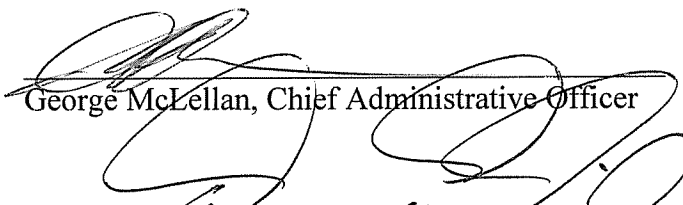
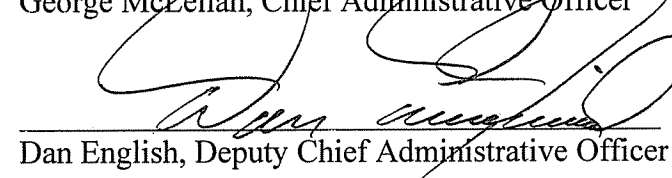


Halifax Regional Council
November 26, 2002

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY:


George McLellan, Chief Administrative Officer


Dan English, Deputy Chief Administrative Officer

DATE: November 21, 2002

SUBJECT: **Animal Control Services Request for Proposal (RFP)**

ORIGIN

This report is in response to Regional Council motions of September 3, and 17, 2002 (items 3 and 3) concerning the expiration of the current Animal Control Services contract with the Provincial Society for the Prevention of Cruelty to Animals (SPCA). The current extended contract expires on March 31, 2003, and Regional Council provided direction that they review the proposed Request for Proposal (RFP) prior to release.

RECOMMENDATION

It is recommended that Regional Council:

- a. approve in principle the attached Animal Control Services RFP.

BACKGROUND

Program Service Review of Animal Control Strategy

At Program and Service Review on August 22, 2002 Community Projects staff presented an overview of Animal Control Services. In response to the presentation and Councillor feedback, staff was requested to prepare a RFP for Animal Control Services.

DISCUSSION

The RFP allows vendors to submit proposals for a comprehensive Animal Control Service including enforcement and/or pound services. Shortly after the RFP has been released a pre-proposal information session will be held with potential vendors. Subsequent to submissions and evaluation by staff, a recommendation on tender awards will be brought to Regional Council.

BUDGET IMPLICATIONS

The budget implications of administering and enforcing the proposed Animal Control Services will be determined when vendors respond to the Animal Control Services RFP. The resource implications will be identified when recommendations as to Animal Control Services tender award(s) are presented to Regional Council.

MULTI-YEAR FINANCIAL STRATEGY IMPACTS

This Report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation.

ALTERNATIVES

None.


ATTACHMENTS

Appendix 1: Proposed Animal Control Services Request for Proposal

Additional copies of this report, and information on its status, can be obtained by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Stefanie Turner, Operations Co-ordinator, 490-4398

Approved by:


Allan Waye, General Manager, Community Projects, 490-6484

HALIFAX

REGIONAL MUNICIPALITY

REQUEST FOR PROPOSAL

ANIMAL CONTROL SERVICES

RFP NUMBER

Closing, TBA 2002 @ end of business day

Halifax Regional Municipality
Committee of the Whole
November 26, 2002

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NOTICE

REQUEST FOR PROPOSAL

Sealed Proposals, six (6) copies - five (5) bound and one (1) unbound, for an **Animal Control Services** - Halifax Regional Municipality, Halifax, Nova Scotia will be received by Halifax Regional Municipality Procurement Office, 3rd Floor, Duke Tower, Scotia Square, 5251 Duke Street, P.O. Box 1749, Halifax, Nova Scotia, Canada, B3J 3A5, until TBA 2002, end of business day.

Questions concerning the procurement process may be directed to Dale Carman at (902)490-6476 and those of a content nature to Davina Melanson at (902) 490-7125.

Instructions, forms, and specifications may be obtained from the Halifax Regional Municipality Procurement Office, (902) 490-4170, Fax (902) 490-4175, Monday through Friday, 8:30 A.M. to 4:30 p.m.

The Halifax Regional Municipality (HRM) reserves the right to reject any or all proposals and to award the contract in its entirety, or in part, whichever in its opinion best serves the interest of the Halifax Regional Municipality.

Peter Ross
Manager of Procurement

INTRODUCTION

The Halifax Regional Municipality requires an Animal Control Enforcement and/or Pound Services provider(s). The proponent will provide a comprehensive 24 hours a day, 7 days a week Animal Control Enforcement and/or Pound Services for the municipality. Proponents have the option of submitting a proposal for Enforcement Services only, Pound Services only or a integrated proposal for both.

The contract between the successful bidder, herein after referred to as the proponent, and the Halifax Regional Municipality, herein after referred to as the HRM, is for a period of up to 60 months.

TITLE: RFP for Animal Control Services

Proposals will be received at the Halifax Regional Municipality Procurement Office, 3rd Floor, Duke Tower, Scotia Square, 5251 Duke Street, P.O. Box 1749, Halifax, Nova Scotia, Canada, B3J 3A5 until the end of business day, on TBA 2002. Proposals will be binding for 90 days, unless otherwise specified. All formal proposals submitted shall be irrevocable for 90 calender days following the opening date of the proposal, unless the proponent(s), upon request of the Purchasing Agent, agree to an extension.

1.0 GENERAL INSTRUCTIONS

- 1.1 **INSTRUCTIONS AND FORMS:** Instructions and forms may be obtained in person or by mail from, Halifax Regional Municipality Procurement Office, 3rd Floor, Duke Tower, Scotia Square, 5251 Duke Street, Halifax, Nova Scotia, Canada.
- (a) All proposals are to be submitted on and in accordance with forms for this purpose which are available at the Halifax Regional Municipality Procurement Office.
 - (b) All proposals are to be submitted in sealed, plainly marked envelopes.
 - (c) Additional information or clarifications of any of the instructions or information contained herein may be obtained from the Halifax Regional Municipality Procurement Office.
 - (d) Any proponent(s) finding any discrepancy in or omission from the proposal, in doubt as to their meaning, or feeling that the proposal is discriminatory, shall notify at once the Halifax Regional Municipality Procurement Office in writing within 5 days of the scheduled opening of proposals. Exceptions as taken in no way obligate the Halifax Regional Municipality to change the proposal. The Halifax Regional Municipality Procurement Office will notify all respondents in writing, by addendum duly issued, of any interpretations made of proposal instructions.
 - (e) The Halifax Regional Municipality will assume no responsibility for oral instructions or suggestion. All official correspondence in regard to the proposal should be directed to and will be issued by the Manager of Procurement, Halifax Regional Municipality.
- 1.2 **ELIGIBILITY:** Prospective proponents are not eligible to submit a proposal if current or past corporate and/or other interests may in the opinion of the Halifax Regional Municipality, give rise to conflict of interest in connection with this project. Proponents are to submit with their proposal documents any issue that may constitute a conflict of interest violation for review by the Halifax Regional Municipality. The Halifax Regional Municipality's decision on this matter will be final.
- 1.3 **RESERVATIONS:**
- (a) The Halifax Regional Municipality reserves the right to reject any or all proposals or parts of proposals, when in this reasoned judgement, the public interest will be served thereby.
 - (b) The Halifax Regional Municipality may waive formalities or technicalities in proposals as the interest of the Halifax Regional Municipality may require.
 - (c) The Halifax Regional Municipality may waive minor differences in the proposal provided these differences do not violate the proposal intent.
- 1.4 **DISPUTES:** In cases of dispute as to whether or not an item or service quoted or delivered meets proposal requirements, the decision of the Halifax Regional Municipality, or authorized representatives, shall be final and binding on all parties.
- 1.5 **PROPONENTS EXPENSES:** Proponents are solely responsible for their own expenses in preparing, delivering or presenting a proposal and for subsequent negotiations with the Halifax Regional Municipality, if any.

- 1.6 **EXCEPTIONS:** The submission of a proposal shall be considered an agreement to all the terms and conditions provided herein and in the various proposal documents, unless specifically noted otherwise in the proposal.
- 1.7 **CURRENCY AND TAXES:** Prices are to be quoted:
- in Canadian dollars;
 - inclusive of duty, where applicable;
 - exclusive of HST.
- 1.8 **COMPLIANCE WITH LAWS:** The proponent will give all the notices and obtain all the licenses and permits required to perform the work. The proponent will comply with all laws applicable to the work or performance of the contract.
- 1.9 **GROUND FOR DISQUALIFICATION:** The proponent shall direct all questions regarding this Request For Proposals or the works as outlined herein to the individuals identified in the Notice for this RFP. Any attempt on the part of the Proponent(s) or any of its employees, agents, contractors or representatives to contact any of the following persons with respect to this RFP or the works may lead to disqualification:
- (a) Any member of the Proposal Review Committee (except those individuals indicated above) or any expert advisor to them;
 - (b) Any member of Council; and
 - (c) Any member of HRM staff.
- 1.10 **INSURANCE:** The proponent will at its own expense, obtain and maintain in force for the full term of the contract the following:
- (a) A policy of general liability insurance with a limit of at least five million dollars (\$5,000,000.00) per occurrence indemnifying the Agency and the Halifax Regional Municipality and their respective officers, servants, agents and employees against any and all liability arising out of any acts or omissions of the Agency or its servants or agents in the performance or purposed performance of this RFP;
 - (b) Two million dollars (\$2,000,000.00) per occurrence, PL-PD motor vehicle insurance on all motorized vehicles used by the Agency;
 - (c) The proponent must provide certificates of insurances for both insurances and must ensure that the insurance policy is kept in force during the full term of the contract; and
 - (d) Insurances must name the Halifax Regional Municipality as co-insured.
- 1.11 **PERFORMANCE BOND:** Proponents will include an agreement to bond with their proposal or written assurance in a form acceptable to the Halifax Regional Municipality. The successful proponent will provide, upon notification, a Performance Bond in the amount of \$25,000.00. The bond will be in a form that is acceptable to the Halifax Regional Municipality and agreed upon.

When performance security has been provided, the following conditions will apply:

- (a) Upon successful completion of the contract, the performance security will be returned; and
- (b) Should the contractor fail to complete the terms of the contract for either of the following reasons the performance security will be forfeited in its entirety:
 - 1) Contract is terminated by HRM due to non-performance; and
 - 2) Contractor fails to complete the terms of the contract.

- 1.12 **DISCLOSURE OF INFORMATION:** All documents, including proposals, submitted to the Halifax Regional Municipality become property of the Halifax Regional Municipality and are subject to disclosure under certain conditions. Any information the proponent considers "personal information" because of its proprietary nature should be marked as "confidential", and will be subject to appropriate consideration as defined within the legislation.

While the following is not intended to limit the application of the legislation in any way, proponents should be aware that the Municipal Government Act provides, under Section 480 (3) (f) for limitations on the release of third party information that "describes the third party's finances, income, assets, liabilities, net worth, bank balances, financial history or activities, or creditworthiness". A proponent's designation of material as "confidential" will not necessarily be conclusive, and the proponent may be required to provide justification why such material should not be disclosed, on request, under the Nova Scotia Freedom of Information and Protection of Privacy Act."

2.0 REQUIREMENTS

2.1 BACKGROUND:

The Halifax Regional Municipality was formed on April 1, 1996 through the amalgamation of the former City of Halifax, City of Dartmouth, Town of Bedford, Halifax County Municipality, and Metropolitan Authority. The new municipality spans a geographic area of 5,600 square kilometres and provides municipal services to a population of approximately 350,000. These services include such typical municipal functions as police and fire protection, community development and planning, engineering and public works, sewage treatment, parks and recreation facilities, solid waste management and public transit.

Prior to 1999 Animal Control in the HRM was provided by two agencies. At amalgamation it was intended that both contracts expire simultaneously in 1999, so that a comprehensive HRM Animal Control Service could be contracted for the region. Since April 1999, Animal Control for the HRM has been serviced by one agency.

Previous Animal Control contracts primarily provided enforcement of the D-100 Dog By-Law. The new contract will require a more extensive service including a pending Cat By-Law and service agreements with other levels of government involved in numerous animal related services.

2.2 GENERAL:

Time is of the essence in the contract resulting from this proposal.

2.3 CONTRACT ADMINISTRATION:

All questions concerning this Request for Proposal shall be directed to, Dale Carman, Team Leader, Procurement , Phone 490-6476, Monday through Friday, 8:30 A.M. to 4:30 P.M. or E-mail to carmand@region.halifax.ns.ca and those of a content nature to Davina Melanson, Phone 490-7135, Monday through Friday, 8:30am to 5:00pm or E-mail to melansd@region.halifax.ns.ca

2.4 PRE-PROPOSAL INFORMATION:

An information session will be held on TBA, 2002 between TBA PM to discuss the RFP and answer any questions. The meeting will be held at TBA. All interested proponents are required to attend.

Each proponent must completely satisfy themselves as to the exact nature and existing conditions of the requirements and for the extent and quality of work to be performed. Failure to do so will not relieve the successful proponent of their obligation to carry out the provisions of the contract.

2.5 COORDINATION:

The successful proponent shall designate in writing, a project manager for the coordination of all services between the Halifax Regional Municipality and the proponent.

The HRM Project Manager shall be responsible for the administration of this contract. The proponent shall make all necessary contacts for gathering information to meet the requirements of the contract. Any claim by the proponent of lack of information provided by the HRM will not be regarded as sufficient reason for non-completion of the contract.

The proponent shall be available for regularly scheduled meetings with the HRM project manager or designate during the course of the contract. Other unscheduled meetings will be regarded as a normal part of the Project Management and shall be within the fixed fee as agreed to in the contract.

The successful proponent shall follow all policies/procedures established by the HRM. When in doubt, the HRM Project Manager will make the final decision.

2.6 PROPONENTS QUALIFICATIONS:

No contract will be awarded except to responsible proponents capable of providing the services contemplated.

Proponents must have a comprehensive understanding in the areas listed in this Request for Proposal. Previous experience in all aspects of this RFP document and implementation of the service required is essential criteria in the qualifying process.

Proponents must have demonstrative experience in Animal Control Enforcement and/or Pound Services. The HRM would consider a team approach by the proponent to meet the requirements, in which case the lead agency of the team should be identified.

Proponent shall have a proven record of having provided this service requirement. The Halifax Regional Municipality reserves the right to check all references furnished and consider the responses received in determining the award of this proposal.

The proponent's personnel and management to be utilized in this service requirement shall be knowledgeable in their areas of expertise. The Halifax Regional Municipality reserves the right to perform investigations as may be deemed necessary to insure that competent persons will be utilized in the performance of the contract.

In determining whether prospective proponents may be capable of performing works in Animal Control Services Enforcement and/or Pound Services; the Municipality, at its discretion, may request further information on the proponent's resources, financial capability, management, equipment, etc. The Municipality will not award a contract which is, in its opinion, larger than the capability of the individual proponent.

2.7 INDEMNITY

If the contract is awarded, the successful proponent will be required to indemnify and hold the Halifax Regional Municipality harmless against all liability and expenses, including solicitor's fees, howsoever arising or incurred, alleging damage to property or injury to, or death of, any person arising out or attributable to the proponent's performance of the contract awarded.

Any property or work to be provided by the proponent under this contract will remain at the proponent's risk until written acceptance by the Halifax Regional Municipality; and the proponent will replace, at the proponent's expense, all property or work damaged or destroyed by any cause whatsoever.

2.8 SUBMISSION OF PROPOSAL DOCUMENTS:

The submission of a proposal on this service will be considered as a representation that the proponent has carefully investigated all conditions which may affect or may, at some future date, affect the performance of the services covered by the proposal, including:

- the entire area to be serviced as described in the attached specifications and other contract documents;
- the proponent is fully informed concerning the conditions to be encountered, quality and quantity of work to be performed and materials to be furnished; and
- the proponent is familiar with all Federal and Provincial laws, all codes, By-Laws and ordinances of the Halifax Regional Municipality which in any way affect the prosecution of the work or persons engaged or employed in the work.

Enforcement Service:

In responding to this proposal, each proponent shall include, as a minimum, a **Technical Proposal** (Envelope 1.A) and a **Cost Proposal** (Envelope 1.B) for the Enforcement Service. The proposal is not complete unless it contains a **Technical Proposal** which addresses the requirements contained herein, and a separate **Cost Proposal** for the Enforcement Service that details all costs for the proposed service. Both the **Technical Proposal**, which shall be identified as **Envelope 1.A**, and the separate **Cost Proposal**, which shall be identified as **Envelope 1.B**, shall be submitted simultaneously. **and/or**

Pound Service:

In responding to this proposal, each proponent shall include, as a minimum, a **Technical Proposal** (Envelope 2.A) and a **Cost Proposal** (Envelope 2.B) for the Pound Service. The proposal is not complete unless it contains a **Technical Proposal** which addresses the requirements contained herein, and a separate **Cost Proposal** for the Pound Service that details all costs for the proposed service. Both the **Technical Proposal**, which shall be identified as **Envelope 2.A**, and the separate **Cost Proposal**, which shall be identified as **Envelope 2.B**, shall be submitted simultaneously.

Integrated Service:

If a proponent submits an integrated pound and enforcement service proposal, the proponent is required to provide a separate document which identifies the added value of service delivery efficiencies and economies.

The Technical Proposal, identified as **Envelope 1.A** and/or **2.A**, shall include as a minimum:(failure to do so may be cause for rejection of proposal)

- (a) General: Proponent shall provide the name of the firm, Office address, telephone number and facsimile number;
- (b) Proponent's Credentials: Proponents shall provide, in detail, their credentials in the field of Animal Control Enforcement and/or Pound Services and any information which documents successful and reliable experience in past contracts, especially those contracts related to the requirements of this Request for Proposal;
- (c) Staff Credentials: Proponents shall provide the name, title, address and telephone number of persons who will manage and/or be assigned to perform the services and the extent of their involvement under the proposal;
- (d) Resumes: A resume, including references, detailing educational qualifications, training, experience and previous work related to this Request for Proposal for each person who will perform the services required. These credentials may be subject to verification. In the event there would be a change in the persons named and assigned to perform the services under the contract, the proponent shall be required to submit, for approval to the Halifax Regional Municipality, the credentials and resumes of the persons the proponent proposes to perform the services under the contract;
- (e) References: Proponents shall provide a list of three (3) applicable customer references who have contracted for services offered by the proponent which is considered identical or similar to the requirements of this Request for Proposal. The list should include the following information:
 - (i) Company Name and Address
 - (ii) Project Manager and Telephone Number
 - (iii) A brief, written description of the specific services provided.
- (f) Understanding and Approach: Proponents shall provide a response to demonstrate understanding of the subject matter, including, but not limited to, the submission requirements under Scope of Work for enforcement and/or pound;

The **enforcement(1.A)** response will also include the detailed approach that will be taken to address the various components and three service levels (minimum, medium, maximum) for all areas, identified in Appendix B.

The **pound(2.A)** response will also include the detailed approach that will be taken to address the various components outlined in Scope of Work.

- (g) Additional brief facts concerning your organization which you feel are critical in evaluating your proposal;
- (h) Outline any additional activities or items that are recommended as necessary to perform the work and cost these activities; and
- (i) Indicate the availability of the firm to undertake the work and the time required to initiate the service.

The **Cost Proposal**, identified as **Envelope 2.A** and/or **2.B**, shall include, as a minimum on company letterhead:

a detailed listing of the tasks and activities with a breakdown of the major functions, the individual costs of the proposed services, and an estimate of total costs. The proponent is required to complete the tables in Appendix B as part of the submission. Price may not be the determining factor for award. The Halifax Regional Municipality may negotiate a final offer with the selected proponent.

To assure a uniform review process and to obtain the maximum degree of comparability, each proposal shall be presented in the order of the above.

Elaborate brochures or voluminous examples are not required nor desired.

(6) copies of proposal, (5) bound and one (1) unbound are to be submitted.

2.9 METHOD OF PURCHASE:

A scheduling agreement will be issued by the Procurement Officer for all services performed under this contract prior to the actual services being started.

2.10 BILLING AND PAYMENT:

The proponent shall submit an invoice for services provided to:

**Halifax Regional Municipality
P.O. Box 1749, Halifax, Nova Scotia, B3J 3A5
Attn: Accounts Payable**

The HRM will pay the proponent monthly for the work performed. The successful proponent's monthly invoice must include the Scheduling Agreement number.

Upon completion of the work detailed in the Request for Proposal and the accepted proponent's Proposal, a final invoice for the last billing period will be paid.

Payment shall be made upon request of proper invoice from the proponent and authorized by the head of the department or designee. Normal payment terms for the Halifax Regional Municipality is 30 days from receipt.

2.11 EXCEPTIONS:

The proponent shall furnish a statement on company letterhead giving complete description of all exceptions to the terms, conditions and specifications. Failure to furnish the statement will mean that the proponent agrees to meet all requirements of the Request for Proposal.

2.12 TERMINATION:

- (a) **Termination for Convenience:** The Halifax Regional Municipality may terminate a contract, in whole or in part, whenever the Halifax Regional Municipality determines that such a termination is in the best interest of the Halifax Regional Municipality, without showing cause, upon giving written notice to the proponent. The Halifax Regional Municipality shall pay all reasonable costs incurred by the proponent up to the date of termination. However, in no event shall the proponent be paid an amount which exceeds the bid price for the work performed. The proponent shall not be reimbursed for any profits which may have been anticipated but which have not been earned up to the date of termination.
- (b) **Termination for Default:** When the proponent has not performed or has unsatisfactorily performed any aspects of the contract, the Halifax Regional Municipality may terminate the contract for default. Upon termination for default, payment will be withheld at the discretion of the Halifax Regional Municipality. Failure on the part of the proponent to fulfil the contractual obligations shall be considered just cause for termination of the contract. The proponent will be paid for work satisfactorily performed prior to termination, less any excess costs incurred by the Halifax Regional Municipality in re-procuring and completing the work.

2.13 AVAILABILITY OF FUNDS

The contractual obligations of the Halifax Regional Municipality under this contract is contingent upon the availability of appropriated funds from which payment for this contract can be made.

2.14 INTERPRETATION

The contract resulting from this Request for Proposal shall be construed under the laws of the Province of Nova Scotia.

2.15 INTEGRATION

This Request for Proposal document, the proponent's response to this solicitation, and subsequent purchase order(s) to the successful proposal contain the entire understanding between parties, and any additions or modifications hereto may only be made in writing executed by both parties.

2.16 NON-ASSIGNMENT OF CONTRACT

The proponent shall not assign the contract, or any portion thereof, except upon the written approval of the Halifax Regional Municipality.

2.17 PUBLIC INFORMATION/PROPRIETARY INFORMATION:

The Halifax Regional Municipality is subject to the Nova Scotia Freedom of Information and Protection of Privacy legislation which is part of the Municipal Government Act, Part XX. To review the provisions of this act you may view it at [http://www.gov.ns.ca/legi/legc/bills/57th_1st/3rd_read/b047\(1\).htm](http://www.gov.ns.ca/legi/legc/bills/57th_1st/3rd_read/b047(1).htm) and go to Part XX FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY.

2.18 CONTRACT AGREEMENT:

The selected proponent will be required to enter into a contract agreement with the Halifax Regional Municipality.

HRM reserves the right to amend the services of the contract at its discretion with 30 days written notice.

2.19 CONFIDENTIALITY

The selected proponent agrees not to release or in any way cause to release any confidential information of the Halifax Regional Municipality unless they have been specifically approved to do so in writing.

3.0 SCOPE OF WORK - Part 1 - Animal Control Enforcement

PERFORMANCE EVALUATION - Main areas of required performance service levels shall be tracked by the HRM and become a major factor of consideration in the annual review process, **including but not limited to** :

- When requested by the HRM, the proponent will provide schedules of the Animal Control Officers to ensure that Service requirements in this contract are met;
- Proponent personnel will maintain a neat, tidy and clean appearance while carrying out their duties;
- The HRM owns the Animal Control Services software and maintains the right to audit content as required to ensure that the Service requirements in this contract are met; and
- The proponent will be required to have GPS units, supplied by the HRM, in all vehicles responding to Animal Control Enforcement calls. The proponent will also be required to download this data from the GPS units on a required basis at a location specified by the HRM.

INTRODUCTION

The current situation indicates that the contracted service levels do not meet the needs of the HRM.

OBJECTIVE

The HRM seeks to acquire a comprehensive Animal Control Enforcement Service which will encompass the enforcement of all animal related by-laws, including cats, across a wide geographical area concentrating on the following key issues:

- A) Discrepancies in urban/suburban/rural service levels;
- B) Accessibility of Animal Control over the phone;
- C) Deficiencies in investigative skills;
- D) Adequate number staff and vehicles required to provide an appropriate response;
- E) Acknowledgment of complaint to complainants;
- F) Appropriate type of vehicles and communication equipment;
- G) Appropriate and adequate animal control equipment; and
- H) Collaborative approach should the enforcement service and pound service be awarded separately.

3.1 DELIVERABLES

Provide a detailed plan demonstrating how this service will be accomplished. Key areas where solutions are sought include:

- **Investigative/Enforcement procedures for all by-laws enforced, including but not limited to;**
HRM By-Law D-100 "Respecting the Registration and Regulations of Dogs";
Dartmouth By-Law E-300 "Respecting Reptiles and Arachnids";
Bedford By-Law 22931 "Respecting Exotic Pets";
Halifax City Ordinance 184 "Respecting Reptiles";
County By-Law Number 12 "Respecting Animals";
County By-Law Number 8, Sec. 7 "Respecting Mischiefs and Nuisances";
County By-Law Number 63 "Respecting the Defecation of Property by Animals";
Dartmouth By-Law W-201 "Respecting Waterfowl"
Proposed C-101 Cat By-Law
*Any new, amended or rationalized animal related by-laws that may be forthcoming.
- **Call Taking and Inquiries Approach**
Co-ordinate the processing of the dispatch component related to Animal Control Services, including, but not limited to, telephone, voice mail, fax, Internet, Corporate Call Center and the Animal Control Services software. The proponent will provide details, for approval by the HRM, on how this component of the contract will be serviced. The proponent, as part of its submission, will delineate the cost of this service requirement. Dispatch hours of operation must correspond with the enforcement service.
- **Customer Service Approach**
In consultation with the HRM, the proponent will be responsible for implementing a customer service strategy subject to approval by the HRM.
- **Education and Awareness**
In cooperation with the HRM, the Proponent will be responsible for providing an on-going, comprehensive, HRM-wide public education program designed to increase the responsibility of animal owners for the proper control and supervision of their pets. The proponent will as part of its submission, provide the methodology for the education and awareness program, and annual costs relating to the service requirement.
- **Training**
Proponent will provide their current protocol and policy for training of employees. The HRM will review and notify the proponent of any deficiencies in the proponent's current protocol and policy for training.

In addition to the aforementioned detailed descriptions, the proponent is required to address the following items:

- a) Provide comprehensive Animal Control Services for the Municipality, including the enforcement of aforementioned Animal By-Laws, as amended, repealed or introduced from time to time;
- b) Respond 24 hours a day, 7 days a week to calls/complaints from anonymous and identified members of the public and requests from Police Service and HRM authorized representatives, to deal with all animal related issues, including matters of public safety;
- c) Be responsible for obtaining warrants for the seizing of dogs under the provisions of the HRM By-Law D-100 and the Municipal Government Act and impoundment within the HRM's designated Animal Pound facilities;
- d) Respond to all cases by conducting an investigation to determine the validity of alleged violations of the aforementioned Animal By-Laws. Cases are to be investigated to resolution, at the discretion of the HRM, and may include, but will not be limited to, collation of evidence, serving of notices, Summary Offence Tickets (SOT) and legal documentation, obtaining and executing warrants and appearing in Court on behalf of the HRM, when necessary;
- e) Pick up and dispose of dead animals (including dogs, cats, birds, etc.) on private property, during investigation, or at the request of the public or the HRM. The agency must provide a burial site or a crematorium for the disposal of the remains. Method of disposal and location to be specified;
- f) Pick up stray injured domestic animals and wild birds (including dogs, cats, etc.) and deliver to an HRM designated veterinarian clinic or outside agency for rehabilitation. Proponent will also be responsible to transport animals between the veterinarian clinic and the HRM designated pound facility as required; and
- g) Beyond the provisions of the aforementioned Animal By-Laws and the specifications of this contract, additional enforcement may be required. Such enforcement may adhere to the following:
 - 1) Additional enforcement will be assigned by the HRM Project Manager;
 - 2) The hourly cost of the additional enforcement must be delineated as part of the submission; and
 - 3) After each additional enforcement, invoice the HRM for the hours worked and related costs.

3.2 HUMAN RESOURCES

- a) The proponent is responsible for providing effective supervision of its staff and for the administration of the Animal Control Service for the HRM. The appointment of the officers is subject to the approval of the HRM;
- b) Proponent personnel will be knowledgeable of the aforementioned Animal By-Laws, investigative procedures and the humane handling of all animals. Personnel must be capable of being bonded, eligible to be appointed Special Constables as per the Police Act, and be able to effectively communicate with the public;
- c) Prior to an officer's appointment by the proponent, the proponent will provide the HRM with the applications for appointment and resumes of qualifications, education, training and experience of the Animal Control Officers. In cases where the HRM is of the opinion that the qualifications of the officer are not adequate, the HRM may withhold its approval of the appointments thereby excluding them from employment under terms of the contract;
- d) Outline the number of staff on duty and the shift schedules for each of the three service levels identified in Appendix B; and
- e) At all times, the Animal Control Officers will be in proper uniform subject to approval by the HRM. The proponent will be required to provide the uniform to all staff. Both layers of jacket and all shirts are to be embroidered with the HRM logo. Uniform must consist of:
 - Navy blue 3-in-1 jacket
 - Medium blue basic security shirt (long and short sleeve)
 - Navy cargo pants
 - Rain suit
 - Black steel-toed safety footwear
 - Black belt
 - Winter hat and gloves
 - Name tags

3.3 ADMINISTRATIVE AND EQUIPMENT REQUIREMENTS

- (a) The proponent will be required to provide a computer with an operating system which meets the following standards:
 - Windows 2000 preferred
 - Celeron/ 1 GHz
 - 128 MB memory
 - 10 GB Harddrive
 - 1.4 MB floppy
 - CD rom
 - Network card*

- High Speed Internet Access*
- Network hub*
- Printer

* subject to approval by the HRM

This computer system must maintain a shared version of the Animal Control Services Software provided by the HRM by connecting via VPN service provided by the HRM.

Proponent staff will be responsible for utilizing the Animal Control Services Software provided and configured by the HRM and updating information on a daily basis in accordance with the guidelines set by the HRM.

The proponent will be required to identify and have all staff members who will be accessing the Animal Control Services Software provided by the HRM, sign a security contract which will hold the user responsible for all actions while logged into the HRM system.

The proponent may also be required to use third party software as required by the HRM i.e. Crystal Reports, PC Anywhere, Anti- virus software, etc.

(b) The proponent will provide, for approval by the HRM:

- a description of facilities;
- details including the number of vehicles (white) with the HRM approved decaling that will be used to carry out the provisions of this contract;
- details of equipment, including numbers for field operations, personnel and telecommunications that will be used to carry out the provisions of the contract; and
- forms, letters, handouts, etc. that will be used for enforcement or any other purpose for this contract. The HRM will make the final decision these documents.

(c) The successful proponent will be required to comply with all Memoranda of Understanding with the HRM business units, Provincial and Federal Government Departments or any other agencies

4.0 SCOPE OF WORK: Part 2 - ANIMAL CONTROL POUND SERVICES

Performance Evaluation - Main areas of required performance service levels shall be tracked by the HRM and become a major factor of consideration in the annual review process, **including but not limited to:**

- Not knowingly permit any dog or other animal found or picked up in the HRM to be used for medical or related research, or knowingly permit any such animals to be removed from the proponent's premises for such purposes;
- Pound staff are responsible to observe, identify and report to the HRM Animal Control Service, changes in an animal's health or behavior which may require veterinarian attention; and
- The HRM owns the Animal Control Services software and maintains the right to audit content as required to ensure that the Service requirements in this contract are met.

INTRODUCTION

The current situation is that the pound service does not provide an adequate amount of kennel space to meet the demand.

OBJECTIVES

The HRM seeks to acquire an animal pound(s) for the containment, or the coordination of the containment, of animals picked up by the HRM Animal Control Enforcement Service. Other services will include adoption, euthanasia of animals and long term care of animals held as evidence. Key issues to be addressed are as follows:

- Designated customer service area for animal receiving, redemption and other related activities;
- Structured customer friendly approach;
- Collaborative approach should the enforcement service and pound service be awarded separately including after-hours access to the pound;
- Adequate and appropriate number of kennels for all animals; and
- Protocol for dogs held in evidence for long periods of time.

The proponent will be the pound keeper for animals picked up by the HRM Animal Control Service pursuant to the following Animal By-Laws:

HRM By-Law D-100 "Respecting the Registration and Regulations of Dogs";
Dartmouth By-Law E-300 "Respecting Reptiles and Arachnids";
Bedford By-Law 22931 "Respecting Exotic Pets";
Halifax City Ordinance 184 "Respecting Reptiles";
County By-Law Number 12 "Respecting Animals";
County By-Law Number 8, Sec. 7 "Respecting Mischiefs and Nuisances";
County By-Law Number 63 "Respecting the Defecation of Property by Animals";

Dartmouth By-Law W-201 "Respecting Waterfowl"

Proposed C-101 Cat By-Law

* Any new, amended or rationalized animal related by-laws that may be forthcoming.

4.1 DELIVERABLES

**Provide a detailed plan demonstrating how this service will be accomplished.
Key areas where solutions are sought include:**

1. **Customer Service Approach**

In consultation with the HRM, the proponent will be responsible for implementing a customer service strategy subject to approval by the HRM.

2. **Pound Protocols**

Short Term: Protocol that will be used for the exercise and feeding of animals, and maintenance/cleaning of kennels, for the animals held in Animal Control custody (i.e. minimum 72 hours).

Long Term: Protocol that will be used for the exercise and feeding of animals and maintenance/cleaning of kennels, for animals held for extended periods (i.e. evidence hold).

3. **Animal Assessment Criteria**

The animal assessment criteria to be used during the required holding period.

4. **Euthanasia**

The proponent will ensure that euthanasia will be carried out in a humane manner. The proponent will provide evidence satisfactory to the HRM that the person(s) carrying out this procedure is properly trained. Outline the methods and protocols that will be used for euthanasia.

In addition to the aforementioned detailed descriptions, the proponent is required to provide the following items:

- (a) A sanitary safe facility in accordance to the Code of Practice for Canadian Kennel Operations standards. (Attached as Appendix E);

Adequate space relative to the most current trends, for each animal during the required holding period;

Facilities with cages dedicated for use of the HRM Animal Control Service. All cages will be of a size, as outlined in the Code of Practice for Canadian Kennel Operations. Holding facilities for dogs and cats are to be kept separate from each other. Animal Control cages will be separate from other cages the proponent may be utilizing;

- (b) Full description of the layout of the facilities, and the maximum holding capacity for all types of animals including the number and sizes of the cages that will be dedicated to the HRM Animal Control Service;
- (c) Full description of type and quantity of equipment that would be utilized by the applicant in the provision of the pound service. The proponent will be required to have the ability to scan impounded animals for microchips;
- (d) After the required holding period, at the proponent's discretion, the proponent will adopt, or euthanize and dispose of animals in a manner approved by the HRM. The cost for this service should be included in the proposal;
- (e) Housing for impounded animals held in evidence for time extended beyond the minimum holding period;
- (f) Disinfectant for equipment and vehicles of the Animal Control Service after each animal is impounded. The cost of this service requirement should be included within the annual fee;
- (g) Access for animal redemption from 8 AM to 7 PM, Monday to Friday, and 10AM to 4PM, Saturday, Sunday and Holidays, during which times owners of impounded animals, and the general public can view and redeem impounded animals. The HRM may require the proponent to modify its operating hours to meet the demand of the Pound Service; and
- (h) Access to the proponent's facility for staff of the HRM Animal Control Service, for the impoundment of all animals picked up after regular operating hours.

4.2 HUMAN RESOURCES

- (a) The proponent is responsible for providing effective supervision of its staff and for the administration of a Pound Service for the HRM;
- (b) Proponent personnel will be responsible for the humane handling of all types of animals picked up by the Animal Control Service pursuant to the provisions of the aforementioned Animal By-Laws as amended, repealed or introduced from time to time; and
- (c) At all times while on duty, proponent's personnel will maintain a neat, tidy and clean appearance while carrying out their duties.

4.3 ADMINISTRATIVE AND EQUIPMENT REQUIREMENTS

- (a) The proponent will be required to provide a computer(s) with an operating system which meets the following standards:
 - Windows 2000 preferred
 - Celeron/ 1 GHz

- 128 MB memory
- 10 GB Harddrive
- 1.4 MB floppy
- CD rom
- Network card*
- High Speed Internet Access*
- Network hub*
- Printer

* subject to approval by the HRM

This computer system must maintain a shared version of the Animal Control Services Software provided by the HRM by connecting via VPN service provided by the HRM.

Proponent staff will be responsible for utilizing the Animal Control Services Software provided and configured by the HRM and updating information on a daily basis in accordance with the guidelines set by the HRM.

The proponent will be required to identify and have all staff members who will be accessing the Animal Control Services Software provided by the HRM sign a security contract which will hold the user responsible for all actions while logged into the HRM system.

The proponent may also be required to use third party software as required by the HRM i.e. Crystal Reports, PC Anywhere, Anti- virus software, etc.

- (b) Upon owner redemption of all animals, the proponent will be required to collect the established impound fee on behalf of the HRM;
- (c) Upon owner redemption of all animals, the proponent will be required to collect the established boarding fee on behalf of the HRM, for each twenty-four (24) hour period, and for any portion thereof;
- (d) Upon owner redemption of all dogs, the proponent will be required to collect a licensing fee on behalf of the HRM;
- (e) Fee collection CAO be waived at the discretion of the HRM project manager or designate;
- (f) Upon owner redemption of all animals, the proponent will be responsible to confirm and record all relevant owner information. The proponent will not knowingly release any animal in its possession to anyone other than the rightful owner;
- (g) The proponent will release any animal in its possession to the rightful owner thereof, when directed to do so by the HRM Project Manager or designate; and

- (h) The proponent will be required to provide all types of collection methods. The process and time frame for the collection and remittance of the fees as referred to in 4.3 (b)-(d) is to be determined by the HRM.

5.0 JOINT VENTURES

Proponents may form a joint venture of two (2) or more proponents and submit a proposal for the project.

Proponents who form a joint venture must specify the Prime Proponent who will take full responsibility for the project, the proposal, and the execution and performance of a final contract.

A proposal made by two (2) or more proponents must specify the following:

1. The Prime Proponent and all other proponents;
2. A description of each proponent, including proponent profile, address, project representative, and legal description (head office, location of organization, etc.); and
3. Detailed description of responsibilities of each of the proponents.

6.0 METHOD OF AWARD

All proposals will be evaluated and ranked against the criteria listed in the attached Appendices C and D - PROPOSAL EVALUATION CRITERIA.

This evaluation process will be carried out by an evaluating committee who will establish the ranking of proponents. Proponents may be invited to make a brief presentation and/or participate in an interview.

The results of the above process will be brought to the HRM Regional Council with a recommendation.

The Halifax Regional Municipality intends to make total proposed award to the responsible, responsive proponent based on the evaluation criteria listed on Appendices C and D.

7.0 AWARD OF PROPOSALS

The Halifax Regional Municipality reserves the right to modify the terms of the Request for Proposal at any time at its sole discretion.

This Request for Proposal should not be construed as a contract to purchase goods or services. The Halifax Regional Municipality is not bound to accept the lowest price of any proposal of those submitted. Proposals will be assessed in light of the evaluation criteria.

Subsequent to the submission of proposals, interviews may be required with some of the proponents.

The Halifax Regional Municipality will not be obligated in any manner to any proponent whatsoever until a written contract has been duly executed relating to an approved proposal.

Neither acceptance of a proposal nor execution of a contract will constitute approval of any activity or development contemplated in any proposal that requires approval, permit or license pursuant to any federal, provincial, regional district or municipal statute, regulation or by-law.

ANIMAL CONTROL ENFORCEMENT AND/OR POUND SERVICES

REQUEST FOR PROPOSAL

APPENDICES

APPENDIX A - Animal Control Enforcement Trends Analysis

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APPENDIX E - A Code of Practice for Canadian Kennel Operations

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APPENDIX A
Table 1

Animal Control Enforcement Trends Analysis 2000

2000 Complaint Categories - Summary											
District	Dogs at Large	Barking	Cruelty	Injured Animal	Fierce & Dangerous	Dead Animal	Unspecified	Defecation by-law	police assistance	Total	Percent
1 E.SHORE-MUSQ	101	24	16	3	17	2	4			167	3%
2 WAVERLEY/DUTCH SET	137	20	19	5	12	6	1	1		201	4%
3 PRESTON/PORTERS LK	217	48	19	14	26	5	1	3	2	335	6%
4 COLE HBR N/CHERRY	179	47	20	17	22	10	6	4	1	306	6%
5 EAST PASS/COLE HBR	176	70	44	18	26	6	2	1		343	6%
6 WESTPHAL/WAVERLEY	85	29	24	9	10	4	1	6	1	169	3%
7 WOODLAWN	54	27	14	9	13	3		1	1	122	2%
8 WOODSIDE	61	28	20	10	9	6	3	3	1	141	3%
9 DART NORTH END	90	17	33	36	12	11	5	4	2	210	4%
10 DARTMOUTH CENTRE	102	42	29	37	16	5	5	8	3	247	4%
11 HALIFAX NORTH END	94	17	33	24	17	8	6	4		203	4%
12 HALIFAX CENTER	58	21	18	56	9	2	6	3	1	174	3%
13 NORTH ARM/SOUTH EN	36	6	6	17	3	2	4			74	1%
14 CONNAUGHT/QUINPOO	35	17	20	20	7	6	6	2		113	2%
15 FAIRVIEW-CLAYTON	59	38	35	11	8	4	2	4	3	164	3%
16 CLAY PARK WEST	25	7	3	10	5	1	4	1		56	1%
17 PUR COVE/ARMDALE	42	8	7	2	2	1	3			65	1%
18 SPRY/HERRING COVE	198	85	53	25	33	5	5	4	4	412	7%
19 UPPER SACK-BEAVER	54	18	13	4	11	4	1	2		107	2%
20 LWR. SACK	274	120	57	29	32	15	8	9	4	548	10%
21 BEDFORD	100	44	21	22	8	8	4	7		214	4%
22 HAM PLANS/TIMBERL	106	39	21	2	9	4	2	3	1	187	3%
23 ST MARG/PROS/HATC	141	63	29	11	21	3	4	9	2	283	5%
Dartmouth City	195	43	46	21	22	10	4	8	5	354	6%
Halifax City	113	23	39	33	14	7	1	8	2	240	4%
Unspecified	33	18	14	4	8	0	9	1	1	88	2%
Totals	2765	919	653	449	372	138	97	96	34	5523	100%
	50%	17%	12%	8%	7%	2%	2%	2%	1%		

APPENDIX A
Table 2

Animal Control Enforcement Trends Analysis 2001

2001 Complaint Categories - Summary

District	Dogs at Large	Barking	Cruelty	Injured Animal	Fierce & Dangerous	Dead Animal	Defecation by-law	Unspecified	police assistance	Total	Percent
1 E.SHORE-MUSQ	108	20	25	3	19	3	2	3		183	3%
2 WAVERLEY/DUTCH SET	168	23	12	10	13	3	1	1	1	232	4%
3 PRESTON/PORTERS LK	237	47	34	20	26	8	4	2	2	380	6%
4 COLE HBR N/CHERRY	186	57	19	27	16	9	5	4		323	5%
5 EAST PASS/COLE HBR	200	64	37	26	22	7	6	3	2	367	6%
6 WESTPHAL/WAVERLEY	132	31	16	22	15	8	2			226	4%
7 WOODLAWN	128	48	13	13	12	5	3	2	1	225	4%
8 WOODSIDE	83	43	25	26	17	3	4		2	203	3%
9 DART NORTH END	149	58	75	69	28	13	2	3	6	403	7%
10 DARTMOUTH CENTRE	117	24	39	45	22	5	6	2	3	263	4%
11 HALIFAX NORTH END	122	33	37	46	17	10	11	2	5	283	5%
12 HALIFAX CENTER	75	11	46	70	13	4	4	1	3	227	4%
13 NORTH ARM/SOUTH EN	56	14	8	34	8	3	2	1	1	127	2%
14 CONNAUGHT/QUINPOO	50	9	16	25	8	10	2	5	1	126	2%
15 FAIRVIEW-CLAYTON	87	38	22	24	14	6	6	1	1	199	3%
16 CLAY PARK WEST	29	16	24	10	9	5	2	3		98	2%
17 PUR COVE/ARMDALE	94	28	11	7	11	2	7	1	1	162	3%
18 SPRY/HERRING COVE	262	56	69	32	47	15	3	4	6	494	8%
19 UPPER SACK-BEAVER	128	37	17	10	15	8	4	1	1	221	4%
20 LWR. SACK	256	98	38	37	43	11	10	3	2	498	8%
21 BEDFORD	92	33	12	23	13	8	7	1		189	3%
22 HAM PLANS/TIMBERL	138	60	20	10	16	5	2	2		253	4%
23 ST MARG/PROS/HATC	157	52	21	16	16	3	3	1	1	270	4%
Unspecified	24	11	10	4	2	1	1	3	2	57	1%
	3078	911	646	609	422	155	98	49	41	6009	100%
		51%	15%	11%	7%	3%	2%	1%	1%		

APPENDIX B

ENFORCEMENT SERVICE

CALL TYPE ACCORDING TO CATEGORY (Not including Cats)

The following includes but does not limit the key issues in the respective categories in the enforcement cost tables:

1. SAFETY

Any situation that poses an immediate danger to public safety.

- biting incidents/fierce and dangerous dogs(animals)
- dog at large on the road or school property
- animals in critical distress
- Animal Control Officer requires assistance
- animal owner requires assistance

2. POLICE, MAYOR AND COUNCILLORS' OFFICE OR COMMUNITY PROJECTS REPRESENTATIVE

Any complaint received via the Police, Mayor and Councillors' Offices or Community Projects Representative.

* If it involves safety, it becomes a number 1.

- police assistance calls
- assistance at a fire

3. CHRONOLOGICAL ORDER

Currently occurring infractions which do not fall under priority 1 or 2 will be investigated in the order they are received.

- injured or sick animals that are not critical including birds
- running at large which is not considered a safety issue
- confined dog
- barking
- defecation
- all other sections in the Dog By-Law
- all other animal related by-laws enforced (except C-101)
- cadaver pick-up

4. SELECTIVE INITIATIVES

Follow-up investigations, animal transport, etc.

- investigations where the infraction occurred prior to the complainant reporting it
- transportation of animals in shelter to and from vet
- Selective Enforcement: specialized and focussed enforcement of recurring complaints.

APPENDIX B
Table 1

Enforcement Service (Not including Cats)

Enforcement Components	Service Level	Response*	Year 1 Cost	Year 2 Cost	Year 3 Cost	Year 4 Cost	Year 5 Cost	Total Cost
1. SAFETY: Immediate Danger to Public Safety.	High	24 hours, 7 days /week						
	Medium	16 hours + Emergency On Call Service						
	Minimum	9 am - 9 pm + Emergency On Call Service						
2. POLICE, MAYOR AND COUNCILLORS' OFFICE OR COMMUNITY PROJECTS REPRESENTATIVE	High	24 hours, 7 days /week						
	Medium	16 hours + Emergency On Call Service						
	Minimum	9 am - 9 pm + Emergency On Call Service						
3. CHRONOLOGICAL ORDER: Currently occurring infractions which do not fall under #1 or #2.	High	24 hours, 7 days /week						
	Medium	16 hours + Emergency On Call Service						
	Minimum	9 am - 9 pm + Emergency On Call Service						
4. SELECTIVE INITIATIVES: Follow-up investigations, animal transport, etc.	High	24 hours, 7 days /week						
	Medium	16 hours + Emergency On Call Service						
	Minimum	9 am - 9 pm + Emergency On Call Service						

High: Full staff complement on duty 24 hours per day, seven days per week

Medium : Full staff complement on duty 16 hrs/day + emergency on call

Minimum: Full staff complement on duty 9am-9pm + emergency on call

Service Components	Service Level	Year 1 Cost	Year 2 Cost	Year 3 Cost	Year 4 Cost	Year 5 Cost	Total Cost
Selective Initiatives in addition to the aforementioned ie. Cat colonies	Per Hour						

ENFORCEMENT SERVICE

CALL TYPE ACCORDING TO CATEGORY - CATS

The following includes but does not limit the key issues in the respective categories in the pound cost table:

1. SAFETY

Any situation that poses an immediate danger to public safety.

- biting incidents/fierce and dangerous cats

The following items would be addressed in the Animal Control Enforcement contract:

- animals in critical distress
- animal Control Officer requires assistance
- animal owner requires assistance

2. POLICE, MAYOR AND COUNCILLORS' OFFICE OR COMMUNITY PROJECTS REPRESENTATIVE

Any complaint received via the Police, Mayor and Councillors' Offices or Community Projects Representative.

* If it involves safety, it becomes a number 1.

The following items would be addressed in the Animal Control Enforcement contract:

- police assistance calls
- assistance at a fire

3. CHRONOLOGICAL ORDER

Currently occurring infractions which do not fall under priority 1 or 2 will be investigated in the order they are received.

- cats creating a disturbance as defined in the cat by-law (i.e. excessive noise, causing damage)
- confined cat in a trap

The following items would be addressed in the Animal Control Enforcement contract:

- injured or sick animals that are not critical including birds

4. SELECTIVE INITIATIVES

Follow-up investigations, cadaver pick-up, etc.

- investigations where the infraction occurred prior to the complainant reporting it

The following items would be addressed in the Animal Control Enforcement contract:

- cadaver pick-up
- transportation of animals in shelter to and from vet

APPENDIX B
Table 2

Enforcement Service - Cats

Enforcement Components	Service Level	Urban Response*	Year 1 Cost	Year 2 Cost	Year 3 Cost	Year 4 Cost	Year 5 Cost	Total Cost
1. SAFETY: Immediate Danger to Public Safety.	High	24 hours, 7 days /week						
	Medium	16 hours + Emergency On Call Service						
	Minimum	9 am - 9 pm + Emergency On Call Service						
2. POLICE, MAYOR AND COUNCILLORS' OFFICE OR COMMUNITY PROJECTS REPRESENTATIVE	High	24 hours, 7 days /week						
	Medium	16 hours + Emergency On Call Service						
	Minimum	9 am - 9 pm + Emergency On Call Service						
3. CHRONOLOGICAL ORDER: Currently occurring infractions which do not fall under #1 or #2.	High	24 hours, 7 days /week						
	Medium	16 hours + Emergency On Call Service						
	Minimum	9 am - 9 pm + Emergency On Call Service						
4. SELECTIVE INITIATIVES: Follow-up investigations, animal transport, etc.	High	24 hours, 7 days /week						
	Medium	16 hours + Emergency On Call Service						
	Minimum	9 am - 9 pm + Emergency On Call Service						

High: Full staff complement on duty 24 hours per day, seven days per week

Medium : Full staff complement on duty 16 hrs/day + emergency on call

Minimum: Full staff complement on duty 9am-9pm + emergency on call

APPENDIX B

Table 3

Pound Service Cost Table (Not including Cats)

Components of Service	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Customer Receiving Services						
Pound Operations (72 hour impound period)						
Adoption Program (for a maximum of 30 days)						
Euthanasia and Disposal						
Administration						
Equipment (i.e. computer hardware/ telecommunications)						
Other (please list)						
Total						

APPENDIX B

Table 4

Pound Service Cost Table for Cats

Components of Service	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Customer Receiving Services	N/A					
Pound Operations (72 hour impound period)						
Adoption Program (for a maximum of 30 days)						
Euthanasia and Disposal						
Administration	N/A					
Equipment (i.e. computer hardware/ telecommunications)	N/A					
Other (please list)						
Total						

APPENDIX C

HRM ANIMAL CONTROL ENFORCEMENT SERVICES
PROPOSAL EVALUATION CRITERIA

A description of the detailed approach of the enforcement components
compliant with current industry standards and the objectives outlined in the scope of work. PASS FAIL

Provision of a Project Manager and management structure that is
conducive with the HRM operations. PASS FAIL

Ability to commence contract effective April 1, 2003 PASS FAIL
* A scoring of 'FAIL' in any of the above will remove the proposal from further consideration.

Scoring Criteria: 0 - unsatisfactory, 1 - Needs Improvement, 2 - Satisfactory, 3 - Exceeds Requirements

	SCORE	* WEIGHT	= TOTAL
1. Proponent - Background			
A.. Length of time in business	/3	3	
B. Subject matter expertise in related field	/3	3	
C. Reliability/credibility of company	/3	3	
D. References	/3	3	
2. Program Team - Background			
A. Relevant skills possessed by the proponent's project team	/3	5	
B. Project Managers experience	/3	5	
C. Personnel knowledge, experience in similar work	/3	5	
D. Team Approach	/3	5	
E. References	/3	5	
3. Understanding of Services/Tasks/Scope of Work			
A. Understanding of objectives/deliverables/ issues to be addressed	/3	5	
B. Detailed plan (3.0) satisfies the scope of work	/3	5	
C. Quality of proposal approach	/3	5	
D. Other valued added services	/3	5	
4. Operational Specifics			
A. Location of offices	/3	5	
B. Equipment List/Numbers	/3	5	
C. Education and Awareness	/3	10	
D. Investigative Experience	/3	10	
E. Dispatch Function	/3	10	
5. Cost	/3	15	
		TOTAL	<u>336</u>

APPENDIX D

HRM ANIMAL POUND SERVICE
PROPOSAL EVALUATION CRITERIA

Pound Compliant with A Code of Practice for Canadian Kennel Operations	PASS	FAIL
Provision of a Project Manager and management structure that is conducive with the HRM operations.	PASS	FAIL
Ability to commence contract effective April 1, 2002	PASS	FAIL

* A scoring of 'FAIL' in either of the above will remove the proposal from further consideration.

Scoring Criteria: 0 - unsatisfactory, 1 - Needs Improvement, 2 - Satisfactory, 3 - Exceeds Requirements

SCORE * WEIGHT = TOTAL		
1. Proponent - Background		
A.. Length of time in business	/3	3
B. Subject matter expertise in related field	/3	3
C. Reliability/credibility of company	/3	3
D. References	/3	3
2. Program Team - Background		
A. Relevant skills possessed by the proponent's project team	/3	5
B. Project Managers experience	/3	5
C. Personnel knowledge, experience in similar work	/3	5
D. Team Approach	/3	5
E. References	/3	5
3. Understanding of Services/Tasks/Scope of Work		
A. Understanding of objectives/deliverables/issues to be addressed	/3	5
B. Detailed plan (4.1) satisfies the scope of work	/3	5
C. Quality of proposal approach	/3	5
D. Other valued added services	/3	5
4. Operational Specifics		
A. Location of pound	/3	5
B. Methods and protocols for euthanasia	/3	5
C. Animal Evaluation Criteria	/3	5
D. Protocol for exercising and feeding of animals	/3	5
E. Number of animal kennels available	/3	10
5. Cost	/3	15
TOTAL		<u>306</u>

APPENDIX E

A Code of Practice for Canadian Kennel Operations

<http://www.cvma-acmv.org/pdfFiles/Kennel%20Code-EN.pdf>

~~A Code of Practice~~

For Canadian Kennel Operations



Canadian Veterinary
Medical Association
L'Association canadienne
des médecins vétérinaires

September 1994

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Preface

Although codes of practice have been developed for farm animals, ranched fox and mink, no such guidelines have been developed or accepted by organizations whose mandate is the proper care, management, and breeding of dogs, eg. the Canadian Kennel Club (CKC), the various breed associations, and the Canadian Veterinary Medical Association (CVMA).

Those producing, managing and using dogs for research and testing in Ontario must comply with the requirements of that province's Animals for Research Act. Various humane societies have established their own accreditation programs which, in some cases, mirror one developed by the American Humane Association (AHA). All other kennels in Ontario are not licensed or regulated.

The Canadian Council on Animal Care (CCAC) in the 2nd Edition of Volume 1 of its Guide to the Care and Use of Experimental Animals (1993) has developed standards for animal facilities and ethical requirements associated with the care, management and use of dogs. Volume 2 of the Guide (1984), focuses on individual species and contains a chapter devoted to dogs. Although these guidelines are part of a voluntary control program aimed at improving the humane treatment and use of experimental animals, all institutions in which dogs are used in research, studies funded by granting councils, and federal and provincial government laboratories consider them as required standards.

Like the codes of practice developed by Agriculture Canada, the Canadian Federation of Humane Societies (CFHS), the CVMA and those associated with the livestock industry, a code of practice for the care, management and breeding of dogs would be a voluntary one. It would be used as an educational tool by dog breeders, members of the general public acquiring dogs, animal welfare groups, and be used as a standard by all those interested in the promotion of sound care management, and welfare practices.

The recommendations that will be contained in a document of this type will not be comprehensive for all circumstances. For example, cage and pen size will depend upon the breed and the practices that can be applied to ensure the welfare of the dogs being raised or used. As well, an important aspect of ensuring the well being of each animal is to pay attention to its uniqueness. Undoubtedly, as additional research information becomes available and management practices and requirements change, these guidelines, too, will undergo change. Thus, this code of practice must be considered as a living document, subject to amendment as new information becomes available and may be considered an initial venture in providing guidance to all those interested in the humane care and treatment of dogs. For this voluntary code to be fully effective, those involved in the care and handling of dogs and puppies should accept and adopt the code's recommendations.

Introduction

History tells us that, almost since the beginning of time, humans and dogs have had a unique relationship. Many of the forebears of the modern companion dog were working dogs, and some still retain that distinction. There is no doubt about the increase in the numbers of dogs that are used to assist people, for example, those suffering from disabling and incapacitating illnesses. While most of the dogs that are bred today become pets, or companion animals, there continue to be working dogs, whether they are assistance dogs or actually working, herding livestock, sniffing out illegal substances, searching, guarding or protecting. In today's society, there is a greater concern than ever before about the humane treatment and welfare of dogs kept for any purpose. Humane treatment, however, is entirely dependent on the compassion, understanding, skills, training, and the integrity of the dog owner, the dog breeder and those engaged in all aspects of the kennel industry.

It is advantageous to acquire knowledge of the characteristics, physiology, and nutritional and behavioral needs of each dog, whether it be random source or purebred. It is important to realize that each dog is completely dependent on the individuals who provide daily care.

Dog owners are responsible not only for the well-being of their dogs, but also toward others in society who may be affected by the animal's behavior. While this code of practice will not address communities' needs, it is important that dog owners realize that dog bites constitute one of the

most serious epidemics in North America, causing hundreds of thousands of serious injuries to children and adults annually in Canada and the U.S. Similarly, free-running or unattended dogs can foul our streets, parks, and private property. Therefore, dog ownership brings with it the additional responsibility of ensuring that the dog becomes a good citizen.

Those who have accepted responsibility for a dog(s), no matter what their area of involvement, must provide: 1) comfort, shelter and security, 2) readily accessible fresh water and a diet capable of maintaining the dog(s) in full health and vigour, 3) freedom of movement, 4) the company of other animals, which includes the human who is often the only contact that the dog(s) might have with other living creatures, 5) the opportunity to exercise most, if not all, of their normal patterns of behavior, 6) an environment and housing that neither harms the animal nor causes any undue strain, 7) the ability to recognize and prevent abnormal behavioral patterns, injury, and parasitic infections and disease, including rapid diagnosis and treatment when indicated, and 8) appropriate health care.

Because of the great variation of physical and behavioral patterns of the dog, which is greater than any other domesticated animal, their needs can be met under a variety of management practices. There is more than one way in which the welfare of the animal can be safeguarded.

Definitions

Humane care:

The term "humane care" will be used commonly in this code of practice, for it forms the basis for all animal care, management practices, and procedures. Lack of humane care seriously impairs the health and well-being of the dog, making it susceptible to disease. "Humane care" is an all-inclusive term and does not simply embody the principle that you do not cause pain to the animal deliberately. Instead, one must strive to ensure that all avoidable pain, distress, discomfort and factors causing anxiety and suffering are eliminated from the conditions under which dogs are housed, bred and raised. This includes selecting the proper site for kennels to ensure that optimal conditions are provided for the dogs, particularly breeding dogs or dogs maintained in kennels. The means of kennelling must also satisfy the dog's social and exercise needs. Humane care also implies sanitary conditions and the ability to control environmental conditions such as air pollution, noise, temperature and humidity.

High quality (i.e. meeting a certain standard such as CVMA certification), nutritional, contaminant-free food, adequate potable water, and appropriate accommodation, including shelter from the elements and unnecessary variations in temperature, must be provided. Dogs should be raised at temperatures as close as possible to the comfort zone of the animal, its age and condition. It is also necessary to provide adequate, regular supervision and efficient knowledgeable health care controls to ensure no harm comes through the association with incompatible dogs, sick dogs or other adversarial animals or vermin. Sufficient numbers of experi-

enced personnel should be employed as required. Such individuals must have compassion and a respect for all living things, particularly for those dogs or puppies for which they are responsible. It is not sufficient that they have only a knowledge of feeding, watering and removal of excrement; they must be knowledgeable concerning the animals themselves.

Other General Terms:

- Bitch:** A female dog.
- Breed:** A specific kind or strain of related dogs similar in type and use.
- Breeder:** Generically refers to a person who breeds dogs. More specifically, the breeder of a litter is considered to be the owner of the dam at the time when she is bred. (Note: dogs may be owned outright or leased for these purposes).
- Brood bitch:** A female used for breeding.
- Canine:** Any animal of the family Canidae.
- Conformation:** The form, structure and physical arrangement of body parts in accordance with the breed's standards.
- Crossbred:** A dog whose sire and dam are of two different breeds, i.e. the opposite of purebred.
- Dam:** The mother of a puppy or litter.

Dog:	Technically refers to a male dog, but is commonly used as the generic term to refer to canines of both sexes.	Neonate:	A puppy from birth to three weeks of age.
Estrus:	The restricted period of time during which the female is sexually receptive. Commonly referred to as being "in heat."	Neuter:	The process of surgically altering a dog or bitch so that it is no longer capable of reproduction.
Euthanasia:	The term is derived from the Greek "eu" for "good" and "thanatos" for "death" or an easy death. The euphemisms for euthanize include "destroy," "put down," or most commonly, "put to sleep."	Outcross:	The mating of totally unrelated animals within a breed.
Heat:	Denotes when a bitch is sexually receptive and can be bred. In most bitches the heat cycle lasts for 3 weeks and occurs about every 6 months.	Pedigree:	The written record of a dog's descent. A registerable family tree. For registration purposes the requirement is generally a three-generation pedigree, and up to a five-generation pedigree for a newly recognized breed.
Inbreeding:	The mating of very closely related dogs, those within their immediate family. Example: father to daughter.	Puppy:	A dog under 12 months of age.
Intact:	A dog that has not been altered by neutering.	Purebred:	A dog whose sire and dam represent the same breed and are themselves of unmixed descent.
Kennel:	An enclosure where dogs are kept. A kennel can also refer to a dog breeding and housing "operation" and facility. This includes enclosures where dogs are boarded and trained.	Sire:	The father of a puppy or litter.
Line breeding:	The mating of dogs of the same breed to relatives, except for those in their immediate family. e.g. the mating of ancestors, such as a dog to his grand dam.	Soundness:	The physical conformation and temperament which measures the degree of freedom of a purebred dog from flaws and defects - whether physical appearance, temperament or genetic problems.
Mature:	A fully grown adult dog, generally considered to be two years or more.	Spayed:	A neutered female dog.
		Standing heat:	The period of time during the bitch's heat cycle that she will willingly stand to be bred by the male. In most bitches this event happens from the 11th to 14th day of the heat cycle.
		Stud dog:	A male dog used for breeding purposes.
		Whelping:	The process of giving birth.

Behavioral terms:

- Defensive aggression:** Threatening behavior displayed by a dog baring its teeth, growling, snapping, risen hackles or biting when provoked by a human or another animal.
- Fear biting:** Aggression displayed towards a person, provoked only by their presence.
- Hyperactivity:** A behavior pattern frequently characterized in dogs by pacing, barking and destructive chewing.
- Lethargy:** Behavior displayed as excessive quietness, absence of play in puppies, extended sleep periods, lack of interest at feeding.
- Separation anxiety:** A behavior pattern characterized by constant crying, chewing or hyperactivity and which commonly follows separation of the dam and her litter. It can also be displayed by a dog separated from a familiar habitat, person or companion animal.
- Socialization:** The process by which a puppy is introduced and exposed to human and animal contact thereby developing behavior that is friendly and sociable.
- Submissive:** A fear-induced behavior in which a dog shies from human or animal contact and may cower or urinate.
- Temperament:** A dog's character, disposition, and tendencies.

Acronyms

- CCAC:** Canadian Council on Animal Care
- CFHS:** Canadian Federation of Humane Societies
- CKC:** Canadian Kennel Club
- CVMA:** Canadian Veterinary Medical Association
- FIDO:** Federation of Independent Dog Owners
- HABAC:** Human Animal Bond Association of Canada
- PIJAC:** Pet Industry Joint Advisory Council of Canada
- SPCA:** Society for the Prevention of Cruelty to Animals

SECTION I:

The Selection of a Purebred Dog

The availability and selection of dogs for both novice and experienced breeders is an important element in a breeding operation whose main interest is show or trial dogs and a pet kennel whose main interest is producing dogs for pet purposes. Dogs are basically available from "breeder" and "non-breeder" sources. The selection of a particular dog from either of these sources depends on the breed and the breed characteristics that are sought and considered desirable at the time.

I.A. Breeders

I.A.1 A breeder refers to the individual who is involved in the breeding of dogs. In reference to a specific litter, the breeder is the owner of the dam at the time when she is bred. Breeders are a direct and primary source of puppies.

I.A.2 Individuals are involved as dog breeders for any number of reasons, among them the improvement of the breed and the progeny resulting from their breeding stock, for conformation showing or trialing purposes, for working purposes- such as herding or guide leaders, and for the sale of puppies to the dog-buying public.

I.A.3 Breeders rank on a continuum from excellent to very poor. The better breeders adhere to generally recognized breeding practices and may be identified by the quality of their stock, well-maintained and managed facilities, willingness to display the parents of a litter and other progeny, have well-groomed, clean, healthy and socially well-adjusted dogs and puppies, have evidence of vaccination, and certification to prevent possible genetic defects generally associated with the breed. Poorer breeders often reflect the opposite, with few if any championship stock, run-down or crowded facilities, reluctance to show-off the parents of a litter and other progeny, dirty, unhealthy, and ill-

adjusted e.g. over submissive, hyperactive, or aggressive dogs, sold at a younger age often without proper vaccination, and no evidence of certification for genetic defects. Poor breeders have little regard for the frequency of breeding nor the age of breeding stock.

I.A.4 Better breeders will have a written contract or agreement with the new owner to take the puppy or dog back for practically any reason and without any particular time limitation. Poorer breeders provide any variation of limitations with their "guarantee."

I.A.5 When a dog is selected and purported to be purebred, the word "purebred" or "registered" must be on the bill of sale or receipt. Having the bill say "Cocker Spaniel," "Golden Retriever," or "Maltese," is not sufficient. If a breeder sells cross-bred dogs, she / he cannot be a member of the Canadian Kennel Club.

I.A.6 Potential purchasers of a puppy or dog must spend time screening breeders and the animals sold by them. This is as important for pet seekers as for those shopping for breeding stock and potential show-quality dogs. All buyers should have "good" temperament as an essential criterion for selection.

I.A.7 Impulse buying should be discouraged. Breeders selling dogs to the general public must spend time with the consumer to make sure the dog is compatible with the expectations of the purchaser and that the purchaser can suitably provide for the dog.

I.A.8 The Animal Pedigree Act is an essential part of federal law governing the registration of purebred dogs in Canada and any infractions thereof.

I.B: Non-Breeder or Secondary sources of Purebred Dogs

I.B.1 Individuals not directly involved with the breeding of dogs are referred to herein as non-breeders. These individuals may still be engaged in the transporting, sale, training, showing and trialing of dogs. Non-breeders involved in the transportation or sale of dogs can be considered as a secondary source for selection, because they are at least one step removed from the kennel of origin.

I.B.2 Individuals involved in the mass transportation of puppies and dogs are usually acting as "brokers" between one or more commercial dog breeding facilities and the pet retail industry. Most commonly, other than breeders, pet stores are involved in the selling of puppies and dogs.

I.C: Population Control

I.C.I Regardless of the source of the dog, A dog owner who is not interested in the dog for breeding purposes should be strongly encouraged to have it spayed or neutered. From a health perspective this is beneficial to the dog. These "pets" are often sold to the owners on a "non-breeding contract," a binding agreement which forbids the dog to be bred. A dog owner who is not interested in breeding the animal but is involved in showing the dog, may keep it "intact" until its show career is complete or it may be spayed or neutered and entered in conformation shows in a class for spayed/neutered purebred dogs.

I.D: Conformation Standards for Purebred Dogs

I.D.1 Physical

I.D. 1a The physical standard refers to the general shape and appearance of a dog. Most commonly associated with the purebred dog fancy, the breed standard is a description of the "ideal" appearance and movement particular to a breed. The standard provides a goal for the reputable breeder

who strives to reach these elements of perfection. Dog shows generally provide the forum in which a dog is judged against the standard to determine the degree to which the standard has been met. Even with the standard and judging certifications, beauty is still largely in the eye of the beholder.

I.D. 1b Breed standards differ around the world. For instance, the breed standard in Canada, the United Kingdom and the United States might differ in some ways and with some breeds. However, most of the breed standards include: general appearance, temperament, balance and size, coat and color, head, neck, forequarters, body, hindquarters, tail, and gait.

I.D.1b. (i) General appearance describes the outline of the dog and will refer to carriage and overall condition.

I.D.1b. (ii) Temperament describes the breed's known disposition and typical manner. A vicious temperament is never encouraged and a bad temperament is faulted. Bad temperament can be a symptom of poor breeding and lack of socialization especially when exhibited in very young puppies.

I.D.1b. (iii) Balance refers to a dog whose parts are typically proportioned to its whole, in accordance with the known function of the dog.

I.D.1b. (iv) It is not uncommon to see a size restriction or scope of limitations, including minimum and maximum heights, for a breed. This helps to keep the toy breeds small and the large breeds large, and those that should be in-between just where they should be.

I.D.1b. (v) Coat can be short or long, soft-coated, wiry, curly, silky, woolly and so on. Colors are designated and restricted for some breeds, while for others any color is acceptable.

I.D.1b. (vi) Head will include the description of the muzzle, underjaw, nose and eye set, and color.

I.D.1b. (vii) Neck includes both the type, such

as long or thick, and the style, such as arched.

I.D.1b. (viii) Forequarters describes the shoulders, elbows and forelegs for proper position, degree of bone and pastern type.

I.D.1b. (ix) Body will describe chest and topline.

I.D.1b. (x) Hindquarters provides the operative drive and is often well described including degree of muscularity, sweep of stifle and hock joint conformation.

I.D.1b. (xi) Tail description will include where the tail is properly set on the hindquarters, length, and the way the tail is to be properly carried.

I.D.1b. (xii) Gait describes the movement typical to that breed including front action and rear drive.

I.E. 2: Behavioral

I.E.2a. The breed characteristics (i.e. genotype) and the environment in which a dog lives will fundamentally determine its behavior. From there, the individual characteristics of each dog will set it apart from all others.

I.E.2b. Certain behavioral characteristics can generally be attributed to a given breed or group of breeds. For instance, hounds tend to be rather aloof, terriers more intense and tenacious, sporting, working and herding dogs outgoing and happy workers, toys quite demanding of affection. The key element is to understand the breed characteristics as a partial means to projecting a dog's behavior and its behavioral needs.

I.E.2c. The breeding program plays a significant role in setting a dog's behavior. This begins with the choice of sire and dam, and the behaviors exhibited by them. Bad temperament in a dog is

generally the result of a poor breeding program or improper management by a dog owner.

I.E.2d. The environment into which the puppy is born and raised will also determine the behavior patterns of an adult dog. Social rearing of puppies is the most effective means of ensuring compatible behavior as adults. Furthermore dogs properly handled as puppies show a greater resistance to stress and greater disease tolerance than those which are not so handled. 1. Reference below. The socialization of a puppy between 4 and 10 weeks of age is critical if that dog is to be a suitable companion animal. Discipline at an early age and obedience training later in the puppy's life will all have an impact on the dog's behavior. Consistency in the disciplinary approach, and ongoing love and attention during the life of the dog will help to develop a well-behaved and well-adjusted dog.

1. 1972 and 1975 studies of Fox cited at p. 61 CCAC Guide Vol. 1 (2nd ed.) 1993.

I.F: Genetic Defects

I.F.I. Breeders should be aware through reading and consultation with their veterinarian of the genetic defects prevalent in the breeds of dogs with which they are associated. Breeders must take steps to eliminate genetic defects by establishing suitable breeding programs. This holds true for both physical and behavioral characteristics.

I.G: Sources of non Purebred Dogs

I.G.I. Excepting cross bred dogs produced in kennel operations which is infrequent, this document recognizes but does not intend to cover various other sources of dogs to be kept as companion animals. Rather the prospective dog owner is referred to the Common Sense Guide for Selecting a Pet published by the Canadian Veterinary Medical Association.

SECTION II:

Housing and Accommodation

II.A. Site

II.A.1 The site needs to be suitable to the needs of the kennel operation, and the kennel operation suited to the needs of the breed or of the dogs to be kennelled.

II.A.2 The site provides ease of kennel maintenance whether the kennel is one room or floor of the family home, or a completely separate building. In either case, maintenance, repair, and individual care and attention for all kennel dogs is essential.

II.A.3 A separate kennel facility will require sufficient land to accommodate the building and outside exercise runs. For this, proximity to neighbours must be considered, as dogs can be vocal and cause unwelcome disturbances, especially at feeding times.

II.A.4 An investigation of zoning restrictions, by-laws, building codes and standards will provide valuable insight into the requirements for a kennel operation. Early understanding of this information and advance planning will save time, money and grief later.

II.A.5 Researching and visiting existing, reputable kennel operations can provide insight into site selection. This would include drainage consideration, waste removal, access to heat and electricity, and so on.

II.B. Construction

II.B.1 Interior walls/interior weight-bearing walls and partitions may be constructed of masonry, metal, masonite, cement, plaster or other wash-

able and sanitizable building material. Inside surfaces should be smooth, durable and impervious to facilitate cleaning.

II.B.2 Exterior walls should be fire-resistant and impervious to moisture. Doors, window frames and window sashes may be constructed of wood provided they are rendered impervious to moisture and are rodent- and vermin-resistant (caution: wood treated with some preservative may cause ill effects, including birth defects).

II.B.3 Combustible materials such as paper, wood chips etc. should be stored in a fire-resistant area of the building to reduce the risk of accidents leading to fire in the kennel.

II.B.4 Fire extinguishers should be available and accessible within the building. Extinguishers should be checked monthly to ensure they remain functional.

II.C Insulation

II.C.1 Dogs should be raised in temperatures as close as possible to the comfort zone of the breed. For instance, a Newfoundland or Saint Bernard would have a different comfort zone than an Italian Greyhound or a Toy Poodle. Short-coated breeds require supplemented heat during adverse weather.

II.C.2 Older and infirm dogs will require a warmer and more comfortable environment. Many breeds of dogs will tolerate lower temperatures as long as they are dry, away from drafts and have had adequate time to adjust to the temperature. Consideration must be given to the individual dog weighing factors such as age and overall health.

II.C.3 Insulating materials can be toxic to dogs, and should therefore be inaccessible to dogs.

II.C.4 Interior conditions should be consistently maintained and avoid fluctuations that could cause discomfort during extremes in weather.

II.C.5 Insulation in walls and ceilings will assist as a noise barrier.

II.D. Roofs

II.D.1 Roof coverings, fastened to sheathing or directly to the roof joists should be laid so as to prevent the entrance of rodents and vermin into the facility, and covered with suitable materials in order to eliminate leakage and exposure of the dogs to adverse weather conditions.

II.E. Ceilings

II.E.1 Ceilings should be constructed of materials similar or equal to those for the walls and partitions, and subject to identical finishing.

II.E.2 Ceilings, walls and partitions should abut closely to prevent crevices which can lead to rodent infestation.

II.E.3 Corners of ceilings, walls and partitions should be caulked and painted so as to be completely washable.

II.F. Floors

II.F.1 Preferably floors should be constructed of densely mixed concrete, or other material to provide smooth surfaces which are impervious to moisture making them easy to clean and sanitize.

II.F.2 If an impervious covering is placed on the floor, it should extend at least six to eight inches up the walls and ensure that such material is molded so that there are no crevices or cracks.

II.G. Ventilation and light

II.G.1 Proper air circulation is essential in the prevention of respiratory disease. The number of air changes per hour is extremely important and is dependent on the number of dogs being housed and the size of the facility. (See Appendix-CCAC Guide cited Care and Use of Experimental Animals)

II.G.2 A source of fresh air is critical. Recirculating inside air only circulates contaminants, viruses, bacteria and molds.

II.G.3 When ambient temperature reaches over 27°C (80°F), additional ventilation, such as exhaust fans and/or air conditioning should be available. Drafts, chilling, and excessively high humidity are detrimental to dogs of all ages and promote respiratory disease.

II.G.4 All kennel areas must be clearly visible during daylight hours and at night. Emergency lighting should be available. The minimum lighting requirement is 8 hours per day.

II.H. Humidity

II.H.1 Humidity should be kept below 70% preferably maintained at 45-55%. Improved ventilation and mixing of outside air by use of fans will help to reduce excessive humidity.

II.I. Temperature

II.I.1 The minimum allowable temperature for an indoor facility is 10°C (50°F).

II.I.2 The maximum allowable temperature for an indoor facility is 27°C (80°F).

II.I.3 Temperatures should be suitable to the breed, coat length, age and condition of the dogs housed in the kennel.

II.J. Cages, pens, and enclosures

Housing should facilitate social group formation, human interaction, comfort and sanitation. Exercise for dogs is of prime consideration. If no exercise areas are provided, pen sizes should be adjusted to provide exercise space. As well, a daily exercise program should be instituted.

II.J.1 Indoor housing:

II.J.1(a) Cages or pens which are sufficient in size and height and of a design that permit each animal confined therein to:

- i) stand normally to its full height
- ii) turn around easily
- iii) move about easily for the purpose of posture adjustments
- iv) lie down in a fully extended position
- v) enable species-appropriate contact
- vi) provide bitches with nursing puppies an additional 10% space per nursing puppy
- vii) provide for the social and behavioral needs of the dog

II.J.2 Outdoor housing:

II.J.2 (a) Outdoor housing can be provided for selected breeds that are suitable to the out-of-doors, and who are properly acclimatized to seasonal and regional temperatures.

II.J.2 (b) Aged, young or infirm animals should not be housed outdoors.

II.J.2 (c) Shelter and protection from cold and heat must be provided including protection from direct sunlight, rain, sleet, and snow. A rain break must be provided at the end of each area where clean, dry bedding is located.

II.J.2 (d) Enclosures consist of four sides, a roof and flooring, with easy access from the inside and out. A separate exercise area extends from the housing area and must also provide protection

from direct sunlight and inclement weather.

II.J.3 Outdoor exercise areas:

II.J.3 (a) Outdoor exercise runs should be large enough for dogs to break into a trot and provide protection from adverse weather.

II.J.3 (b) Exercise areas must be fenced with sturdy construction and in good repair.

II.J.3 (c) The exercise running surface must be safe and not slippery, and free from debris that could cause injury or damage to the dog.

II.J.3 (d) Concrete runs should be sealed and sloped to allow for drainage within 5 minutes.

II.J.4 Wire flooring:

II.J.4 (a) Housing with wire floors is an inadequate method of containing dogs. Their feet are subjected to constant trauma from wire cuts; caluses and bone deformities may develop from inadequate footing. As well, wire flooring results in a lack of definition between eating, drinking and sleeping areas, and elimination areas, and can result in the breakdown of the pup's natural instinct not to soil its "den." This can result in future house training problems. If wire floors must be used a solid floored sleeping area must be provided and the puppy must be given an opportunity to exercise on a larger solid floored area at least 3 times daily.

II.K. Whelping facilities

II.K.1 The whelping area should be separated from the individual and/or group kennel enclosures housing other kennel dogs, thereby providing the whelping bitch with privacy.

II.K.2 Human supervision and immediate access to human assistance is important during the whelping period and the days following the birth of the

puppies. Therefore, the whelping area should be located in an area that will facilitate ongoing supervision by the breeder.

II.K.3 The whelping area might consist of a whelping box which is 2 1/2 times the size of the bitch. The box is constructed with four sides and a floor. Within the box, dowling rails are placed along all 4 sides, 10cm (4 inches) from the floor, and 10cm (4 inches) out from the walls - forming a ledge. This will help to prevent the bitch from pushing a puppy accidentally into the wall and suffocating it by lying on it. Toy breeds would require lowering the dowling by 5cm (2 inches).

II.K.4 Supplemental heat, generally in the form of a heat lamp, should be available if necessary. Be cautious not to overheat the whelping area or the bitch will be driven from the box.

II.L. Group housing

II.L.1 Group housing can be suitable, provided there is plenty of room for all dogs to move freely and easily. Indoor and outdoor housing guidelines apply to group housing.

II.L.2 Certain precautions must be followed for group housing to be acceptable:

II.L.2 (a) Females in heat should not be housed in primary enclosures with males.

II.L.2 (b) Any animal exhibiting vicious behavior or dominance aggression should be housed individually.

II.L.2 (c) Puppies under 4 months of age should not be housed in the same primary enclosure with adults other than their dams. Adolescents should be housed separately. Sire management requires independent housing.

II.L.2 (d) Dogs under treatment for a communicable disease or suspected of harboring a commu-

nicable disease should be housed separately in a quarantine area for a time deemed suitable by the attending veterinarian.

II.L.2 (e) Newly acquired dogs should automatically be isolated before full integration into the kennel.

II.M. Environmental enrichment

II.M.1 All housing should allow for enrichment strategies. Although there are many recent publications concerning suitable enrichment for dogs, including a chapter in Volume 1 of CCAC's Guide entitled "Social and Behavioral Requirements of Experimental Animals," second edition. However, there still remains a need to acquire additional knowledge of animal behavior in order to produce an environment that will enhance the dogs well-being and permit it to live in many social environments in a compatible manner.

II.M.2 "Enrichments," often in the form of toys or other appliances, are frequently given to dogs to produce a desired change in behavior. For example, abnormal or persistent grooming may be moderated by giving the dog rawhide or other treats on which to gnaw.

SECTION III:

Food and Water

III.A. General

III.A.1 Good nutrition is an essential component in the raising of healthy dogs.

III.A.2 Nutrient requirements differ from individual to individual and vary with age, activity level, environmental conditions and physiologic state (e.g. pregnancy, lactation and weaning). Food selection should be adjusted accordingly.

III.A.3 Excellent, high-quality, commercially prepared dog foods are widely available and can meet the nutrient requirements of puppies, adults and senior dogs.

III.A.4 Puppies and growing young dogs (up to 18 months of age in the giant breeds), require extra protein, calcium, phosphorus and energy provided in a good-quality puppy food.

III.A.5 Dogs should be fed a minimum of once every 24 hours. Puppies after weaning should be fed a minimum of three times daily until they approach two thirds of their ideal adult weight and then twice daily through to mature weight.

III.B. Food

III.B.1 Commercially prepared dog foods are available in dry, semi-moist and moist forms.

III.B.2 High-quality, commercially prepared dog foods are available to meet different requirements of the dog. They are available in variations for growth, adult maintenance, adult light (for overweight adults), performance (for active working dogs), and senior diets.

III.B.3 Selecting a quality dog food that best meets the condition and lifestyle of the dog is important. As well, changing foods may cause difficulties, such as diarrhea, vomiting or loss of appetite, and should not be done frequently. When changing foods, mix a small amount of new food in with the old one, and gradually increase the proportion of new food. Phase the new food in over a 4-5 day period.

III.B.4 On the advice of a veterinarian, a dog may be fed a prescription diet food. These foods will help to alleviate and prevent conditions associated with infectious and metabolic disorders.

III.B.5 In general, it is wise to avoid feeding homemade concoctions which are often not nutritionally balanced.

III.B.6 The CVMA has developed a Pet Food Certification Program which provides the Canadian pet food purchaser with quality assurance. Participating dog food manufacturers must prove to the CVMA that they are dedicated to manufacturing food products of optimal quality and to public education regarding proper health and feeding of dogs.

III.B.7 Food storage bins must be covered, vermin-proof and properly marked. Food dishes and utensils should be stored in a clean and protected area.

III.C. Water

III.C.1 Clean, potable drinking water must be available indoors and/or outdoors at all times in clean containers.

III.C.2 Water containers should be cleaned and refilled at least once a day.

III.C.3 Water containers should be fixed to prevent accidental spillage.

III.C.4 Water containers should be washed daily and sanitized .

III.E.3 Feeding bowls should be washed after each feeding and disinfected before using for another animal.

III.D. Miscellaneous additions to diet

III.D.1 Dogs, especially puppies, like to chew. Commercially available rawhide bones and strips, nylon bones, or braided rope chews can be provided. The choice of one of these items should be appropriate to the breed and caution should be exercised. For example, a dog can chew off large chunks and ingest these. As well, large-breed dogs can eat even gigantic rawhide bones in the matter of an hour and become ill.

III.D.2 Nutritional supplements, such as minerals and vitamins, are generally unnecessary, provided that a good-quality, fresh dog food is fed. Adding unnecessary items may in turn unbalance the diet.

III.D.3 Do not feed chicken bones or other bones that will splinter and which can lead to intestinal perforation, or intestinal blockage, or cause acute gastroenteritis.

III.E. Food and water utensils

III.E.1 Stainless steel food and water dishes allow for the most thorough removal of old food and water film.

III.E.2 If used, automatic watering systems should be checked daily to ensure that they are operating properly and that each animal is receiving its daily water requirement.

SECTION IV:

Care and Supervision

IV.A. Attendants and supervisory staff

IV.A.1 Efficient regular supervision by experienced staff should be provided on an ongoing basis, together with knowledgeable health care controls, and prevention from harm through association with incompatible dogs or other adversarial animals or vermin.

IV.A.2 Staff should be experienced in the needs of dogs and puppies. Such individuals must have compassion and respect for all living things, particularly the puppies and dogs for which they are responsible.

IV.A.3 The attendants should understand the breed's characteristics and species variability. The caretakers should provide enrichment for the dogs.

IV.A.4 Socialization of the puppies and dogs to human beings should be a goal of all those caring for the animals. Puppies should be exposed to a variety of human beings including children from the age of 4 weeks until sold.

IV.B. Identification and records

IV.B.1 Permanent identification of each dog and individual records are essential to good management practices.

IV.B.2 Permanent identification can be achieved by means of a tattoo or microchip implant.

IV.B.3 Record-keeping is essential. Records should include breed, sex, date of birth, the sire and dam, tattoo or microchip number, colour and markings. Individual records should be developed

by the time the litter is weaned.

IV.B.4 Records for all litters should include a daily record of each puppies progress i.e. weight gain, weakness etc. as well as numbers and sexes. Desirable and non desirable traits should be noted. The records should specify individual birth weights, condition and vigor.

IV.B.5 Records should include information concerning the nature of the food provided, any medications, vaccinations, and examinations for internal and external parasites and the results thereof.

IV.C. Cleaning, sanitation and disinfection

IV.C.1 The success of a good management program depends on the nature of the building materials and the various types of equipment available for proper cleaning, sanitation and disinfection.

IV.C.2 Cleaning and sanitizing should be carried out daily, including the removal of fecal waste and hosing or washing urine from soiled areas. Individual circumstances may require more frequent cleaning than at least daily.

IV.C.3 Daily cleaning and disinfecting will be necessary to eliminate odours and bacterial build-up, as well as to control parasites.

IV.D. Parasite control

IV.D.1 Internal parasites are common in puppies and kennels housing adult dogs. Therefore, a control program should be instituted whereby fecal

examinations are performed routinely and parasitized dogs are dewormed.

IV.D.2 External parasites require immediate treatment, as well as thorough cleaning and sanitization of the kennel to prevent infection of other dogs.

IV.D.3 Outside runs, particularly those involving crushed stone or dirt floors, are difficult to clean which can lead to poor control of parasites. Good drainage, daily cleaning of feces and preventing contact with wild and stray animals will facilitate parasite management.

IV.E. Prevention and control of disease

IV.E.1 All dogs should be under the supervision of a consulting veterinarian(s) responsible for prevention and control of diseases, the provision of adequate veterinary care, and if the need for euthanasia arises, provision of a humane, rapid death which minimizes fear and anxiety.

IV.E.2 The key to disease control is early recognition of abnormalities in behaviour, hair condition, skin, etc. by those individuals who see the dogs or puppies on a day-to-day basis.

IV.F. Behavioral needs

IV.F.1 Today it is said that 45% of all dogs for which the owners request euthanasia have exhibited behavioral problems unacceptable to the owner or the community in which they live.

IV.F.2 The identification of inherited breed behavioral problems has been frustrating and the conditions have often gone unidentified.

IV.F.3 Veterinarians have observed behavioral changes that appear to be directly related to the genetic and family dispositions of selected breed-

ing animals. Aggressive behaviors, biting, and excessive barking are some of the problem areas. Dog breeders must understand these undesirable behavioral patterns and should carefully screen their breeding stock and offspring.

IV.F.4 Littermate compatibility should be observed and should demonstrate equal desire for attention when the enclosure is approached by individuals familiar to the pups. Overly dominant animals will try to prevent subordinate individuals from being touched by familiar humans who approach them.

IV.F.5 Behavior towards people is extremely important. Dogs that bark excessively, hide at the back of the pen, refuse to come to regular attendants, or demonstrate aggressive tendencies when approached are not likely to socialize well with people.

IV.F.6 Unsocialized dogs are fearful of people and may become fearbiters and are more difficult to handle and control. Early exposure of puppies to people (socialization) greatly influences the future acceptability of the animal in a home setting.

IV.F.7 Socialization is a continual part of every kennel operation and breeding program.

IV.F.8 Puppies which are not sold at 8 weeks of age should receive a minimum of 20 minutes per day individual (i.e. away from both visual and physical contact with littermates and other dogs) socialization with humans (or a human) in order to prevent the puppy from imprinting on other dogs resulting in an inability to adapt to human owners when eventually sold.

SECTION V:

Transportation

Comprehensive regulations with regards to the transportation of dogs is legislated within the Health of Animals Act (Canada). This section is concerned with the pre-shipping concerns of transporting dogs.

VA.1 Within the kennel, all animals should be handled regularly to facilitate restraint and ensure socialization.

VA.2 Dogs or puppies should be conditioned to their shipping container to learn to regard it as a comfort and security zone prior to shipping.

VA.3 Shipping stresses the dog causing changes in its immune function and therefore making it more susceptible to disease.

VA.4 Numerous containers for all sizes of dogs must meet the requirement of the Live Animal Regulation of the International Air Transport Association (IATA).

VA.5 Proper health certificates and vaccination requirements should be in order prior to shipping the dog to the desired destination.

VA.6 Weather conditions should be assessed prior to shipping to prevent possible harm to the animal from excessive heat or cold.

VA.7 Puppies should be at least 8 weeks of age before shipping and should be transported the fastest route possible with a maximum of 36 hour transit time. If a puppy is to be in transit more than 4 to 6 hours, provision must be made for food and water to be provided. It is unacceptable for an 8 - 12 week old puppy to be without water for 36 hrs.

VA.8 Every vehicle in which dogs and puppies are transported must be free of mechanical defects and designed in such a fashion to provide adequate levels of fresh air at such a temperature suitable for the health, welfare and comfort of the animals. Containers holding live animals should not be carried in trunks or in the open backs of vehicles. The vehicle should be of such a design and maintained in order to prevent the entrance of exhaust fumes.

VA.9 Those individuals responsible for shipping animals should establish that those handling the animals in transit recognize their responsibilities for the health, welfare and safety of the animals. Qualified individuals with proper training in the care of animals should be selected.

VA.10 The shipper should notify the consignee when the animals are leaving their origin, the expected transit time, and stopovers, and the designated destination and expected time of arrival. The consignee must ensure arrangements are in place to receive the animals and if customs or health examinations are required to clear the animals that those individuals are notified and at the destination site when dogs arrive. Arrangements should be in place for any emergency care or treatment or, if quarantine is a requirement, that acceptable facilities are available with qualified personnel.

VA.11 While most containers and most agencies or transporting companies allow only one animal in a container, there are situations where containers are so designed to handle in comfort more than one animal. Where more than one dog is transported in a large container or cage all animals so transported should be compatible and socially adapted to the company of other dogs. Dogs that have domineering traits or behavior should not be

mixed. Females in estrous should not be transported in the same container with male dogs.

VA.12 An essential to ensure the welfare of dogs and puppies during transportation is preplanning, making certain that proper examination documentation, containers, fastest, safest routing and notification of arrival are in place before the journey starts.

VA.13 All personnel in the transport chain should be qualified with adequate training and experience in requirements to maintain and ensure the health and well-being of the dogs before and during transportation as well as at the destination.

VA.14 Tranquillization or sedation are not recommended, indeed such practices are counter-productive to safe humane transport.

SECTION VI:

Euthanasia

VI.A.1 The method used for euthanasia must be "humane." That is, it must be rapid and painless, minimizing fear and anxiety.

VI.A.2 Euthanasia should be carried out by a trained individual, preferably a veterinarian, so that the animal does not experience panic, pain or distress. The veterinarian should use professional judgement in deciding when dogs or puppies must be killed.

VI.A.3 It is broadly accepted that the most humane method for euthanizing individual dogs is the intravenous injection of a concentrated barbiturate.

VI.A.4 The experience, training, sensitivity and compassion of the individual carrying out the procedure is of importance.

VI.A.4 As well as being humane the method used for euthanasia must:

- a. produce minimal undesirable physiological and psychological effects on the animal.
- b. be compatible with the requirements and the conditions under which the procedure must be performed.
- c. be safe for the operator and any assistants or observers.
- d. have minimal ecological impact.
- e. be in a location separate from other dogs.

SECTION VII:

Education

VII.A.1 An important aspect of kennel ownership is that all those involved be knowledgeable concerning the needs of the dogs and puppies for whose care and treatment they are responsible. Every effort should be made to ensure that there are no longer impulse breeders or buyers. This may be achieved only through education, the responsibility for which rests with breeders, kennel operators, pet shops, animal welfare organizations, the CVMA, the Human Animal Bond Association of Canada (HABAC), the CKC, and responsible pet owners themselves.

VII.A.2 There is no shortage of books or pamphlets on how to raise dogs, breed characteristics, and so on. Personal contact on the part of the breeder/kennel operator should provide an additional educational experience for prospective dog owners. In addition to information on general care and breed specifics, prospective owners should be made aware of their responsibility to the dog and what the community expects of the owner in controlling noise, animal waste and other disturbances. Puppies should not be sold under 7 weeks of age.

VII.A.3 Prospective owners should be provided with information on obedience classes for dogs. Owners should seek out those classes held within their municipalities.

VII.A.4 Kennel owners need not only educate dog owners on responsible pet ownership, but also educate the "anti-dog" segment regarding the importance of dogs and demonstrate that dogs and human-beings can live a compatible, productive and beneficial life, both for the dog and the person.

SECTION VIII:

Emergencies and Unforeseen Problems

VIII.A. Kennel management

VIII.A.1 Preventive medicine is the dominant theme in good kennel management. Despite the best efforts to prevent illness or accidents, emergencies will occur. A well-managed kennel will have an established rapport with a local veterinary hospital to deal with such emergencies, such as whelping difficulties or severe injury secondary to dog fights.

VIII.A.2 Dog care procedures should be in writing and posted so as to be available to all kennel personnel at all times. These procedures should include method of handling kennel sickness, injury or death and should include telephone numbers of veterinarians and back-up car transportation.

VIII.A.3 Procedures for handling dog escapes should be written down and available to kennel personnel. List appropriate phone numbers of dog control officers, humane societies, veterinarians, local radio stations, and so on.

VIII.A.4 Procedures for handling accidental exposure to injurious chemicals or vapors that would be used on the premises, should be in writing including immediate care, antidotes, and appropriate assistance telephone numbers e.g. veterinarian, poison control center.

VIII.A.5 Procedures for employees or visitors who have been bitten by a dog on the premises should be in writing and made available to kennel personnel. All humans who have suffered dog bites must be encouraged to seek proper medical attention.

VIII.A.6 Planning for possible emergency situations and how they should be handled should be done in advance of encountering and having to handle the incident. Remember Murphy's Law: If anything can go wrong, it probably will. Be prepared.

APPENDIX A

*Minimal Space Requirements for a Dog**

Weight	Single-floor area	Minimal height	Group or loose housing
< 12kg	0.75 m ²	0.8 m	1.5 m ²
12-30 kg	1.20 m ²	0.9 m	2.0 m ²
> 30 kg	2.23 m ²	pen - 2.0 m	3.0 m ²

The floor area is similar for cages for the various weights of dogs as a minimal requirement. Cages should be large enough to allow the dog to stand up, turn around, and lie down comfortably. Each dog housed in any enclosure should be provided with a minimum floor space equal to the mathematical square of the sum of the length of the dog in centimetres (as measured from the tip of its nose to the base of its tail), plus 15 centimetres, expressed in square metres.

** As provided in Volume 1, Edition 2 of the Guide for the Care and Use of Experimental Animals, prepared and published by the Canadian Council on Animal Care.*

APPENDIX B

Recommended Vaccination Schedule in a Breeding Kennel

Vaccine	Type of vaccine	Schedule
Canine distemper virus	Modified live virus	First 8wks Second 12wks
Infectious canine hepatitis	Modified live virus	Given with CDV combination
Canine para-influenza	Modified live virus	Given with CDV combination
Canine kennel cough		Optional 8wks, then 12wks
Canine leptospirosis	Bacterin	Given if considered regionally appropriate by kennel veterinarian
Canine parvovirus	Modified live virus	First 8 wks Second 12 wks Third 16 wks Fourth 25 wks
Rabies	Killed virus	16 weeks

***All of the above to be boosted at intervals as recommended by the consulting veterinarian. Veterinarians may propose a different vaccination schedule according to specific requirements.**

Preventive Health Programs

Preventive disease control in a kennel operation should be of primary consideration. The size of kennel, type of facility, number of dogs housed and number of litters produced per year will determine the type of program best suited for the operation. It is important to work closely with the kennel's regular veterinarian. He or she can develop a suitable program which would include kennel visitations and examinations supported by quality radiographic and laboratory work, accurate record-keeping, and follow-up regimens.

APPENDIX C

Organizations that Provided Information on the Care and Humane Treatment of Dogs

Canadian Veterinary Medical Association
339 Booth Street
Ottawa, Ontario K1R 7K1

Canadian Federation of Humane Societies
102-30 Concourse Gate
Nepean, Ontario K2E 7V7

Canadian Kennel Club
100-89 Skyway Avenue
Etobicoke, Ontario M9W 6R4

**Pet Industry Joint Advisory Council of
Canada**
7 400, boulevard Taschereau, Suite 105
Brossard, Quebec J4W 1M9

**Human Animal Bond Association
of Canada**
P.O. Box 1088
Smiths Falls, Ontario K7A 5B4

Canadian Council on Animal Care
1000-151 Slater Street
Ottawa, Ontario K1P 5H3

Agriculture and Agri-Food Canada
Sir John Carling Bldg
930 Carling Avenue
Ottawa, Ontario K1A 0C6

Ontario Ministry of Agriculture and Food
801 Bay Street
Toronto, Ontario M7A 2B2

**Canadian Association for Laboratory
Animal Medicine**
c/o Dr. Michele Bailey
Animal Care and Veterinary Services
Health Sciences Center
The University of Western Ontario
London, Ontario N6A 5C1

**Canadian Association for Laboratory
Animal Science**
c/o Dr. Donald McKay
Biosciences Animal Service
University of Alberta
Edmonton, Alberta T6G 2E9

**Canadian Association of Animal Health
Technicians and Technologists**
c/o Sandi Hass
P.O. Box 157
Grandora, Saskatchewan S0K 1V0

Animal Alliance of Canada
101-221 Broadview Avenue
Toronto, Ontario M4M 2G3

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