readily available to the City (e.g., not-for-profit funding, etc.).

A couple of local London examples that would have some similarity include:

- London Arts Council
- London Heritage Council
- Healthy Communities Partnership Middlesex-London, and
- In Motion – 4 Life

We are recommending that further examination of community-based models for coordinating and managing a variety of animal welfare initiatives be undertaken.



APPENDIX D

OVERVIEW OF PHASE 1 WORK PLAN FOR 2011/2012

Identified on the table below are the proposed Phase 1 activity areas identified after the Public Participation meeting on July 19, 2011 and approved by Council on July 25, 2011. The other animal welfare items identified in the Council resolution will be addressed as part of the Phase 2 Work Plan and submitted at a future meeting of the CNC.

2011/2012 Phase 1 Work Plan Activity Areas		Proposed Timeframe
Activity	Enhance community-based adoption programs for cats and dogs	Ongoing
Comments	<ul style="list-style-type: none"> • Staff are working on a plan to establish smaller adoption events in different areas of the city. This includes locations like malls, pet stores or in areas of high visibility. • The City, a number of animal rescue partners working through the Co-op for Companion Animals, and Oxbury Mall have teamed up to develop a Furry Friends Adoption Shoppe to provide a storefront for adoptable cats. • The Co-op for Companion Animals is exploring increased visibility on Internet (e.g., a website) and the role of social media. 	
Activity	Maximize spay/neuter opportunities within existing approved funds and examine partnerships for high-volume spay/neuter programs	Ongoing
Comments	<ul style="list-style-type: none"> • City staff continue to evaluate the efforts of other municipalities through the province and country to establish a benchmark for best practices. The key to a successful spay neuter initiatives requires the ability to handle volume. • The London Animal Care Centre (LACC) has recently opened an on-site surgery area at the shelter for performing spay/neuters including paediatric spay/neuters for LACC's homeless, adoptable pets. Previously these surgeries were performed off-site. 	
Activity	Request for Expression of Interest (REOI) for service providers interested and qualified to perform activities in various animal service areas	November 2011 to February 2012
Comments	<p>Key steps for City staff include:</p> <ul style="list-style-type: none"> • Complete REOI and release • Review and evaluate submissions • Compare submissions and next steps • Prepare report for CNC 	
Activity	Examine short and long-term shelter solutions in other jurisdictions using different models such as public/private partnerships; public/not-for-profit partnerships, privately owned, and publicly owned options	November 2011
Comments	<p>Key steps for City staff include:</p> <ul style="list-style-type: none"> • Finalize review of other jurisdictions • Prepare a list advantages and disadvantages of the proposed models • Evaluate options • Prepare report for CNC 	
Activity	Examine community-based models for coordinating and managing a variety on animal welfare initiatives including potential financial arrangements	December 2011 to February 2012

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2011/2012 Phase 1 Work Plan Activity Areas		Proposed Timeframe
Comments	<p>Key steps for City staff include:</p> <ul style="list-style-type: none"> • Review options in London and other jurisdictions • Prepare a list advantages and disadvantages of the proposed models • Evaluate options • Prepare report for CNC 	
Activity	Submit briefing details to be submitted to the Association of Municipalities of Ontario (AMO) and the Federation of Canadian Municipalities (FCM) regarding municipal perspectives on the future if animal services	January 2012
Comments	<p>Key steps for City staff include:</p> <ul style="list-style-type: none"> • Develop Issue Statement • Prepare background materials • Prepare potential solutions (high level) • Suggest next steps • Review with Director, Intergovernmental and Community Liaison • Determine appropriate method to submit to AMO and FCM • Complete submission and any follow-up 	
Activity	Evaluate options for financing animal services including the role of fees for licenses, tags and microchips	December 2011 to February 2012
Comments	<p>Key steps for City staff include:</p> <ul style="list-style-type: none"> • Finalize review of other jurisdictions • Prepare a list advantages and disadvantages of methods used • Develop scenarios for London including potential number of cats and dogs identified, operational requirements and financial outcomes • Evaluate options • Prepare report for CNC 	
Activity	Prepare details to help Londoners make better decisions when it comes to obtaining a new pet (Responsible Pet Purchasing)	March 2012
Comments	<ul style="list-style-type: none"> • Review of other jurisdictions • Review any by-law or Provincial legislation • Prepare materials • Solicit input where beneficial • Determine fit with other animal welfare initiatives • Launch information 	



APPENDIX E

UPDATES – OTHER MUNICIPALITIES

Over the last couple of months, discussions, information exchanges and data collection has occurred with or involved many communities and organizations including:

- City of Calgary
- Calgary Humane Society
- MEOW Foundation (Calgary)
- City of Ottawa
- City of Brantford
- Oakville & Milton Humane Society
- Town of Oakville
- Town of Milton
- City of Hamilton
- Ontario Society for the Prevention of Cruelty to Animals (Newmarket)
- Town of Richmond Hill
- Town of Aurora
- Town of Markham
- City of Richmond – Richmond Animal Protection Society (RAPS)

A number of key findings include:

- The challenge with stray cats, surrendered cats, abandoned cats and community (feral) cats exists in all municipalities. The number of cats being euthanized in municipal shelters and humane society shelters, whether open admission or limited admission, remains a major issue. Even Calgary, viewed as a North America best practice model for animal services, still euthanizes many cats.
- Collaborations and relationships with the local government, the humane society, animal rescue groups, veterinarians and other community partners is vital to high performing animal service programs. Calgary represents an excellent model in this regard.
- The value of spay/neuter programs is growing in communities and being recognized as a vital component of the animal services program.
- Investments in animal welfare are occurring in many places in Canada.

Other common themes that were found among many communities include:

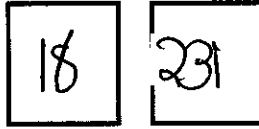
- Increasing the number of off-leash dog parks is important.
- Municipally coordinated or municipally supported adoption and fostering facilities, although limited in their use in municipalities, are gaining recognition as a key solution for most animal welfare service models.
- Pet identification in all forms; licensing, micro-chipping, tattooing and tags are viewed as a very important component to responsible pet ownership. Licensing remains the most common form of pet identification.
- By-laws and enforcement varies amongst municipalities. Although many municipalities have pet limits, several are considering removing some pet limits within their jurisdictions.

The City of London has had reasonable success in administering and/or collaborating with many of the above noted programs and themes with its existing service provider and with the partnerships and collaboration both with and among the diverse and committed rescue and volunteer groups that support animal welfare initiatives in the City.

The following section will highlight some of the specific activities and initiatives under way in the community's and organizations listed above.

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).

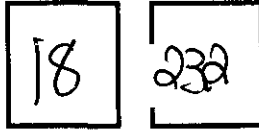
Clearly Calgary has raised the bar to a high level with respect to animal services. Many of these details are captured in the City (London) staff report. The primary purpose of the trip to Calgary was to learn more about the challenge and opportunities that still face Calgary. That was achieved.

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.

Best available stray and surrendered animal numbers for Calgary for 2010 are presented below. These numbers clearly show the significant progress made in reuniting pets and adopting pets. With respect to reuniting pets, the role of licensing pets is clearly evident. The data also highlights that cats continue to be a challenge in Calgary.

Approximate Dogs in 2010	Received	Claimed	Adopted	Died in Shelter/ DOA	Transferred	Euthanized
Calgary Animal Services	4,330	3,746	374			210
Calgary Humane Society	2,443	415	1,295	25	268	440
Sub-total	6,773	4,161	1,669	25	268	650
Approximate Cats in 2010	Received	Claimed	Adopted	Died in Shelter/ DOA	Transferred	Euthanized
Calgary Animal Services	869	479	232			158
Calgary Humane Society	5,223	365	2,977	104	157	1,620
MEOW	615	15	600			0
Sub-total	6,707	859	3,809	104	157	1,778
TOTAL	13,480	5,019	5,478	129	425	2,428



Of particular interest was a recent Blog posting from the Executive Director of CHS (Patricia Cameron). A number of the themes highlighted by the Executive Director are of particular relevance to the discussion going on in London.

Executive Director's Blog

From the desk of Patricia Cameron, Executive Director CHS

Open Admissions at Calgary Humane Society

Tuesday, April 26, 2011

Besides being Calgary and region's oldest and largest animal welfare organizations, did you know that Calgary Humane Society (CHS) is the only totally "open admissions" shelter in our province? "Open admissions" means that even when our shelter is full, CHS will never turn an animal away.

CHS took the open admission position for a very powerful and compelling reason – we see time and time again the fate of unwanted pets. Boxes of puppies and kittens thrown out behind dumpsters. Wounded, injured, or starved animals found out in the country. Animals locked in a kennel for weeks or months at a time or left behind without water or food when the owner moved out of an apartment. Animals beaten and abused by owners who resent them and lack the skills or interest to provide humane care.

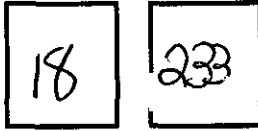
One of my own dogs, Zach, was just such a pup, abandoned in the country when he was only about 5 weeks old, during a cold October night. He owes his life to a kind person who took the time to pick him up and bring him to CHS. The shelter was full on that day and - if CHS were not "open admissions" - I am not sure what would have happened to little Zach, who was frightened, cold, and very sick with "puppy strangles," and demodectic mange.

The suffering of unwanted animals is a daily, unforgettable reality for staff and volunteers at CHS. From years of experience, we strongly believe our "open admissions" policy is a necessity if we are to fulfill our mission of "helping as many animals as possible." In whatever way we can, we want to reduce the chances that any pet be left with nowhere to go and no options.

The positive side of open admissions is the policy ensures that our shelter is available to all animals in need. The negative side of open admissions is that when the number of animals exceeds our capacity (which peaks at about 800 animals), CHS must euthanize animals or quickly have so many animals in care that we cannot humanely and adequately provide for them. Prior to taking the step to euthanize an adoptable, healthy animal, we try every other solution available to us: foster care, transfer to another rescue, and - always - CHS does its utmost to promote adoptions.

And this leads to me to an important point – the wrongness of a rhetoric that would brand "open admissions" facilities as "Kill" organizations and promote "No Kill" as a simplistic solution in the effort to save the lives of animals in need. When people talk about "No Kill" the reality is they are talking about limited admissions - closing the door when the shelter is full, or selecting what animals will or will not be admitted, or other means of limiting the number of animals in care so that no adoptable healthy animals need be euthanized.

Knowing as we do, the harsh realities of need in our and other communities, CHS does not fault limited admissions shelters for their policy choices. There are good reasons for taking a limited admissions approach to sheltering and much good work is done by limited admissions facilities. In the spirit of true compassion, we ask that people offer the same respect and understanding to CHS – the respect and understanding based on the realities of our current social situation in which there are at minimum 14,000 homeless animals in Calgary each year. We are a safe, warm, and caring place to land, open to any companion animal, whether well, or sick, adoptable or unadoptable. *The companion animals in need in Calgary and surrounding district need the "open admissions" safety net that CHS provides.*



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.

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.

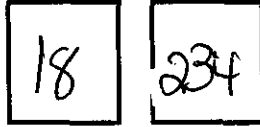
Collaboration between Animal Services and Recue Groups is present. When a pet arrives at the shelter a staff person or volunteer will contact the rescue groups to find placement for the animal. All animals are either transferred out or put down. Hamilton Animal Services does not do adoptions. The Hamilton/Burlington 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.

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.

Other Spay/Neuter Programs

The following highlights a number of spay neuter facilities we are tracking in other jurisdiction:

- 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.

Other Animal Foster and Adoption Facility or Facilities

There is ongoing research on establishing a large scale foster facility or sanctuary especially for cats in the London. The following highlights some examples we are following in other jurisdictions:

- Richmond Animal Protection Society (RAPS) in Richmond, British Columbia (population 200,000) operates a sanctuary on 9 acres of land with a capacity of up to 900 cats in care.
- As reported July 19, 2011 by the Ottawa Humane Society (OHS), two weeks after they cut the ribbon on a new, state of the art, expanded facility it was announced that it was already at capacity. OHS had taken in 531 cats and 175 dogs.
- As reported August 24, 2011 by the Nova Scotia SPCA, the SPCA Newfoundland & Labrador, the Greater Moncton SPCA, the PEI Humane Society, the New Brunswick SPCA, the Fredericton SPCA and the Nova Scotia SPCA are faced by an enormous strain and capacity limitations, primarily due to stray and abandoned cats.