



## **Committee of the Whole REPORT 08-030**

**9:30 a.m.  
Monday, October 14, 2008  
Albion Rooms  
Hamilton Convention Centre**

**Present:** Mayor F. Eisenberger  
Deputy Mayor B. McHattie  
Councillors B. Bratina, B. Clark, C. Collins, S. Duvall, L. Ferguson,  
T. Jackson, M. McCarthy, D. Mitchell, B. Morelli, M. Pearson, S.  
Merulla, R. Pasuta, R. Powers, T. Whitehead

**Also Present:** J. Rinaldo, Acting City Manager  
J. Kay, General Manager/Chief, Hamilton Emergency Services  
R. Male, Acting General Manager, Finance & Corporate Services  
S. Stewart, General Manager, Public Works  
J. Soldera, Acting General Manager, Community Services  
T. McCabe, General Manager, Planning & Economic Development  
Dr. E. Richardson, Medical Officer of Health  
L. Pasternak, Senior Solicitor  
S. Paparella, Legislative Assistant

### **COMMITTEE OF THE WHOLE PRESENTS REPORT 08-030 AND RESPECTFULLY RECOMMENDS:**

**1. Advisory Committee for Persons with Disabilities, Minutes of the August 12, 2008 (Item 4.1)**

That the Minutes of the August 12, 2008 meeting of the Advisory Committee for Persons with Disabilities be received.

**2. Building and Licensing Division Operational Review Sub-Committee Report 08-002 respecting Animal Control Services (Item 6.1)**

(a) That the Operational Review of the Animal Control Section of the Parking and By-law Services Division of the Planning and Economic Development

**Council – October 15, 2008**

Department, submitted by Performance Concepts Consulting, September 2007, attached as Appendix "A" to Report 08-002, be received.

- (b) That the proposed Operational Review Work Plan, attached as Appendix "B" to Report 08-002, be received.
- (c) That all of the staff recommendations, except Nos. 4, 6 and 8, as listed in the Operational Review Work Plan (attached as Appendix 'A' to Report 08-030), be approved.
- (d) That, with respect to Recommendation No. 6 of the Operational Review Work Plan (attached as Appendix 'B' to Report 08-002), staff be directed to focus on developing a comprehensive Licensing Education Program.
- (e) That additional funding, in the amount of \$75,751, which is required to hire 1.0 FTE (Animal Control Community Relations Officer), be referred to the 2009 Budget process for consideration.
- (f) That staff be directed to undertake a Business Process Review with respect to the streamlining of other Animal Control business functions, such as on-line dog licence and renewal, and report back to the Building and Licensing Division Operational Review Sub-committee.
- (g) That staff be directed to prepare a comprehensive Animal Control By-law, which is to include animal limits, to be developed with input from the public and community stakeholders, for presentation to Committee of the Whole.
- (h) That staff be directed to submit an enhancement to the 2009 Budget process, in the amount of \$101,200, to hire an additional 1.5 FTE, as an Animal Control Clerk who would provide extended customer service hours and administrative support at the Animal Control Shelter.
- (i) That staff be directed to undertake a feasibility study, with respect to hiring a full-time Veterinarian and report back to the 2009 budget process with recommended options.
- (j) That staff be directed to explore the feasibility of undertaking an overall Technology Review for the Parking and By-law Services Division, to explore the capability of HANSEN, AMANDA or other alternative Corporate systems; in order to provide necessary performance, business and customer service information, report back to the Building and Licensing Division Operational Review Sub-committee.
- (k) That staff be directed to investigate the costs associated with the implementation of mobile access for Animal Control Officers in the field and report back to the Building and Licensing Division Operational Review Sub-committee.

- (l) That staff be directed to undertake an Equipment, Fleet and Facility Review of the Animal Control Section and report back to the Building and Licensing Division Operational Review Sub-committee.
- (m) That staff be directed to not take any further action with the Licensing of cats.

**3. Prohibiting/Regulating the Use of Animals for Public Entertainment Purposes (PED08238) (City Wide) (Item 6.2)**

- (a) That Report PED080238 - Prohibiting/Regulating the Use of Animals for Public Entertainment Purposes, be received.
- (b) That the Policy to prohibit the holding of rodeos and wild west shows in all City owned lands and facilities including, but not limited to Copps' Coliseum, Mountain Arena and the Convention Centre, which was approved by Council at its meeting of February 13, 1990, be repealed.

**4. Review of Tools for Regulating Residential Rental Housing (PED07296(a)) (Wards 1, 8 and 10) (Item 6.3)**

- (a) That Municipal Law Enforcement staff be directed to continue to monitor the initiatives being implemented by other Ontario municipalities for regulating residential rental housing, and provide an update to the Economic Development and Planning Committee in February, 2009.
- (b) That the matter of a Zoning By-law Amendment to limit the number of bedrooms and/or habitable rooms in a dwelling be referred to Zoning By-law Reform staff for further review and consideration in the development of regulations for the Residential Zones in the City of Hamilton Comprehensive Zoning By-law 05-200.
- (c) That staff be directed to monitor the Main Street Housing Program along Main Street West in proximity to McMaster University, and along Upper James Street between Queensdale Avenue and Fennell Avenue in proximity to Mohawk College, to determine the effectiveness in encouraging higher density student housing within the program area, as outlined in Report PED07296(a), and report back to the Economic Development and Planning Committee through the annual report of the Downtown and Community Renewal Division.
- (d) That Municipal Law Enforcement staff be directed to undertake a consultation process through the establishment of a Community Liaison Committee (CLC) in order to obtain input from the community to determine the appropriateness, potential effectiveness and the prospective extent of a strategy for regulating residential rental housing, including a Licensing By-law pursuant to the provisions of the Municipal Act, 2001, within the

areas identified in Appendix "A" (Ainslie Wood - Westdale Secondary Plan area in Ward 1) to Report PED07296(a), Appendix "B" (Mohawk-Buchanan-Bonnington-Southam Neighbourhoods in Ward 8) to Report PED07296(a), and Appendix "C" (Guernsey Neighbourhood in Ward 10) to Report PED0796(a).

- (e) That pursuant to Recommendation (d) to Report PED07296(a), the Community Liaison Committee (CLC) be constituted in a balanced manner to represent a variety of interests and stakeholders, including but not limited to, representatives from both McMaster University and Mohawk College, representatives from each educational students union, representatives from established community groups, local residents, not-for-profit housing groups, landlords and other interested parties from the identified areas.
- (f) That staff be directed to report back to the Economic Development and Planning Committee in the second quarter of 2009 with the results of the consultation process, including input from the Community Liaison Committee (CLC) as contained in Recommendation (d) to Report PED07296(a), together with recommendations respecting the implementation of a Licensing By-law and/or other applicable measures in the City of Hamilton.
- (g) That the item respecting Student Housing in Ainsliewood – Westdale Area (potential of a Community Improvement Plan to assist with re-conversion of dwellings) on the Economic Development and Planning Committee Outstanding Business List be identified as completed and removed from the List.
- (h) That the City of Hamilton endorse the concept of a City Wide Residential Rental Housing Licensing By-law.
- (i) That staff be directed to report back, to the Economic Development & Planning Committee, with an implementation strategy for a City Wide Residential Rental Housing Licensing By-law.
- (j) That a Community Liaison Committee be established to assist staff in the preparation of the City Wide Residential Rental Housing Licensing By-law and the implementation strategy for that by-law.

**5. Roomers and Boarders – A Comprehensive Approach (PED05215(c)/SPH05066(c)) (Item 6.4)**

- (a) That the By-law amending the definition of "lodging house" under the City's Licensing Code and the fee for a Certificate of Compliance for a Lodging House under the City's User Fees and Charges By-law, attached as Appendix C to Report PED05215(c)/SPH05066(c), be forwarded to Council for approval.

- (b) That the level of lodging house inspections by Municipal Law Enforcement staff be reviewed (currently once every three years) and referred to the Building and Licensing Operational Review Sub-committee for appropriate prioritization.
- (c) That the Comprehensive Rooming House Strategy pilot project be endorsed, contingent upon funding being obtained from the Federal/Provincial Delivering Opportunities for Ontario Renters (DOOR) Program or other sources.
- (d) That staff be directed to report back to Emergency and Community Services Committee after the first year of the Comprehensive Rooming House Strategy pilot regarding the progress and evaluation of the pilot project.
- (e) That the item respecting Roomers and Boarders be identified as completed and removed from the Emergency and Community Services Committee Outstanding Business List.

**6. Tax and Rate Operating Budget Variance Report to August 31, 2008 (FCS08094) (Item 7.1)**

- (a) That the 2008 Tax and Rate Operating Budget Variance Report to August 31, 2008 be received; and
- (b) That staff continue with the mitigation measures previously approved within staff report CM08023, "Mitigation of Potential 2008 Tax Operating Variance".

**7. Waiving of Fees for the Proposed Marydale Park by the Catholic Youth Organization, 5999 Chippewa Road East, Glanbrook (Ward 11) (PED08236) (Item 7.2)**

- (a) That Report PED08236 – Waiving of Fees for the Proposed Marydale Park by the Catholic Youth Organization, located at 5999 Chippewa Road East, Glanbrook, be received.
- (b) That the use of the land located at 5999 Chippewa Road East, Glanbrook be deemed as charitable and non-profit and that the parkland dedication fee in the amount of \$6,207 be exempt.
- (c) That the balance of \$65,593 be referred to the 2009 Capital Budget process for consideration.

- 8. Lead Water Service Replacement Loan Program (FCS07087(a)/PW07121(a)) (City Wide) (Item 7.3)**
- (a) That Council approve a Lead Water Service Replacement Loan Program for the purpose of assisting homeowners to reduce their risk of exposure to lead in tap water that could be coming from their lead water service line;
  - (b) That all applications made under the City's Pilot Lead Water Service Replacement Loan Program continue to be processed and eligible under the Lead Water Service Replacement Loan Program;
  - (c) That the Lead Water Service Replacement Loan Program be funded through long-term receivable account #18011 – Lead Program Loan, with repayments occurring, as an annual charge, for each property added to the final tax billing; and
  - (d) That the interest bearing loans granted under the Lead Water Service Replacement Loan Program are based on the City's ten (10) year cost to borrow and treated in a like manner as taxes over a ten (10) year period with a maximum loan of \$2,000.
- 9. Non Union Sub-Committee Report 08-001, September 30, 2008 (Item 7.4)**
- (a) That Councillor L. Ferguson be appointed Chair of the Non-Union Compensation Sub-Committee for 2008.
  - (b) That Councillor R. Powers be appointed Vice Chair of the Non-Union Compensation Sub-Committee for 2008.
  - (c) That the Terms of Reference for the Non-Union Compensation Sub-Committee, attached as Appendix A hereto, be approved.
- 10. Budget Steering Committee Report 08-002 – 2009 Budget (Item 7.5)**
- (a) That staff report back to the Budget Steering Committee in November with an update on the progress of mitigating the tax levy pressures.
  - (b) That the departmental guideline be 2% excluding pre-approved items and provincial impacts and that staff be directed to highlight efficiencies and/or justifications should a higher increase be requested.
  - (c) That Boards and Agencies be requested to submit a budget to Committee of the Whole based on a 2.0% guideline and that Boards be requested to justify any additional increase above the 2.0%.

- (d) That, as a general guideline, user fees (excluding rate, golf, transit and ice fees) be increased by 3.4% and that any user fee adjustments other than 3.4 % be forwarded for consideration with appropriate explanation.
- (e) That public delegations be entertained at Committee of the Whole.
- (f) That the 2009 Budget process/timeline attached hereto as Appendix A be approved.
- (g) That staff submit a multi-year budget projection during the 2009 process and for subsequent budgets.
- (h) That the City of Hamilton's entitlement of \$48m under Investing in Ontario be allocated per Option 1: (Refer to Appendix B (2009 Detail and Appendix C (2009-2018 forecast))

**2009 Draft Capital Budget Summary re: \$48m (\$000's)**

<b>2009 Block Funding</b>	<b>\$48m</b>	<b>Total Funding</b>
Roads/Bridges	30,000	60,000
Corporate Facilities	-	5,000
Recreation Facilities	7,500	15,000
Park Development	3,000	7,000
Non-Profit Housing Rehab	-	500
Randle Reef	2,500	3,000
Economic Development Initiatives	5,000	5,000
<b>Total:</b>	<b>48,000</b>	<b>95,500</b>

- (i) That the 2009 Capital Budget be increased by 0.5 % of the total tax levy (\$3.15 million).

**11. Operational Oversight Committee – DARTS (Item 8.1)**

- (a) That staff be authorized and directed as a condition of any contract between the City and DARTS to negotiate and implement an Operational Oversight Committee with a mandate to address service and operations related issues, and to provide accountability and transparency to Council and the community.
- (b) That the Committee be comprised of 3 appointees from each of the City, DARTS, and the Advisory Committee for Persons with Disabilities or its designated representatives, and one (1) member of the Seniors Advisory Committee. The appointees of the City shall include the General Manager of Public Works and the City Solicitor, or their designated representatives

and the General Manager of Public Works shall serve as the Committee Chair.

- (c) That two voting members of City Council be appointed to the DARTS Board.

**12. Ontario Municipal Board Hearing for Silverwood Homes Limited (LS08010) (Item 10.3)**

- (a) That Council support a partial settlement of Ontario Municipal Board appeals including Official Plan Amendment No. 109 (the Waterdown North Secondary Plan) as well as other development related appeals including the approval of a Draft Plan of Subdivision (25T-200621) and zoning for lands located on Parkside Drive, (Part of Lot 11, Concession 4),(OMB PL070395), in the former Town of Flamborough and that staff prepare appropriate Draft Plan of Subdivision Conditions and provisions for a site specific Zoning By-law, including conditions and provisions to specifically reflect Council's continued position that the development proposed is premature from a traffic capacity perspective.
- (b) That Report LS08010 - Ontario Municipal Board Hearing for Silverwood Homes Limited be released as public information.

**FOR THE INFORMATION OF COUNCIL:**

**(a) CHANGES TO THE AGENDA (Item 1)**

The Committee Clerk noted the following changes to the agenda:

- (i) Item 10.2 will not be accompanied by a staff report. However, staff will be providing you with a verbal presentation in closed session.
- (ii) Added as Item 10.2 – Private and Confidential matter respecting the Ontario Municipal Board Hearings respecting MC2 Homes, Landmart and Silverwood Homes, North Waterdown Secondary Plan Area (Ward 15)

The October 14, 2008 Agenda for the Committee of the Whole was adopted, as amended.

**(b) DECLARATIONS OF INTEREST (Item 2)**

There were none declared.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETINGS (Item 3)****3.1 September 9, 2008**

The Minutes of the September 9, 2008 meeting of Committee of the Whole were approved, as presented.

**3.2 September 18, 2008 (special)**

The Minutes of the September 18, 2008 special meeting of Committee of the Whole were approved, as presented.

**(d) Request to speak to Item 6.3 Review of Tools for Regulating Residential Rental Housing by Sheldon Palmer (Item 5.1)**

The delegation request, made by Sheldon Palmer, respecting Item 6.3, Report PED08238 – Review of Tools for Regulating Residential Housing, was approved.

**(e) Building and Licensing Division Operational Review Sub-Committee Report 08-002 respecting Animal Control Services (Item 6.1)**

Marty Hazell, Director, Parking and By-law Services, provided a brief synopsis of the Building and Licensing Division Operational Review Sub-committee Report 08-002 respecting the Operational Review of the Animal Control Services.

Joe Xamin, Senior Project Manager, Implementation of Operational Reviews, provided a detailed overview and a Powerpoint presentation of the review of the City's Animal Control Services.

Paul Buckle, Manager of Animal Control, and Joe Xamin were available to answer questions.

**(f) Request to speak to Item 6.3 Review of Tools for Regulating Residential Rental Housing by Sheldon Palmer (Item 5.1)**

Mr. Palmer advised Committee of the Whole that he was in support of Report PED08238 and believed that the City was headed in the right direction with respect to Residential Rental Housing.

**(g) Building and Licensing Division Operational Review Sub-Committee Report 08-002 respecting Animal Control Services (Item 6.1)**

Item 6.1, CARRIED, as amended, on a Standing Recorded Vote, as follows:

Yeas: B. Bratina, B. Clark, C. Collins, S. Duvall, L. Ferguson, T. Jackson, M. McCarthy, B. Morelli, R. Pasuta, D. Mitchell, and T. Whitehead  
 Total: 11  
 Nays: Eisenberger, B. McHattie, M. Pearson, R. Powers  
 Total: 4  
 Absent: Merulla  
 Total: 1

Councillor B. Clark wished to be recorded as OPPOSED to recommendations (e) and (h) of Item 6.1.

**(h) Review of Tools for Regulating Residential Rental Housing (PED07296(a) (Wards 1, 8 and 10) (Item 6.3))**

Marty Hazell, Director, Parking and By-law Services, provided an introduction to Report PED07296. Subsequently, Kirsten McCauley, Planner I, Community Planning, provided a detailed PowerPoint presentation respecting the Review of Tools for Regulating Residential Rental Housing.

The amendment to Item 6.3, as shown below, CARRIED as follows:

That recommendations (h), (i) and (j) be added to Report (PED07296(a) to read as follows:

- (h) That the City of Hamilton endorse the concept of a City Wide Residential Rental Housing Licensing By-law.
- (i) That staff be directed to report back, to the Economic Development & Planning Committee, with an implementation strategy for a City Wide Residential Rental Housing Licensing By-law.
- (j) That a Community Liaison Committee be established to assist staff in the preparation of the City Wide Residential Rental Housing Licensing By-law and the implementation strategy for that by-law.

Yeas: Eisenberger, B. Bratina, B. Clark, C. Collins, S. Duvall, L. Ferguson, T. Jackson, M. McCarthy, B. McHattie, B. Morelli, R. Pasuta, D. Mitchell, R. Powers and T. Whitehead  
 Total: 14  
 Nays: D. Mitchell, M. Pearson  
 Total: 2

**(i) Roomers and Boarders – A Comprehensive Approach (PED05215(c)/SPH05066(c)) (Item 6.4)**

Debra Clarke provided a Powerpoint presentation and an overview of Report (PED05215(c)/SPH05066(c)).

**(j) Budget Steering Committee Report 08-002 – 2009 Budget (Item 7.5)**

The following amending motion, as shown below LOST on a Recorded Vote, as follows:

That recommendations (b) and (c) be amended by deleting the numbers " 2%" and replacing them with the numbers "0%", to read as follows:

- (b) That the departmental guideline be 0% excluding pre-approved items and provincial impacts and that staff be directed to highlight efficiencies and/or justifications should a higher increase be requested.
- (c) That Boards and Agencies be requested to submit a budget to Committee of the Whole based on a 0% guideline and that Boards be requested to justify any additional increase above the 0%.

Yeas: B. Clark, S. Duvall, R. Pasuta, T. Whitehead

Total: 4

Nays: F. Eisenberger, B. Bratina, T. Jackson, M. McCarthy, B. McHattie, S. Merulla, B. Morelli, D. Mitchell, M. Pearson

Total: 9

Absent: C. Collins, L. Ferguson, R. Powers

Total: 3

The main motion CARRIED on a Standing Recorded Vote, as follows:

Yeas: F. Eisenberger, B. Bratina, T. Jackson, M. McCarthy, B. McHattie, S. Merulla, B. Morelli, D. Mitchell, M. Pearson

Total: 9

Nays: B. Clark, S. Duvall, R. Pasuta, T. Whitehead

Total: 4

Absent: C. Collins, L. Ferguson, R. Powers

Total: 3

**(k) Operational Oversight Committee – DARTS (Item 8.1)**

Item 8.1 CARRIED as follows:

Yeas: F. Eisenberger, B. Bratina, S. Duvall, T. Jackson, M. McCarthy, B. McHattie, S. Merulla, B. Morelli, R. Pasuta, D. Mitchell, M. Pearson, T. Whitehead

Total: 12

Nays: B. Clark

Total: 1

Absent: C. Collins, L. Ferguson, R. Powers

Total: 3

**(l) PRIVATE & CONFIDENTIAL (Item 10)**

Committee moved into Closed Session, at 3:15 p.m., to approve the Minutes of the September 9, 2008 meeting of Committee of the Whole, to receive a verbal update respecting the HSR Pension Plan/OMERS Merger and Class Action Lawsuit, and to discuss Report LS08010 – Ontario Municipal Board Hearing for the Silverwood Homes Limited, pursuant to Section 8.1, Sub-section (e) of the City's Procedural By-law 03-301, and Section 239, Sub-section (e) of the Ontario Municipal Act, 2001, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board.

**(m) PRIVATE & CONFIDENTIAL – HSR Pension Plan / OMERS Merger and Class Action Lawsuit (Item 10.2)**

As shown in the Closed Session Minutes, Committee reconvened at 4:15 p.m.

The staff update, respecting the HSR Pension Plan/OMERS Merger and Class Action Lawsuit, was received.

**(n) PRIVATE & CONFIDENTIAL – Ontario Municipal Board Hearings respecting MC2 Homes, Landmart and Silverwood Homes, North Waterdown Secondary Plan Area (LS08010) (Ward 15)**

As shown in the Closed Session Minutes, Committee reconvened at 4:15 p.m. and provided its recommendation, as shown in Item 12 above

**(o) ADJOURNMENT (Item 11)**

There being no further business, the meeting adjourned at 4:25 p.m.

Respectfully submitted,

Mayor F. Eisenberger

Stephanie Paparella  
Legislative Assistant  
October 14, 2008



**ANIMAL CONTROL SECTION OPERATIONAL REVIEW WORK PLAN**

Consultant's Recommendations	Responsibility	Management Response/ Implementation Plan & Staff Recommendations	Additional Comments/ Implications	Proposed Implementation Date (Subject to Budget and Detailed Work Program)
<b>Recommendation Bundle 1 - Transition into Higher Value-Added Service Activities</b>				
<p>1. Wildlife call service levels should be amended to "low priority response as workload permits" in order to prevent the crowding out of high value-added service activities as Officers focus on delivering high value-added service activities.</p>	<p>Manager, Animal Control</p>	<p><b>Agree</b> – Need to review the process where public safety is at risk. Requires some consultation with Public Health Services regarding any related health issues. Requires further consultation with Public Works with respect to birds in regular waste stream. There may be a public outcry if this recommendation is implemented. Requires further responsibility on the homeowner to manage wildlife issues.</p> <p><b>Staff Recommendation:</b> That staff be directed review the process of prioritizing Wildlife service calls and report back to the Building and Licensing Division Operational Review Sub-committee.</p>	<p>Need to prioritize our calls. Need to educate the public regarding the changes.</p>	<p>Q2 of 2009</p>
<p>2. Responsibility for public and private property animal carcass removal should be i) carried out by Public Works Road Maintenance staff as is the case in most municipal organizations, or ii) contracted to a private service provider via a multi-year tendered service contract featuring measurable turnaround time performance standards. Discussion should be initiated immediately with Public Works to explore the first option as a preferred course of action.</p>	<p>Manager, Animal Control</p>	<p><b>Agree</b> – Need to review in detail with the Public Works Department. If Public Works is unable or unwilling to provide the service, need to contract the service out as recommended. Will need to conduct an RFP to identify a potential contractor.</p> <p>Need to consult with other municipalities and regions regarding their handling of carcass removal.</p> <p><b>Staff Recommendation:</b> That staff be directed to review the following two (2) options, with respect to how/where the responsibility for public and private animal carcass removal would be</p>	<p>Can tender it out from April to December, as this is when higher call volumes are received for this service.</p>	<p>Q2 of 2009</p>

**ANIMAL CONTROL SECTION OPERATIONAL REVIEW WORK PLAN**

Consultant's Recommendations	Responsibility	Management Response/ Implementation Plan & Staff Recommendations	Additional Comments/ Implications	Proposed Implementation Date (Subject to Budget and Detailed Work Program)
		<p>best managed, and report back to the Building and Licensing Division Operational Review Sub-committee:</p> <p>(i) To be carried out by Public Works Department (joint report), Road Maintenance staff; or,</p> <p>(ii) To be contracted to a private service provider via a multi-year, tendered service contract featuring measurable turnaround time performance standards.</p>		
<p>3. The Public Education Program should feature annual measurable target coverage rates for all publicly funded elementary students / schools in the City.</p>	<p>Manager, Animal Control</p>	<p><b>Agree</b> – Need to develop a comprehensive Education Program and Plan with identified resources and materials. May be subject to Budget enhancement but difficult to predict until a plan is developed.</p> <p><b>Staff Recommendation:</b> That staff be directed to develop a proposed Comprehensive Education Program and report back to the Building and Licensing Division Operational Review Sub-committee.</p>	<p>Some work has commenced on this initiative; however, staff cannot move it forward due to lack of resources and time commitment.</p>	<p>Education Plan Q3 of 2009</p>
<p><b>Recommendation Bundle 2 - Adjusting the Mix of Contracted versus Direct Service Delivery</b></p>				
<p>4. Animal Control should abandon the current commission-based service contract model for growing new licenses.</p>	<p>Manager, Animal Control</p>	<p><b>Agree</b> - This decision has been made. The contract has expired and has not been renewed. <b>(COMPLETE)</b></p>		<p>Completed –June 2007</p>

**ANIMAL CONTROL SECTION OPERATIONAL REVIEW WORK PLAN**

Consultant's Recommendations	Responsibility	Management Response/ Implementation Plan & Staff Recommendations	Additional Comments/ Implications	Proposed Implementation Date (Subject to Budget and Detailed Work Program)
<p>5. Animal Control should immediately hire and train seasonal / student resources (as an interim measure) to continue efforts to grow the dog license "base". A licensing amnesty should be implemented this summer for one month, and then followed up by a renewed zero tolerance approach (no warnings) to unlicensed dogs.</p>	<p>Manager, Animal Control</p>	<p><b>Agree</b> – Would prefer to use a seasonal employee as opposed to a student; however, additional staffing may not be required.</p> <p>This recommendation has been partially implemented as staffing resources allow. Amnesty was implemented last Summer (2007). <b>Implementation of the renewed zero tolerance approach (no warnings) to unlicensed dogs has already commenced.</b></p> <p><b>Staff Recommendation:</b> That staff be directed to:</p> <p><b>Immediately hire and train seasonal staff resources (as an interim measure) to continue efforts to grow the dog license "base".</b></p>	<p>Will consider examining whether or not it would be more advantageous to conduct advertising / education program as opposed to hiring student / seasonal employee.</p> <p>It cost \$15,000.00 from September 2006 to September 2007 for the contractor to sell tags. However, sold 1,700 tags and collected \$50,000.00.</p>	<p>Ongoing</p>
<p>6. A historic geographic analysis of licensing growth patterns in 2004-06 should be undertaken by Animal Control to identify target areas for deploying seasonal / student resources in 2008-09.</p>	<p>Manager, Animal Control</p>	<p><b>Partially Agree</b> – It may be more advantageous to conduct advertising and / or develop an education program. Also, the preference is to use a seasonal employee as opposed to a student.</p> <p>Work with GIS services to conduct geographical analysis.</p> <p><b>Staff Recommendation:</b> <b>See recommendation (d) of Building and Licensing Division Operational Review Sub-committee Report 08-002.</b></p>	<p>Examine whether or not it would be more advantageous to conduct advertising / education program as opposed to hiring student / seasonal employee.</p>	<p>Q1 of 2009</p>

**ANIMAL CONTROL SECTION OPERATIONAL REVIEW WORK PLAN**

Consultant's Recommendations	Responsibility	Management Response/ Implementation Plan & Staff Recommendations	Additional Comments/ Implications	Proposed Implementation Date (Subject to Budget and Detailed Work Program)
<p>7. Animal Control should investigate and report to Council on the feasibility of life-time dog licensing and automated payment options / incentives - an important emerging "Best Practice" that will ease administrative burden around license renewals while contributing to revenue stream certainty.</p>	<p>Manager, Animal Control</p>	<p><b>Agree</b> – Need to further explore this option as it requires consultation with Finance. Need to further explore the merits of a lifetime dog licensing. Some research has been conducted regarding the issue of lifetime licensing.</p> <p><b>Staff Recommendation:</b> That staff be directed to further investigate the following and report back to the Building and Licensing Division Operational Review Subcommittee:</p> <p>(a) The feasibility of lifetime dog licensing; and,</p> <p>(b) The feasibility of automated payment options and incentives for dog licensing.</p>	<p>Currently working with the City's Information Technology Services (ITS) Division in order to address issues with our current online purchase and renewal of dog licences. There have been several issues related to the functionality of the online purchase and renewal of dog licences.</p>	<p>Q2 of 2009</p>
<p><b>Recommendation Bundle 3 - Adjusting the Mix of Contracted versus Direct Service Delivery – Rural Setting (Glanbrook and Flamborough)</b></p>				
<p>8. New Glanbrook and Flamborough fee for service contracts, featuring mandatory performance reporting requirements, should be re-tendered in the Fall 2007 and should be structured to terminate at the end of 2010 (with an optional two-year renewal).</p>	<p>Manager, Animal Control</p>	<p><b>Agree</b> – Both Contracts have been renewed for one year, commencing April 1<sup>st</sup> (Glanbrook) and May 1<sup>st</sup> (Flamborough) with the option to renew, at the City's sole discretion for up to two additional terms of one year. <b>(COMPLETE)</b></p>		<p>Q4 of 2009</p>
<p>9. Approaching the end of 2010, the contracted service delivery model should be re-examined and the in-sourcing of call response and licensing services into the urban area should be seriously considered.</p>	<p>Manager, Animal Control</p>	<p><b>Agree</b> – To review the service delivery model and conduct a detailed cost benefit analysis.</p> <p><b>Staff Recommendation:</b> That staff be directed to review the service delivery model, in the rural</p>	<p>Rural contracts expire each year on April 1<sup>st</sup> (Glanbrook) and May 1<sup>st</sup> (Flamborough) subject to the City's option to renew through to March 31<sup>st</sup> and April 31<sup>st</sup> of 2011.</p>	<p>Q2 of 2010</p>

**ANIMAL CONTROL SECTION OPERATIONAL REVIEW WORK PLAN**

Consultant's Recommendations	Responsibility	Management Response/ Implementation Plan & Staff Recommendations	Additional Comments/ Implications	Proposed Implementation Date (Subject to Budget and Detailed Work Program)
		settings, and report back with a detailed cost benefit analysis to the Building and Licensing Division Operational Review Sub-committee.		
<b>Recommendation Bundle 4 – Cat Licensing</b>				
<p>10. Animal Control should develop a detailed Cat Licensing / Identification Business Plan / Implementation Schedule, after completing a detailed Calgary Case Study in the Fall of 2008. The Case Study and resulting Business Plan should incorporate forecast cat licensing projections, a financial framework, a public communications plan, a staffing and operational assessment, and implementation critical path.</p>	<p>Manager, Animal Control</p>	<p><b>Agree</b> – To develop a detailed Business Plan and to conduct an extensive review of the “Calgary model” and consider other potential options. Staff will need to consult with the Animal Control Advisory Committee with respect to this matter.</p> <p>The review and Business Plan will need to be complete, prior to the comprehensive revision of the Animal Control By-law, in order to include the licensing or identification of cats.</p> <p>Report back to Committee / Council once Business Plan / Case Study is completed and a recommended plan and options are identified.</p> <p><b>Staff Recommendation:</b> That staff be directed to carry out the following and report back to the Building and Licensing Division Operational Review Sub-committee:</p> <p>(a) To conduct an extensive review of the model for cat licensing in other municipalities such as Calgary, Halifax, Regina, Markham, London, Oshawa, Toronto, Ottawa, and Kingston.</p>	<p>Need to explore other options in the Business Plan – such as a Cat Registration Program as opposed to the Cat Licensing. It may be difficult to enforce a Cat Licensing Program.</p> <p>The Consultant recommends Calgary as a best practice model. It should be noted that the following Canadian municipalities have cat licensing type programs: Halifax, Regina, Markham, London, Oshawa, Toronto, Ottawa, and Kingston. These municipalities will be consulted in the Case Study.</p>	<p>Q4 of 2009</p>

**ANIMAL CONTROL SECTION OPERATIONAL REVIEW WORK PLAN**

Consultant's Recommendations	Responsibility	Management Response/ Implementation Plan & Staff Recommendations	Additional Comments/ Implications	Proposed Implementation Date (Subject to Budget and Detailed Work Program)
		(b) To Prepare a detailed Business Plan, and recommended options, respecting the licensing or identification of cats.		
<b>Recommendation Bundle 5 – Stakeholder Relations</b>				
11. The Animal Control Advisory Committee should consider the existing “per household animal limit” as its first issue for review. New alternatives for consideration should include a) higher per animal limits linked to specific residential built forms and lot sizes (i.e. single family versus townhouse versus apartment versus real estate) and b) no limits at all as per Kingston.	Manager of Animal Control	<p><b>Agree</b> – That this recommendation will be considered by the Advisory group. A mandate will be developed for the Advisory group.</p> <p>This item will need to be completed, prior to the comprehensive Animal Control By-law revisions, in order to include the issue of household animal limits.</p> <p><b>Staff Recommendation:</b> That, pending staff’s report back to Committee respecting the Terms of Reference for an Animal Control Advisory Committee and Council’s approval of same, staff be directed to put the following item before the Advisory Committee for discussion:</p> <p>(i) The existing “per household animal limit” for review; considering new alternatives such as (a) higher per household animal limits linked to specific residential built forms and lot sizes (i.e. single family versus townhouse versus apartment versus real estate); and, (b) no limits at all.</p>	Need to establish Mandate / Terms of Reference for Committee.	Q4 of 2008

**ANIMAL CONTROL SECTION OPERATIONAL REVIEW WORK PLAN**

Consultant's Recommendations	Responsibility	Management Response/ Implementation Plan & Staff Recommendations	Additional Comments/ Implications	Proposed Implementation Date (Subject to Budget and Detailed Work Program)
<b>Recommendation Bundle 6 - Towards a Results Based Management Toolkit</b>				
12. Animal Control should design and implement a performance measurement and business planning framework featuring efficiency and effectiveness indicators and targets, as described in this Operational Review. This framework should become fully operational by fiscal year 2009.	Director, Parking and By-Law Services and Manager, Animal Control	<b>Agree</b>  <b>Staff Recommendation:</b> <b>That staff be directed to design a performance measurement and business planning framework; featuring efficiency and effectiveness indicators and targets, and report back to the Building and Licensing Division Operational Review Sub-committee.</b>		Q2 of 2009
<b>Staffing/Financial Implications</b>				
A. To hire and additional 1.5 FTE Animal Control Clerk to provide customer service support at the Animal Control facility and to assist with the processing of increased licenses and renewals.	Manager, Animal Control	A. Salary and benefits for 1.5 FTE Animal Control Clerk will cost \$101,200.00 and will be a direct impact on the City's net levy. This will be referred to the 2009 Budget process.	There will be an initial minor one-time costs associated with the staff hire such as a personal computer, software licence, office equipment (desk and chair) with an approximate cost of \$2,500.00, which will be absorbed into the current budget.	Q1 of 2009