

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 7, 2016

Item 2, Report No. 26, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on June 7, 2016.

2 ANIMAL SERVICES – WILDLIFE RESPONSE SERVICE

The Committee of the Whole (Working Session) recommends:

- 1) That the recommendation contained in the following report of the Director of By-law & Compliance, Licensing & Permit Services, the Deputy City Manager of Community Services, and the Chief Financial Officer and City Treasurer, dated June 1, 2016, be approved;
- 2) That the following deputations and Communications, be received:
 1. Ms. Nathalie Karvonen, Toronto Wildlife Centre, Carl Hall Road, Toronto;
 2. Dr. Diana Chiavaroli, Oren Street, Kleinburg;
 3. Ms. Monika Sudds, Action Volunteers for Animals (AVA), and Communication C14, dated May 14, 2016; and
 4. Ms. Heather Reppen, Tulip Drive, Brampton, and Communication C3, dated May 30, 2016;
- 3) That the following Communications be received:
 - C1 Toronto Street Cates, Percy Street, Toronto, dated May 26, 2016;
 - C4 Mr. Carlo Ammendolia, Angelo's Garden Centre, Hwy 7 West, Concord, dated May 30, 2016;
 - C5 Ms. Lydia Carroccia, Flushing Avenue, Woodbridge, dated May 30, 2016;
 - C6 Ms. Cheryl Simpson, Feline Friends Network of Stratford, dated May 30, 2016;
 - C7 Ms. Tamara Clark, dated May 31, 2016;
 - C8 Ms. Kristi Mallinson Vogel, dated May 31, 2016; and
 - C13 Presentation Material titled "Wildlife Response, Service Delivery Options".

Recommendation

The Director of By-law & Compliance, Licensing & Permit Services, the Deputy City Manager of Community Services, and the Chief Financial Officer and City Treasurer recommend:

1. That the City provide an in-house wildlife response service beginning on September 1, 2016 in accordance with the principles and established levels of service described in this report;
2. That the 2016 Approved Budget be amended to include two capital projects: (1) for the purchase of an animal control vehicle to be funded through \$63,000 from Fleet Development Charges and \$7,000 from capital taxation reserves; and (2) for the set-up of a wildlife intake and holding area and other related expenditures to be funded with \$43,000 from capital taxation reserves;
3. That the Q4 2016 operating costs of providing the recommended service be accommodated within the By-law & Compliance, Licensing and Permit Services' existing 2016 Approved Budget;

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4. That the ongoing operating expenditures of providing the service, as detailed in this report, be incorporated into the 2017 Draft Budget and 2018 Plan, with the appropriate adjustments made to the 2017 and 2018 savings targets to meet Council's tax rate target of no greater than three percent; and
5. That the inclusion of this matter on a Public Committee or Council agenda with respect to the creation of two capital projects, as outlined in Recommendation no. 2 above, be deemed sufficient notice pursuant to Section 2(1)(c) of By-law 394-2002.

Contribution to Sustainability

Care and control of animals is a unique area of public service that contributes to current and future sustainability of the quality of life within the City: the health and safety of residents, visitors and their domestic pets; and the broader well-being of our communities. Currently Vaughan Animal Services ("VAS"), a Unit within By-law & Compliance, Licensing & Permit Services ("BCLPS"), delivers animal services that include, but are not limited to, by-law enforcement and shelter services for domestic dogs and cats, public education, outreach, and awareness within the City of Vaughan. Additionally, VAS provides animal services to other local York Region municipalities, namely the Town of Whitchurch-Stouffville and most recently the Township of King, through established service level agreements to 2019, with an option to extend for an additional year.

Sick or injured wildlife pose potential threats to both public safety and the health, safety and well-being of domestic pets. This threat increased substantially for the City of Vaughan, and across the southern region of Ontario, with the recent confirmed outbreak of rabies in the Hamilton area.

Economic Impact

A financial analysis was conducted to assess three options for providing wildlife response services in Vaughan. A time period of September 1, 2016 to December 31, 2019 was used to evaluate estimated costs of each option given that the existing operational model for Vaughan Animal Services is in place until the animal shelter lease expires in 2019.

A summary of the financial analysis is included in Table 1:

Table 1: Cumulative costs of service delivery options for Sep. 1, 2016 - 2019 (in \$000s)

Option	Description	Cumulative Operating Costs*	Cumulative Capital Costs*	Total Cumulative
1	In-house	\$ 577	\$ 113	\$ 690
2	OSPCA Contract	\$ 980	\$ -	\$ 980
3	Private Contract	\$ 1,660	\$ -	\$ 1,660

*cumulative costs for Sep.1, 2016 - 2019

Based on the analysis, an in-house wildlife service is the least costly of the three options considered. A sensitivity analysis was also conducted to evaluate the estimated cost of each option using different volume assumptions. With attendance volume ranging +/- 25% from the projected levels used in the financial analysis, the in-house option remains the least costly of the three options considered.

The cost of introducing an in-house wildlife response service, as recommended by staff, has two main elements: (a) an operating impact of \$74,000 in the last four months of 2016 and annual operating costs of approximately \$165,000 in subsequent years (subject to cost-of-living adjustment increases) and (b) a one-time capital investment of \$113,000. Attachment 1 provides a more detailed breakdown and explanation of costs.

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Operating costs include the hiring of two part-time animal control officers, staff training, vaccinations, animal disposal and other costs as detailed in Attachment 1. Expenditures incurred in the last four months of 2016 will be absorbed within By-Law & Compliance, Licensing and Permit Services' existing Approved Budget. The 2017 Draft Budget and 2018 Plan will be adjusted to include the on-going operating expenditures with an adjustment made to the 2017 and 2018 savings targets as needed to meet Council's maximum three percent tax rate increase.

The one-time capital expenditures of \$113,000 relate to the purchase of an additional animal control vehicle and the establishment of a wildlife intake and holding area. The vehicle will be funded through \$63,000 from Fleet Development Charges and \$7,000 from capital taxation reserves. The remaining \$43,000 in expenditures relating mainly to the setup of the wildlife intake area will be funded fully from capital taxation reserves.

Communication Plan

The introduction of a wildlife response service would be communicated to external stakeholders, such as York Region Health, York Regional Police ("YRP"), and local wildlife rehabilitators. In conjunction with Corporate Communications, a comprehensive approach will be implemented to inform the general public about this new service. A range of tactics will be used to raise awareness.

BCLPS will also work with Public Works and Access Vaughan, among other internal stakeholders, to ensure a seamless service experience for residents.

Purpose

The purpose of this report is to respond to City Council's December 15, 2015 direction to bring forward a report to a future Council meeting on the status of the program review for animal and wildlife services in the City of Vaughan (Item 2, Report No. 16 of the Finance and Administration Committee). Considering the increasing public concern over public health and safety resulting from wildlife interactions within the city, staff are seeking Council's approval to establish an in-house wildlife response service beginning on September 1, 2016 and in time to meet the anticipated seasonal spike in demand for the service.

Background – Analysis and Options

Synopsis: In support of staff recommendations, this report provides the rationale for the need to establish a wildlife response service for Vaughan. The report sets out the criteria for such a service and identifies three potential service delivery options. After each option is evaluated against the criteria, it was determined that the in-house option provides the best level of service and value for money. A sensitivity analysis was conducted to ensure that the recommended option can still provide the best value under different attendance volumes.

Further to the December 15, 2015 direction from Council, staff continue to explore a number of options with respect to the overall delivery of the service, with a view to ensuring a consistent and satisfying service experience within the City's existing budgetary targets. The review to date includes discussions with other regional municipalities, a review of various approaches towards the establishment of a more permanent shelter in Vaughan, and an initial exploration of partnership models that may support such approaches. In the interim, an increase in public concern and an identified increase in potential risk relating to incidents involving wildlife have prompted staff to expedite the review specific to the provision of a wildlife response service.

Currently, VAS does not provide a wildlife response service. Residents who make calls to the City in regards to wildlife are directed to other agencies such as the Ministry of Natural Resources and Forestry ("MNRF") for information, private wildlife management contractors for nuisance or

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removal, or YRP in circumstances where threat to public safety is a concern. Although the MNRF does not generally provide a field response for local municipal wildlife issues, they will respond to certain types of wildlife calls, such as large animals that may pose a danger to the public and/or circumstances regarding violations and regulations pursuant to legislation and federal statutes. Further to the recent decision by the York Regional Police Service Board to no longer have police officers respond to wildlife calls as of September 1, YRP will only respond to wildlife incidents in exceptional circumstances where there is a possibility of significant and imminent threat to public health and safety (see Attachment 2). At the other end of the spectrum, nuisance calls involving healthy animals are typically handled by private wildlife service companies, at the property owner's sole expense.

Between immediate danger to the public and addressing healthy nuisance animal calls, lies an area of responsibility arguably best suited for local government to manage. This element of animal control, predominantly dealing with sick and injured wildlife, requires a specialized level of expertise and equipment in order to effectively manage the risks that can be associated with wildlife; this includes mitigating risks associated with human-to-animal contact, up to and including isolating bio-hazards, and managing zoonotic diseases such as rabies and, to a lesser extent, canine distemper virus. Although wildlife response services are not legislatively mandated for Ontario municipalities, a jurisdictional review of York Region and the surrounding Greater Toronto Area ("GTA") reveals that Vaughan is the only municipality that currently does not provide the service to its residents (see Attachment 3). All other GTA and York Region municipalities either provide an in-house wildlife service, or do so through external service providers.

In a related manner, there have also been some recent public calls seeking support from the City to consider an enhancement to its animal services operating model and introduce a Trap, Neuter, Return and Manage ("TNRM") program to address feral cats. Feral cats, unlike strays that have been socialized to humans, are born in the wild and have generally had little contact with people. The lives of feral cats can be violent and short in the wild. Large numbers of ferals can also have a damaging impact on local fauna, especially birds. An approach to dealing with ferals is through the introduction of a TNRM program. Such a program is founded on a premise of preventative measures to eliminate breeding (e.g., spay and neuter) can have long term positive effects on feral populations. However, traditionally, such a program requires specific resources, such as veterinary services, that are currently not available as part of the VAS operating model and would represent an increase in operating costs through external fees for every feral animal treated. There are varying opinions amongst animal experts on these types of programs; an informed decision would require additional analysis, not planned within the current term of Council. Therefore, at this time, staff are not in a position to be able to recommend the establishment of such a program. Staff propose to review the matter at a future date and bring back any recommendations to Council, if and when deemed appropriate time. In the interim, staff are arranging to meet with interested members of the public who have raised the concern in order to continue discussions in this regard.

Significant increase in wildlife-related calls

Over the last three years there has been a significant increase in the number of wildlife related calls through Access Vaughan (from 1,117 in 2013 to 1,420 in 2014 and to 2,200 in 2015). By 2015, Access Vaughan statistics showed that such calls were making up about a quarter of the total call volume relating to animal issues. These numbers do not include calls received either directly to BCLPS or the animal shelter; or any calls fielded by Public Works Dispatch or its weekend and after-hours answering service. Calls through these media are currently not statistically tracked. In addition, in 2015 YRP received approximately 400 wildlife calls relating to District 4; some of which could have been duplicates of calls made to the City. The number of calls tends to spike in the spring and fall seasons.

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The increase in calls in recent years suggests that human-to-wildlife and pet-to-wildlife interactions in the City are on the rise and may be reflective of a number of factors, including wildlife population cycles, increased resident population, an increase in pet ownership, urbanization/intensification, and increased public awareness about services provided by other municipalities and about some of the risk and potential concerns. These exacerbating trends are expected to continue and to drive public demand to deal with the issue.

Capacity to respond to emerging challenges and emergency situations

VAS plays a key role in emergency preparedness and response to unplanned emergency situations. During the winter of 2013/2014 ice storm, VAS maintained a round-the-clock shelter operation at the Tigi Court Vaughan Animal Shelter to provide a safe, temporary shelter for pets of residents who were forced to evacuate their homes until their utilities were restored.

Although wildlife response services mainly deal with individual instances of sick and injured wildlife, they also stand as a resource well-placed to provide preemptive measures and emergency response in the event of disease outbreaks, such as the one currently underway in the Hamilton area where numerous cases of raccoons and skunks infected with rabies have been confirmed. Until these recent cases came to light in December 2015, Ontario had been free of raccoon strain rabies since 2005.

In response to these confirmed cases of rabies, numbering 84 as of April 2016, the Ontario government undertook a baiting program. The bait contains an oral rabies vaccine that is absorbed through the lining of the mouth. Healthy animals are immunized against rabies approximately 2 weeks after they ingest the vaccine. Not unlike any vaccine protocol, the baiting program is intended to protect and mitigate the spread of a specific infectious pathogen (e.g. rabies). Although the MNRF deploys baits and conducts testing on infected animals, they rely on collaboration with municipalities to collect and safely store deceased animals, log locations, and submit specimens for laboratory testing at designated provincial locations.

The current baiting area stands approximately five kilometers from Vaughan's most south-western border, a stark and alarming contrast to the much more restricted area identified in December of 2015 (see Attachment 4). In the likely event that in the near future this surveillance zone continues to expand and infringes on Vaughan's borders, it is anticipated that the City will be called upon to provide support and commit resources. To this end, BCLPS has had and continues to have discussions with the City's Emergency Planning Office in considering and planning for contingency actions, accordingly.

Effective and efficient deployment of public resources

The handling of wildlife is subject to a number of provincial and federal regulations, including the provincial *Fish and Wildlife Conservation Act, 1997*, the federal *Migratory Birds Convention Act, 1994*, and provincial *Health Protection and Promotion Act, 1990*. Responding to wildlife calls and handling sick or injured wildlife requires specialized skills, knowledge and equipment. Service providers need to be qualified, experienced and have the capacity to meet legislative, technical, logistical and ethical requirements.

Currently, calls for collection of dead animals on public roadways are received by the City's Public Works department and staff are sent to attend, collect, and dispose of the carcasses. In the event an animal is found to still be alive, without the required specialized equipment and expertise in animal control, and containment and disease recognition to safely and effectively handle wildlife, Public Works staff must rely on York Regional Police for assistance to euthanize animals before they can be safely removed from the public right of way.

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Experts trained and equipped in animal control and wildlife response are still the City's best option and most responsible use of public resources. If in place, a wildlife response service would become the primary responders to assist any City operations/Public Works staff in these circumstances. A dedicated service would allow the City to deal with any eventuality in a timely and effective manner while allowing for YRP resources to be better allocated to their primary role of policing our communities.

Given the above considerations and the City's commitment to provide optimal public service, City staff believe that a wildlife response service is required and have consequently undertaken an analysis to determine how to deliver such service in the most effective and efficient way. An implementation window of fall 2016 was considered most appropriate in order to meet the anticipated seasonal spike in demand for the service.

Establishing service delivery principles and parameters

In considering the best way to deliver a wildlife response service, staff adopted the following three principles:

1. The service needs to meet the current and emerging needs of the community and provide a consistent service experience;
2. The service needs to provide humane options for injured or sick animals, and/or those that need to be euthanized; and
3. The service needs to demonstrate value for money.

It is important to note that healthy wildlife that may cause or create a nuisance on private property will continue to be, at their expense, the sole responsibility of property owners.

As mentioned previously, BCLPS is in the midst of analyzing and exploring the establishment of a more permanent shelter solution. In 2016, the City extended its animal shelter lease at Tigi Court through to 2019, with a possibility of extending the lease an additional year. As such, staff believe that the appropriate window through which to evaluate the costs and benefits of providing a wildlife response service should be aligned with this time frame.

In analyzing service delivery options, staff first identified the level of service that would be expected to effectively meet the needs of residents and align directly with the City's Term of Council Priorities and Service Excellence Strategic Initiatives. To this end, staff identified five main service delivery requirements:

1. The service should be available 24 hours a day, 7 days a week;
2. The service should be responsive to emergency situations;
3. The service should cover all species of sick or injured wildlife;
4. The service should provide wildlife rehabilitation; and
5. The service should be integrated with the existing animal services program.

Staff also identified two additional deliverables that would optimize the service for residents:

6. Public outreach and education; and
7. Support and promotion of City initiatives through community organizations and partnerships (e.g. Educational Institutions).

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Each of the requirements and preferences above supports at least one of the aforementioned principles and is described in turn:

1. 24/7 service

Wildlife calls involving sick or injured animals are often urgent nature and require an immediate response. A timely response improves the chances of finding and trapping the animal; thus, avoiding an incident from escalating by reducing the risk of human or pet contact or exposure. Therefore, to adequately mitigate such risks, a wildlife response service needs to be available 24 hours-a-day, seven days-a-week. Nuisance calls would continue to be the responsibility of the property owner through the engagement of a wildlife company. Irrespective of how the service is provided or by whom, City staff would continue to provide information and education with respect to wildlife nuisance matters.

2. Responsiveness

As the current potential need to deal with a rabies outbreak or any other zoonotic diseases demonstrates, an effective wildlife response service must have the capacity to respond to emerging challenges, public safety and emergency situations. Service providers need to be able to work effectively with provincial, regional and municipal authorities to adequately protect the health and safety of the public, domestic animals and local wildlife.

3. Comprehensive service

Although many of the calls received involve sick or injured raccoons, Vaughan is home to a diverse population of urban wildlife. As such, any wildlife response service would have to be able to respond to calls involving a variety of species commonly found in southern Ontario, ensuring the animal is located, contained, transported and humanely treated. The service would also need to include proper containment and disposal of carcasses in accordance with legislative requirements.

4. Rehabilitation

Much of the wildlife that is sick or injured needs to be humanely euthanized. However, in the event that a sick or injured animal is able to be rehabilitated, such animal would have to be transferred to a licensed rehab facility for such purpose.

5. Integrated service

Integrated service delivery is crucial for an optimal customer service experience. Residents expect that when the City responds to any animal control issue or that when they attend the VAS shelter, the services provided are holistic and addressed through a centralized point of contact, including access to the service from a local facility within the City. This not only ensures a level of convenience for residents, but it also helps to ensure consistency of service delivery and a minimization of redundancy.

6. Outreach and education

Ongoing public outreach and education is a proactive and effective long-term prevention measure. By educating residents about how to more effectively co-exist with local wildlife, the risk and number of incidents of wildlife-to-human and wildlife-to-pet contact can be reduced and their severity can be mitigated. Although not an explicit requirement, public outreach and education is a preferred and valued component of a comprehensive wildlife response service. It is utilized extensively by other agencies such as the MNRF, and has been established as a core principle within the operating philosophy of BCLPS.

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7. Community partnerships

Building relationships with community partners benefits the City and provides a meaningful way for residents and organizations to become engaged in their community. Although not an explicit requirement, community partnerships that promote and enhance public education are also a preferred component of a comprehensive wildlife response service.

Together these requirements comprise the criteria against which service delivery options were assessed.

Service Delivery Options

Three main options were identified with respect to the delivery of a wildlife response service: (1) Introduction of an in-house program; (2) OSPCA service contract; and (3) private service provider contract. Each is discussed and evaluated in turn with respect to the established service requirements as previously noted.

Option 1: In-house Service

Currently, VAS provides sheltering, animal adoption, and animal control services for domestic dogs and cats through a local animal shelter located at 70 Tigi Court. The service includes pet licensing, promotion of responsible pet ownership, public outreach and education, and community partnerships (e.g. post-secondary schools). Currently, VAS attends over 1,300 service calls annually (based on a three-year average) with a complement of three full-time equivalent (“FTE”) and one part-time Animal Control Officers.

The implementation of an in-house wildlife response program would provide the following level of service:

- Local animal shelter facility located within Vaughan for receipt, care and control of affected animals;
- Full service from qualified, experienced and trained staff, Monday to Friday from 8:30 a.m. to 7:30 p.m. and on weekends from 8:30 a.m. to 4:30 p.m.;
- 24-hour, 7-days-a-week on-call service for after-hours wildlife calls;
- Calls would continue to be dispatched through Access Vaughan, BCLPS and VAS during their regular operating hours. After-hours calls would continue to be received through Public Works Dispatch or the City’s answering service on weekends and holidays; and
- Injured or sick wildlife that are candidates for rehabilitation would be transported to a facility that can accept the species.

With an anticipated program launch date of September 1, 2016, the estimated costs for the service are as follows:

Table 2: Annual costs of in-house service delivery

Cost (in \$000s)	Sep 2016	2017	2018	2019	Cumulative
Operating	\$ 74	\$ 164	\$ 167	\$ 172	\$ 577
Capital	\$ 113	\$ -	\$ -	\$ -	\$ 113
Total	\$ 187	\$ 164	\$ 167	\$ 172	\$ 690

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Based on the number of wildlife calls received by Access Vaughan over the last three years and data from neighbouring municipalities with in-house wildlife services, staff have estimated that an in-house wildlife response service would result in approximately 1,200 additional attendances (regular hours, weekend and after-hours on-call) over and above VAS's current annual attendance volume. As wildlife attendances are generally less involved and less time consuming than domestic animal calls, staff believe that the additional volume could be adequately managed without any significant impact to response time, by adding 1.0 to 1.5 FTE officer positions to the current complement. Therefore staff are recommending the hiring of two part-time officers (1.38 FTEs) to establish an in-house service. The additional labour costs represent most of the operating costs of implementing an in-house wildlife service, the balance of the operating costs include staff vaccinations, training, additional computers, and animal disposal costs. The details of these costs are included in Appendix 1.

This option will also require one-time, upfront capital costs to set-up operations. The capital costs of implementing an in-house service include the purchase of an animal control vehicle and the set-up of a wildlife intake and holding area. The current animal shelter at Tigi Court would continue to be a one-stop location for residents with respect to all animal-related matters, including wildlife. However, due to wildlife segregation requirements, the shelter at Tigi Court does not have the space to accommodate a wildlife-dedicated area. However, BCLPS currently maintains a secure area at the Joint Operations Centre ("JOC"). This area can be repurposed to accommodate the impounding, euthanasia and disposal of sick or injured wildlife. Any wildlife that might be received at Tigi would be transferred to the dedicated, secured area at the JOC. In total, \$113K in capital funds would be required for implementation, with \$63,000 to be funded from Fleet Development Charges (for 90% of the vehicle cost) and the balance of \$50,000 from capital taxation reserves.

From a scheduling perspective, VAS currently operates regular business hours Mondays to Saturdays and provides after-hours service (including on Sundays) through an on-call system. Of the current number of services calls attended for domestic animals, staff estimate that about 90% are received and attended during regular business hours, which represents maximum capacity for the existing staff complement. If a wildlife response service were brought in-house, the addition of two part-time officers would allow for regular service to be extended to Sundays, which would be expected to further reduce the need for on-call staff and overtime. After-hours service calls would be attended for wildlife and domestic animals by the existing on-call Animal Control Officer. The introduction of a much needed wildlife response service equates to an enhanced animal services delivery model, as the integration with the existing operating model would allow for additional global benefits that would include expanded hours of operation for domestic dog and cat service. This higher level of service would subsequently improve the over-all services being provided without any additional costs beyond those being projected herein. And since current VAS staff are qualified and experienced, additional training to ensure safe handling of wildlife would be minimal. Staff are confident that an in-house service could be established by the fall of 2016 to meet spiking seasonal demand for the service.

The main advantages with this option are greater control over the quality of service, a more fully integrated animal service delivery for residents, resource allocation flexibility and synergies (i.e., shared resourcing with existing animal services), and lower ongoing costs versus external contracts. Also, given that the in-house service would be fully integrated into City operations, it could be leveraged easily in the event of an emergency requiring response.

Option 2: OSPCA Contract

The Ontario Society for the Prevention of Cruelty to Animals ("OSPCA") is a registered charitable organization that provides care to animals in need and that already provides wildlife services to a number of regional municipalities that do not have an existing in-house animal service, including

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the Towns of Richmond Hill and Aurora, and the City of Markham. Based on the projected call volumes (as discussed under Option 1), the OSPCA could provide the following level of service to the City:

- Service from properly trained and equipped officers dedicated to Vaughan who would pick up all sick or injured wildlife within the City. The assigned officer would work from 9 a.m. to 5 p.m. from Monday to Friday
- 24-hour, 7-day-a-week on-call services for after-hour wildlife calls. An officer would respond outside regular hours.
- Calls would be dispatched through OSPCA during their regular operating hours. After-hours calls would be redirected through a messaging service, requiring an additional phone call to an on-call officer.
- Injured or sick wild animals that are candidates for rehabilitation would be transported to a facility that can accept the species.

The estimated costs of the service over the life of the contract are anticipated to be as follows:

Table 3: Annual costs of OSPCA contract

Cost (in \$000s)	Sep 2016	2017	2018	2019	Cumulative
Operating	\$ 95	\$ 290	\$ 295	\$ 300	\$ 980

Based on informal inquiries made by City staff, the base cost for the above level of service would be a minimum of \$174,000 for the first year, (not including inflationary costs for future years), with an additional hourly charge of \$55, at a minimum of three hours per call, for all after-hours attendances. Based on the same number of attendances projected in the in-house option, the total estimated full year cost for this option is approximately \$280,000. With an implementation date of September 1, 2016, one third of this amount, or about \$95,000, is anticipated to impact 2016.

Under this option, a greater percentage of calls are expected to be handled on an on-call basis (as compared to the in-house option) based on OSPCA's regular hours of operation. Given that an additional hourly fee is charged for all after-hour calls, this option would be more costly and, as attendance volumes increase, would result in a steeper rise in overall cost year-to-year than with the in-house model.

In the event of an emergency, the OSPCA is well positioned and resourced to respond. However, depending on the circumstances and whether the required response falls outside the terms of the contract with the City, there could be additional expenses associated with the additional service. It should be noted that the OSPCA has an excellent outreach and education program throughout the province. Through co-ordination, and perhaps as an extension of the terms of a contract (although perhaps at increased cost), the City may be able to leverage its own outreach and education efforts.

The OSPCA in York Region is based out of its facility in Newmarket, creating a potential inconvenience for Vaughan residents.

The main advantage of this option is implementation could be accomplished without the need for the one-time capital costs. The main disadvantages are that the annual and on-going costs are expected to be higher, the OSPCA's facility is located in Newmarket creating a potential

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inconvenience for Vaughan residents and, not unlike any other external contract services, while the OSPCA is a highly reputable organization, the City's ability to meet public and City Council's expectations would be limited to the negotiated terms of the contract agreement.

Option 3: Private Contract

Informal inquiries made by City staff to a recognized private service provider indicate that there is a small number of external private wildlife service providers with the ability to provide wildlife response services at a comparable service level to that offered by the OSPCA. Under a contract with such a provider, service calls received by the City (through any of the current channels) would be referred to the provider for response. Calls covered under contract would be limited to sick or injured, animals. Nuisance calls would continue to be private matters, but could also be handled separately by the private service provider at a cost to the homeowner.

A private service provider typically charges \$300 per attendance, plus a premium if response is required after-hours. Based on the projected attendance volume used in evaluating the other options, the total annual cost of using a private contractor would be approximately \$480,000 (not including inflationary increases for future years). With an implementation date of September 1, 2016, one third of this amount or \$160,000 would impact 2016.

The anticipated costs over the life of the contract with a private service provider are as follows:

Table 4: Annual costs of private service provider contract

Cost (in \$000s)	Sep 2016	2017	2018	2019	Cumulative
Operating	\$ 160	\$ 490	\$ 500	\$ 510	\$1,660

From a technical standpoint, a qualified provider should be able to provide the same level of expert service as the OSPCA or the City. Once again, depending on the location of the provider's facility, there could be some inconvenience and decoupling of service. Response to emergencies would either have to be incorporated into a contract or treated separately, outside of an existing agreement. In any case, there would be an additional cost associated with that level of service.

Although a qualified private service provider should be able to provide a satisfactory level of service, a per-unit costing model, at the anticipated volume levels, will likely prove prohibitively costly. The cost structure of the private contractor model is only economically beneficial at much lower volumes, which is a circumstance that runs contrary to the trends reflected in the volumes data from 2013 to present.

Sensitivity Analysis

Table 5 compares the estimated costs of providing wildlife response service under the three options above, using an attendance volume range of plus 25% and minus 25% from volume projections of approximately 1,200 attendances annually.

Table 5: Sensitivity to attendance volume

	Volume of Attendances (From Sep., 2016 to the end of 2019)		
	-25%	Projected	+25%
In-house service (000s)	\$ 635	\$ 690	\$ 740
OSPCA contract (000s)	\$ 875	\$ 980	\$ 1,070
Private provider (000s)	\$ 1,240	\$ 1,660	\$ 2,075

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EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 7, 2016

Item 2, CW(WS) Report No. 26 – Page 12

Under all three volume scenarios, the in-house service model resulted in the most fiscally responsible way to provide a wildlife response service. The in-house model is also the one least impacted by volume fluctuations (with a 25% fluctuation in volume resulting in only about a 7.5% fluctuation in cost), while the private provider model is the most impacted by volume fluctuations (with a 25% fluctuation in volume resulting in a corresponding 25% fluctuation in cost).

The additional benefit related to an in-house model is the flexibility to more effectively manage sensitivity and growth demands through various means, including prioritization and flexibility in resource deployment, as done within all other units of BLCLPS.

Relationship to Term of Council Service Excellence Strategy Map (2014-2018)

This report's recommendations support Council's priorities through continuing to ensure the safety and well-being of citizens, and meeting Council's tax rate targets.

The recommendations are also consistent with the Vaughan Service Excellence Strategic Initiatives of Citizen Experience and Operational Performance through effective and consistent service delivery, continuous improvement, and demonstrating value for money. A comparison with neighbouring municipalities suggests that citizens across York Region have come to expect a level of animal service delivery that includes wildlife. A growing number of wildlife-related calls suggests that there is the same expectation in Vaughan.

Regional Implications

York Region Health has recently expressed concern that, unlike other municipalities in York Region, Vaughan does not have a program in place to respond to sick or injured wildlife within its boundaries. With the current rabies outbreak amongst raccoons and skunks in Hamilton and surrounding areas, the 50-kilometre rabies Surveillance Zone established by the MNRF is fast approaching York Region; with Vaughan expected to be the first affected municipality. With that eventuality, all sick or deceased raccoons and skunks will need to be collected and stored by the local municipality and subsequently submitted for testing to the MNRF in order to track the progression and strain type of this zoonotic threat.

The York Regional Police Services Board, both citing the draw on resources and questioning the appropriateness of the use of firearms to deal with wildlife issues, recently announced that YRP officers would no longer be responding to wildlife calls unless they involved traffic accidents or presented an imminent danger to the safety of people. In 2015, YRP received approximately 400 calls relating to wildlife incidents within District 4 that would otherwise typically be handled by Animal Services. However, in the absence of a municipal wildlife service, YRP attended approximately 10% of these calls. So far in 2016, according to YRP, the number of calls attended within District 4 is 15, which when annualized represents a 50% increase over last year.

With a growing population, intensification, and continued urbanization, the demand for a wildlife response service is only expected to increase. Over the next 15 years, Vaughan is expected to grow by nearly 27%, as compared to a growth rate of 20% regionally. Urbanization and intensification will place additional pressure on habitats, allow for the support of greater concentrations of certain animals, such as raccoons, and put existing wildlife into greater contact with humans and domestic animals.

Conclusion

Although the City is not mandated to provide a wildlife response service, there is a growing public demand and expectation to have the City deal with such issues. The establishment of a wildlife response service would allow the city to better leverage its resources and respond to emerging

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 7, 2016

Item 2, CW(WS) Report No. 26 – Page 13

issues and emergencies such as the rabies outbreak in the Hamilton area. In looking at the most effective, efficient and safe method to deliver a wildlife response service, three options were explored: 1) in-house service provision; 2) OSPCA contract; and 3) private service contract. Specific service requirements based on service delivery principles were established to assess each option equally. On the basis of these requirements, the in-house model was shown to provide the most effective and efficient service through a comprehensive and integrated program model allowing for optimal resource deployment and delivery.

A cost-benefit analysis demonstrated that the in-house option, at projected levels, represents the most cost-effective option. Because attendance volume projections were based on a combination of data from within, information from other municipalities and experience-based assumptions, actual volumes could vary from those projected. Therefore a sensitivity analysis was conducted to examine the impact of volume variances on cost. Within a range of plus or minus 25%, the in-house model still proved to be the most cost-effective.

From a broader public service perspective, it is important to note that the introduction of a wildlife response service to the City's existing animal services program would realize additional global benefits. By integrating the additional service with the existing operating model, VAS would be able to expand its operating hours and enhance access to all related services without any additional costs beyond those being projected within this report.

Based on their analysis, staff believe that there is a substantial benefit to establishing a wildlife response service and therefore recommend that Council approve the in-house service delivery option starting in September of 2016.

Attachments

Attachment 1: Letter from the Regional Municipality of York Police Services Board
Attachment 2: Annual cost-breakdown of providing an in-house wildlife response service
Attachment 3: Jurisdictional comparative for the provision of wildlife response services
Attachment 4: Expansion of rabies control area

Report prepared by:

Susan Kelly
Manager, Animal Services

Rudi Czekalla-Martinez
Manager, Policy & Planning Services

Rita Selvaggi
Manager, Financial Planning &
Development Finance

Christina Coniglio
Senior Financial Analyst
Financial Planning & Development Finance

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

26 May 2016

Barbara A. McEwan
Deputy City Clerk
City of Vaughan | Office of the City Clerk
2141 Major Mackenzie Dr
Vaughan, ON L6A 1T1

C 1
COMMUNICATION
CW (WORKING SESSION)
JUNE 1 / 16
ITEM - 2

VIA EMAIL clerks@vaughan.ca

Re: To be added to the agenda of The Committee of the Whole on June 1/16

Hon. Mayor Maurizio Bevilacqua and Members of Council

We would like to provide our support for a Trap Neuter Return program in Vaughan.

Toronto Street Cats is an all-volunteer, not-for-profit organization that is a member of the Toronto Feral Cat Coalition. Since our inception in 2010, we have spay/neutered over 4,000 feral cats for free, and built over 4,000 shelters to keep feral cats warm.

We are able to provide our services as a result of our partnership with the Toronto Humane Society – they provide us use of their public spay/neuter clinic once or twice a month, as well as space in their garage where we store our tools and materials and hold workshops twice monthly to build feral cat shelters.

Our group supports hundreds of volunteer colony caretakers who have invested countless hours humanely trapping unsterilized feral cats. They bring these cats to our clinics where the cats are spay/neutered, vaccinated, examined while under sedation, given a de-fleaing agent, and microchipped. We also remove the tip of the left ear of each cat – this is the international sign identifying that the cat has been sterilized.

The microchip numbers are recorded in the Toronto Humane Society's database. Should the cat at any time be brought in as a stray to the Toronto Humane Society, Toronto Animal Services, or any local agency with the ability to scan for a microchip, the microchip number will enable the receiving agency to trace the cat back to the Toronto Humane Society where its records will identify the colony caretaker who originally trapped the cat. The colony caretaker will then be contacted such that the cat can be returned to its colony, thereby also preventing unnecessary euthanasia (in the past feral cats brought to the city-run shelter would have been euthanized because they were not adoptable). This process was established by Toronto Animal Services in conjunction with Toronto Humane Society.

Our free spay/neuter services have been used repeatedly by colony caretakers from the towns of Concord, Kleinburg, Maple, and Woodbridge. After reviewing our records (those maintained since we started capturing the data electronically in a database) we computed that our group has spay/neutered close to 100 street cats from Vaughan.

How do we measure the impact that our work in Trap-Neuter-Return is having? A number of years ago, Dr Christine Wilford DVM, co-founder of the free feline spay/neuter clinic "The Feral Cat Spay/Neuter Project", in the Seattle area, sought assistance from the University of Washington's Math Department to calculate the reproductive potential of one female cat.

Armed with the scientifically collected data from wildlife biologist Dr Michael Stoskopf's population studies of feral cat colonies in North Carolina, the consensus of the U of W's Math Department professors demonstrated that one female cat, and her offspring, can produce between 100 and 400 cats by the end of seven years. Using the conservative end of these results, 100 cats, Toronto Street Cats has been able to prevent the unwanted births of over 380,000 cats over the next 7 years. The prevented impact on city resources and taxpayer dollars is incalculable.

Time and again research¹ has proven that Trap-Neuter-Return works; makes feral cats healthier and ends the breeding cycle. It also ends the myriad common behaviors associated with outdoor cats. Yowling, fighting, spraying and roaming—all of these are mating behaviors that stop once a cat is neutered. Part of an effective, well managed Trap-Neuter-Return program also involves the providing of a set feeding area and schedule, both of which further discourages the roaming of feral cats.

Outdoor cats have been part of our landscape for thousands of years, and always will be. Compassionate and effective solutions to help cats and communities coexist peacefully are readily available and have been in practice with great success all over North America. We have been proud of the incredible progress we've seen in Toronto, working closely with Toronto Humane Society, Toronto Animal Services, and many local cat rescue groups. We fully support all efforts to implement a robust and effective Trap-Neuter-Return program in Vaughan; working closely with volunteers and local rescue groups who have already been, for years, working hard, advocating for Trap-Neuter-Return and for a more fulsome solution to deal with the feral cat issue.

"Traditional" methods of animal control involving "catch and kill" have proven endless, and costly. Pursuing the path of Trap-Neuter-Return will reduce euthanasia of cats, will provide support to volunteer colony caretakers/trappers and other rescue groups, all while addressing community concerns – a truly win-win situation. Toronto's efforts have proven that investment in this approach is a worthy endeavor that has led to success.

We encourage you to review the benefits of a Trap Neuter Return program as a method of reducing the number of feral and stray cats in your community.

If you have any questions please do not hesitate to contact Dr Hanna Booth DVM, lead vet and co-founder at 416-678-1786.

Regards
Toronto Street Cats

¹Finkler, Hilit, Idit Gunther, and Joseph Terkel. "Behavioral differences between urban feeding groups of neutered and sexually intact free-roaming cats following a trap-neuter-return procedure." *Journal of the American Veterinary Medical Association* 238, no. 9 (2011):1141-1149.

Finkler, Hilit, Erez Hatna, and Joseph Terkel. "The impact of anthropogenic factors on the behavior, reproduction, management and welfare of urban, free-roaming cat populations." *Anthrozoös* 24, no. 1(2011):31-49.

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Levy, Julie K., David W. Gale, and Leslie A. Gale. "Evaluation of the Effect of a Long-Term Trap-Neuter-Return and Adoption Program on a Free-Roaming Cat Population." *Journal of the American Veterinary Medical Association* 222, no. 1 (2003): 42-46.

Natoli, Eugenia, et. al. "Management of Feral Domestic Cats in the Urban Environment of Rome (Italy)." *Preventative Veterinary Medicine* 77 (2006): 180-185.

Neville, P.F. and J. Remfry. "Effect of Neutering on Two Groups of Feral Cats." *The Veterinary Record* 114 (1984): 447-450.

Scott, Karen C., Julie K. Levy, and Shawn P. Gorman. "Body Condition of Feral Cats and the Effect of Neutering." *Journal of Applied Animal Welfare Science* 5, no. 3 (2002): 203-213.

Britto, John

C 3
COMMUNICATION

From: heather reppen <heather_reppen@hotmail.com>
Sent: May-30-16 2:22 PM
To: Clerks@vaughan.ca
Cc: Monika Sudds
Subject: to the added to the agenda of The Committee of the Whole on June 1/16

CW (WORKING SESSION)
 JUNE 1/16
 ITEM - 2

Good afternoon,

I am sending this email in support of TNR (Trap, Neuter, Return) - the item added to Wednesday's Committee of the Whole meeting.

Over the last several months, I have had the opportunity to meet more than a dozen people in the City of Vaughan that needed some assistance with cats that they were feeding in their area. Most of these people were genuinely concerned for the welfare of the cats and were quite disappointed to know that the City of Vaughan had no services available to help them. Reaching out to local independent rescuers they soon learned the City bylaws are not designed to assist them in what they believed to be the morally correct/compassionate thing to do (ie: care for the cats by way of sterilizing, immunizing, feeding and sheltering).

There are a number of people that live in the City of Vaughan that are actively conducting TNR in the community and believe it is the humane and best method of addressing the issue of free-roaming/feral cats.

The most concise description of TNR, from Alley Cat Allies:

What is Trap-Neuter-Return (TNR)?

Trap-Neuter-Return is the humane and effective approach for stray and feral cats. Now in practice for decades in the US after being proven in Europe, scientific studies show that Trap-Neuter-Return improves the lives of feral cats, improves their relationships with the people who live near them, and decreases the size of colonies over time.

Trap-Neuter-Return is successfully practiced in hundreds of communities and in every landscape and setting. It is exactly what it sounds like: Cats are humanely trapped and taken to a veterinarian to be neutered and vaccinated. After recovery, the cats are returned to their home—their colony—outdoors. Kittens and cats who are friendly and socialized to people may be adopted into homes.

Grounded in science, TNR stops the breeding cycle of cats and therefore improves their lives while preventing reproduction. It is a fact that the removal and killing of outdoor cats that animal control has been pursuing for decades is never ending and futile. Since feral cats are not adoptable, they are killed in pounds and shelters. With a successful program like Trap-Neuter-Return to turn to, it's hard to believe that animal control agencies continue to kill cats, even though that approach has shown zero results.

It is time to put an end to catch and kill. Trap-Neuter-Return provides a life-saving, effective solution for these beautiful, independent cats.

There are so many reasons to embrace and promote TNR! Trap-Neuter-Return:

C3.2

- Stabilizes feral cat colonies
- Improves cats' lives
- Answers the needs of the community
- Protects cats' lives
- Works—other methods just don't

The City of Vaughan's current bylaws as well as animal services policies need to be altered to facilitate the TNR activities currently going on in Vaughan to allow them to continue without fear of unnecessary persecution of the cats, the community people that feed/shelter them, and the community people assist in the TNR-ing of the cats.

Currently, several municipalities in the GTA are reviewing their bylaws and animals services policies in a manner conducive to TNR. The City of Toronto has made changes to facilitate TNR and Toronto Animal Services is part of the Toronto Feral Cat Coalition.

TNR is the only proven, effective, humane method of managing free roaming/feral cats, and it is important for the City of Vaughan to assist the community people already involved in the TNR-ing of the cats in Vaughan.

Thank you,

Heather Reppen
Brampton, ON

May 30, 2016

Carlo Ammendolia
Angelo's Garden Centre
1801 Hwy 7 West
Concord, Ontario
L4K 1V4

C <u>4</u>
COMMUNICATION
CW (WORKING SESSION)
<u>JUNE 1/16</u>
ITEM - <u>2</u>

Attention: City of Vaughan Council (To be added to the agenda of the whole committee on June 1st, 2016 at 9:30am).

Dear City of Vaughan Council:

As a nursery owner in Vaughan, I am currently looking after a colony of 13 cats living on a private property adjacent to my business. Upon noticing these feral cats, I immediately trapped each one and brought them to my local veterinary to have them neutered/spayed. I paid for these services out of pocket, because I did not want the cat population to increase. This happened in 2014 and if I had not taken initiative back then to have them fixed, the number of cats in my care would have been considerably more. In addition to having them fixed, I also built a shelter and continue to ensure these cats are fed on a daily basis.

I care for these cats, because I refuse to watch idly while these poor animals are forced to fend for themselves in search of food and shelter (particularly in the cold winter months). I know for a fact that there are other concerned citizens like myself who are also taking care of other colonies throughout Vaughan. Vaughan is currently facing the problem of increasing feral cat populations and it needs to be addressed.

In this regard, I fully support Monika Sudd's effort to implement a TNRM program to help control the population of feral cats in Vaughan. Sadly, there are many irresponsible people who abandon their pets when faced with the demands of owning an animal; more problematic, however, is the City of Vaughan's reluctance to support a program that will prevent these cats from multiplying and facing an uncertain future.

If kind-hearted people are willing to do what they can to care for these animals, it is the City of Vaughan's responsibility to do their part as well. Please do the moral thing and support Ms. Sudd's initiative.

Thank you for your time and attention,
Carlo Ammendolia

May 30, 2016
 Lydia Carroccia
 1 Flushing Ave.
 Woodbridge, ON
 L4L 8H8

C <u>5</u>
COMMUNICATION
CW (WORKING SESSION)
<u>JUNE 1/16</u>
ITEM - <u>2</u>

Attention: City of Vaughan Council (To be added to the agenda of the whole committee on June 1st, 2016 at 9:30am).

Dear City of Vaughan Council:

I am writing to inform you that I have recently begun volunteering with Monika Sudds and her team in their efforts to reduce the stray community cat population in Vaughan and humanely care for these cats by means of providing them with nourishment and shelter, and loving homes for those that are able to be domesticated.

Since December 2015, I have been the colony caretaker of at least fifteen (15) stray cats at Weston and Rutherford Rd. Many cats in this colony have had TNMR provided to them by Monika and her team. I also took part in the trapping process which occurred mostly during the winter months during extreme sub-zero temperatures. The commitment and compassion shown by Monika and her team during this time I found to be awe inspiring, and I was humbled by the work I witnessed them complete, and thus joined them in their endeavors.

During the day I work as a high school teacher, and every day after work, I visit the colony and provide fresh water and food to these fifteen (15) plus stray community cats. I incur cat food expenses of roughly \$50.00-\$75.00 each month.

In addition, I feed approximately four (4) cats in my own neighbourhood of Weston Downs, which is just a block south of the colony in the aforementioned. Ever since I moved to Vaughan twenty seven (27) years ago, my family and I have provided nourishment, shelter, and veterinary care to stray cats in our neighbourhood. I cannot even accurately estimate the financial costs we have incurred over these twenty seven (27) years of carrying for hundreds of cats, but I would estimate that it is in the tens of thousands, if not substantially more. My father even built a shelter for these cats in our home's garage which provides shelter for many stray cats in my

neighbourhood during the cold winter months. Unfortunately, over the years, numerous stray cats in my neighbourhood have been found dead; frozen to death under decks and in people's backyard sheds where they seek shelter, and many are hit by speeding cars. These deaths could have been prevented if the City of Vaughan provided services to house these cats and to control the stray cat population. These cats suffer on a daily basis just trying to survive and are met with torturous, cruel, painful deaths. Monika and her team, through the TNMR program, are actively meeting the challenges the City of Vaughan is currently facing in trying to control the stray cat population, (and has been facing for approximately the past twenty seven (27) years since I have been a resident of Vaughan), and their efforts should be applauded instead of being met with disdain.

The City of Vaughan houses a high Catholic population, and it is in the decrees of the Catholic Church and scripture that practicing Catholics show mercy to all living things. Those that claim to be practicing Catholics but fail to show mercy to all living things I do not consider to be Catholics but consider to be heathens, and I strongly believe these such people should start recognizing themselves as such, instead of masking themselves as Catholics without practicing true Catholicism which I find insulting as a practicing Catholic, and a teacher in a Catholic school. I am both saddened and disgusted with these such members of my community, including those members on my City Council who have failed to show mercy to the stray cat community ever since I have been a resident of Vaughan for almost the past three decades.

According to Catholic scripture, Psalm 145:9 reads: The LORD is good to all, and his mercy is over all that he has made.

It is therefore logical and just that as a Catholic based community in the City of Vaughan, we must show mercy to these stray community cats whom are creatures of God and deserve our care and mercy in their suffering.

Respectfully,

Lydia Carroccia

Hon.BAsc, MScEd, OCT

Britto, John

From: Beauchamp, Alexandra
Sent: May-31-16 9:47 AM
To: Britto, John
Subject: FW: "to be added to the agenda of The Committee of the Whole on June 1/16"

CW (WORKING SESSION)
 JUNE 1/16
 ITEM - 2

Hi John,

Please view the email below.

Thank you,
 Alex

From: Feline Friends Network [<mailto:info@felinefriends.ca>]
Sent: Monday, May 30, 2016 4:35 PM
To: Clerks@vaughan.ca
Cc: monikasudds@live.com
Subject: "to be added to the agenda of The Committee of the Whole on June 1/16"

To whom it may concern-

Regarding: The value of community Trap/Neuter/Return programs

As past-President and founder of registered charity Feline Friends Network of Stratford (FFN), I'd like to, in brief, tell you our story as an example of how and why Trap/Neuter/Return (TNR) works. FFN started in 2006 because, as a volunteer at what was then our local OSPCA, I realized the toll of cats being killed there for space reasons was staggering, and unacceptable. Clearly adoption was not working to bring down the numbers, and I realized we needed to do something to stop the flow of cats coming into our shelter. That "something" was spaying and neutering *before* more litters were born. I then gathered some like-minded volunteers, begged my veterinarian for help, used some of my own money, and started two spay/neuter programs -- one to help low income people with the cost of neutering their cats, and the other trap/neuter/return. At the time TNR was not accepted practice in our city, but we had a good relationship with our local Animal Control, and they "looked the other way" as much as they could. After a few years of successful TNR, we presented our case to our city council, with numbers to back up the fact that TNR does indeed work, and so it became accepted practice. FFN has TNR'd approx. 700 cats in our county, 180+ of those in Stratford, and, while the numbers still needing to be done outside of our City (in smaller cities and towns, and on farms) remain considerable, we can honestly say that the results for starting TNR when we did speak for themselves. The value of this program shows itself:

- By the numbers -- Of the 180 cats TNR'd in Stratford, only 61 remained as of Dec. 2015...If we hadn't done TNR, what would those numbers be? And how many more cats would die in the humane society that is supposed to "shelter" them?
- In goodwill -- No one, whether they like cats or not, wants to see an animal unnecessarily killed...TNR is *humane*. People like to know the problem is being "fixed" in a humane manner. As well you will be very pleasantly surprised at the number of volunteers who will come forward to help when they know you are helping, not harming these cats.

C6.2

- In reduction of complaint calls to Animal Control...I don't have those numbers from our local Stratford-Perth Humane Society (SPHS), but I'm sure you would be able to find them out by contacting Kathy Innocente, Director of Operations for the Kitchener-Waterloo H.S. of which SPHS is a satellite. [<kathy.innocente@kwhumane.com>](mailto:kathy.innocente@kwhumane.com)

FFN is now finding the need to TNR many fewer cats in Stratford, and those we do find are usually abandoned or lost friendly cats. We are therefore now concentrating our TNR efforts in the surrounding area, as well as helping people on social assistance with free spay/neuter for their cats. We believe these two programs will be successful in ending "cat overpopulation" in our area. In fact, we believe it is already succeeding. (Since 2006 we have subsidized spay/neuter for over 1600 cats through all of our programs)

I strongly urge you to go ahead with Community TNR...It is a good feeling to choose "life" as your solution.

Very sincerely yours,

Cheryl Simpson (519-273-8067)

Past President

Feline Friends Network of Stratford (website and FB addresses below)

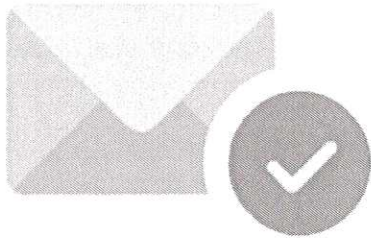
--

Cheryl Simpson

Feline Friends Network

<http://www.felinefriends.ca>

Join us on Facebook : <https://www.facebook.com/felinefriendsnetwork2006/?fref=nf>



Virus-free. www.avast.com

Britto, John

From: Beauchamp, Alexandra
Sent: May-31-16 9:56 AM
To: Britto, John
Subject: FW: Feral Cat TNR program City of Vaughan

C <u>7</u>
COMMUNICATION
CW (WORKING SESSION)
<u>JUNE 1/16</u>
ITEM - <u>2</u>

-----Original Message-----

From: Tammy Clark [mailto:allendale2014@me.com]
Sent: Thursday, May 26, 2016 9:08 PM
To: Clerks@vaughan.ca
Cc: Monika Sudds
Subject: Feral Cat TNR program City of Vaughan

To whom it may concern;

Since 2000 I have been involved in the trap, neuter and release of feral cats. At that time, there were no community or government support programs in my area. I was told of a colony of "many" feral cats that had been breeding for years and given that I have always been an animal lover, I went to check out the location with cat food. 38 cats came out from behind abandoned cars. Apparently the neighbors had tried for years to have the local Humane Society do something to help, but were repeatedly told "What do you want us to do? We have too many (tame) cats already". Of those 38 cats that day, some were sick, some were pregnant and some were kittens. We undertook our own spay neuter program by making a deal with the local vet to have them neutered for a reduced fee. It took us 3 years to neuter the colony and find homes for the kittens that were still being born, but it was successful. Today in 2016 there are 3 cats left from that colony. Within the next few years, the feral cat problem that had been an issue for many, many years, will have disappeared completely. I now take care of another colony in Toronto. Times have changed as now there are resources in the community that support the volunteers by offering no charge neuter services. Though this type of support for ferals is relatively new, I believe it is having a highly significant impact on drastically reducing the numbers of stray and feral cats out there.

Thank-you for your consideration

Tamara Clark

May 31, 2016

C	8
COMMUNICATION	
CW (WORKING SESSION)	
JUNE 1/16	
ITEM -	2

The Committee of the Whole, June 1, 2016:

Thank you for the opportunity to comment on the issue of Trap-Neuter-Return (TNR).

Port Colborne Feline Initiative is an all-volunteer registered charity providing community-wide spay and neuter solutions throughout the municipality of Port Colborne in the Niagara region. Since inception in June 2009 we have enrolled close to 1,500 cats.

One of our cornerstones is a trap-neuter-return program for free-roaming, unowned, unsterilized cats which is endorsed by the city of Port Colborne. We also have been successful in lobbying for a small amount of funding for this program on the tax levy.

When we approached the city with the concept of TNR it was promoted as an alternative to the traditional "catch and kill" model used by the vast majority of areas within Canada and beyond. We were able to convey the model for what it was: a humane and fiscally responsible alternative to using tax payer dollars to destroy cats in shelters.

Catch and kill, aside from being unethical, simply does not work, making it an ineffective use of funds. While it may remove the cats from a specific area for a period of time, it does nothing to get to the root cause of this complex issue. Due to a scientifically recognized phenomenon known as the vacuum effect, other cats will move into this area over time, continuing the never-ending cycle of reproduction.

TNR offers significant and immediate impact. The cats are sterilized, thereby eliminating the birth of more kittens. Once sterilized the many nuisance behaviours associated with mating dramatically lessen. The noisy fighting, the roaming, and the destruction of personal property in attempts to find shelter for the birth of litters, to name but a few, cease. This immediately makes for a better neighbourhood plus the colonies continue to dwindle in size over time due to attrition.

As a case in point, one of the larger colonies we encountered on city-owned property was located near a marina. As part of winterizing the operation the boats were shrink-wrapped and stored outdoors. In a desperate attempt to seek shelter to give birth, pregnant females would claw their way into the boats and nest inside creating quite a mess. As one can imagine this did not make for a great relationship between the cats and the marina staff and boat owners.

Post TNR of this colony of 12 cats there has not been one incidence of property damage at this location. A component of a well-managed TNR program is to provide insulated shelters for the cats on a year-round basis. They are quite content to use this shelter as opposed to the boats. The colony has reduced to a current number of 8 cats over a period of 5 years. They are healthy, keep a low profile and continue to provide environmentally friendly rodent control throughout the area.

Cat complaint calls to Animal Control have reduced, as well as similar calls to members of city Council.

The live release rate at the local shelter has risen dramatically to 90% from 19% when our program began. This is as a direct result of fewer cats labelled as unadoptable ending up at the shelter. This is proof positive that TNR is an effective method of addressing cat population issues in both a humane and fiscally responsible manner.

TNR is a win-win for the cats and for the community as a whole. Even those that don't like cats are applauding our work as they are seeing less cats roaming their neighbourhoods.

Please don't hesitate to contact us should you require further detail. There are members of Port Colborne city council that would be available for comment as well.

Thank you for considering Trap-Neuter-Return, the fiscally responsible and effective approach of addressing Vaughn's cat population issues.

Yours truly,

A handwritten signature in blue ink, appearing to read 'Kristi Mallinson Vogel', with a long, sweeping horizontal line extending to the right.

Kristi Mallinson Vogel

President and Founder

C 13
COMMUNICATION

CW (WORKING SESSION)

ITEM -

June 11/16

Wildlife Response

service delivery options

“The measure of who we are is what we do with what we have.”

--Vince Lombardi
(famed American football coach)



VAUGHAN

Animal Services

In Support of Term-of-Council's Priorities

- Service Excellence Strategy Map:
 - Continue to ensure the safety and well-being of citizens – VAS provides sheltering and animal control services that support responsible pet ownership, including licensing
 - Meet Council tax-rate targets – VAS provides professional, flexible and responsive service for residents at a highly competitive cost
 - Continue to advance a culture of excellence in government – VAS engages community members through outreach and educational events as well as through partnerships with educational and community organizations

Wildlife Response Service Rationale

- Increasing demand and public expectation:
- Between 2013 and 2015, wildlife related calls to Access Vaughan have gone from 1,117 to 2,200
- Increase is likely due to wildlife population cycles, increased resident population, an increase in pet ownership, urbanization, and greater public awareness
- Staff estimate total actual calls (including to VAS, PW Dispatch and Answering Service) to exceed 3,000, with about 1,200 of those being for sick or injured animals

Wildlife Response Service

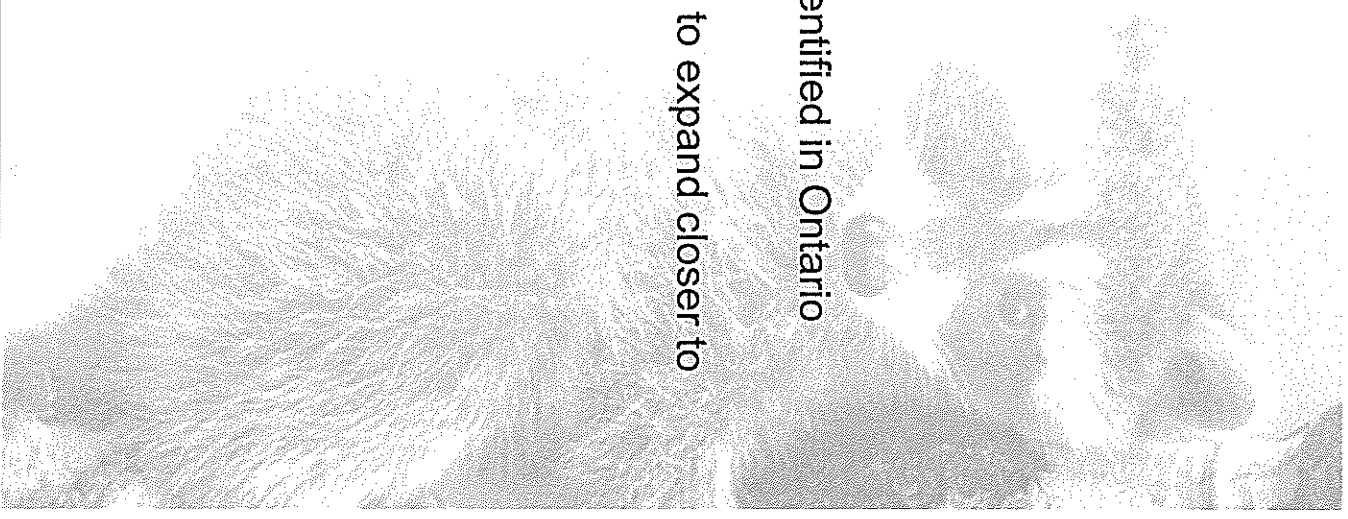
Rationale

- Deployment of resources:
 - Public Works currently deals with the collection of dead wildlife, but is challenged if, upon attending, the animal is found not to be dead
 - With the introduction of the service, primary response for assistance would be attended by Vaughan Animal Services
 - Police Services Board advised that wildlife calls are an increasing burden on the police service, an inappropriate use of policing resources and will no longer be attending wildlife calls (unless it involves a traffic collision or imminent danger)
 - Between imminent danger to the public and nuisance type animal calls that will remain the responsibility of a private property owner, lies an areas of responsibility best suited for local, trained and professional Animal Services

Wildlife Response Service

Rationale

- Rabies outbreak:
- For the first time in more than 10 years, rabies has been identified in Ontario
- As more cases are found, the rabies control area continues to expand closer to Vaughan's borders
- Municipalities are expected to identify and document cases



Wildlife Response Service

Rationale

- Community expectations:
- Every major municipality in the GTA has a wildlife service
- Cities with in-house animal control also provide in-house wildlife response



Wildlife Response

Service Delivery Requirements

- Principles:
 - Must meet current and emerging needs of the community and provide a consistent service experience
 - Must provide options for animals that can be rehabilitated (e.g. young or orphaned)
 - Must provide humane options for injured or sick animals
 - Must demonstrate value for money



Wildlife Response Service Delivery Requirements

- Criteria:
 - Service needs to be available 24/7
 - Must have capability to respond to emergency situations (such as the current rabies outbreak)
 - Service integration, to eliminate redundancy, improve efficiency and ensure a responsive service, is required
 - Must be equipped and capable of dealing with all sick or injured wildlife



Wildlife Response

Service Delivery Requirements

- Criteria:
 - Eligible animals will be transferred to licensed rehabilitators
 - Outreach and education
 - Community partnerships
 - The service will not provide response for nuisance calls relating to healthy wildlife. These calls will continue to be the responsibility of private property owners



Wildlife Response In-house Service Delivery Summary

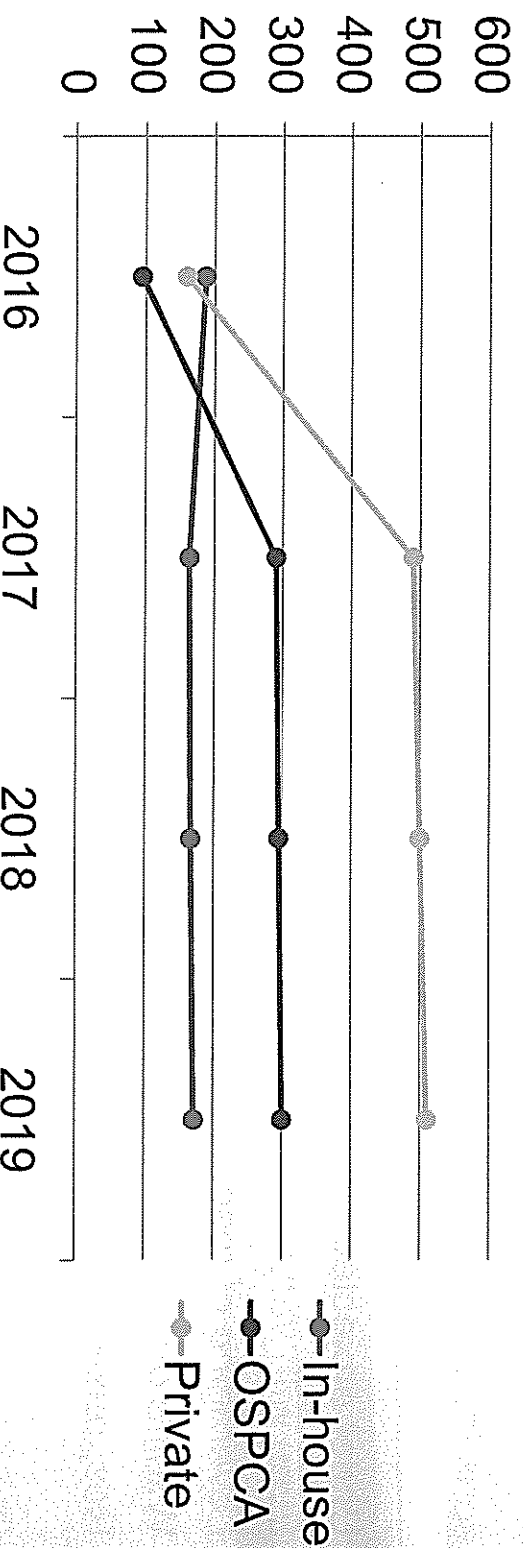
- Attendances to go from 1,300 to 2,550 annually; however, most of the increase would take place after hours, where VAS has existing capacity
- Full shelter and animal control services would be extended to Sundays
- Staff complement would be expanded by two part-time Officers
- Nuisance calls would continue to be the responsibility of the affected property owner
- Cost Analysis (Sep 2016 – 2019)

Cost (in \$ 000s)	Sep 2016	2017	2018	2019	Cumulative
Operating	\$ 74	\$ 164	\$ 167	\$ 172	\$ 577
Capital	\$ 113	\$ -	\$ -	\$ -	\$ 113
Total	\$ 187	\$ 164	\$ 167	\$ 172	\$ 690

Wildlife Response Cost Summary / Option Comparison

Cost (in \$ 000s)	Sep 2016	2017	2018	2019	Cumulative
In-house	\$ 187	\$ 164	\$ 167	\$ 172	\$ 690
OSPICA	\$ 95	\$ 290	\$ 295	\$ 300	\$ 980
Private service provider	\$ 160	\$ 490	\$ 500	\$ 510	\$ 1,660

Note: costs assume constant volume with an inflationary increase of 2.0% annually.



Wildlife Response Summary / Conclusion

- Reasons for establishing a Wildlife Response Service:
 - Growing demand / need
 - More efficient and effective resource deployment
 - Ability to respond to challenges and emergencies
 - Community expectation
- Reasons for delivering the service in-house
 - Under projected volumes, in-house service is most efficient
 - Even with varying demand of +/- 25%, in-house service is still the best value
 - Leveraging of resources will allow for expanded shelter hours
 - Wildlife drop-off, holding and disposal will remain local
 - Response to local challenges and emergencies will be most flexible and timely



Wildlife Response

Q & A

Q. When will the service be fully operational?

- A. Staff expect to be able to have human and most of the capital resources in place by September 1, 2016, in time to meet the seasonal peak in demand.

Q. How should the public access the services?

- A. By calling Access Vaughan at 905 832-8221

Q. What, if anything, can be done about healthy nuisance animals?

- A. The service will NOT provide wildlife response to nuisance type calls. However, City staff will provide information, advice and educate private property owners on how to deal with urban wildlife; such as making their property less attractive (e.g. removal of food sources, accumulation of food waste, ensuring property and buildings are secured and do not facilitate access), and how to engage a private wildlife contractor for proper and humane removal of animals.

The City of Vaughan
Vaughan City Hall
2141 Major Mackenzie Drive,

Vaughan, ON L6A 1T1

C 14
COMMUNICATION
CW (WORKING SESSION)
June 1/16
ITEM - 2

May 14th, 2016

His Worship Mayor Bevilacqua and Members of the Committee of the Whole

RE: Feral Cats and Trap-Neuter-Return in the City of Vaughan

We ask that you take the time to consider amending the current Animal Control Bylaw (53-2002) as amended, including at-large and licensing provisions, to include further provisions for a comprehensive trap-neuter-return (TNR) program for the City of Vaughan.

Why TNR?:

Euthanasia due to homelessness is the largest cause of death in cats. The majority of cats in shelters are born to feral and stray cats. TNR is the only humane and effective way to reduce the homeless cat population. TNR involves trapping, sterilizing, vaccinating, ear tipping and returning cats to their "colony" – kittens and socialized cats are, when possible, removed from the colony and adopted and a caretaker feeds and monitors the remaining colony daily.

Proof: TNR has been practiced for over 20 years in the UK, South Africa and Denmark. After 1-3 years of TNR colony sizes decrease by 16-32% (Natoli 2006). TNR is an effective long term strategy to stabilize or modestly reduce the size of feral cat colonies as well as improve the health of these cats (Levy, 2003). Many cities in the U.S. have implemented strategic TNR programs and the trend is now growing in Canada.¹

1 *These are just a few municipalities where animal care and control addresses community cat populations:*

Toronto, ON (toronto.ca/animal_services.ca)

Pittsburgh, PA (pittsburghpa.gov/animalcontrol/spay_neuter.htm)

Elk Grove, CA (elkgrovecity.org/animals/feral-cats.asp)

In Toronto the estimated feral cat population is 100,000. In 2010 a coalition of municipal animal control, humane organizations, and rescue groups, was formed to work collectively to improve the lives of feral cats through strategic and coordinated TNR programs. In four years, the Toronto Feral Cat Coalition has sterilized over 6000 feral cats. At Toronto Animal Services between 2010 and 2013, euthanasia of feral cats dropped by 88% and stray intake by 45% (Appendix 1). We believe, that with Toronto's implementation of additional progressive policies and additional partnerships, these numbers will continue to drop.

A Good Foundation:

The City of Vaughan can have equal success by adopting similar bylaws and practices and by fostering positive working relationships with community stakeholders. We strongly recommend the municipality engage and coordinate with local non-profits, rescue groups and their volunteers to pool resources and track desired outcomes.

It is important to note that addressing feral cat issues collaboratively will, in a short time, deliver several positive results. A successful TNR program will: reduce nuisance behavior and improve the health of the cats; reduce human interaction thereby reducing complaints from residents living close to colonies; and decrease shelter intake and euthanasia and associated costs. Partnerships with community stakeholders will increase volunteerism, increase adoptions (saving lives) and increase community goodwill, where previously there may have been only animosity.

Adding provisions for feral cats, their caretakers and TNR will only strengthen the animal care and control foundation as the community continues to grow and change.

Recommendations:

We recommend that the City of Vaughan:

- 1) Seek assistance from Vaughan colony caretakers and rescue groups to establish a comprehensive feral cat trap-neuter-return (TNR) program unique to the needs of the city.
- 2) Review Parts 1 and 2 of the following videos presented by the Humane Society featuring Brian Kortis:

Trap Neuter Return: Fixing Feral Cat Overpopulation: Part 1

<https://www.youtube.com/watch?v=X-UKg2iK1Zk>

Trap Neuter Return: Fixing Feral Cat Overpopulation: Part 2

<https://www.youtube.com/watch?v=duT2OT9VWS4>

Also, review the 168 page handbook 'Trap – Neuter – Return for the Feral Cat Caretaker' produced by Neighborhood Cats.

http://www.neighborhoodcats.org/uploads/File/Resources/NC%20TNR%20Handbook_PRINT_v5-4.pdf

- 3) Draft and amend by-laws, similar to the City of Toronto, including provisions for feral cats, TNR and banning the resale of cats and dogs in pet stores unless these animals are from rescue groups and municipal shelters;

http://www.toronto.ca/legdocs/municode/1184_349.pdf

http://www.toronto.ca/legdocs/municode/1184_545.pdf

- 4) Recognition and protection to include a definition of "Feral Cat" to read "an un-socialized cat who, in general, receives little human contact or care and lives outdoors or unconfined at all times";
- 5) Recognition and protection to include a definition of "Feral Cat Colony" to read "a collective term, referring to a group of mostly or all feral cats in the municipality that congregate as a unit";
- 6) Recognition and protection to include a definition of "Feral Cat Colony Caretaker" to read "any natural person or body corporate of who provides managed long-term care, in conjunction with trapping, neutering and return, for a feral cat colony";
- 7) Recognition and protection to include a definition of "Stray Cat" defined as "a domestic cat of any age, lost, or abandoned by its owner, who lives outdoors or unconfined at all times"; and
- 8) Exempt Feral Cats and Colony Caretakers from the controlled confinement, licensing, unattended animals, nuisance animals, and running at large provisions of the current municipal bylaws.
- 9) Establish a Working Advisory Group as other municipalities have done comprising of Councilors and Town Staff, representatives from local Rescue Groups, Local Humane Society, , Vets and the OSPCA to review staff recommendations and offer additional suggestions in creating a fully functioning TNR program for the municipality. One such example can be found with the City of Kingston:

https://www.cityofkingston.ca/documents/10180/1269397/RPOP_Agenda_0413.pdf/edf9192e-b7d4-4da6-9636-281846b73e20

Dr. Hanna Booth and Dr. Esther Attard, veterinarians with Toronto Animal Services, have attended several conferences and have done extensive research on community-wide TNR programs in North America. They would be happy to provide advice and would be open to connecting with the municipality to discuss hurdles and steps towards implementing a successful TNR program in the community.

City of Toronto staff can be reached at the following:

Dr. Esther Attard: eattard@toronto.ca / 416-678-4751

Dr. Hanna Booth: boothhanna@gmail.com

Our TNR advocacy has the collective support from the Ontario SPCA, Regional Humane Societies, Toronto Humane Society, Canadian Veterinary Medical Association, Canadian Federation of Humane Societies and many other national and provincial organizations.

On behalf of our Vaughan and surrounding area advocates, we hope you will consider a TNR program and the above recommendations for the joint benefit of community residents and all cats within the community.

Sincerely,



Monika Sudds: AVA Vaughan (Action Volunteers for Animals) monikasudds@live.com

Denise Harkins, President: AVA (Action Volunteers for Animals)
denise@actionvolunteersforanimals.com

M.J. Galaski : ARK (Animal Rescue Krew) / mjgalaski@hotmail.com

Cathy Asling & Denise Dove: TAGS (The Animal Guardian Society) tagsinfo@animalguardian.org

Sharon Carrs: Cat Town Rescue / sharoncrvt@gmail.com

Martin Field, Director: AVA (Action Volunteers for Animals) marfield66@hotmail.com

COMMITTEE OF THE WHOLE (WORKING SESSION) – JUNE 1, 2016

ANIMAL SERVICES – WILDLIFE RESPONSE SERVICE

Recommendation

The Director of By-law & Compliance, Licensing & Permit Services, the Deputy City Manager of Community Services, and the Chief Financial Officer and City Treasurer recommend:

1. That the City provide an in-house wildlife response service beginning on September 1, 2016 in accordance with the principles and established levels of service described in this report;
2. That the 2016 Approved Budget be amended to include two capital projects: (1) for the purchase of an animal control vehicle to be funded through \$63,000 from Fleet Development Charges and \$7,000 from capital taxation reserves; and (2) for the set-up of a wildlife intake and holding area and other related expenditures to be funded with \$43,000 from capital taxation reserves;
3. That the Q4 2016 operating costs of providing the recommended service be accommodated within the By-law & Compliance, Licensing and Permit Services' existing 2016 Approved Budget;
4. That the ongoing operating expenditures of providing the service, as detailed in this report, be incorporated into the 2017 Draft Budget and 2018 Plan, with the appropriate adjustments made to the 2017 and 2018 savings targets to meet Council's tax rate target of no greater than three percent; and
5. That the inclusion of this matter on a Public Committee or Council agenda with respect to the creation of two capital projects, as outlined in Recommendation no. 2 above, be deemed sufficient notice pursuant to Section 2(1)(c) of By-law 394-2002.

Contribution to Sustainability

Care and control of animals is a unique area of public service that contributes to current and future sustainability of the quality of life within the City: the health and safety of residents, visitors and their domestic pets; and the broader well-being of our communities. Currently Vaughan Animal Services ("VAS"), a Unit within By-law & Compliance, Licensing & Permit Services ("BCLPS"), delivers animal services that include, but are not limited to, by-law enforcement and shelter services for domestic dogs and cats, public education, outreach, and awareness within the City of Vaughan. Additionally, VAS provides animal services to other local York Region municipalities, namely the Town of Whitchurch-Stouffville and most recently the Township of King, through established service level agreements to 2019, with an option to extend for an additional year.

Sick or injured wildlife pose potential threats to both public safety and the health, safety and well-being of domestic pets. This threat increased substantially for the City of Vaughan, and across the southern region of Ontario, with the recent confirmed outbreak of rabies in the Hamilton area.

Economic Impact

A financial analysis was conducted to assess three options for providing wildlife response services in Vaughan. A time period of September 1, 2016 to December 31, 2019 was used to evaluate estimated costs of each option given that the existing operational model for Vaughan Animal Services is in place until the animal shelter lease expires in 2019.

A summary of the financial analysis is included in Table 1:

Table 1: Cumulative costs of service delivery options for Sep. 1, 2016 - 2019 (in \$000s)

Option	Description	Cumulative Operating Costs*	Cumulative Capital Costs*	Total Cumulative
1	In-house	\$ 577	\$ 113	\$ 690
2	OSPCA Contract	\$ 980	\$ -	\$ 980
3	Private Contract	\$ 1,660	\$ -	\$ 1,660

*cumulative costs for Sep.1, 2016 - 2019

Based on the analysis, an in-house wildlife service is the least costly of the three options considered. A sensitivity analysis was also conducted to evaluate the estimated cost of each option using different volume assumptions. With attendance volume ranging +/- 25% from the projected levels used in the financial analysis, the in-house option remains the least costly of the three options considered.

The cost of introducing an in-house wildlife response service, as recommended by staff, has two main elements: (a) an operating impact of \$74,000 in the last four months of 2016 and annual operating costs of approximately \$165,000 in subsequent years (subject to cost-of-living adjustment increases) and (b) a one-time capital investment of \$113,000. Attachment 1 provides a more detailed breakdown and explanation of costs.

Operating costs include the hiring of two part-time animal control officers, staff training, vaccinations, animal disposal and other costs as detailed in Attachment 1. Expenditures incurred in the last four months of 2016 will be absorbed within By-Law & Compliance, Licensing and Permit Services' existing Approved Budget. The 2017 Draft Budget and 2018 Plan will be adjusted to include the on-going operating expenditures with an adjustment made to the 2017 and 2018 savings targets as needed to meet Council's maximum three percent tax rate increase.

The one-time capital expenditures of \$113,000 relate to the purchase of an additional animal control vehicle and the establishment of a wildlife intake and holding area. The vehicle will be funded through \$63,000 from Fleet Development Charges and \$7,000 from capital taxation reserves. The remaining \$43,000 in expenditures relating mainly to the setup of the wildlife intake area will be funded fully from capital taxation reserves.

Communication Plan

The introduction of a wildlife response service would be communicated to external stakeholders, such as York Region Health, York Regional Police ("YRP"), and local wildlife rehabilitators. In conjunction with Corporate Communications, a comprehensive approach will be implemented to inform the general public about this new service. A range of tactics will be used to raise awareness.

BCLPS will also work with Public Works and Access Vaughan, among other internal stakeholders, to ensure a seamless service experience for residents.

Purpose

The purpose of this report is to respond to City Council's December 15, 2015 direction to bring forward a report to a future Council meeting on the status of the program review for animal and wildlife services in the City of Vaughan (Item 2, Report No. 16 of the Finance and Administration Committee). Considering the increasing public concern over public health and safety resulting from wildlife interactions within the city, staff are seeking Council's approval to establish an in-house wildlife response service beginning on September 1, 2016 and in time to meet the anticipated seasonal spike in demand for the service.

Background – Analysis and Options

Synopsis: In support of staff recommendations, this report provides the rationale for the need to establish a wildlife response service for Vaughan. The report sets out the criteria for such a service and identifies three potential service delivery options. After each option is evaluated against the criteria, it was determined that the in-house option provides the best level of service and value for money. A sensitivity analysis was conducted to ensure that the recommended option can still provide the best value under different attendance volumes.

Further to the December 15, 2015 direction from Council, staff continue to explore a number of options with respect to the overall delivery of the service, with a view to ensuring a consistent and satisfying service experience within the City's existing budgetary targets. The review to date includes discussions with other regional municipalities, a review of various approaches towards the establishment of a more permanent shelter in Vaughan, and an initial exploration of partnership models that may support such approaches. In the interim, an increase in public concern and an identified increase in potential risk relating to incidents involving wildlife have prompted staff to expedite the review specific to the provision of a wildlife response service.

Currently, VAS does not provide a wildlife response service. Residents who make calls to the City in regards to wildlife are directed to other agencies such as the Ministry of Natural Resources and Forestry ("MNR") for information, private wildlife management contractors for nuisance or removal, or YRP in circumstances where threat to public safety is a concern. Although the MNR does not generally provide a field response for local municipal wildlife issues, they will respond to certain types of wildlife calls, such as large animals that may pose a danger to the public and/or circumstances regarding violations and regulations pursuant to legislation and federal statutes. Further to the recent decision by the York Regional Police Service Board to no longer have police officers respond to wildlife calls as of September 1, YRP will only respond to wildlife incidents in exceptional circumstances where there is a possibility of significant and imminent threat to public health and safety (see Attachment 2). At the other end of the spectrum, nuisance calls involving healthy animals are typically handled by private wildlife service companies, at the property owner's sole expense.

Between immediate danger to the public and addressing healthy nuisance animal calls, lies an area of responsibility arguably best suited for local government to manage. This element of animal control, predominantly dealing with sick and injured wildlife, requires a specialized level of expertise and equipment in order to effectively manage the risks that can be associated with wildlife; this includes mitigating risks associated with human-to-animal contact, up to and including isolating bio-hazards, and managing zoonotic diseases such as rabies and, to a lesser extent, canine distemper virus. Although wildlife response services are not legislatively mandated for Ontario municipalities, a jurisdictional review of York Region and the surrounding Greater Toronto Area ("GTA") reveals that Vaughan is the only municipality that currently does not provide the service to its residents (see Attachment 3). All other GTA and York Region municipalities either provide an in-house wildlife service, or do so through external service providers.

In a related manner, there have also been some recent public calls seeking support from the City to consider an enhancement to its animal services operating model and introduce a Trap, Neuter, Return and Manage ("TNRM") program to address feral cats. Feral cats, unlike strays that have been socialized to humans, are born in the wild and have generally had little contact with people. The lives of feral cats can be violent and short in the wild. Large numbers of ferals can also have a damaging impact on local fauna, especially birds. An approach to dealing with ferals is through the introduction of a TNRM program. Such a program is founded on a premise of preventative measures to eliminate breeding (e.g., spay and neuter) can have long term positive effects on feral populations. However, traditionally, such a program requires specific resources, such as veterinary services, that are currently not available as part of the VAS operating model and would represent an increase in operating costs through external fees for every feral animal treated. There are varying opinions amongst animal experts on these types of programs; an

informed decision would require additional analysis, not planned within the current term of Council. Therefore, at this time, staff are not in a position to be able to recommend the establishment of such a program. Staff propose to review the matter at a future date and bring back any recommendations to Council, if and when deemed appropriate time. In the interim, staff are arranging to meet with interested members of the public who have raised the concern in order to continue discussions in this regard.

Significant increase in wildlife-related calls

Over the last three years there has been a significant increase in the number of wildlife related calls through Access Vaughan (from 1,117 in 2013 to 1,420 in 2014 and to 2,200 in 2015). By 2015, Access Vaughan statistics showed that such calls were making up about a quarter of the total call volume relating to animal issues. These numbers do not include calls received either directly to BCLPS or the animal shelter; or any calls fielded by Public Works Dispatch or its weekend and after-hours answering service. Calls through these media are currently not statistically tracked. In addition, in 2015 YRP received approximately 400 wildlife calls relating to District 4; some of which could have been duplicates of calls made to the City. The number of calls tends to spike in the spring and fall seasons.

The increase in calls in recent years suggests that human-to-wildlife and pet-to-wildlife interactions in the City are on the rise and may be reflective of a number of factors, including wildlife population cycles, increased resident population, an increase in pet ownership, urbanization/intensification, and increased public awareness about services provided by other municipalities and about some of the risk and potential concerns. These exacerbating trends are expected to continue and to drive public demand to deal with the issue.

Capacity to respond to emerging challenges and emergency situations

VAS plays a key role in emergency preparedness and response to unplanned emergency situations. During the winter of 2013/2014 ice storm, VAS maintained a round-the-clock shelter operation at the Tigi Court Vaughan Animal Shelter to provide a safe, temporary shelter for pets of residents who were forced to evacuate their homes until their utilities were restored.

Although wildlife response services mainly deal with individual instances of sick and injured wildlife, they also stand as a resource well-placed to provide preemptive measures and emergency response in the event of disease outbreaks, such as the one currently underway in the Hamilton area where numerous cases of raccoons and skunks infected with rabies have been confirmed. Until these recent cases came to light in December 2015, Ontario had been free of raccoon strain rabies since 2005.

In response to these confirmed cases of rabies, numbering 84 as of April 2016, the Ontario government undertook a baiting program. The bait contains an oral rabies vaccine that is absorbed through the lining of the mouth. Healthy animals are immunized against rabies approximately 2 weeks after they ingest the vaccine. Not unlike any vaccine protocol, the baiting program is intended to protect and mitigate the spread of a specific infectious pathogen (e.g. rabies). Although the MNRF deploys baits and conducts testing on infected animals, they rely on collaboration with municipalities to collect and safely store deceased animals, log locations, and submit specimens for laboratory testing at designated provincial locations.

The current baiting area stands approximately five kilometers from Vaughan's most south-western border, a stark and alarming contrast to the much more restricted area identified in December of 2015 (see Attachment 4). In the likely event that in the near future this surveillance zone continues to expand and infringes on Vaughan's borders, it is anticipated that the City will be called upon to provide support and commit resources. To this end, BCLPS has had and continues to have discussions with the City's Emergency Planning Office in considering and planning for contingency actions, accordingly.

Effective and efficient deployment of public resources

The handling of wildlife is subject to a number of provincial and federal regulations, including the provincial *Fish and Wildlife Conservation Act, 1997*, the federal *Migratory Birds Convention Act, 1994*, and provincial *Health Protection and Promotion Act, 1990*. Responding to wildlife calls and handling sick or injured wildlife requires specialized skills, knowledge and equipment. Service providers need to be qualified, experienced and have the capacity to meet legislative, technical, logistical and ethical requirements.

Currently, calls for collection of dead animals on public roadways are received by the City's Public Works department and staff are sent to attend, collect, and dispose of the carcasses. In the event an animal is found to still be alive, without the required specialized equipment and expertise in animal control, and containment and disease recognition to safely and effectively handle wildlife, Public Works staff must rely on York Regional Police for assistance to euthanize animals before they can be safely removed from the public right of way.

Experts trained and equipped in animal control and wildlife response are still the City's best option and most responsible use of public resources. If in place, a wildlife response service would become the primary responders to assist any City operations/Public Works staff in these circumstances. A dedicated service would allow the City to deal with any eventuality in a timely and effective manner while allowing for YRP resources to be better allocated to their primary role of policing our communities.

Given the above considerations and the City's commitment to provide optimal public service, City staff believe that a wildlife response service is required and have consequently undertaken an analysis to determine how to deliver such service in the most effective and efficient way. An implementation window of fall 2016 was considered most appropriate in order to meet the anticipated seasonal spike in demand for the service.

Establishing service delivery principles and parameters

In considering the best way to deliver a wildlife response service, staff adopted the following three principles:

1. The service needs to meet the current and emerging needs of the community and provide a consistent service experience;
2. The service needs to provide humane options for injured or sick animals, and/or those that need to be euthanized; and
3. The service needs to demonstrate value for money.

It is important to note that healthy wildlife that may cause or create a nuisance on private property will continue to be, at their expense, the sole responsibility of property owners.

As mentioned previously, BCLPS is in the midst of analyzing and exploring the establishment of a more permanent shelter solution. In 2016, the City extended its animal shelter lease at Tigi Court through to 2019, with a possibility of extending the lease an additional year. As such, staff believe that the appropriate window through which to evaluate the costs and benefits of providing a wildlife response service should be aligned with this time frame.

In analyzing service delivery options, staff first identified the level of service that would be expected to effectively meet the needs of residents and align directly with the City's Term of Council Priorities and Service Excellence Strategic Initiatives. To this end, staff identified five main service delivery requirements:

1. The service should be available 24 hours a day, 7 days a week;
2. The service should be responsive to emergency situations;
3. The service should cover all species of sick or injured wildlife;
4. The service should provide wildlife rehabilitation; and
5. The service should be integrated with the existing animal services program.

Staff also identified two additional deliverables that would optimize the service for residents:

6. Public outreach and education; and
7. Support and promotion of City initiatives through community organizations and partnerships (e.g. Educational Institutions).

Each of the requirements and preferences above supports at least one of the aforementioned principles and is described in turn:

1. 24/7 service

Wildlife calls involving sick or injured animals are often urgent nature and require an immediate response. A timely response improves the chances of finding and trapping the animal; thus, avoiding an incident from escalating by reducing the risk of human or pet contact or exposure. Therefore, to adequately mitigate such risks, a wildlife response service needs to be available 24 hours-a-day, seven days-a-week. Nuisance calls would continue to be the responsibility of the property owner through the engagement of a wildlife company. Irrespective of how the service is provided or by whom, City staff would continue to provide information and education with respect to wildlife nuisance matters.

2. Responsiveness

As the current potential need to deal with a rabies outbreak or any other zoonotic diseases demonstrates, an effective wildlife response service must have the capacity to respond to emerging challenges, public safety and emergency situations. Service providers need to be able to work effectively with provincial, regional and municipal authorities to adequately protect the health and safety of the public, domestic animals and local wildlife.

3. Comprehensive service

Although many of the calls received involve sick or injured raccoons, Vaughan is home to a diverse population of urban wildlife. As such, any wildlife response service would have to be able to respond to calls involving a variety of species commonly found in southern Ontario, ensuring the animal is located, contained, transported and humanely treated. The service would also need to include proper containment and disposal of carcasses in accordance with legislative requirements.

4. Rehabilitation

Much of the wildlife that is sick or injured needs to be humanely euthanized. However, in the event that a sick or injured animal is able to be rehabilitated, such animal would have to be transferred to a licensed rehab facility for such purpose.

5. Integrated service

Integrated service delivery is crucial for an optimal customer service experience. Residents expect that when the City responds to any animal control issue or that when they attend the VAS shelter, the services provided are holistic and addressed through a centralized point of contact, including access to the service from a local facility within the City. This not only ensures a level of convenience for residents, but it also helps to ensure consistency of service delivery and a minimization of redundancy.

6. Outreach and education

Ongoing public outreach and education is a proactive and effective long-term prevention measure. By educating residents about how to more effectively co-exist with local wildlife, the risk and number of incidents of wildlife-to-human and wildlife-to-pet contact can be reduced and their severity can be mitigated. Although not an explicit requirement, public outreach and education is a preferred and valued component of a comprehensive wildlife response service. It is utilized extensively by other agencies such as the MNRF, and has been established as a core principle within the operating philosophy of BCLPS.

7. Community partnerships

Building relationships with community partners benefits the City and provides a meaningful way for residents and organizations to become engaged in their community. Although not an explicit requirement, community partnerships that promote and enhance public education are also a preferred component of a comprehensive wildlife response service.

Together these requirements comprise the criteria against which service delivery options were assessed.

Service Delivery Options

Three main options were identified with respect to the delivery of a wildlife response service: (1) Introduction of an in-house program; (2) OSPCA service contract; and (3) private service provider contract. Each is discussed and evaluated in turn with respect to the established service requirements as previously noted.

Option 1: In-house Service

Currently, VAS provides sheltering, animal adoption, and animal control services for domestic dogs and cats through a local animal shelter located at 70 Tigi Court. The service includes pet licensing, promotion of responsible pet ownership, public outreach and education, and community partnerships (e.g. post-secondary schools). Currently, VAS attends over 1,300 service calls annually (based on a three-year average) with a complement of three full-time equivalent ("FTE") and one part-time Animal Control Officers.

The implementation of an in-house wildlife response program would provide the following level of service:

- Local animal shelter facility located within Vaughan for receipt, care and control of affected animals;
- Full service from qualified, experienced and trained staff, Monday to Friday from 8:30 a.m. to 7:30 p.m. and on weekends from 8:30 a.m. to 4:30 p.m.;
- 24-hour, 7-days-a-week on-call service for after-hours wildlife calls;
- Calls would continue to be dispatched through Access Vaughan, BCLPS and VAS during their regular operating hours. After-hours calls would continue to be received through Public Works Dispatch or the City's answering service on weekends and holidays; and
- Injured or sick wildlife that are candidates for rehabilitation would be transported to a facility that can accept the species.

With an anticipated program launch date of September 1, 2016, the estimated costs for the service are as follows:

Table 2: Annual costs of in-house service delivery

Cost (in \$000s)	Sep 2016	2017	2018	2019	Cumulative
Operating	\$ 74	\$ 164	\$ 167	\$ 172	\$ 577
Capital	\$ 113	\$ -	\$ -	\$ -	\$ 113
Total	\$ 187	\$ 164	\$ 167	\$ 172	\$ 690

Based on the number of wildlife calls received by Access Vaughan over the last three years and data from neighbouring municipalities with in-house wildlife services, staff have estimated that an in-house wildlife response service would result in approximately 1,200 additional attendances (regular hours, weekend and after-hours on-call) over and above VAS's current annual attendance volume. As wildlife attendances are generally less involved and less time consuming than domestic animal calls, staff believe that the additional volume could be adequately managed without any significant impact to response time, by adding 1.0 to 1.5 FTE officer positions to the current complement. Therefore staff are recommending the hiring of two part-time officers (1.38 FTEs) to establish an in-house service. The additional labour costs represent most of the operating costs of implementing an in-house wildlife service, the balance of the operating costs include staff vaccinations, training, additional computers, and animal disposal costs. The details of these costs are included in Appendix 1.

This option will also require one-time, upfront capital costs to set-up operations. The capital costs of implementing an in-house service include the purchase of an animal control vehicle and the set-up of a wildlife intake and holding area. The current animal shelter at Tigi Court would continue to be a one-stop location for residents with respect to all animal-related matters, including wildlife. However, due to wildlife segregation requirements, the shelter at Tigi Court does not have the space to accommodate a wildlife-dedicated area. However, BCLPS currently maintains a secure area at the Joint Operations Centre ("JOC"). This area can be repurposed to accommodate the impounding, euthanasia and disposal of sick or injured wildlife. Any wildlife that might be received at Tigi would be transferred to the dedicated, secured area at the JOC. In total, \$113K in capital funds would be required for implementation, with \$63,000 to be funded from Fleet Development Charges (for 90% of the vehicle cost) and the balance of \$50,000 from capital taxation reserves.

From a scheduling perspective, VAS currently operates regular business hours Mondays to Saturdays and provides after-hours service (including on Sundays) through an on-call system. Of the current number of services calls attended for domestic animals, staff estimate that about 90% are received and attended during regular business hours, which represents maximum capacity for the existing staff complement. If a wildlife response service were brought in-house, the addition of two part-time officers would allow for regular service to be extended to Sundays, which would be expected to further reduce the need for on-call staff and overtime. After-hours service calls would be attended for wildlife and domestic animals by the existing on-call Animal Control Officer. The introduction of a much needed wildlife response service equates to an enhanced animal services delivery model, as the integration with the existing operating model would allow for additional global benefits that would include expanded hours of operation for domestic dog and cat service. This higher level of service would subsequently improve the over-all services being provided without any additional costs beyond those being projected herein. And since current VAS staff are qualified and experienced, additional training to ensure safe handling of wildlife would be minimal. Staff are confident that an in-house service could be established by the fall of 2016 to meet spiking seasonal demand for the service.

The main advantages with this option are greater control over the quality of service, a more fully integrated animal service delivery for residents, resource allocation flexibility and synergies (i.e., shared resourcing with existing animal services), and lower ongoing costs versus external contracts. Also, given that the in-house service would be fully integrated into City operations, it could be leveraged easily in the event of an emergency requiring response.

Option 2: OSPCA Contract

The Ontario Society for the Prevention of Cruelty to Animals (“OSPCA”) is a registered charitable organization that provides care to animals in need and that already provides wildlife services to a number of regional municipalities that do not have an existing in-house animal service, including the Towns of Richmond Hill and Aurora, and the City of Markham. Based on the projected call volumes (as discussed under Option 1), the OSPCA could provide the following level of service to the City:

- Service from properly trained and equipped officers dedicated to Vaughan who would pick up all sick or injured wildlife within the City. The assigned officer would work from 9 a.m. to 5 p.m. from Monday to Friday
- 24-hour, 7-day-a-week on-call services for after-hour wildlife calls. An officer would respond outside regular hours.
- Calls would be dispatched through OSPCA during their regular operating hours. After-hours calls would be redirected through a messaging service, requiring an additional phone call to an on-call officer.
- Injured or sick wild animals that are candidates for rehabilitation would be transported to a facility that can accept the species.

The estimated costs of the service over the life of the contract are anticipated to be as follows:

Table 3: Annual costs of OSPCA contract

Cost (in \$000s)	Sep 2016	2017	2018	2019	Cumulative
Operating	\$ 95	\$ 290	\$ 295	\$ 300	\$ 980

Based on informal inquiries made by City staff, the base cost for the above level of service would be a minimum of \$174,000 for the first year, (not including inflationary costs for future years), with an additional hourly charge of \$55, at a minimum of three hours per call, for all after-hours attendances. Based on the same number of attendances projected in the in-house option, the total estimated full year cost for this option is approximately \$280,000. With an implementation date of September 1, 2016, one third of this amount, or about \$95,000, is anticipated to impact 2016.

Under this option, a greater percentage of calls are expected to be handled on an on-call basis (as compared to the in-house option) based on OSPCA’s regular hours of operation. Given that an additional hourly fee is charged for all after-hour calls, this option would be more costly and, as attendance volumes increase, would result in a steeper rise in overall cost year-to-year than with the in-house model.

In the event of an emergency, the OSPCA is well positioned and resourced to respond. However, depending on the circumstances and whether the required response falls outside the terms of the contract with the City, there could be additional expenses associated with the additional service. It should be noted that the OSPCA has an excellent outreach and education program throughout the province. Through co-ordination, and perhaps as an extension of the terms of a contract

(although perhaps at increased cost), the City may be able to leverage its own outreach and education efforts.

The OSPCA in York Region is based out of its facility in Newmarket, creating a potential inconvenience for Vaughan residents.

The main advantage of this option is implementation could be accomplished without the need for the one-time capital costs. The main disadvantages are that the annual and on-going costs are expected to be higher, the OSPCA's facility is located in Newmarket creating a potential inconvenience for Vaughan residents and, not unlike any other external contract services, while the OSPCA is a highly reputable organization, the City's ability to meet public and City Council's expectations would be limited to the negotiated terms of the contract agreement.

Option 3: Private Contract

Informal inquiries made by City staff to a recognized private service provider indicate that there is a small number of external private wildlife service providers with the ability to provide wildlife response services at a comparable service level to that offered by the OSPCA. Under a contract with such a provider, service calls received by the City (through any of the current channels) would be referred to the provider for response. Calls covered under contract would be limited to sick or injured, animals. Nuisance calls would continue to be private matters, but could also be handled separately by the private service provider at a cost to the homeowner.

A private service provider typically charges \$300 per attendance, plus a premium if response is required after-hours. Based on the projected attendance volume used in evaluating the other options, the total annual cost of using a private contractor would be approximately \$480,000 (not including inflationary increases for future years). With an implementation date of September 1, 2016, one third of this amount or \$160,000 would impact 2016.

The anticipated costs over the life of the contract with a private service provider are as follows:

Table 4: Annual costs of private service provider contract

Cost (in \$000s)	Sep 2016	2017	2018	2019	Cumulative
Operating	\$ 160	\$ 490	\$ 500	\$ 510	\$1,660

From a technical standpoint, a qualified provider should be able to provide the same level of expert service as the OSPCA or the City. Once again, depending on the location of the provider's facility, there could be some inconvenience and decoupling of service. Response to emergencies would either have to be incorporated into a contract or treated separately, outside of an existing agreement. In any case, there would be an additional cost associated with that level of service.

Although a qualified private service provider should be able to provide a satisfactory level of service, a per-unit costing model, at the anticipated volume levels, will likely prove prohibitively costly. The cost structure of the private contractor model is only economically beneficial at much lower volumes, which is a circumstance that runs contrary to the trends reflected in the volumes data from 2013 to present.

Sensitivity Analysis

Table 5 compares the estimated costs of providing wildlife response service under the three options above, using an attendance volume range of plus 25% and minus 25% from volume projections of approximately 1,200 attendances annually.

Table 5: Sensitivity to attendance volume

	Volume of Attendances (From Sep., 2016 to the end of 2019)		
	-25%	Projected	+25%
In-house service (000s)	\$ 635	\$ 690	\$ 740
OSPCA contract (000s)	\$ 875	\$ 980	\$ 1,070
Private provider (000s)	\$ 1,240	\$ 1,660	\$ 2,075

Under all three volume scenarios, the in-house service model resulted in the most fiscally responsible way to provide a wildlife response service. The in-house model is also the one least impacted by volume fluctuations (with a 25% fluctuation in volume resulting in only about a 7.5% fluctuation in cost), while the private provider model is the most impacted by volume fluctuations (with a 25% fluctuation in volume resulting in a corresponding 25% fluctuation in cost).

The additional benefit related to an in-house model is the flexibility to more effectively manage sensitivity and growth demands through various means, including prioritization and flexibility in resource deployment, as done within all other units of BLCLPS.

Relationship to Term of Council Service Excellence Strategy Map (2014-2018)

This report's recommendations support Council's priorities through continuing to ensure the safety and well-being of citizens, and meeting Council's tax rate targets.

The recommendations are also consistent with the Vaughan Service Excellence Strategic Initiatives of Citizen Experience and Operational Performance through effective and consistent service delivery, continuous improvement, and demonstrating value for money. A comparison with neighbouring municipalities suggests that citizens across York Region have come to expect a level of animal service delivery that includes wildlife. A growing number of wildlife-related calls suggests that there is the same expectation in Vaughan.

Regional Implications

York Region Health has recently expressed concern that, unlike other municipalities in York Region, Vaughan does not have a program in place to respond to sick or injured wildlife within its boundaries. With the current rabies outbreak amongst raccoons and skunks in Hamilton and surrounding areas, the 50-kilometre rabies Surveillance Zone established by the MNRF is fast approaching York Region; with Vaughan expected to be the first affected municipality. With that eventuality, all sick or deceased raccoons and skunks will need to be collected and stored by the local municipality and subsequently submitted for testing to the MNRF in order to track the progression and strain type of this zoonotic threat.

The York Regional Police Services Board, both citing the draw on resources and questioning the appropriateness of the use of firearms to deal with wildlife issues, recently announced that YRP officers would no longer be responding to wildlife calls unless they involved traffic accidents or presented an imminent danger to the safety of people. In 2015, YRP received approximately 400 calls relating to wildlife incidents within District 4 that would otherwise typically be handled by Animal Services. However, in the absence of a municipal wildlife service, YRP attended approximately 10% of these calls. So far in 2016, according to YRP, the number of calls attended within District 4 is 15, which when annualized represents a 50% increase over last year.

With a growing population, intensification, and continued urbanization, the demand for a wildlife response service is only expected to increase. Over the next 15 years, Vaughan is expected to

grow by nearly 27%, as compared to a growth rate of 20% regionally. Urbanization and intensification will place additional pressure on habitats, allow for the support of greater concentrations of certain animals, such as raccoons, and put existing wildlife into greater contact with humans and domestic animals.

Conclusion

Although the City is not mandated to provide a wildlife response service, there is a growing public demand and expectation to have the City deal with such issues. The establishment of a wildlife response service would allow the city to better leverage its resources and respond to emerging issues and emergencies such as the rabies outbreak in the Hamilton area. In looking at the most effective, efficient and safe method to deliver a wildlife response service, three options were explored: 1) in-house service provision; 2) OSPCA contract; and 3) private service contract. Specific service requirements based on service delivery principles were established to assess each option equally. On the basis of these requirements, the in-house model was shown to provide the most effective and efficient service through a comprehensive and integrated program model allowing for optimal resource deployment and delivery.

A cost-benefit analysis demonstrated that the in-house option, at projected levels, represents the most cost-effective option. Because attendance volume projections were based on a combination of data from within, information from other municipalities and experience-based assumptions, actual volumes could vary from those projected. Therefore a sensitivity analysis was conducted to examine the impact of volume variances on cost. Within a range of plus or minus 25%, the in-house model still proved to be the most cost-effective.

From a broader public service perspective, it is important to note that the introduction of a wildlife response service to the City's existing animal services program would realize additional global benefits. By integrating the additional service with the existing operating model, VAS would be able to expand its operating hours and enhance access to all related services without any additional costs beyond those being projected within this report.

Based on their analysis, staff believe that there is a substantial benefit to establishing a wildlife response service and therefore recommend that Council approve the in-house service delivery option starting in September of 2016.

Attachments

Attachment 1: Letter from the Regional Municipality of York Police Services Board
Attachment 2: Annual cost-breakdown of providing an in-house wildlife response service
Attachment 3: Jurisdictional comparative for the provision of wildlife response services
Attachment 4: Expansion of rabies control area

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Attachment 1

Annual Cost Breakdown of Providing an In-house Wildlife Response Service

	2016 (Sep. 1 – Dec. 31)	2017 ¹	2018 ¹	2019 ¹
In-house service costs (\$ 000s)				
Capital ²	113	---	---	---
Staffing (2 Part-time Officers) ³	35	80	81	83
After-hours service ⁴	20	60	61	63
Operational costs ⁵	19	24	25	26
	187	164	167	172

Notes:

¹ All costs have been assumed to increase by 2% from year to year to reflect wage and general price increases.

² Capital costs include the purchase of an additional vehicle for wildlife control, the establishment of a dedicated euthanasia and holding area at the Joint Operations Centre. All of these costs would be borne up-front (i.e., throughout the summer and fall of 2016).

³ Staffing costs in the first year include incidental expenses such as tough-book devices and personal protective equipment for the Officers. In-field business solutions eliminate the need, and associated cost, of additional office space and equipment.

⁴ After-hour service and related over-time costs are governed by the City's Collective Agreements and as such is costed on the basis of full-time staff rates.

⁵ Additional operational costs pertain to required vaccinations of staff, replacement of specialized equipment and refresher training, as required. These costs will be higher in the initial year.



The Regional Municipality of York Police Services Board

To Make a Difference in Our Community

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May 4, 2016

Chair

Frank Scarpitti

Mayor

City of Markham

Vice Chair

Virginia Hackson

Mayor

Town of East Gwillimbury

Jeffrey Abrams
City Clerk
City of Vaughan
2141 Major Mackenzie Dr.
Vaughan, Ontario L6A 1T1

Dear Mr. Abrams,

Members

Wayne Emmerson

Regional Chairman

And C.E.O

John Molyneaux

Provincial Appointee

Bang-Gu Jiang

Provincial Appointee

Brad Rogers

Provincial Appointee

Khalid Usman

Regional Council

Appointee

Executive Director

Mafalda Avellino

Administrative Assistant

Jaclyn Kogan

Re: Police Response to Sick or Injured Animals

At its meeting on April 27, 2016, the Regional Municipality of York Police Services Board was advised by the Chief of Police of the increasing number of incidents where police have been called in relation to sick or injured animals. This has resulted in a corresponding increase in police officers' use of firearms to humanely dispatch animals who are suffering.

The use of force regulations under the *Police Services Act* permit police officers to discharge a firearm to destroy an animal that is potentially dangerous or so badly injured that its suffering must be humanely ended. However, this provision is meant to be used in exceptional circumstances. Otherwise, the law limits the use of police firearms to situations where officers must protect against loss of life or serious bodily harm.

The routine use of armed police officers to dispatch sick or injured animals may give rise to officer and public safety concerns in addition to being an inefficient use of police resources when there is a more appropriate response to these matters.

Kindly be advised that, effective September 1, 2016, York Regional Police will no longer respond to animal complaints related to sick or injured animals that do not pose a risk to public safety unless the injury to the animal is related to a motor vehicle collision. I have advised the Minister of Natural Resources and Forestry and all the municipalities in York Region of the Police Services Board's resolution. We trust that you will ensure your municipality has the capacity to respond to complaints related to sick or injured animals within your jurisdiction.

Please feel free to contact me or Superintendent Tony Cusimano at 1-866-876-5423 ext. 7860 or 378@yrp.ca should you have any questions or concerns.

Yours sincerely,

A handwritten signature in blue ink, appearing to be 'Mafalda', with a long, sweeping horizontal stroke at the end.

Mafalda Avellino
Executive Director

Attachment 3

Jurisdictional Comparative for the Provision of Wildlife Response Services

Animal Control Services								
	Municipality	Projected Population (000s)			Domestic Services		Wildlife Services	
		2016	2031	Change	In-house	Contract	In-house	Contract
York	Aurora	63.7	70.2	10.2%		✓		✓
	East Gwillimbury	34.7	86.5	149.3%		✓		✓
	Georgina	52.8	70.3	33.1%		✓		✓
	King	27.0	34.9	29.3%		✓		✓
	Markham	337.8	421.6	24.8%		✓		✓
	Newmarket	88.7	97.1	9.5%		✓		✓
	Richmond Hill	216.9	242.2	11.7%		✓		✓
	Vaughan	329.1	416.6	26.6%	✓		not provided	
	Whitchurch-Stouffville	49.4	60.6	22.7%		✓		✓
GTA	Brampton	577.0	727.0	26.0%	✓		✓	
	Mississauga	756.0	805.0	6.5%	✓		✓	
	Toronto	2,794.0	2,905.0	4.0%	✓		✓	

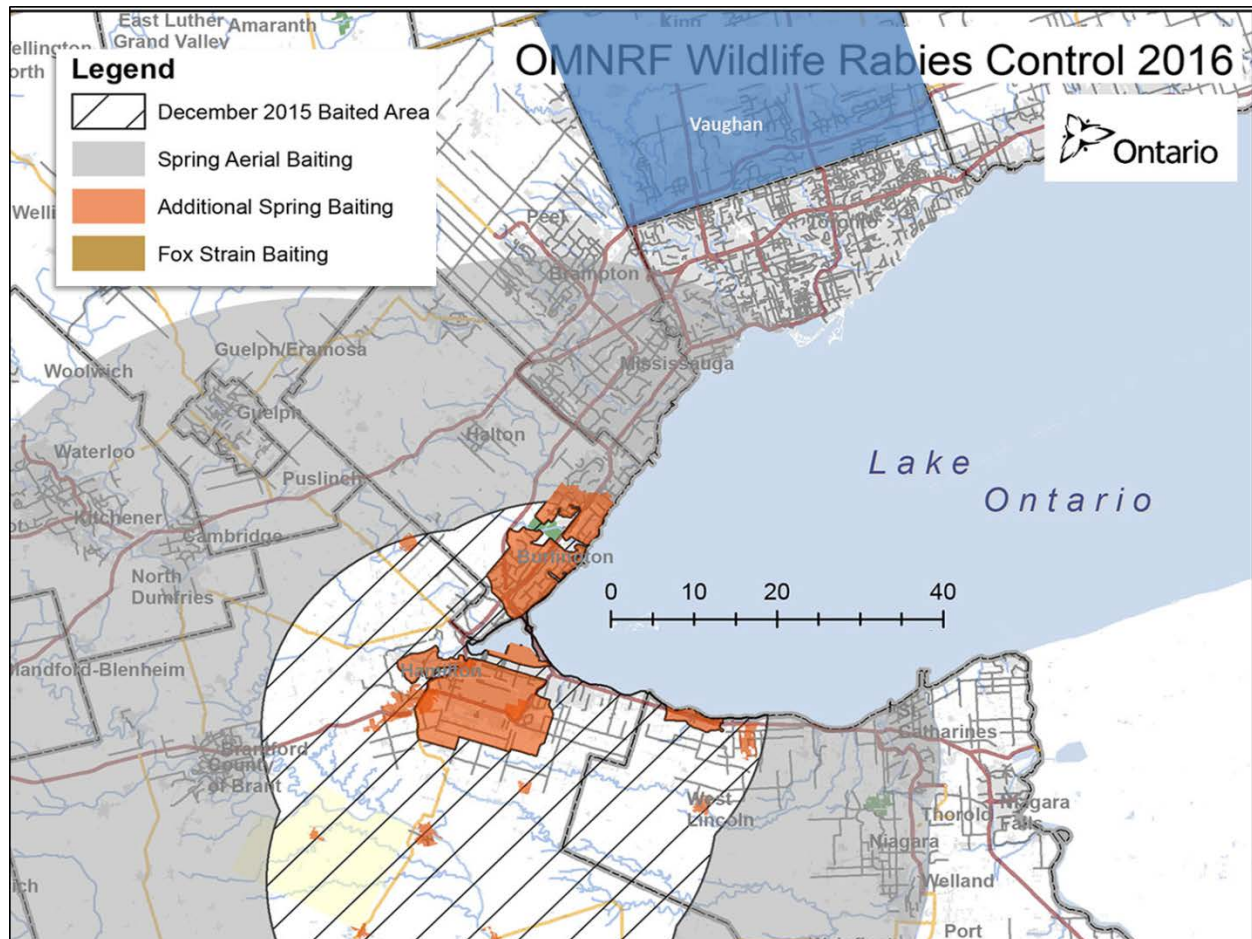
Sources: York Region Official Plan, 2010 for all York municipal population projections.

Region of Peel Official Plan, 2014 for Brampton and Mississauga population projections.

Flashforward: Projecting Population and Employment to 2031 in a Mature Urban Area, Toronto City Planning Division for Toronto population projections.

Attachment 4

Expansion of Rabies Control Area (December 2015 versus March 2016)



Source: Ministry of Natural Resources and Forestry
(<https://files.ontario.ca/spring-baiting-map-large.jpg>)