

Georgina Animal Shelter Council Presentation

November 22, 2016



Purpose of Today's Presentation

- Provide Council with the information relating to the Animal Shelter Facility Needs Assessment completed by AM FM Consulting.

Agenda

- AM FM Study Mandate
- **Current Model** - Household and Animal Projections, Service Level Standards, Costing Formula, Hours of Operations
- Consultation and Stakeholder Engagement
- **Going Forward** – Household and Animal Projections, Building Conditions Assessment Results and Facility Impact
- Animal Shelter Service Delivery Scenarios
- Opportunity
- Next Steps

Study Mandate

To provide a report of alternative business models, associated facility needs and cost analysis for the delivery of municipal animal shelter services based on established service levels.

To review the adequacy of the Georgina Animal Shelter Facility, including the required space and whether the Town should pursue a new shelter, a rehabilitated shelter, an addition to the existing shelter, or other opportunities.

To analyze the opportunities that may exist by partnering with other interested municipalities in York Region, those municipalities that are neighbours to the Town of Georgina, the Ontario Society for the Prevention for the Cruelty of Animals (OSPCA), Humane Society, and private shelter services as a prerequisite to determining the Georgina Animal Shelter facility needs.

Current Model



Current Model

Georgina provides third party animal control/shelter services for Georgina, East Gwillimbury, Newmarket and Whitchurch-Stouffville* through the Georgina Animal Shelter located at 26815 Civic Centre Rd, Keswick with 11 staff. The facility has an approximate area of 4,400 sqft. and was constructed circa 1990. |



| *It should be noted that since the undertaking of the Study the Town received notice from the Town of Whitchurch-Stouffville that they were terminating their service contract as of December 31, 2016

Georgina Animal Shelter Program and Services

Temporary shelter and care of stray and abandoned dogs and cats

Adoption services

Placement of animals in rescue facilities

Euthanasia of those animals in the care of the Shelter due to terminal disease, severe illness or dangerous temperament/behaviour

Hours of Operations to the Public

Provide education as a resource for adoptees for guidance in animal ownership and care

Basic medical care for those animals in the care of the Shelter

Co-ordinate veterinary services, including spay/neuter, for those animals in the care of the Shelter

Quarantine of potentially dangerous dogs, pending by-law orders and court orders

Legislative and Best Practices Framework

- Animals for Research Act and Regulation 23 for Pounds
- Town of Georgina's Kennel Licensing By-law
- Guidelines for Standards of Care in Animal Shelters (Association of Shelter Veterinarians)
- Infection and Disease Control

Animal Shelter “Service” Standards

Services Provided by Georgina Animal Shelter	Legislative (Exceeds/Meets/ Does Not Meet/ Not Applicable)
Temporary shelter and care of stray and abandoned dogs and cats	Meets
Adoption Services	Exceeds
Euthanasia of animals in care of Shelter due to terminal disease, illness or dangerous behaviour	Meets
Placement of animals in rescue facilities	Not Applicable
Education as a resource for adoptees for guidance in animal ownership and care	Not Applicable
Quarantine of potentially dangerous dogs, pending by-law orders and court orders	Meets
Co-ordinate Veterinary services for those animals in the care of the Shelter	Meets
Population Management and Record Keeping	Meets
Volunteer Program	Not Applicable
Basic medical care for shelter animals	Meets
Hours of Operation to the Public	Meets

OMAFRA conducts semi-annual random inspections.

Animal Shelter “Facility” Standards

	Legislative (Exceeds/ Meets/ Does Not Meet/ Not Applicable)
Animal Cages	Meets
Isolation Space	Not Applicable
Allocation of Space (overall)	Not Applicable
Storage (Linens, Filing, PPE, Cleaning Supplies, etc)	Not Applicable
Food Preparation	Meets
Laundry Space	Not Applicable
In House Animal Grooming Area	Not Applicable
Built Environment - Accessibility, Ventilation, Lighting, Space, Security, Health and Safety	Meets
Procedure Room	Not Applicable
Socialization / Indoor Adoption Area	Not Applicable
Outdoor Enclosures	Meets
Food Prep Room	Meets
Reception Area	Not Applicable

2014, 2015 and 2016 Costing Allocation

The Georgina Animal Shelter provides shelter needs and animal services for the following municipalities: Whitchurch-Stouffville*, Newmarket, East Gwillimbury, and Georgina. These total values are distributed between Municipalities based on 15% of fixed cost and usage

Year	Cost 2014	Cost 2015	Budget 2016
Cost	\$433, 780	\$717,011	\$719,632

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Current Hours of Operations (Staff and Public)

Winter (Oct 1 - May 31): Monday - Friday 8:30am-5:30pm, Saturday 8am-12pm

Non-Public Animal Care and Operations: Saturdays 12pm-5pm, Sundays 8am-5pm

Note: In 2015, Saturday and Sunday hours were expanded by 5 hours for non-public

Summer (June 1 - Sept 30): Monday - Friday 8:30am-5:30pm, Saturday 8am-4pm

Non-Public Animal Care and Operations: Saturdays 4pm-5 pm, Sundays 8am-5pm

Note: In 2015, Saturday was expanded by 1 hour and Sunday by 5 hours for non-public



York Region – Current Animal Shelter Service Providers

	Georgina	Whitchurch-Stouffville	Newmarket	East Gwillimbury	Aurora	Markham	Richmond Hill	King	Vaughan
Animal Shelter Provider	Georgina	Georgina*	Georgina	Georgina	OSPCA	OSPCA (inc. Cat Adoption and Education Centre)	OSPCA	Vaughan	Vaughan
Control Provider	K9PMG	K9PMG*	K9PMG	Wayne Jones	OSPCA	OSPCA	OSPCA	Vaughan	Vaughan

All municipalities listed pay for Emergency After Hour Services in addition and are not listed here.

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Consultation and Stakeholder Engagement

Consultation

- Surveys of Staff, Volunteers and Community
- N6 Steering Committee (Georgina, East Gwillimbury, Newmarket, Whitchurch-Stouffville, Aurora, King)
- OSPCA Whitchurch-Stouffville location (Regional CFO), K9 Pest Management Group (animal control services provider), Humane Society of Durham Region, OMAFRA
- Markham Cat Adoption and Education Centre
- Richmond Hill, Vaughan, Markham, Brock Township, Brantford, Bradford, Peterborough
- Building Condition Assessment Results
- Shelter Health and Wellness Group (OSPCA) Consultation

Community, Staff and Volunteer Survey Feedback on Georgina Animal Shelter

- The hours for the shelter should be changed to be more accessible for the public. Comments suggest expanded public hours on evenings and weekends
- The concern is a lack of space
- The public indicated they became aware or learned about the Shelter from a variety of sources. The most prevalent were from the Town (46%), friends and family (34%), and Facebook (27%)
- The most common reasons for coming to the Shelter were for pet adoption (50%) and for a missing or lost pet (31%)

Municipal Feedback

Participants: Georgina, East Gwillimbury, Newmarket, Whitchurch-Stouffville, Aurora, King, Markham, Vaughan, Brock Township, Bradford, Richmond Hill

- Acknowledgement of third party services e.g. OSPCA and K9PMG
- Additional education to customers
- Partnership with private sector
- Alignment of By-Laws
- Interest to further investigating partnerships e.g. shared services, service standards
- Investigate surplus lands and properties within York Region (private and public)
- Satellite locations for municipal presence and improved customer service
- Veterinarians as an alternative service provider

Shelter Health and Wellness Group (SHWG) Consultation

Association of Shelter Veterinarian's (ASV) Guidelines for Standards of Care for Animal Shelters (2010) helps shelters to align their activities with recommended practices in all aspects of animal care. The consultation included a review of these areas of study:

- Management and Record Keeping, Facility Design and Environment
- Population Management, Sanitation
- Medical Health and Physical Well-Being, Behavioural Health and Mental Well-Being
- Group Housing, Animal Handling, Euthanasia
- Spay and Neutering, Animal Transport
- Public Health

Additional Findings

Brantford - Service delivery review completed; opted for OSPCA as the most cost effective model for their situation

Peterborough – have established a partnership with OSPCA, Humane Society and City of Peterborough

Brock Township – Private donation for the construction of an animal shelter 2012-2013; land provided by the Township

Markham Cat Adoption and Education Centre – to maintain community presence by showcasing animal adoptions and education. Services provided by OSPCA. Facility renovations funded by Town.

Durham Humane Society - investigating options for private and municipal partnerships

Going Forward



Population Projection

	2006	2016	2021	2026	2031
Aurora*	49,700	63,700	68,100	69,600	70,200
East Gwillimbury*	22,000	34,700	48,100	66,300	86,500
Georgina*	44,600	46,048	49,036	52,620	58,583
King*	20,300	27,000	29,900	32,500	34,900
Markham	273,000	337,800	370,300	398,300	421,600
Newmarket*	77,600	88,700	91,900	94,500	97,100
Richmond Hill	169,800	216,900	231,400	239,100	242,200
Vaughan	249,300	329,100	360,400	388,800	416,600
Whitchurch-Stouffville*	25,500	49,400	55,800	59,100	60,600
Total	931,800	1,193,348	1,304,936	1,400,820	1,488,283

*Denotes a member of N6.

Incoming Animals and Projections

GEORGINA ANIMAL SHELTER INCOMING ANIMALS PROJECTIONS				
Year	Georgina	East Gwillimbury	Newmarket	Total
2015	523	90	213	826
Cats	385	60	126	571
Dogs	138	30	87	255
2021	540	125	221	886
Cats	398	83	131	612
Dogs	142	42	90	274
2026	579	172	228	979
Cats	427	114	135	676
Dogs	152	58	93	303
2031	645	225	235	1105
Cats	476	149	139	764
Dogs	169	76	96	341

Building Condition Assessment Results

Timeframe	Estimated Capital Costs
2016	\$53,780
2017-2021	\$128,700 - \$232,160
2022- 2026	\$28,500 - \$224,060
Total	\$213,980 - \$456,220

Based on 2016 dollars

Currently, the Town's annual budget includes a provision of \$20,400 to Capital Reserves for the Shelter, which is funded by the participating municipalities. The projected end year balance is \$65,000

Animal Shelter Service Delivery Scenarios

Animal Services - Service Delivery Scenarios

Scenario 1: Current Status with Georgina, Newmarket, East-Gwillimbury and Whitchurch-Stouffville *

Scenario 2: Animal Shelter Services by Other Municipalities (Purchase of Service)

Scenario 3: Outsourcing to Third Parties: OSPCA, K9PMG, Humane Society, Veterinarians

Scenario 4: Georgina Alone

Scenario 5A: Cooperative Model: N6 and Other Municipalities Inclusive and Exclusive of York Region

Scenario 5B: Vaughan and Georgina partnership providing joint services with a plan to provide animal services to York Region municipalities.

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Scenario 1: Current Status, Current Partners

- Georgina continues to provide animal shelter services for Georgina, Newmarket, Whitchurch-Stouffville* and East Gwillimbury. Management of the animal shelter services remains with the Georgina
- This Scenario does not provide consideration for the addition of any more municipalities or additional services to current mandate and operations
- Additional space is currently required to meet capacity requirements for Georgina and contracted municipalities

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Scenario 2: Animal Shelter Services by Other Municipalities (Purchase of Service)

- Georgina would terminate its current contracts with Newmarket, Whitchurch-Stouffville* and East Gwillimbury and seek out a municipality to assume animal services for only Georgina
- Other municipalities to find alternative animal shelter services
- Georgina could implement a smaller satellite location and/or adoption centre within the Town or the elimination of an animal shelter & adoption centre facility in Georgina
- No municipalities have expressed interest in direct delivery of these services

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Scenario 3: Outsourcing to Third Parties: OSPCA, K9PMG, Humane Society, Veterinarians

- Georgina would terminate contracts with other municipalities and contract out Georgina's services to a third party
- OSPCA is an all inclusive service package (mandatory control and shelter with additional costs for after hours, wild life and veterinarian services)
- No Humane Society in York Region and no expression of interest in establishing one
- K9PMG does not currently have capacity for additional municipalities
- Veterinarians are required to comply with legislation that may be cumbersome
- Negative effect on municipal collaboration as this Scenario would require Georgina to terminate (or not renew) their current contracts with municipalities under contract with Georgina
- Loss of control of delivery of service

Scenario 4: Georgina Alone

- Negative effect on municipal collaboration as this Scenario would require Georgina to terminate their current contracts with additional municipalities.
- Likely not the most cost-effective Scenario
- It would limit customer service opportunities
- Does not require a high level of collaboration between municipalities

Scenario 5A: Cooperative Model: N6 and Other Municipalities Inclusive and Exclusive of York Region

- Positive effect on municipal collaboration
- Possible integrated service offering
- Potential cost savings for each participating municipality for animal shelter and animal control services
- Georgina may not be the designated municipality to provide animal shelter services
- Location of animal shelter services/adoption centre unknown at this time

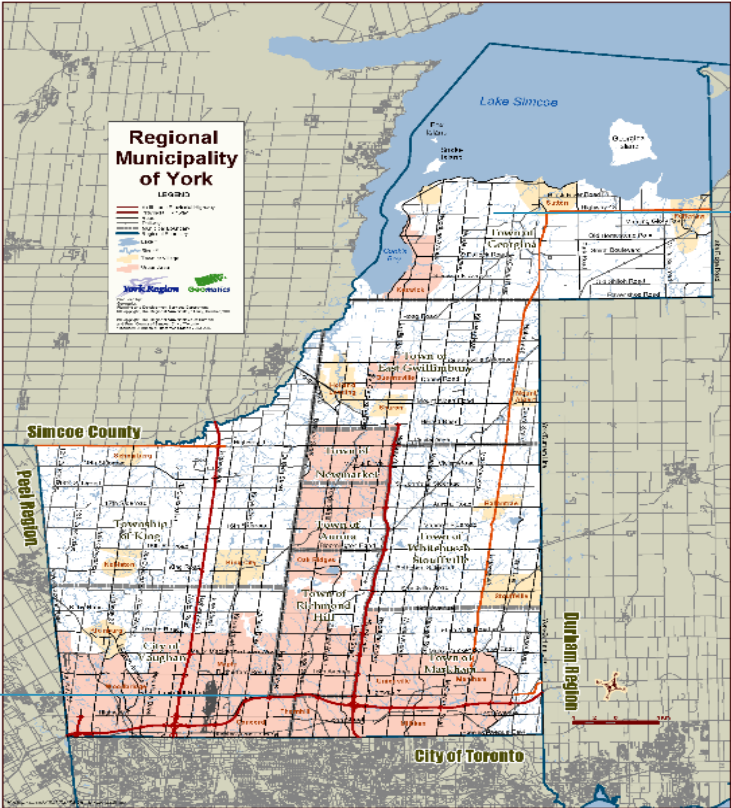
Scenario 5B: Vaughan and Georgina Partnership Providing Joint Services with a Plan to Provide Animal Services to York Region Municipalities

- Allows municipalities to align with the closest service provider
- Increased public awareness which can lead to improved programs, services and education
- Potential cost savings for each participating municipality for animal shelter and animal control services
- Both municipalities have current and operational facilities
- Establishes partnerships and other municipal collaboration while limiting competition, which limits disruption
- Consistent animal service standards across York Region
- Possible integrated service offering (bulk purchasing)
- Allows flexibility for facility capacity and emergency preparedness

Vaughan Animal Shelter

- Located in Vaughan
- Currently provides shelter and animal control services to Vaughan and King
- Interest in exploring possible partnerships and opportunities with York Region Municipalities

York Region – 2 Municipal Animal Shelter Locations



Town of
Georgina

City of
Vaughan

Summary of Service Delivery Scenarios

Scenario	Costs	Scale of Change	Level of Service	Time	Collaboration	Space Requirement	Risk Level
1. Current Status Current Partners	Current	None	Medium	1 year	Medium	Minor Renos	Low
2. Shelter by other municipalities (purchase of service)	Current	High	Medium	2-3 years	Medium	None	Medium
3. Outsourcing 3 rd Party	Medium	High	Low	6mo – 1yr	Low	None	Low
4. Georgina Alone	High	High	High	1 year	Low	Minor Renos	Medium
5A. Cooperative N6 and other municipalities inclusive and exclusive of York Region	Low/Medium	High	High	2-3 years	High	New	High
5B. Cooperative Model : Vaughan and Georgina Partnership providing joint services to York Region	Low/ Medium	High	High	< 1 year	Medium	TBD	Medium

Potential Opportunity to be Explored

Scenario 5B: Vaughan and Georgina Partnership Providing Joint Services with a Plan to Provide Animal Services to York Region Municipalities

- Allows municipalities to align with the closest service provider.
- Potential cost savings for participating municipalities for animal shelter and control services
- Both municipalities have current and operational facilities
- Establishes partnerships and other municipal collaboration while limiting competition that is disruptive to service delivery
- Consistent animal service standards across York Region
- Possible integrated service offering (bulk purchasing)
- Allows flexibility for facility capacity and emergency preparedness

Potential Opportunity to be Explored

- Most viable Scenario to achieve efficiencies and potential cost savings; removes duplication, achieves economies of scale
- Georgina and Vaughan have established expertise in the delivery and management of animal shelter services
- Enhanced customer service and community outreach
- Mitigates risks through integrated business continuity and emergency preparedness
- Cost savings through cooperative purchasing
- Shared veterinarian services help control costs

January 1st, 2017

Effective January 1st, 2017: Georgina Animal Shelter will serve Georgina, East Gwillimbury and Newmarket. Vaughan Animal Shelter will serve Vaughan, Whitchurch-Stouffville and King. OSPCA will serve Aurora, Richmond Hill and Markham

Next Steps

- The Shelter will maintain its current service standards and continue to strive for operational efficiencies and enhanced animal care
- Maintenance and repairs to the Shelter identified in the Building Condition Assessments will be undertaken, subject to staff review and budget approvals
- Staff should continue discussions with N6 and other York Region municipalities for potential partnerships
- Staff should review the need for reserve contributions as part of the Long Range Financial Plan and subsequent Reserve Strategy