

APPENDIX 1: ANIMAL CONTROL REPORT TO COUNCIL

Council will be asked to make three fundamental decisions about the future direction of Animal Control based on the report from Matrix Consulting entitled "Evaluation of the City of Greater Sudbury's Animal Control Services: Final Report Summary." The report is attached as Appendix Two. Once these decisions have been made by Council, staff will move forward immediately to prepare and implement the new service model as selected by Council, so as to ensure an orderly transition in October 2016.

In order to move forward, Council is asked to respond to the three questions posed by Mr. Pennington in his presentation of January 26, 2016 a copy of which is attached as Appendix Three. Those questions are:

- ◆ Who provides enforcement services to the community?
- ◆ Who provides pound services to the community?
- ◆ What service level is to be adopted by the City related to the animal care provided?

The recommendations from Matrix Consulting are summarized on pages four through seven of the report and each is explained in more detail in the corresponding sections of the report. Matrix's recommendations for each of the questions are as follows:

- ◆ Who provides enforcement services to the community?
 - ➔ **4.2 The City of Greater Sudbury should conduct animal services by-law enforcement through the use of City of Greater Sudbury Employees.**
- ◆ Who provides pound services to the community?
 - ➔ **4.3 The City of Greater Sudbury should continue to contract out for pound services, rather than bring these services in house.**
 - ➔ **To increase competition and the potential for a larger number of qualified bidders, the City of Greater Sudbury should bid pound services with options to provide for the entire City of Greater Sudbury or one of three smaller service areas.**
- ◆ What service level is to be adopted by the City related to the animal care provided?
 - ➔ **5.1 to 5.10 Formally adopt a Low Kill Service philosophy with a 90%+ adoption rate based upon the 11 core tenets as generally recognized below:**

- ◆ Trap-Neuter-Release (TNR)
- ◆ High-Volume, Low-Cost Spay/Neuter Programs
- ◆ Rescue Group Partnerships
- ◆ Foster Care
- ◆ Comprehensive Adoption Programs
- ◆ Pet Retention
- ◆ Medical & Behavior Programs
- ◆ Public Relations / Community Development
- ◆ Volunteers
- ◆ Proactive Redemptions
- ◆ Compassionate / Accountable Management

Matrix has prepared a preliminary cost analysis which suggests cost range for the new service model as follows. Once the RFP has been issued and awarded, a more firm budget number will be used in the 2017 budget to accurately reflect the costs of the service. Costs of the new service level, through November and December 2016 including a small amount for equipment, should be able to be absorbed within the existing Administrative Services budgets.

Current Cost		Proposed Cost	
AS Contract	\$599,999	Pound Contract	\$200,000 - \$450,000
		Service Enhancement	\$35,000
		<u>3 FTEs w/ veh/equip.</u>	<u>\$285,000</u>
Total Cost	\$599,000	Total Cost	\$520,000 - \$770,000
		Revenue Increase 1st Yr	\$150,000
Net Cost	\$599,000	Net Cost	\$370,000 - \$620,000

Staff are committed to working with existing resources as much as possible to minimize costs, as for example working within the number of fleet vehicles currently assigned to Compliance and Enforcement to ensure that two of those vehicles are equipped for Animal Control Enforcements. Further, the new model of by-law officers who are trained in animal control enforcement will provide evening and weekend response for all by-law matters.

Once Council has established the framework for Animal Control Services effective in the fall of 2016, next steps will include working with Matrix to draft an RFP for pound services and a new Animal Control By-Law, which By-Law will be presented to Council for discussion in late spring or early summer 2016. Staff will also work to implement the new enforcement model, including hiring, training and equipping of staff.

A staff member from Matrix Consulting will be available (either in person or electronically) at the meeting of February 9, 2016 should Council have further questions regarding their report.