TO:     Members of Council

FROM:  Dana Earle, Deputy City Clerk

DATE:  Friday, November 13, 2020

SUBJECT:  Additional Information

City Council (Public Meeting)/Committee of the Whole – November 16, 2020

COMMITTEE OF THE WHOLE

Additional Information


2. Document entitled “Building a Responsible Pet Ownership Community” relative to the Responsible Pet Ownership Deputation, for information.


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# TABLE OF CONTENTS

**STUDY PROCESS**  
OVERVIEW OF OUR APPROACH .......................................................... 3

**STRATEGIC RECOMMENDATIONS**  
EMPLOYMENT LAND STRATEGY 2020 RECOMMENDATIONS ........ 7
STUDY PROCESS
Study Process
Overview of our Approach

Phase 1 – Land Supply Analysis
• Industrial – 770 ha, mostly Light Industrial
• Commercial – 84 ha, few large sites
• Institutional – 24 ha, few sites
• Employment Land Database
• Mapping of Vacant Employment Lands

Phase 2 – Trends Analysis
• Office Sector – densification
• Industrial Sector – warehousing + distribution
• Retail Sector – eCommerce, smaller store sizes, mixed-use redevelopments
Study Process

Overview of our Approach

Phase 3 – Population and Employment Forecasts
• Four Scenarios – Base Case, Low, High, and High+
  – Population increase of 15,300 by 2051 (Base Case)
  – Employment growth of 10,400 by 2051 (Base Case)

Phase 4 – Employment Land Demand Forecast

<table>
<thead>
<tr>
<th>EXHIBIT 34 – LAND DEMAND CONCLUSIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Land Type</td>
</tr>
<tr>
<td>-----------------------</td>
</tr>
<tr>
<td>Industrial</td>
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<tr>
<td>Industrial (Excluding Job Declines)</td>
</tr>
<tr>
<td>Office</td>
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<tr>
<td>Institutional</td>
</tr>
<tr>
<td>Retail-Commercial – Baseline</td>
</tr>
<tr>
<td>Retail-Commercial – Reduced Space per Capita</td>
</tr>
</tbody>
</table>

Phase 5 – Planning Policy Review
• Corporate Strategic Plans (2015-2018 and 2019-2022)
• Official Plan
• Zoning By-Law
Study Process
Overview of our Approach

Phase 6 – Conclusions and Strategic Recommendations
• Industrial Perspectives
• Office Perspectives
• Retail-Commercial-Perspectives
• Institutional Perspectives
• Planning Perspectives
• Innova Business Park
• Role of Major Infrastructure
• Costco Analysis
• Strategic Recommendations
STRATEGIC RECOMMENDATIONS
Strategic Recommendations

Employment Land Strategy 2020 Recommendations

Overall Employment Land Supply

• At an aggregate level, the city has a more than adequate supply of employment land across all land use designations. There is no identified need for the City to directly intervene in the land market.

Industrial Recommendations

• Business Area-designated lands will be in demand, but there is a sufficient supply to consider some conversion to Light Industrial use.
• Undeveloped, centrally-situated Light Industrial lands must be retained to accommodate such uses going forward.
• The City’s established heavy industrial base is an asset which requires protection to ensure ongoing operations. However, the vast supply of vacant and underutilized Heavy Industrial sites can withstand some conversion to Light Industrial uses.
• The city has a suitable amount of Industrial-designated lands in a variety of locations, with a range of in-place servicing, to suit occupier needs.
• From a land needs perspective, the redevelopment of brownfield sites is not required to meet anticipated employment land demand.
• There may be opportunities for Industrial land conversion in select locations to facilitate sought-after development.
Strategic Recommendations
Employment Land Strategy 2020 Recommendations

Office Recommendations
• Office space could be a feature of a mixed-use redevelopment of a site in the Strategic Cores or along the waterfront.
• There is no identified need to extend municipal infrastructure/services to additional employment lands in order to meet anticipated office land demand.
• The City’s Zoning By-law with respect to office space as a permitted use is unnecessarily rigid, and not conducive to fostering growth in this type of land use.

Retail-Commercial Recommendations
• There is gap in the retail-commercial land supply in the form of larger sites capable of accommodating significant new development.
• There is potential for existing retail-commercial sites to be repurposed.
• There will likely be ongoing need for development sites for retail-commercial properties. Conversion of employment lands to a Commercial use can be explored, while ensuring sufficient needed Industrial lands remain available for that use.
Strategic Recommendations

Employment Land Strategy 2020 Recommendations

Institutional Recommendations

• Occupied large Institutional sites/campuses contain undeveloped lands that are suited to accommodate future institutional and related development.
• Institutional land needs require ongoing monitoring, and this can be achieved through liaison between City staff and these organizations.
• Public sector uses can spur other development to take place. Thoughtful planning of institutional buildings is needed to leverage their value.
• City should preserve its designated, vacant Institutional sites for their planned use.

Innova Business Park Recommendations

• Innova’s Development Guidelines should be maintained.
• Marketing of Innova Business Park would benefit from a few suggested enhancements.
• There are some proposed refinements to the range of permitted uses within Innova Business Park which will allow it to develop as a premier business location.

Other Recommendations

• Promote opportunities for development along the waterfront, while protecting the Port function.
• Re-evaluate the need for a Market and Economic Impact Analysis.
Building A Responsible Pet Ownership Community:

A Model for Thunder Bay
• In North America we do not have a problem with pet overpopulation, stray animals, nuisance or vicious animals – we have a problem with responsible pet ownership.

• Virtually every animal that ends up in a shelter or on the street is there because a human relationship failed them.
• Insanity: doing the same thing over and over again and expecting different results. *Albert Einstein*

• Let us shift from traditional animal control to responsible pet ownership
Thunder Bay Animal Services

- Protects public safety and promotes a community where residents and animals can coexist.
- Encourages responsible pet ownership through licensing, public education and enforcement.
- Protects people from animals
- Returns pets to owner
- Cares for impounded animals
- Obtains compliance to the Thunder Bay Animal Bylaw
- Responds to emergency calls and dogs threatening public safety
- Picks up stray dogs and dead animals
- Investigates dog bites
But We Can **BE** more? Our Vision...

- Create a city department that citizens want to work with.
- Create a collaborative environment with animal interest groups.
- Focus on humane animal management strategies – a “No More Homeless Pets” philosophy:
  - Return to owner
  - Utilize local clinics and veterinary skills to make more unclaimed animals adoptable
  - Utilize behaviour modification to correct issues to allow the animal to be adopted
  - Programs to teach and support responsible pet guardianship
- Reduce aggressive animal incidents
- Be self supporting without tax dollars
FROM VISION TO ACTION

1. Identify the issue
2. Engage stakeholders
3. Build a process that works
4. Educate people to use it
   • 95% voluntary compliance
5. Back it up
   • 5% enforcement
6. Measure it
   • how do we know we are improving
IDENTIFY THE ISSUES

• What are the behaviors in our community that are creating problems or threatening public safety?

• What is the desired outcome?

• Do we have the authority to regulate the issue – if not, who does?
BSL - is the issue particular breeds or is the issue aggressive canine behaviour?

Pet Limits - is the issue the number of animals or is the issue related to noise, smell or care being given to the animals?
ENGAGE THE STAKEHOLDERS

• Who will be affected by this regulation?
  • Community animal experts/Rescues/Veterinary Clinics/Trainers/Groomers/Pet stores
  • Public
  • Victims of an incident

• What will their position be?
• What are their interests?
BUILD PROCESSES THAT WORK

Use a standard business project process (SMART)

– **Specific**: The goal should target a specific area of improvement or answer a specific need.

– **Measurable**: The goal must be quantifiable, or at least allow for measurable progress.

– **Attainable**: The goal should be realistic, based on available resources and existing constraints.

– **Relevant**: The goal should align with other business objectives to be considered worthwhile.

– **Time-bound**: The goal must have a deadline or defined end.
BUILD PROCESSES THAT WORKS

• Gather data on the current state in the community and vision where we would like it to be?

• What facts are available?

• What facts do we need to find or validate?
BUILD PROCESSES THAT WORK

• Engage the stakeholders in the solutions
• How will we measure and report on the progress
• Be realistic in how long it may take to implement change – identify the milestones
• The regulation on its own is not the whole solution – what needs to be done to support it?
PUBLIC EDUCATION

• Education is the most powerful tool to change behavior
• Build knowledgeable citizens – why we have these rules.
• Give people good information to support making good choices.
• Support the perception of fairness
Four Principles of Responsible Pet Ownership

1. License and provide permanent identification for pets
2. Spay or neuter pets.
3. Provide training, physical care, socialization and medical attention for companion pets
4. Do not allow pets to become a threat or nuisance in the community
PRINCIPLE 5 for new owners

Ethical Procurement of Companion Animals

• First, ask yourself if this is the right time to bring a companion animal into your family

• Do your research on your companion animal’s physical needs, what to expect for medical, food and care costs, what type of training, socializing and exercise will be needed – can you provide it over the 10 to 20 year commitment

• Source companion animals only from credible rescues or ethical breeders
ENFORCEMENT

• Final step if all else failed - consequences
• Needs to be effective – perception of getting caught
• Needs to provide deterrent value – cost of non-compliance
• Perception of fairness
MEASUREMENT

- Confirms if the bylaw is being successful or not
- Tracks changes or trends in the community
- What to measure and what is it telling us
OUR RESPONSIBLE PET OWNERSHIP PARTNERS

A successful animal program requires working relationships with three key stakeholders:

- **Regulatory**: City of Thunder Bay, Province of Ontario
- **Humane**: TBD Humane Society (SPCA), Rescues
- **Medical/Service Providers**: Thunder Bay Vets Vets, OVMA, breeders, trainers, pet stores
SHIFTING FROM ANIMAL CONTROL TO RESPONSIBLE PET GUARDIANSHIP

• Regulating the right end of the leash.
• If we change the human behaviors to being responsible guardians, the animal issues will solve themselves.
• Creating services that people actually want.
• Being more preventative to reduce the responsive, penalizing approach.
THE IMPORTANCE OF STRONG BYLAWS

• Serve two roles:
  – set a minimum standard of acceptable behaviour
  – achieve compliance to that standard
• Help us live together as neighbours based on agreed upon rules
• Provide a process for resolution
  – investigation, mediation, enforcement
Most of Thunder Bay’s Animal Bylaws have not been modified since 2003.
We are past due for a review

We have done significant research on animal bylaws across the country.

The City of Calgary has some of the most proactive animal bylaws in the country and provide a model for upgrading. Why re-invent the wheel?
PERFORMANCE INDICATORS

(how will we know if we are doing a good job?)

• Impounded animal numbers
• Return to owner rates
• Aggressive animal incidents
• Euthanasia rate
• Percent of animals licensed
• Number of bylaw infractions charged
• Financial performance
REMOVE BARRIERS

An effective program removes barriers to responsible pet ownership

• Licensing needs to be market sensitive and convenient.

• Providing a low-cost or (ideally no-cost) spay/neuter program removes barriers for low income citizens.

• Public education programs teach citizens how to be responsible pet owners
DOG & CAT LICENSING PROGRAM

• All dogs & cats require a license within 14 days of ownership
• $60 for an unaltered dog or cat
• $45 for an unaltered dog or cat with a microchip implant
• $30 for an altered dog or cat
• $25 for a lifetime license for an altered dog or cat with a microchip implant

*Zero tolerance for unlicensed dogs/cats – possibly $250 penalty*
An Example of a Successful Licensing Campaign in Calgary Alberta
Rewards Cards Can Help
Key Reward Card Program Messages

• Responsible Pet Ownership has its rewards. The card is a tangible reward that adds even more value to the license.
• By using the card a couple of times, pet owners recoup their licensing fees.
• The card provides discounts on partnering quality merchants’ products and services.
Animal Services Licensing:
making it easy

• Renewal notices automatically sent out.
• Easy payment options:
  – Animal Services Centre
  – By Mail
  – By Phone??
  – Highview Animal Clinic
  – Licensing & Enforcement
  – Meadows Animal Clinic
  – Northwestern Veterinary Hospital
  – TBD Humane Society
  – Thunder Bay Veterinary Hospital
  – The Dog House
Licensing Compliance Options

• Follow up on all license non-renewals
• Officers can check for a valid animal license using onboard computer or radio dispatch
• Park patrols
• Impounded dogs and cats may not leave facility without a license
• 6 month free license for adopted dogs and cats
Promote the Licensing Advantage

• Enables Animal Services to quickly reunite missing pets with their owners
• Identifies that a lost animal has a caregiver/owner
• A licensed animal is one phone call away from going home
Ensuring Proper Officer Training

• Officer Field Safety
• Dog Handling – what training do they currently get?
  – Officer Safety
  – Controlling the Animal
  – Confidence Building
  – Learning Animal Behaviour
  – Calming Signals
  – Distance Increasing Signals
  – Distance Decreasing Signals
  – Officer Confidence Building
• Lifts, Loading & Transporting
• Leash Techniques
Ensuring Proper Officer Training

• Capture and Control Tools
• Breeds and Behaviour
• Aggressive Investigation
  – Get Control of the Aggressive Animal
  – Ensure Victim Assistance is Provided
  – Establish Facts/Collect Evidence
  – Determine Action to be Taken
  – Follow Through
Animal Behaviour Assessments

• Dogs Involved in Aggressive Incidents
  – Determine what may have triggered the behaviour and assess the animal to determine recommendations
  – Charges or Nuisance Order or Vicious Animal Order
    Nuisance Order - Conditions
  – Confinement, control measures and training by a certified pet dog trainer
  – Vicious Dog Orders – Conditions
    • Euthanize, confinement, control measures and training by a certified pet dog trainer
Dogs Being Made Available for Adoption

- Determine Suitability
  - Open Adoption
  - Adopt with Conditions
  - Hold for Initial Training and Re-test
  - Not suitable for adoption
Public Education
School Programs

ECS – Grade 6
Role of Education

• Corrects myths or misconceptions
• Supports knowledgeable citizens
• Transforms misunderstanding
• Changes behaviour
• Key to voluntary compliance
School Programs

• OSPCA last fall launched its AnimalSmart™ Primary School Lessons – available at www.animalsmart.ca

• There are numerous dog bite prevention programs available on the internet for possible consideration
School Presentations

• All curriculum based
  – Social Studies or Science focus
  – includes content and process
  – grade-appropriate support materials
  – Interactive programs
• Educators present programs in the schools
• No cost
• Budget could be from licensing
• Interactive - geared to classrooms not assemblies
Thunder Bay’s Population

• People - Approximately 108,000

• Dogs and cats – exact number unknown but Thunder Bay is definitely animal friendly given the number of dogs in particular seen in local dog parks and out for walks.
Licensing Compliance 2019

- Impounded animals
  - Dogs 318
  - Cats 549
- Return to owner rate
  - Dogs 68%
  - Cats 13%
- Aggressive animal incidents - 74
- Euthanasia rate
  - Dogs 3%
  - Cats 7%
- Number of animal bylaw infractions – 3101
Licensing Compliance 2019

• Number of Animals Licensed

  – Dogs: Total  1,023
    • Lifetime license  800
    • Annual tags  217
    • Replacement tags  6

  – Cats: Total  390
    • Lifetime license  342
    • Annual  48
Where We Need Improvement

- Increase number of licensed dogs & cats to 100%
- Promote lifetime license with microchip
- Work towards 100% return to owner
- Become a best practice city in animal management
How to Achieve our Vision

• We do not expect the city to simply adopt new bylaws and practices.....
• We are a group of individuals who work in dog rescue in the city and we would appreciate the opportunity to work WITH the city and other stakeholders to see how we can improve our animal management bylaws and practices.
• We can be reached by contacting Nikki Burns, past-president of Paws for Love Dog Rescue Inc. and founding President of the Northern Spay Neuter Program (both registered charities) by phone at 345-5327, Text at 252-9394 or email at bsymons@tbaytel.net.
• Finally we would like to thank
  – Bill Bruce, former Executive Director of the Calgary Animal Services Department and
  – The City of Calgary for supporting our initiative and providing us with valuable information and a wonderful model for a successful approach to animal control. Low rates of euthanasia and high return-to-owner and bylaw compliance rates have municipalities around the world taking notes from Calgary’s animal control department.
  – We also acknowledge that we are not as large a city as Calgary but size has nothing to do with moving forward to develop our own outstanding animal management standard.

Sincerely: Kerri Dahl, Nathalie Ferguson, Nikki Burns
A CASE IN THE PRIVATIZATION OF ANIMAL SERVICES

PROPOSAL TO THE CORPORATION
OF THE CITY OF THUNDER BAY
FOR THE PRIVATIZATION AND OUTSOURCING OF
ANIMAL SERVICES

Submitted by:
Executive Summary of the Proposal

Background and Mission

Over the past number of years, public/private partnership has been a growing method for delivery of local government services. Local governments may choose to enter into a partnering agreement for a number of reasons including potential cost savings (for example, value for money, service quality, and cost containment), outside expertise, risk sharing and operational efficiency. Such partnerships also frequently succeed in measures of service quality and innovative service provision. This proposal reviews the strength of partnering with a third party, specifically an animal-oriented non-for-profit entity to take over Animal Services.

This proposal is in response to City Council’s invitation for input and feedback re: Phase Two of the Program and Service Review completed by Grant Thornton. We are aware that Animal Services is included in the category listed under; "significant loss, generate low revenue" facilities. With the City facing significant pressures in areas such as; reduction to provincial funding, low levels of assessment growth, increased waste diversion costs, expanded services in emergency services and now the current challenges surrounding Covid-19; we did not want to see reduced services or financial cuts which could impact the animals in our community. The opportunity for engagement and feedback on how the 2021 tax-supported budget is allocated and what services supports our economy in a responsible manner has led us to submit a proposal which can save tax dollars while improving outcomes for animals. As a non-profit we are strong in areas that require compassion and commitment to animals, individuals and causes.

This proposal begins the dialogue to subsidize a private group; (namely New Hope Dog Rescue and Kitty Kare) in return for handling animal control services. Two rescue groups that have 15 and 10 years respectively working together with Animal Services and most importantly and proud to say made animal services “rescue friendly”.

We hope this proposal begins a conversation that leads us all to a new era of animal control service in Thunder Bay.

The basic idea, mandate and objective

The basic idea is to conduct Animal Control and Pound Services for the City of Thunder Bay. To provide professional services for animal care operations to include, but not
limited to, overall management of shelter operations, acceptance and care of animals, tracking all animal intake, redemption of animals to owners, adoption, veterinary care, implement volunteer services program, community education program, fundraising, facility management and facility improvement. Rescues contracting for all or part of local government animal services is not a new concept, but one that has resulted in many successful collaborations over the years.

The objective is to save taxpayer’s dollars while improving the quality of care for stray animals. A Reason Foundation report found cost savings of between 20% and 40% per year from putting a private group in charge of animal care facilities. Given that the 2019 Animal Services Budget was in excess of $800,000.00, this would mean savings of between $160,000 and $320,000 a year.
Introduction

Fifteen years ago, animal services was not rescue friendly nor had any foster programs, no off site adoptions, no desire to quit killing. With the help of New Hope Dog Rescue and Kitty Kare, together we have saved thousands of animals. Animal Service’s focus is really on protecting people from animals. The rescue community has a different perspective. Our job/mandate is to help animals – and protect them from people.

Our advocacy and courageous compassion for all animals is rooted within all of us. We have more of an incentive to save lives. New Hope Dog Rescue and Kitty Kare are better equipped than the City to care for animals and have more expertise in marketing pets to potential owners. We bring a lot of experience to the table whenever we get involved in a project, issue or need. Furthermore, both New Hope and Kitty Kare’s, positive, solid reputation and presence within the community is a result of consistent dedication and our ethical approach to our humane work.

We are non-for-profit rescues which have remained consistent in our mandates, accepting dogs and cats from animal services as per our contract. We work as part of our essential role in our community. We are more than capable of providing this service in a professional and effective manner. We are capable of satisfying all reasonable expectations the City may have and we would like to explore this opportunity with you.

Rationale

Animal Services is a tax supported service, costing the taxpayers approximately $800,000.00 per year. The opportunity for engagement and feedback on how the 2021 budget is allocated and what services supports our economy in a responsible manner has led us to submit a proposal.

The City of Thunder Bay could subsidize a private group; (namely New Hope Dog Rescue and Kitty Kare) in return for handling animal control services. Operating as a nonprofit gives us flexibility in areas such as fundraising and recruiting volunteers. In tight times which we are experiencing now, local agencies are vying for the same limited dollars; the government’s going to choose human causes over animal cause.

If Animal Services were to be outsourced to a knowledgeable, not-for-profit whose own mission is lifesaving with documented, successful experience in animal sheltering and home-finding, we stand a far better chance of making the significant shift toward humane care and successful home-based outcomes than if we continue the status quo. Either of these options would be a huge improvement for animals in the city. Working
with groups that already provide quality care for animals would go a long way towards ensuring that what is currently happening at animal services; decreased animal care attendants and cats not being cared for, never happens again. Moreover, if the City can save $160,000 – 320,000 in the process, it would be ridiculous not to put a private group in charge of animal care. It’s the right solution for the City of Thunder Bay’s cats, dogs, and taxpayers.

The current pandemic and economic slump has hurt government budgets, and in some cases severely reduced City services. As the effects of these financial cuts “trickle down” into our communities, they can impact the animals we serve in many ways, including live release rates, field service operations, and adoption. We propose that Animal Services contract out the delivery system to New Hope Dog Rescue and Kitty Kare. Not only is it fiscally advantageous, we also know that humane, yet cost-effective animal control methods improve outcomes for animals. Where the partnership works best is on a shared commitment to agreed-upon goals.

We are presenting an initial proposal to develop a plan that will provide comprehensive animal control services for Thunder Bay which will share costs and responsibility and will lead to better care and outcomes for stray animals, less expensive service fees, increased accountability for taxpayers, and a new, replicable and scalable model for animal control in Thunder Bay. As a non-profit, our strength lies in our commitment and compassion to animals, individuals and causes.

Keeping in mind that our ultimate goal is to save lives, the effects of budget cuts can also provide new opportunities to work more effectively. Municipalities, in larger numbers, are looking at non-profit animal welfare groups to provide some form of support, ranging from housing animals, to a comprehensive contract for all Animal Services. The beauty of the non-profit model is that it has fewer constraints: it enables you to keep bureaucracy to a minimum, take advantage of a motivated volunteer base, try a multitude of approaches to an issue, and make changes in a heartbeat. Along with humane cost-effective animal control methods while improving outcomes for animals.

As a non-profit, we are strong in areas that require commitment and compassion to animals, individuals and causes. We hope this proposal begins a conversation that leads us all to a new era of animal control service in Thunder Bay.
Service Proposal

This proposal is a response to City Council’s invitation for feedback re: Phase Two of the Program and Service Review completed by Grant Thornton. We are aware that Animal Services is included in the category listed "significant loss, generate low revenue" facilities (2019 annual expenses in excess of $800,000 and revenues $116,000).

A municipal shelter is run by a City, and is funded by taxpayer dollars. Such shelters are staffed by civil servants who may or may not have any experience working with animals. Animal Services falls under the auspices of a municipal department (Development and Emergency Services). Their primary job, as defined in municipal codes, is to pick up stray and nuisance animals and reunite lost animals with their owners. Often, a municipal shelter must take in any unwanted animal that is brought in.

Granted, many municipal shelters are not mandated to do much more than reunite or kill, but even here many shelters fail to meet minimum standards. Why is this happening? Because municipal shelters are generally under the administration of a large department, they tend to get the short end of both funding and staffing. After all; animal services is administered by the Building, Planning and Property Department. Thus Animal Services comes under the purview of a department head who knows a lot about planning and official plans, but not much about caring for animals.

Staff may have no background in the care of animals and no sense of duty to the animals. In fact, many of these municipal shelters sees the work involved in sheltering animals as a nuisance to be minimized through killing as many animals as possible as quickly as possible. We can personally speak to cages being empty, the top row of kennels in the cat room is full of litter boxes and cleaning supplies, the city pound is “never” full or at capacity, NEVER. This includes dogs; New Hope is called when the stray numbers get at 10, even though they can house 20+ dogs. The reason that is given, as to why we are being called to rescue dogs is “we never know who is coming in the door next”. Of course, it takes a lot more work to maintain cages full of animals than to keep them empty. Without New Hope and Kitty Kare, the killing would remain a daily routine.

This proposal is not about some soft and fuzzy kumbaya ideal, but the practical notion that we will invest heavily in accountability, transparency and trust-building. Together we have a combined experience of 25 years in the commitment to stray animals in the City of Thunder Bay.
Not having access to a lot of statistics (such as the current daily number of calls, average number of daily intakes and specific staffing schedules), we propose to operate the animal shelter for intake of lost, stray and guardian-surrendered animals, housing impounded animals, redemptions, adoptions, licensing sales, dispatch officer calls, and answering public questions or comments. A cross-trained staff will operate out of the animal shelter, including the Animal Services operations for the City of Thunder Bay.

We will apply our high standards of operating and thus would expect to exceed in many areas, such as adoption outcomes, utilization of volunteers, and field services.

We would ensure operations would have convenient hours (open before 11:00 am) for the public, which may include being open both weekend days and closed on another day or time, for example. Our approach in Animal Services is to be more of problem solvers and to respect the diversity of issues or needs from pet owners and apply social service or case management approaches to our customers or clients; and to provide humane education and life-saving resources whenever possible. We would also utilize our transfer partners (foster homes) as much as possible to help improve animal outcomes for the animals not redeemed and past their hold period. Our volunteers would work every day with the adoption animals and provide lots of enrichment activities for all the animals. We will provide all animals we receive with high quality care, including all necessary veterinary treatments, enrichment and attentive monitoring.

We plan to create and place a team of employees in the facility that is customer service orientated and knowledgeable about animal shelter practices.

Additional services will be provided at first on an as-needed or ability basis and may include offering Behavior & Training program to the community, doing more public awareness campaigns through our social media and corporate contacts, holding humane education activities and expanding pet safety resources to low-income pet owners in the community. A designated staff will coordinate any fundraising efforts – from grant proposals, solicitation of donations and special drives.

The benefit to the City of Thunder Bay is that it will have the chance to have two well-respected animal welfare organizations operating a high-quality animal services program.

We ask you to agree to a plan on how we can work together and determine outcomes that can be measured, monitored, assessed and evaluated. Funding is hardly the only incentive for collaboration. Consider the other tangible and rewarding outcomes of coalition building. A strong alliance of two animal welfare groups can help improve the
lives of animals and people in numerous ways.

Towards a New Approach to Animal Services

We are proposing

- Turn day to day operation over to us.
- Pay us a contractor fee to take care of the City's animal control.
- The disassociation with the City of Thunder Bay would make the facility eligible for substantial grant money unavailable to municipally run shelters.
- It's a win-win proposition for taxpayers and those who advocate humane and responsible treatment of stray animals.
- It will lead to better care and outcomes for stray animals, less expensive service fees, increased accountability for taxpayers, and a new, replicable and scalable model for animal control in Thunder Bay.

Team Philosophy

Every day, we inspire compassion and positive relationships between animals and people. Our special expertise and mission provides the best possible service to the community and ease of operation for the City of Thunder Bay.

Adoption

A successful adoption center contains certain elements discussed below that in combination with a variety of community programs can serve to increase adoptions and decrease the number of animals euthanized at the shelter. A successful adoption center must understand that potential adopters have additional organizations through which to adopt; the adoption center will have to compete for clients. Therefore, the shelter must seek to provide the best service possible to successfully adopt the animals in a timely manner. A timely manner is determined by a reduction in the need for euthanasia in reference to overcrowding of the shelter. In addition, as an animal shelter, this business must concentrate on educating the public about the roles of owning a pet and disadvantages of overpopulation for the community.

Volunteer Staff

Volunteers are necessary to assist in shelter operations and decrease the City's total cost of operating the shelter. It is recommended that volunteers be matched to work according to the most critical needs as well as their own personal interests as long as shelter needs are met. Volunteers can fulfill many duties required in operating a shelter
such as cleaning the shelter, feeding animals, exercising animals, promoting adoption, organizing fundraising, completing adoption paperwork, etc.

In addition to assisting with basic shelter needs, volunteers can be utilized for special events. One such event would be a shelter workday to deep clean the shelter and make minor repairs, which would allow citizens to be involved at the shelter. Volunteers can also serve as a representative of the shelter in retrieving donations. Informing the community about the need for donated items at the shelter, including but not limited to paper-towels, animal food, cleaning supplies, etc. increases community involvement. Volunteers are ultimately great spokespeople for a non-profit organization. Both New Hope and Kitty Kare have a large base of volunteers that are long-term supporters and committed to our cause.

Generally speaking, the savings that can occur when services are privatized are in the area of employee wages and benefits, and in gaining the proper expertise to provide services that the City is not willing or able to provide.

An opportunity exists for the Animal Services Division to create a workplace environment that attracts, develops and engages a dedicated animal welfare workforce. Animal Services has not developed and implemented a short or long term strategic plan with measurable goals and objectives that could possibly resolve issues negatively impacting staff morale.
Conclusions and Recommendations

In conclusion if the City of Thunder Bay privatized Animal Services it would benefit everyone. Studies have shown that privatizing municipal pounds saves money while improving the quality of care.

It would provide for the needs of animals, municipal government, residents, taxpayers, and charitable organizations equitably, with transparency, and at a fraction of the actual cost of the current-municipal based system. It is not intended to be exact in its calculation or a bid for a contract. It is intended to be a starting point for a discussion by all parties.

In essence, the private partner brings an orientation to innovation, efficiency and performance. As a not-for-profit we are strong in areas that require compassion and commitment to agreed-upon goals, as per our 2005 contract/agreement. Such partnership would involve accountability between the partners.

New Hope Dog Rescue was the first rescue to approach the City in 2005 and started the dialogue to make animal services “rescue friendly”. It’s now time to take our passion, dedication and vision one step further. We would be pleased to discuss this opportunity in greater detail and prepare and present a formal full-service proposal which will include an operational plan and budget for your consideration.