

The Future Of City Of Markham Animal Services: Priorities For Action To 2016



City of Markham Animal Care
Committee

**Report of the
Special Meeting of
the Animal Care
Committee**

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**Submitted to:
The City of Markham
Council**



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1. Introduction

Animal service is very important to Markham community life. Statistics Canada estimates that just under half of Canadians are pet owners, with the average family spending \$870 a year in 2009, the latest year for which data are available. Environment Hinterland's Who's Who states,

“The results of the most recent survey were published by the Canadian Wildlife Service in 1993 and 1994. The survey showed that the great majority of Canadians believe that it is important to maintain abundant wildlife (86 percent of the population) and to protect endangered or declining wildlife species (83 percent). Activities that depend on fish and wildlife were a popular form of recreation for most Canadians (<http://www.hww.ca/en/issues-and-topics/benefits-of-wildlife.html>).”

Animals both domestic and wild play an impressive part in the Canadian and Markham economy.

The City of Markham Council has endorsed municipal plans that support the need for effective animal services. One of the goals of Markham's *Greenprint Sustainability Plan* is to “Promote and support the physical and mental health of Markham residents”. Markham residents' pets certainly help to fulfill this goal. Pets are therapeutic and are an incentive to get more exercise and interact with other residents. The *Greenprint Sustainability Plan* also promotes the importance of sheltering local wildlife. Section 219 states, “Continue to work with local partners to develop a local wildlife refuge shelter and rehabilitation centre”. Thirdly, the City of Markham's Strategic Plan *Building Markham's Future Together* under the Municipal Services section states, “Markham

provides thousands of services to its residents and prides itself on providing high quality services. Our residents expect quality services that are cost-effective and responsive to their needs. Optimizing service delivery requires setting priorities and making choices”. A high quality animal service program is vital to the economic, social and environmental wellbeing of the City of Markham.

1.1 Background

Markham Council passed a resolution about municipal animal services at its meeting on October 30, 2012. At this meeting Council directed staff to enter into contract negotiations for important aspects of domestic animal shelter and control services to be provided by the Ontario Society for the Prevention of Cruelty to Animals (OSPCA).

On December 4, 2012, the Markham Animal Care Committee (ACC) came together to provide advice to the City of Markham about the domestic and wildlife animal municipal services through a special meeting facilitated by Kathy Wiele of Lifetime Consulting Services, Collingwood, Canada. The City of Markham Council and staff value the expertise and insights of the ACC and have solicited the Committee’s input in an effort to move in a positive direction in animal care over the next three years.

1.2 Purpose

The purposes of this report are to document the ACC’s assessment of the current state of animal services in Markham, and to identify immediate priorities for action to provide acceptable shelter-based services for domestic animals and rehabilitative services for injured wildlife in Markham.

2. Current State Analysis: Markham's Animal Services

This section of the ACC report will identify the current strengths and weaknesses of Markham's animal services and will analyze the similarities and differences of the ACC's position to that of the DPRA report titled *Study of Animal Service Delivery Model, August 2012*.

2.1 Strengths of the City of Markham's Animal Services

The City of Markham has valuable human resources, both volunteers and staff. The ACC is a group of knowledgeable and committed volunteers, formally appointed by Council and actively engaged in the issues related to animal care at the citywide level. The Supervisor of Animal Control is a highly valued and respected expert in animal control. Some ACC members report that Markham staff is providing helpful assistance to residents with wildlife issues and concerns.

The ACC is in support of the Markham practice to take lost dogs, licensed by the City of Markham to their owners' homes. The fact that the OSPCA shelter is new and modern is also a potential strength, as is Markham's new Trap Neuter and Return (TNR) program.

2.2 Weaknesses of Markham's Animal Services

Markham provides animal services delivery through a contractual relationship with the OSPCA. However, based on past performance issues that will be described below, the ACC has serious reservations about the OSPCA's capacity to provide the City of Markham with acceptable animal services in the next few years. **The ACC does not support the City of Markham's decision on October 30, 2012 to enter into a new, multi-year contract with the OSPCA.** Its opposition derives from a perceived record of

poor performance over the life of the previous contract. The ACC believes that Markham should be in the process of planning for its own, future, progressive municipal animal shelter since the OSPCA was unable to perform effectively over the life of the past contract.

The ACC believes that the current contracted-out animal services model is ineffective and does not provide good value for the cost to Markham taxpayers. The ACC has identified the following perceived weaknesses related to the inadequacy of the OSPCA and City of Markham's animal services:

- **Unacceptable euthanasia rates.** The OSPCA does not effectively utilize a number of strategies to increase animal survival rates in its shelter. It lacks a strong adoption program, including adoption days, and a pet fostering program. The OSPCA linkages to rescue organizations and volunteers are very weak. Because of lack of information and transparency, limited communications and a breakdown of how the money from Markham is allocated, it is difficult to tell why there are barriers to lowering the euthanasia rate, in particular with cats and wildlife but also with dogs. The ACC expects the OSPCA to have protocols in place that are strictly followed and adhered to so that euthanasia is a last resort only.
- **Lack of alternatives for an effective contracting out process for Markham's animal services.** The OSPCA has a monopoly over the provision of animal services in some municipalities in York Region, namely Richmond Hill, Markham, and Aurora. The City of Vaughan operates its own animal shelter. The Town of Newmarket contracts out its animal services program to the Town of

Georgina. A substantial body of research and evaluation illustrates that contracted-out municipal services are most effective and efficient when a competitive bidding environment exists. In a competitive environment, municipal contracts are issued and renewed based on the contractor's demonstrated ability to meet performance standards. In Markham, the OSPCA lacks incentives to elevate its performance standards when it has no competitors and when the municipal alternative to providing animal services in Markham is a municipal animal shelter, an option that would require a significant capital and operational investment by the City.

- **Lack of a humane and effective Markham wildlife rehabilitation program.**

Most wild animals captured by the OSPCA are euthanized and it currently takes too long to get help for orphaned and injured wildlife. The OSPCA lacks a license to provide wildlife rehabilitation. The City of Markham is growing and does not have a wildlife strategy as part of its growth plans.

- **Lack of transparency and accountability.** The information provided by the OSPCA to Markham and the ACC is difficult to understand and interpret, and makes service effectiveness difficult to measure. For example, it is not clear in the data provided to Markham by the OSPCA how many shelter cages are provided for Markham animals and what happens to Markham cage space when an incident occurs such as 80 cats arriving at the shelter from a hoarder's home. Nor is there any indication of the number of staff available to care for Markham's animals. The information is not provided in a timely fashion making it difficult for contract oversight. The previous contract with the OSPCA includes no

performance measures and no consequences for not meeting contractual obligations. Finally, the length and breadth of the upcoming OSPCA contract is unclear. In addition, the OSPCA does not have any information about its animal control activities on its website.

- **Weak communication to residents about how to locate a lost pet.** The OSPCA does not provide any postings for lost pets and also does not provide timely posting of photos of animals in need of a home on its website to encourage pet reunification and/or adoption. In addition, the City of Markham does not provide information on its website about how a resident can find a lost pet. Web-based photos and information are effective strategies to improve the outcomes for animals and their owners. Web pictures of lost pets are critical to family reunification to overcome inaccurate descriptions and animal look-alikes as is very frequently the case with black cats. Also, some residents report a poor experience on the phone with OSPCA staff, for example when trying to find a lost pet, which, after being told the animal is not there during several calls, is nevertheless found in the animal shelter. In other cases, the OSPCA staff do not get back to residents regarding their animal control concerns and/or questions. The fact that the OSPCA is a separate entity from the City of Markham may contribute to weak communication.
- **Lack of support for recovery after surgery for spayed animals.** The OSPCA supports Markham's progressive, new Trap Neuter and Return (TNR) program. However, the OSPCA shelter does not provide space to house cats when they recover from being spayed or neutered.

- **Lack of OSPCA staff expertise and an on-site, full time veterinarian.** OSPCA staff is at times unable to answer simple questions regarding animal control matters. For example, OSPCA staff failed to correctly identify the breed of an impounded dog, resulting in incorrect information being given to a resident who was looking for a lost pet. Veterinary staff is contracted out on a limited basis and is no longer on-site full time at the shelter to oversee animal wellbeing. Staff turnover is also an issue affecting staff expertise levels and service continuity.
- **Inherent conflict in the OSPCA's mandate.** According to the OSPCA Act, "*The object of the Society is to facilitate and provide for the prevention of cruelty to animals and their protection and relief therefrom.*" The inherent conflict occurs under Section 11.1(1) titled the Standards of care for animals, which says, "*Standards of care for animals. Every person who owns or has custody or care of an animal shall comply with the prescribed standards of care with respect to every animal that the person owns or has custody or care of.*" The OSPCA has custody and control over Markham's animals and is the same entity responsible for enforcing compliance of prescribed standards of its own care. Clearly this inherent conflict presents problems of accountability, transparency and efficacy with regard to the care and control of Markham's animals. The additional conflict occurs when animal welfare and human safety clash. For example, if a dog bites a person, that dog in the vast majority of cases is considered unadoptable and euthanized. Most animals in shelters that bite, even out of fear, never make it into the adoption program. This raises the question – is the OSPCA the advocate for the animals or for the protection of people?

The OSPCA is an organization created to prevent cruelty to animals, prosecute those who are charged with cruelty, and advocate for animal protection. The ACC sees some actions of the OSPCA to be in contravention of its mandate particularly where animal actions and human health and safety come into conflict.

- **Lack of City of Markham expertise about progressive shelter service provision.** As mentioned in the section above about the strengths of Markham's animal services, Markham staff has valued expertise in animal control. What is missing and needed in order to negotiate an effective contract and oversee the provision of animal services is staff expertise in progressive shelter services. Without this expertise, the City's ability to negotiate a contract and effectively oversee the contract is very limited.

In addition, the City of Markham has failed to reach out to other jurisdictions, such as the City of Toronto, that could provide best practices and insightful suggestions regarding its animal control services from a shelter perspective. The City failed to listen to the Animal Care Committee prior to entering into the previous contract with the OSPCA, for example, adding space allocation specifications to the contract and looking at what other municipalities such as Clarington are doing with respect to animal control. Most highly reputed animal services providers are operating public shelter programs.
- **Lack of a progressive City of Markham by-law regarding limits on pets per household.** The current Markham by-law limits the number of cats per household even when they are being well cared for and causing no problems or nuisance. Removing or adjusting the limit of cats per household in the by-law may free up

space at the animal shelter. The ACC wants consideration to lifting the limit on the number of pets per household. As the Calgary web site states, “Animal & Bylaw Services does not advocate breed specific legislation nor limiting the number of pets in one household. This is because we believe that poor animal behaviour results from a failed relationship between pet and owner. Therefore, Animal & Bylaw Services advocates responsible pet ownership for cats and dogs based on the following five principles:

1. License and provision of permanent identification for: cats and dogs.
2. Spay or neuter pets.
3. Provide training, physical care, socialization and medical attention for pets.
4. Do not allow pets to become a threat or nuisance in the community.
5. Procure your pet ethically from a credible source.”

- **Lack of City of Markham investment in quality animal services.** The City is spending the least per capita amount of money on animal control relative to other municipalities rather than spending more money to improve the service. The current program focuses primarily on costs and fails to consider animal wellbeing. As an example, the OSPCA adopted out only thirteen cats in ten months, in 2012, many of the remaining being euthanized.
- **Lack of accessibility to the OSPCA shelter.** The OSPCA shelter is located in Newmarket, which is a considerable distance from Markham. In addition, the shelter is not accessible by transit. It is important for residents who have lost pets to visit the shelter on a regular basis, which is time-consuming by car, impossible

by transit, and very expensive by taxi. Reclamation is also impossible by transit or by taxi.

- **Lack of educational programs about animal control in Markham.** Markham residents are ill informed about animal services and animal control. Low levels of pet licensing exist and more work needs to be done to inform the public about this municipal service.

2.3 Similarities and Differences between the ACC and the DPRA Report

The ACC and the DPRA report are very different in the assessment of strengths and weaknesses of animal services in Markham. The ACC and DPRA both identify the new shelter and the ACC as a strength. However, the ACC disagrees that strengths of animal services include the cost-effectiveness of the service and the limited wildlife services as reported in the DPRA report. The ACC identifies the Markham Supervisor of Animal Control By-law as a strength that is not included in the DPRA Report.

The ACC agrees with three of the weaknesses identified in the DPRA report but has reported eleven additional weaknesses. The ACC and DPRA are in agreement about the lack of a proper contract reporting mechanism, the inaccessibility the shelter facility, and the lack or ineffectiveness of public education programs.

However, the ACC sees eleven additional weaknesses with the City's animal services. Communication, transparency and accountability, euthanasia rates, Markham support, progressive shelter practices, Markham's pet by-law, recovery for spayed cats, OSPCA mandate versus actions, consistent on-site shelter staff expertise, wildlife rehabilitation, and competitive bidding are lacking in Markham's approach to animal services.

3. Top Priorities for Immediate Action

3.1 The ACC's Vision for Markham's Animal Services

The Committee discussed its vision for animal services in Markham for the years ahead. The ACC sees the City as a leader in municipal animal services, operating a progressive public shelter in the future. Euthanasia rates will be very low, moving toward a no-kill level. To support this vision, a full range of strategies including pet reunification, adoption, fostering, volunteering, rehabilitation for troubled pets and wildlife, education, a new by-law for pet owners, a Trap, Neuter and Return (TNR), and rescue programs will be in place, supported by an excellent web-based communication system, community TV, newspapers and radio, and high quality customer service to potential and existing pet owners and wildlife enthusiasts. An on-site veterinarian and knowledgeable staff will care for animals in the shelter. Residents will be knowledgeable about animal services and will contribute annually to a highly subscribed animal licensing program thereby avoiding high fines.

3.2 Key Strategies to Immediately Move toward the ACC's Vision

The ACC identified a number of strategies to move Markham's animal services toward the vision in the immediate, three-year term. The Committee selected five key strategies to move the current state of the City's animal services to a future vision of animal services that is achievable and better in some important ways. The five key strategies are:

- A performance-based contract with a Wildlife Rehabilitation Service Provider for Markham's wildlife rehabilitation

- A short-term contract with the OSPCA including performance standards and consequences if standards are unmet
- A strengthened adoption program with performance standards
- Markham staff and contract oversight committee knowledgeable in shelter provision
- At least one permanent Markham storefront adoption centre with the involvement of many partners working to make the initiative successful.

ACC members prepared the following descriptions the five key strategies for the Committee's review and approval.

3.3 Draft Performance Standards for a Wildlife Rehabilitation Service Provider Contract

The OSPCA, the current provider for Markham wildlife services to the City does not have the facilities to house and care for orphaned and injured wildlife. The City should establish a contract with a wildlife rehabilitation service provider that would include human/wildlife conflict hotline prevention services and would provide sheltering services for orphaned and injured wildlife for the City of Markham.

The City has yet to develop a clear picture about Markham's sick, injured or orphaned wildlife. Raccoons, squirrels and pigeons likely make up most of the impounded wild animals but we do not have statistical information from the OSPCA about the many wildlife species that call Markham home.

Therefore, contract performance requirements would include:

3.3.1 Monthly Statistical Reports (Ongoing on website):

1. Hotline report statistics:

Total number of hotline calls received from the City of Markham with a breakdown of the number of calls where concerns were resolved without intervention and the number of calls where intervention was required.

2. Shelter statistics

Total number of wild animals admitted to the shelter from the City of Markham with a breakdown by species, age (immature/mature), condition, with total number rehabilitated and released into the environment, sent to other rehabilitation centres, dead on arrival or euthanized with reasons for euthanasia.

3.3.2 Sheltering Requirements:

1. Dedicated number of cages to accommodate Markham's wildlife.
2. Veterinary care for injured wildlife.
3. Criteria for handling, care and outcomes for orphaned infant wildlife.
4. Criteria for outreach to other wildlife rehabilitators.

3.3.3 Financial Requirements:

Clear value for dollar cost accounting for council and residents including the breakdown between the hotline prevention and the animal intake costs, e.g., cost per animal analysis, ranging from DOA costs to cost of sheltering and veterinary care.

3.4 A Short-term OSPCA Contract including Performance Standards and Consequences

The City should develop a one-year contract with the OSPCA with an option for the City to renew for additional years based on achievement of performance goals.

Payment to the OSPCA should be made in quarterly installments based on meeting all

performance goals to an acceptable level to be decided by City of Markham staff with input from the City of Markham ACC.

3.4.1. OSPCA Performance Goals for the Markham 2013 One-year Contract:

The City of Markham should incorporate the following performance goals and measures into a one-year performance based contract with the OSPCA. **The baseline for the following performance measures should be the OSPCA's 2009 data provided to the City of Markham. Separate data for cats and dogs should be provided.** The City of Markham and the OSPCA should look to shelter operations in the Town of Georgina and the Town of Clarington for effective models.

The oversight committee would assess the OSPCA's progress toward these performance goals on a quarterly basis in 2013. Failure to meet the following performance targets and expectations would result in reduced payment that quarter from the City of Markham for OSPCA services. If the OSPCA is repeatedly unable to meet the performance expectations of the contract, the City of Markham should initiate plans to provide a public shelter in the municipality as the best solution for residents.

1. Increase the overall adoption rate by at least 10% in 2013. If the OSPCA achieves the 2013 target, contract renewal should require a further improvement to the adoption rate of a minimum of 5% in 2014, an additional 5% in 2015, and so on.
2. Increase the live release rate, including return to owner and transfer to rescue groups, by at least 10% in 2013. If the OSPCA achieves the 2013 target, contract renewal should require a further improvement to the live release rate of a minimum of 5% in 2014, 5% in 2015, and so on.

3. Increase the adoption rate of kittens specifically by at least 10% in 2013. If the OSPCA achieves the 2013 target, contract renewal should require a further improvement to the adoption rate of kittens of a minimum of 5% in 2014, 5% in 2015, and so on.
4. Post photos on the OSPCA, City of Markham, and Helping Lost Pets website of all animals within 2 - 24 hours of shelter intake in 2013. If the OSPCA achieves the 2013 target, contract renewal should require a further improvement to quick postings that aims at photo posting within 2 hours of shelter intake.
5. Decrease the euthanasia rate by at least 10% in 2013. If the OSPCA achieves the 2013 target, contract renewal should require a further improvement to the decrease in the euthanasia rate by a minimum of 5% in 2014, 5% in 2015, and so on.
6. Implement adoption events three times each year, in the late spring, mid-summer and fall when populations are usually at maximum levels. These events can be off site events and may advertize a reduction in the adoption fee at the event. These events can also be scheduled any time when the population is high to encourage adoption as much as possible by asking for the community's help.
7. Sterilize all cats, dogs and domestic rabbits prior to adoption.
8. License all cats and dogs that are adopted by City of Markham residents regardless of the source.
9. Maintain the standard of animal care to minimize disease and stress for all animals as per the Association of Shelter Veterinarians - *Guidelines for Standards of Care in Animal Shelters, 2010*; the disease rate for upper respiratory infection in dogs and cats should be calculated and assessed regularly to ensure that levels are acceptable, and interventions are made when levels increase.

10. Complete a veterinarian examination prior to adoption of all cats and dogs.
11. Provide scheduled and regular TNR programs targeting entire colonies and with timely completion.

3.5 Shelter-Knowledgeable Staff and Oversight Committee

Effective contract oversight is very crucial to maintaining quality animal services in Markham. An oversight component should be included for all animal care contracts. The following details outline specific plans for the OSPCA over a three-year period. However, if a separate wildlife contract is established, the vendor should be asked to initially provide monthly reports detailing the intake and outcomes relating to all animals and be prepared to meet quarterly to discuss the statistics with an eye to helping to reduce the impact of human/animal interaction, and provide advice on the steps the City should be taking to reduce the impact on wildlife. As the contract matures it would be beneficial to rotate in various wildlife advocates to assist both the service provider and the city with current trends in managing this very specialized service. The initial team would ideally be comprised of one staff member, the key vendor contact and potentially an ACC member.

The following describes the Oversight Committee composition, training requirements, and the monthly review responsibilities of the each for the next three years, assuming the contract with the OSPCA is renewed at the end of 2013.

3.5.1 Oversight in 2013

In 2013, the Oversight Committee should be comprised of one City of Markham staff, one OSPCA staff, and one member of the ACC. City staff and the ACC member should be trained in issues related to shelter management through formal courses,

shadowing OSPCA members, and spending time at other shelters.

In 2013, the monthly review responsibilities should include:

- Understanding and oversight of the OSPCA statistical data for the past month;
- Strategizing with the OSPCA to increase positive outcomes for animals, e.g. adoption days for over-crowding, meetings with/involvement of rescue groups that could help;
- Reviewing policies and procedures and suggesting changes, e.g., how can the City help the OSPCA to improve the success rates for adoptions.

3.5.2 Oversight in 2014

In 2014, the Oversight Committee should be comprised of one City of Markham staff, one OSPCA staff, one member from the veterinary/shelter community, and one member of the ACC.

In 2014, the Oversight Committee's monthly review responsibilities should include the above three responsibilities. In addition, the Oversight Committee should:

- Review each animal to be euthanized for temperament (other than court ordered euthanasia) on a monthly basis to discuss better outcomes for the animals, e.g., a specialized trainer, a capable foster home environment, or removal to a rescue organization;
- Attend one annual OSPCA board meeting to influence change toward better outcomes for the animals at the OSPCA executive leadership;
- Annually review three best practices from other shelters to determine and develop a plan to assist with the implementation at the OSPCA.

3.5.3 Oversight in 2015

In 2015, the Oversight Committee should be comprised of one City of Markham staff, one OSPCA staff, one member from the veterinary/shelter community, one member from a municipality sharing the OSPCA shelter, one elected official from a municipality that shares the OSPCA shelter, and one member of the ACC.

In 2015, the Oversight Committee's monthly review responsibilities should include all responsibilities noted in 2013 and 2014. In addition, the Oversight Committee should:

- Make suggested changes to staffing levels, e.g., need for a trainer, a fulltime veterinarian, etc.;
- Ensure a registry is in place for TNR colonies;
- Make recommendations for education strategies to reduce complaint calls;
- Review the stats for all animals coming from the other towns/cities utilizing the services of the OSPCA.

3.6 Permanent Markham Storefront Adoption Centre with Partner Involvement

A permanent Markham Storefront adoption centre is very exciting. The Storefront will provide a focal point for many interested partners who will work together to ensure a successful implementation of this new initiative. The key to the success of this operation is housing the animals that are up for adoption at the storefront instead of transporting them to and from the shelter, which is highly stressful for the animals and presents a barrier to the storefront's success. The ACC believes that daily time and vehicle commitments and costs present serious barriers to the success of this operation and the cost for additional staff to care for the animals would not be any greater than the

cost of staff time and vehicle wear and tear to drive the animals to and from the shelter daily.

The storefront also provides an additional opportunity for a city/community collaborative initiative to elevate this project into an active adoption centre for Markham's animals. There are many examples of collaborative efforts to help lost pets. The City of Toronto has a feral cat coalition made up of rescue groups, feral cat groups, humane societies and Toronto Animal Services all dedicated to reducing the number of feral cats in the City.

4. ACC's Position on Pet Licensing

Proper pet identification is an essential part of being a responsible pet owner and is an essential municipal government tool to plan for and assess costs of animal control services. The City of Markham is looking at a single license for pets as opposed to a licensing differential for altered versus unaltered animals. Licensing has the potential to be a critical tool to encourage responsible pet ownership and in fact has worked very well with dogs where there has been a thirty-year by-law history. Cats have traditionally not been licensed and so Markham continues to have a difficult process ahead to convince residents of the importance of cat licensing and identification as part of a responsible pet ownership program.

The ACC recommends keeping the differential in license fees to encourage residents to sterilize their pets in order to access the lower licensing fee rates. In addition we would propose that the animals be licensed at point of sale regardless of the age of the animal.

The key is to get the new adopters into the licensing system immediately and not lose them because they forget or don't bother to license their pet at six months of age. In addition, we recommend that the City require license renewal every year. Even with a yearly renewal, the City will lose contact with some residents. However, this is significantly exacerbated if no contact is made for two years or longer. It is important for the City to have up-to-date information in its database.

Another important consideration for a successful licensing program is to earmark license revenues for pet specific project such as off-leash dog parks, a "local"

inexpensive spay/neuter clinic, modifications to improve wildlife/human interactions at local ponds, etc. Such efforts might also help to increase donations. The licensing program needs to eliminate the perception that pet licensing is just another way for the city to make money, and instead, focus pet owners on the good that their money does for Markham animals in general.

The ACC also recommends that the City pursue setting up its own municipal court, like Calgary, for dog and cat violations so these decisions are not left up to the vagaries of general municipal courts. As is the case in Calgary, when residents get caught without a pet license, the fine of \$200 is applied to the offender through this court.

Appendix

Other Ideas from Visioning Discussion:

- Increased teamwork amongst all parties;
- Having abundant information to show that the right things are happening;
- Having the appropriate staff (e.g. need a vet at the OSPCA, more Markham shelter savvy staff and possibly have a Markham staff work at the OSPCA);
- Less staff turnover at the OSPCA;
- Having a system in place to deal with animal overflow at the shelter;
- Having a requirement that the OSPCA must reach out to the community;
- Having a collaborative working arrangement where each party's challenges are recognized;
- Having clear measurable objectives included in the OSPCA contract;
- Having Toronto Wildlife as Markham's wildlife provider;
- Increased municipal expenditures on wildlife with providing good value for the funds spent;
- Improved accountability and transparency of Markham's animal control services;
- A greater focus on the animal shelter and less of a focus on the by-laws;
- Putting development charges towards the displacement of wildlife;
- Demonstrated constituent support to improve animal control in Markham;
- Councillors taking a more proactive stance with respect to Markham's animal control;

- Having a program for seniors that includes animals;
- The establishment of a court that handles only animal matters;
- Increased education on why to license your pet;
- Increased fines for not having a animal license;
- Establishing greater incentives for licensing your pet.