Spay-Neuter Clinic Durham proposal

Pet overpopulation is at a crisis level in Ontario. Tens of thousands of dogs and cats end up on the streets or in shelters every year. The harsh reality is that euthanasia rates in Durham Region are much higher than any caring, humane community would find acceptable.

There are two key barriers to spaying/neutering: cost and access. Our model is a response to both.

We propose working with the City of Oshawa to develop a spay-neuter clinic employing the Humane Alliance model at 919 Farewell Street, Oshawa for a nominal rental fee for a period of three years (with review at that time to determine the future direction).

We are working in partnership with the OSPCA. Their support includes the following financial commitments: $100,000 equipment grant from PetSmart through the OSPCA, and a $10,000 donation from lams through the OSPCA. Spay Neuter Initiatives also commits to contributing $10,000. This spay-neuter clinic would be similar to the clinics currently operating in Newmarket, Barrie and in St. Catharines.

A low cost, self-sustaining, high-volume spay-neuter clinic in Oshawa will have a positive impact on the City’s Animal Care Program budget of $455,800 (2013). It will:

- reduce shelter intake, euthanasia rates, and therefore costs to the City
- reduce the cost of staffing, housing, feeding, veterinary care, euthanasia and care of remains as there will be a 65 to 70% reduction in intake at the shelter level
- decrease municipal shelter costs for spay/neuter procedures, minor surgical repairs and vaccinations
- immediately provide four full-time employment opportunities plus full-time and/or part-time positions for veterinarians. In time, as the clinic evolves more employment opportunities will become available
- provide volunteer opportunities, and students enrolled in the Durham College Veterinary Technician program could be offered placements and hands-on learning experiences
- when placed within an existing Animal Services Shelter, bring exposure to the Oshawa shelter increasing adoptions and awareness of the existing services
- offer affordable microchipping services increasing municipal pet licensing -- microchipped pets are more likely to be returned home, spending no or little time in municipal shelters
- decrease roaming behaviour, reducing the risk of injury, accident and loss; and decrease the cost of providing emergency veterinary care, as well as housing, feeding and re-homing costs
- increase the City’s revenue as those who are travelling a distance to the clinic will spend their day in the Oshawa/Durham Region area patronizing local businesses
- be the first of its kind in eastern Ontario and a model for other communities to follow
- provide awareness to residents of the problems of pet overpopulation and the animal suffering it causes
- provide an economically sound and humane solution to the problem of feral cats by working with local cat rescues on Trap Neuter Return Maintain (TNRM) programs
SPAY NEUTER INITIATIVES ASSOCIATION
COMMUNITY ANIMAL MANAGEMENT STRATEGY

LOW COST, HIGH VOLUME,
SELF-SUSTAINING SPAY NEUTER CLINIC
FOR DURHAM REGION

Revised -- August, 2013
# SPAY NEUTER INITIATIVES ASSOCIATION
## COMMUNITY ANIMAL MANAGEMENT STRATEGY
### FOR DURHAM REGION

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EXECUTIVE SUMMARY

Spay Neuter Initiatives Association is a registered Canadian charity. Since early in 2011, our volunteer Board of Directors has been working in Durham Region to establish a Community Animal Management Strategy to prevent the euthanasia of healthy companion animals in our Region.

Our first goal is the establishment of a permanent, low cost, high volume and self-sustaining Spay/Neuter Clinic for companion animals that will be accessible to all animals regardless of the geographical location or income level of their guardians. (Timeframe Fall 2014 -- Spring 2015).

Our clinic will also be available to the animals of all the Durham Region Animal Services shelters, the Durham Humane Society and all animal rescue agencies.

We are fortunate to have strong leadership in the municipalities we serve. They have demonstrated an interest in approaching the challenges of pet over-population with proactive solutions. Mayor John Henry of the City of Oshawa has given us a letter of support for our mission and a number of City of Oshawa/Region of Durham Councillors are very supportive of this project.

Historically, the euthanasia rates in our municipalities for dogs are about 30 to 50%, 70 to 80% for socialized cats and unfortunately about 100% for feral cats. The solution is prevention and Spay Neuter Initiatives, with help from the City of Oshawa, the municipalities of Durham Region and the Ontario SPCA, is in a position to start making a difference today.

Although Spay Neuter Initiatives Association is a relatively young, grassroots organization, two members of our Board of Directors have over 35 years combined experience working in the field of animal rescue as well as having business and financial sector experience.

In June of 2012, we began a partnership with the Ontario Society for the Prevention of Cruelty to Animals (Ontario SPCA). This partnership provides our agency with administrative and marketing services to help generate support for our project within our community.

Protecting animals since 1873, the Ontario SPCA is Ontario's Animal Welfare organization. A registered charity comprised of over 50 communities, Ontario SPCA relies on donations to fund animal protection, care and rehabilitation; veterinary services; community outreach; advocacy; and humane education.
Ontario SPCA is mandated under the Ontario SPCA Act to enforce animal welfare legislation and the Act provides Ontario SPCA Agents and Inspectors with police powers to do so.

Ontario SPCA also provides leadership in animal welfare innovations including introducing high-volume Spay/Neuter services to Ontario. In a recent meeting with the Ontario SPCA we were advised that should Spay Neuter Initiatives be able to secure a location for a high volume Spay/Neuter Clinic, then the Ontario SPCA is confident that they will be able to secure a $100,000 grant from PetSmart Charities on our behalf to equip the clinic.

Kate MacDonald, CEO of the Ontario SPCA has offered her name as a reference for our association. She will be happy to speak on our behalf at any time. She can be reached at the Ontario SPCA Provincial Office, 16586 Woodbine Avenue, RR#3, Newmarket, ON L3Y 4W1
Tel. 1-888-668-7722 Email: info@ospca.on.ca Website: www.ontariospca.ca

A permanent Community Animal Management Strategy is critical to our goal of ending the needless euthanasia of healthy, adoptable companion animals in Durham Region. Thousands of dogs and cats end up homeless on the street or orphaned every year in Durham Region. A low cost, high volume, self-sustaining Spay Neuter Clinic will directly and immediately address this problem.

We intend to open our clinic using the Humane Alliance model, which is the “Gold Standard” for clinics in Canada and the United States. The successful high volume Spay/Neuter clinics now operating in Newmarket and Barrie, Ontario are both based on this model. Humane Alliance offers their advice, knowledge and expertise to other groups and will be involved in our clinic in an advisory/mentoring role similar to the role they played in the establishment of the Newmarket and Barrie Spay/Neuter clinics.

**HUMANE ALLIANCE**

The following is a story taken from the Humane Alliance website at www.humanealliance.org

This story explains their history and their excellent mentoring program which our clinic staff and volunteers will benefit from:

*Story: Humane Alliance of WNC, Inc. began as a small spay/neuter clinic in Asheville, North Carolina in 1994. To date, June 2010, we have surgically sterilized more than 265,000 companion animals in Western North Carolina. We know that spaying and neutering is a key component in the fight against pet overpopulation. Sterilizing cats and dogs means fewer animals will crowd the shelter system and fewer animals will be euthanized. Reducing strain on the shelter system also allows shelters to devote more resources to each animal - increasing each animal’s chance for a positive outcome. In the fall of 2003, Humane Alliance assembled a team of facilitators to analyze the feasibility of adding its second program, the National Spay/Neuter Response Team (NSNRT). The NSNRT was designed to be a mentoring program for other organizations interested in replicating our model. We organized a small seminar in Asheville with the focus of opening a spay/neuter clinic. We hoped to have 50 registrants for this event and were delighted when we had 165 participants. Armed with the interest level, Humane Alliance set out to secure the necessary...*
funding to begin this mentoring program. The NSNRT program began in January 2005. As our mentoring program grew, we recognized the need for a separate training program for private practice veterinarians and veterinary externs interested in learning and honing their high-volume spay/neuter techniques. This training program was launched in April 2009.

Research shows that high volume Spay/Neuter clinics following the Humane Alliance model have been successful in cities like Barrie and Calgary and other municipalities in Canada and the US in reducing intake at local animal shelters and pounds by 65% to over 70% within the first two to three years of operation. This saves tax payers substantial money on animal control costs, creates safer communities and, ultimately creates a more humane society.

Together, we can make a lasting difference for animals in our communities.

**MISSION**

*Spay Neuter Initiatives Association is a not-for-profit Corporation and Registered Canadian Charity committed to establishing a permanent, low cost, high volume, self-sustaining Spay/Neuter Clinic in Durham Region for dogs and cats.*

*The Clinic will not have any residential or income restrictions.*
ISSUES AND PROBLEMS OF PET OVER-PopULATION

The Ontario SPCA and each and every animal rescue agency and organization, working to solve the problem, are well aware that pet overpopulation is at a crisis level in Ontario. Homeless, unwanted animals suffer from hunger, disease, injury, abuse on a daily basis within our communities.

Tens of thousands of dogs and cats end up on the streets or in shelters every year. The harsh reality is that euthanasia rates in Durham Region are much higher than any caring, humane community would find acceptable.

As noted by the Ontario SPCA in one of their excellent brochures on the benefits of spay/neuter, domesticated dogs and cats are completely dependent on humans. It is our responsibility as their guardians to ensure that the number of companion animals born does not exceed the number of available homes.

The cost to our communities of controlling and caring for unwanted animals is enormous. Thousands of dollars are spent each year by municipalities to staff and feed and house animals in animal control and animal care facilities.

In the City of Oshawa alone, the 2013 total Approved Budget for the Animal Care Program is $455,800 -- almost half a million dollars. This includes $361,700 for Personnel Costs, $64,600 for Food, Program and Office Supplies, $71,500 for Veterinary Care and Carcass Disposal Fees.

According to the Ontario SPCA pet over-population contributes to an endless cycle of neglect and abuse. Even finding homes for kittens and puppies is challenging because there are more adoptable pets than willing, adoptive homes.

Unfortunately, within Durham Region, like so many other municipalities in Ontario, there continues to be far too many animals giving birth to unwanted litters, often because their guardians are unable to have them spayed or neutered for financial reasons. Sadly, these are the animals that often end their lives in our municipal shelters and pounds or live short lives of extreme suffering on our city streets or alleyways.

Cat rescue agencies in the GTA estimate the number of homeless, unwanted cats and kittens trying to survive on their own to be well over 500,000.

Spaying and neutering pets will almost immediately reduce shelter intake and euthanasia rates.

However, there are two key barriers to spaying and neutering; access and cost. Our model is a response to both. A recent survey indicates that over 86% of low-income pet guardians which includes seniors, students, the working poor and the disabled would spay and neuter their pets if a facility was accessible and financial assistance was available.
SOCIAL AND FINANCIAL BENEFITS TO THE COMMUNITY OF A HIGH VOLUME SPAY/NEUTER CLINIC

There are many immediate benefits not only to the City of Oshawa but also to the entire Region of Durham in establishing a low cost, high volume, self-sustaining Spay/Neuter Clinic in Oshawa to be located in the same building as Oshawa Animal Services at 919 Farewell Street.

SOCIAL BENEFITS

Leadership

The establishment of the clinic within our region will show other communities that Durham Region is a leader in the care and control of animals. It will be the first clinic of its kind in the Eastern Ontario area and a model for other communities to follow.

Community Awareness

The clinic will provide awareness to residents of the serious problems of pet over-population and the terrible animal suffering that it causes. At the same time, it will provide an affordable solution to these problems that is accessible to all animal guardians. Animal suffering and abuse in our region will be greatly reduced.

The clinic’s location within an existing Animal Services Shelter will bring much needed exposure to the animals available for adoption at the Oshawa shelter which will increase adoptions and awareness of the existing services offered by not only Oshawa Animal Services but all of our regional animal shelters.

Feral Cats

Working with local cat rescue groups on TNRM programs, the clinic will provide an economically sound and humane solution to the seemingly never ending problem of community, feral cats.

The suffering of homeless, unwanted cats and kittens can be eliminated.

In addition, the problem of “nuisance” homeless cats living in cat colonies within our Regional Community Housing neighbourhoods can be “fixed”.

Happier, Healthy Animals within the Community

Spaying and neutering pets not only reduces shelter intake and euthanasia, it can also reduce health risks, physical stress and improve behaviour in our companion animals.
**Employment Opportunities**

The clinic will immediately provide 4 full-time employment opportunities plus full-time and/or part-time positions for Veterinarians. As the clinic evolves into a full service veterinary service, more employment opportunities will become available.

**Volunteer Opportunities**

The clinic will offer volunteer positions to interested community residents of all ages.

**Educational Opportunities**

In co-operation with Durham College, students enrolled in the Registered Veterinary Technician Program could be offered placements and hands-on learning experiences within a supervised setting at the clinic.
FINANCIAL BENEFITS

Lower Animal Care Costs

Historically, high volume Spay/Neuter clinics lower the costs of animal care by reducing intake at animal services shelters by 65% to 70% after 2 to 3 years, thus saving the City, the Region and the taxpayer a substantial amount of money.

According to Tanya Firmage, Director of Animal Welfare and Operations at the Ontario SPCA, the intake numbers at the Ontario SPCA shelter in Newmarket have been reduced by 65% in 2013. Their clinic, the first low cost, high volume clinic in Ontario, opened in 2008.

A 65% to 70% reduction in intake at the shelter level means that costs for staffing, housing, feeding, veterinary care, and the eventual euthanasia and care of remains should the animal not be re-homed will be significantly lessened after 2 to 3 years of operation.

A high volume Spay/Neuter clinic will immediately begin to lower the Animal Care Program budget requirements from the 2013 $455,800.

Lower Veterinary Costs

Veterinary costs for spay and neuter procedures, minor surgical repairs and vaccinations will be decreased for Oshawa Animal Services and for all the regional municipal animal services shelters.

The Durham Humane Society will also reduce their veterinary costs by transporting their animals the short distance to the clinic for spay/neuter procedures and other Veterinary care.

Low cost, high volume Spay/Neuter clinics will always be necessary to address the problems of pet over-population. However, down the road our clinic will have the potential to offer full service veterinary care to the Durham Humane Society, all the Durham Region Animal Services shelters, animal rescue groups and pet guardians with limited financial resources.

Lower Transportation Costs

All regional animal shelters and the Durham Humane Society will experience a substantial reduction in transportation costs to and from Veterinary services and clinics which will again lower costs for animal care. Wear and tear on animal transportation vehicles will be reduced as well.
**Lower Animal Control Costs**

Affordable Microchipping services offered at the clinic will increase municipal pet licencing. Pet guardians will be more inclined to purchase Lifetime municipal licences for their pets when their animal can be microchipped at a very reasonable cost.

Pets who have been microchipped are more likely to be returned immediately to their families when lost and spend no time or much less time in municipal shelters. This will reduce the amount of time and money spent on animal control.

Fixed pets are also less likely to roam, reducing the risk of injury, accident and loss and the costs to regional animal services associated with providing emergency Veterinary care, as well as housing, feeding and re-homing costs.

**Visitors to the City and to the Region**

Spay/Neuter services offered by low cost, high volume Spay/Neuter Clinics require a one day visit to the clinic. The animal arrives between 8:00 to 9:00 in the morning for the intake procedure and leaves between 4:00 to 5:00 in the afternoon after its guardian has received instructions for post-surgery care.

This means that many animal guardians who are travelling a distance to the Clinic will spend their entire day in the Oshawa/Durham Region area going to our restaurants, visiting shops, malls and entertainment centers while they wait to take their pet home.

An excellent boon for the economy of the area!!!
OBJECTIVES FOR THE ESTABLISHMENT OF A PERMANENT SPAY/NEUTER CLINIC AT 919 FAREWELL STREET, OSHAWA, ONTARIO (2014 -- 2015)

1. Establish a Community Animal Management Board to oversee the establishment of a low cost, high volume Spay/Neuter Clinic within the Region of Durham. This Board will include representatives from Spay Neuter Initiatives, all the Regional Animal Services and the Durham Humane Society.

2. Rent approximately 2,800 to 3,500 square feet of space within the building at 919 Farewell Street South in Oshawa in the fall of 2014. This location is in the same building as the present Oshawa Animal Services. Rent is to be free (or a token rent) for 3 years after which an agreed upon rent will be paid to the City of Oshawa. The clinic’s portion of utilities will be paid on a monthly basis from the beginning of occupancy.

3. Acquire funding and/or in-kind donations from each of the municipalities in Durham Region to start up and operate a permanent low cost, high volume, self-sustaining Spay/Neuter clinic for companion animals in Durham Region to be located at 919 Farewell Street South in Oshawa, Ontario in the same building as Oshawa Animal Services. This funding is to be on-going for 3 years until the clinic is totally self-sustaining.

4. Acquire funding and/or in-kind donations from corporations, private foundations, individuals, and animal rescue groups to start up a permanent low cost, high volume, self-sustaining Spay/Neuter clinic for companion animals in Durham Region to be located at the above noted location.

5. Renovate and upgrade the above noted leased space to the College of Veterinarians of Ontario, Ontario SPCA and Humane Alliance specifications and standards and to conform to all municipal By-laws.

Renovations will require the use of sponsorship and fundraising dollars and labour from interested businesses and community volunteers.
FINANCIAL COMMITMENTS TO DATE

$100,000 grant for equipment from PetSmart Charities through the Ontario SPCA

$ 10,000 donation from lams

$ 10,000 from Spay Neuter Initiatives
**ORGANIZATIONAL SUMMARY**

The estimated population of Durham Region in 2013, is well over 630,000 residents. For the clinic to be financially sustainable, it is recommended by Humane Alliance that the population be 250,000 people within a 70 mile radius. Durham Region meets and exceeds those criteria.

*Who will guide the Clinic to opening day?*

We recommend that a Community Animal Management Board be established with representatives from Spay Neuter Initiatives, each municipality within the Region and the Durham Humane Society. This newly formed Board will guide the Clinic from the idea stage right through to completion on opening day.

*Who will operate the Clinic?*

As the Humane Society of Durham Region was incorporated in 1988, and then became an independent operating affiliate of the Ontario SPCA and serves all of Durham Region, we believe that they are the organization best suited to operate Durham Region’s first low cost, high volume, self-sustaining Spay/Neuter Clinic when it is established.

*Operations*

Once up and running, our clinic will perform approximately 25 to 30 surgeries per day 5 days per week for an estimated 50 weeks of the year. It is reasonable to expect that it will take an experienced veterinarian 6 months to be able to perform 25 surgeries per day based on a 9:00 a.m. start and a 2:00 p.m. finish.

*Staffing*

The clinic will require the hiring of the following personnel:

- One Clinic Manager
- One Receptionist/Administrative Assistant
- Two Registered Veterinary Technicians
- One Full Time Veterinarian or Two Part-time Veterinarians
- One to Two experienced Volunteers at all times

Our Spay/Neuter clinic will strictly adhere to all College of Veterinarians of Ontario rules and regulations and will, of course, adhere to all Municipal By-laws.
AN EXAMPLE OF A SUCCESSFUL, LOW COST, HIGH VOLUME, AND SUSTAINABLE SPAY NEUTER CLINIC RECENTLY OPENED IN ONTARIO

MARION VERNON MEMORIAL ANIMAL CLINIC, BARRIE, ONTARIO

STATISTICS AND INFORMATION

The Marion Vernon Memorial Animal Clinic is one of two low cost, high volume, and self-sustaining Spay/Neuter clinics operated by the Ontario SPCA. It is located in Barrie, Ontario and opened in September, 2009. It is modeled after the Humane Alliance Model and provides an excellent example of the kind of Spay/Neuter clinic that will be very successful in Durham Region.

This clinic operates 5 days each week, open one Saturday per month (closing the following Monday).

Admission is 8:00 a.m. and discharge is 5:00 p.m. the same day. No animals are kept overnight.

All appointments at this clinic are pre-pad for the surgical fee, which ensures targets are met and people attend their appointments. These fees are non-refundable, so those who do not show for their appointment lose the surgical fee. Animals declined for surgery because the client did not follow pre-operative instructions or there is a pre-existing medical condition that was not revealed in advance may also lose their surgical fee.

Total number of surgeries performed from September, 2009 to July, 2011 6,985

No. of surgeries performed in the past 12 months 4,388

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<tr>
<th>Breakdown</th>
<th>Female Cats</th>
<th>Male Cats</th>
<th>Female Dogs</th>
<th>Male Dogs</th>
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<tr>
<td></td>
<td>1413</td>
<td>1103</td>
<td>879</td>
<td>993</td>
</tr>
</tbody>
</table>

Only 25% of their clients came from Barrie; all others come from surrounding areas as far away as Ottawa, Windsor and Timmins.

Their projected revenue for 2013 is well over $500,000 which includes donations but no fundraising events.

The percentage of their clients without a present veterinary relationship is 54%

The percentage of animals from an animal rescue agency, Humane Society or Ontario SPCA branch or affiliate is 19%.
**SPAY/NEUTER SURGICAL SERVICES AND FEES**
**TO BE OFFERED BY OUR PROGRAM**

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Fee</th>
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<tbody>
<tr>
<td>Cat Neuter</td>
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<tr>
<td>Cat Spay</td>
<td>$60.00</td>
</tr>
<tr>
<td>Dog Neuter (under 20 kg)</td>
<td>$75.00</td>
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<tr>
<td>Dog Neuter (20-39 kg)</td>
<td>$100.00</td>
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<tr>
<td>Dog Neuter (40+ kg)</td>
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<tr>
<td>Dog Spay (under 20 kg)</td>
<td>$100.00</td>
</tr>
<tr>
<td>Dog Spay (20-39 kg)</td>
<td>$125.00</td>
</tr>
<tr>
<td>Dog Spay (40+ kg)</td>
<td>$160.00</td>
</tr>
</tbody>
</table>

*Please note:*
*Great Danes will require pre surgery blood work.*
*Bulldogs must be free of any breathing problems before surgery.*

- *Pets must be between four months and five years old, in good overall health and at an appropriate and healthy weight.*

- *A non-refundable payment is due at the time of booking in order to obtain an appointment. Credit card payments can be made over the phone, and debit/cash payments can be made in person, at the clinic office. Prepaid Mastercards can be purchased inexpensively at local Shoppers Drugmart stores.*
ADDITIONAL MEDICAL SERVICES AND PRICING STRUCTURE

We will recommend that clients have their pet vaccinated at least two weeks prior to their spay/neuter appointment. Animals that have been vaccinated previously should be accompanied by proof of vaccination. Should animal guardians be unable to have this done in advance, vaccines can also be given at the time of surgery.

*Please Note: We will strongly recommend that ALL animals be vaccinated for rabies regardless of whether or not they go outside. If the animal is currently vaccinated for rabies, proof of vaccination should accompany the pet at the time of surgery.

**Vaccines**
(Administered only with spay/neuter surgery)

Rabies vaccine – 3 year (required – if not up to date) $10.00

**Feline Vaccines**

FVRCP (Distemper/Upper Respiratory) $15.00

**Canine Vaccines**

DA₂LPPv (Distemper/Parvo) $15.00

Antibiotic injection $20.00

Open Umbilical Hernia Repair $20.00
(During spay/neuter surgery)

Cryptorchid (undescended testicle) – palpable $20.00
(During spay/neuter surgery)

Nail Trim Free
(During spay/neuter surgery)

Re-check Free
(At any time but must call ahead)
OTHER COMMUNITY SERVICES TO BE OFFERED BY OUR PROGRAM

In addition to the above noted medical procedures, the clinic will provide low-cost micro-chipping, E-collars and educational information on the pre and post surgical care of their animal.

(a) Microchips provide identification so that lost animals can be safely returned to their homes and pet retention greatly increases. This would have a dramatic effect on the number of animals being housed at Regional animal services shelters and pounds. The cost for a microchip would be $15.00.

(b) We will offer E-collars post-surgery at no cost to ensure a successful recovery for each animal.

(c) All animal guardians will receive detailed pre and post surgery information to ensure a successful recovery for each animal. All animal guardians will be instructed to call the clinic immediately should they have any concerns regarding their animal.

(d) We will encourage all pet guardians to seek out the services of a veterinarian in their neighbourhood for their pet’s future medical care. With the approval of the Veterinary community, we will supply appropriate information to all our clients listing all of the Veterinarians practicing in their municipality.

We will educate clients on the importance of building a relationship with a local veterinarian for the future life-time care of their animal.
**FUNDRAISING STRATEGY**

Spay Neuter Initiatives Association (Ontario Corporation No. 1824728) was incorporated in August 2010, and designated as a Charitable Organization -- **Charitable Registration Number 85514 6312 RR0001** with the CRA, effective February 11, 2011. Spay Neuter Initiatives Association is based in Oshawa, Ontario and is run solely by volunteers.

All large grants, sponsorships, donations and proceeds of fundraising efforts will be held by Spay Neuter Initiatives with overseeing by the Ontario SPCA if required or the Community Animal Management Board. All donors can be confident that their financial support will be protected and used solely for the establishment of a permanent Spay/Neuter Clinic for companion animals within Durham Region.

Tax receipts will be issued for all donations $20.00 and over.

All fundraising events and activities will be run by volunteers from Spay Neuter Initiatives or by approved third party fundraisers.

Fundraising events for renovations and operations will use proven ideas from successful Ontario SPCA and other animal welfare agency fundraisers:

- Fur Ball Dinner Dance/Gala
- Variety/Comedy/Entertainment night -- October
- Sale of car magnets – on-going fundraiser
- Craft Show/Family Fun Days – Spring
- Golf tournament – early Fall

Annual grant applications are drafted to:

- The Cesar Millan Foundation
- PetSmart Charities
- Private Animal Welfare Foundations
- Corporations interested in funding animal welfare projects
MARKETING STRATEGY

A strong, marketing strategy is essential for the success of our community projects to address the problem of unwanted and homeless animals within our region.

All of our marketing initiatives will contain an educational component.

Most people, not actively involved in the animal rescue community, have no awareness of how homeless animals within our community suffer and die on a daily basis. They would be shocked and very saddened to know the terrible tragedies that occur to companion animals that are unwanted and uncared for.

Through our marketing programs, residents of our region will be made aware of how vital a low cost, high volume, self-sustaining Spay/Neuter clinic is to the overall health of the animals within our community and how their support for our Spay/Neuter clinic can help solve the problem of unwanted companion animals.

Our Marketing Strategy will be directed at educating the residents of our community to understand the importance and value of providing this essential medical service to all animals within our Region.

A number of marketing methods will be used to educate our residents and advertise our project and the benefits of spay/neuter to the animals of our community:

1. Advertising
   - Corporate website (up-dated on a regular basis)
   - Public TV ads (for fundraising events) ie. Craft Sale/Fun Day
   - Local radio ads (for fundraising events)
   - Print Publications
   - Online publications
   - Business cards

2. Publicity
   - CVO approved signage
   - Stationary
   - Testimonials
   - Referrals
   - Promotional/Educational mail outs
   - Displays at community events
3. Sponsoring

- Develop community sponsorships from within the business, manufacturing and retail sector for an incentive program.
- Attend community events, charity events and sporting events to raise awareness

4. Networking

- Reach out to the public through social networks ie. Facebook and Twitter
- Develop a blog to provide advice on spay/neuter
- Speak at public events
KEYS TO SUCCESS

1. Engage both individuals and corporations within the community to support our community Spay/Neuter Clinic during the start-up period and during the first 3 years of operational expenses by developing a recognition program for levels of financial support. For example:

Gold Sponsorship ($25,000 donation) entitles the donor to receive:

- a permanent, large gold coloured star in the lobby of our permanent clinic on our "wall of stars" recognizing their support
- their logo on all of our written advertising materials
- their logo on all of our social media advertising
- their logo and company information at all of our community events

Silver Sponsorship ($10,000 donation) entitles the donor to receive:

- a permanent, silver coloured star in the lobby of our permanent clinic on our "wall of stars" recognizing their support
- their logo on all of our written advertising materials

Bronze Sponsorship ($5,000 donation) entitles the donor to receive:

- a permanent, bronze coloured star in the lobby of our permanent clinic on our "wall of stars" recognizing their support

2. Continue to work to educate and encourage members of municipal government to support a permanent, low cost, high volume Spay/Neuter clinic in the Region. Within 2 to 3 years of opening, the clinic will reduce intake at municipal animal shelters by 65 to 70% and reduce the burden on the tax payer.

3. Launch a series of fundraising events and activities throughout Durham Region to provide the funding to establish and sustain the clinic through the set up period and for a three year period after.

4. Establish a strong Community Animal Management Board with the knowledge and expertise to guide our project to a successful outcome.
Volunteers

Dedicated volunteers and an active volunteer program will be vital to the operation of the clinic.

Volunteers for the clinic will be recruited from the following demographics:

- Senior level High School students -- will be given an opportunity to experience working directly in animal care and earn volunteer community credits during the summer months under a Supervised Student Volunteer Program.

- College students enrolled in the Veterinary Technician program at Durham College will be encouraged and welcomed to volunteer.

- Seniors with time and energy and a love of animals.
INFORMATION ON COMMUNITY TNRM PROGRAMS

Why Trap-Neuter-Return-Maintain Feral Cats?

Adapted from the Alley Cat Allies website ~ www.alleycat.org

What is TNRM?

Trap-Neuter-Return-Maintain is the humane and effective approach for stray and feral cats. Now in practice for decades in the US after being proven in Europe, scientific studies show that Trap-Neuter-Return-Maintain improves the lives of feral cats, improves their relationships with the people who live near them, and decreases the size of colonies over time.

Trap-Neuter-Return-Maintain is successfully practiced in hundreds of communities and in every landscape and setting. It is exactly what it sounds like: Cats are humanely trapped and taken to a veterinarian or spay/neuter clinic to be neutered and vaccinated. After recovery, the cats are returned to their home—their colony—outdoors. Kittens and cats that are friendly and socialized to people may be adopted into homes. The colony is cared for and maintained by dedicated volunteers (colony caretakers) who monitor the colony for newcomers, illness and injury. Colony caretakers provide daily food and shelter for the colony cats. Overtime the colony eventually dies off as no new kittens are produced.

Grounded in science, TNRM stops the breeding cycle of cats and therefore improves their lives while preventing reproduction. It is a fact that the removal and killing of outdoor cats that animal control has been pursuing for decades is never ending and futile. Since feral cats are not adoptable, they are killed in pounds and shelters. With a successful program like Trap-Neuter-Return-Maintain to turn to, it’s hard to believe that animal control agencies continue to kill cats, even though that approach has shown zero results.

It is time to put an end to catch and kill. Trap-Neuter-Return-Maintain provides a life-saving, effective solution for these beautiful, independent cats.

The number one documented cause of death for cats in North America is being killed in shelters. Over 70 to almost 80% of cats entering shelters are killed—a figure that rises to nearly 100% for feral cats, who cannot be adopted. For decades, animal control policy has wasted millions of dollars catching and killing outdoor cats, but populations of cats are still there, just as they always have been. Clearly, this cruel and costly system has failed.

With Trap-Neuter-Return-Maintain, you can stabilize the population humanely, improve the cats’ lives, save taxpayer dollars, address neighbors’ concerns, and help the entire community reach a solution that benefits everyone.
RELATIONSHIPS WITH ANIMAL RESCUE ORGANIZATIONS

The Clinic will welcome a good working relationship with all animal rescue groups. The Spay/Neuter program will be available to the socialized animals in the care of all animal rescue agencies and groups at the low cost that will be available to all.

Action Volunteers for Animals, Urban Cat Relief, The Animal Guardian Society (TAGS), Speaking of Dogs Rescue, Loyal Rescue, Animal Rescue Krew (ARK), Friends of Forsaken Animals and Cuddly Cat Recue are all animal rescue agencies who assist animals in Durham Region and have expressed an interest in using our clinic.

We will offer Spay/Neuter procedures to the adoptable dogs and cats in their programs before the animals are adopted out to ensure that these animals will not reproduce.

We will also offer our Spay/Neuter services to cat rescue agencies. Those groups who are working on solving the feral cat over-population crisis in our Region will be given assistance with their Trap Neuter Return and Maintain (TNRM) programs by having feral cats spay/neutered and vaccinated at the cost of $20 per cat.

Urban Cat Relief, Action Volunteers for Animals and Cuddly Cat Rescue are cat rescue agencies working in the Durham Region who have expressed support for our clinic and interest in using our Spay/Neuter services on an on-going basis.

The following services will be available for feral cats during the spay/neuter procedure:

- De-worming/Flea treatments $10.00
- De-matting $10.00
- Ear Tipping Free
- Nail Trim Free

Our program for feral cats will allow these agencies to bring in feral cats for Spay/Neuter without appointments as it is difficult to predict when a feral cat will be trapped.

Spay/Neuter Initiatives welcomes all individuals and organizations committed to supporting our vision, mission and values. We hope they will join with us in working together to establish the first permanent, low cost, high-volume, self-sustaining Spay/Neuter clinic for the animals of our region.
SPAY NEUTER INITIATIVES ASSOCIATION
INFORMATION AND MANAGEMENT TEAM

Address:
148 Central Park Blvd., North
Oshawa, ON L1G 5Y7

Website:
www.spayneutertoday.com

2013 – 2015 BOARD OF DIRECTORS

Theresa Josephine Kean, Past President
S. 14(1), Municipal Freedom of Information and Protection of Privacy Act

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Linda Margaret Power, Secretary-Treasurer
S. 14(1), Municipal Freedom of Information and Protection of Privacy Act
The following contains the qualifications or minimum standards, for the accreditation of a veterinary facility as a spay-neuter clinic.

Part 1.0 General

1.1 The facility,

1. is self-contained,

2. has a separate and distinct entrance directly from the street or, if the facility is in a building containing more than the facility, directly from a common lobby, hallway or mall.

1.2 The facility has, and appears to have, the practice of veterinary medicine as its primary purpose.

1.3 The facility is not, and does not appear to be, associated with or operated in connection with another enterprise.

1.3.N. Standards 1.2 and 1.3 do not prohibit the providing of ancillary services in the facility which are incidental and subordinate to the professional services provided in the facility.

1.4 The facility is not located in, and has no direct public access to, a commercial establishment,

1. where animals are bought or sold,

2. providing animal food or other goods or services used principally by, with or for animals.
1.5 Records are kept in the facility in accordance with the relevant provisions in the regulations.

1.6 The facility contains consent-to-surgery forms for execution by clients, and there is evidence that the forms are used and maintained in the animal's clinical record.

1.7 There is a written agreement between the member or members who own or lease the facility and the member or members who own or lease an accredited companion animal hospital in close geographic proximity to the facility.

1.7.N. Where the facility is owned or leased by a municipal corporation, the member or members responsible for the operation of the facility make the written agreement required by standards 1.7 and 1.8.

1.8 The written agreement provides that the member or members who own or lease the companion animal hospital, or his, her or their associates, will provide emergency services for animals referred to him, her or them by a member practicing in the companion animal spay-neuter clinic that may be required as a result of a spay-neuter procedure.

Part 2.0 Library

2.1 The facility contains,

1. a copy of the Veterinarians Act and the regulations, standards and by-laws under the Act, College of Veterinarians of Ontario Minimum Standards for Veterinary Facilities in Ontario

2. a copy of the current regulations made under the Drug and Pharmacies Regulation Act,

3. a copy of the Compendium of Pharmaceuticals and Specialties published within the last three years,

4. a copy of the Compendium of Veterinary Products or CDMV Compendium published within the last three years.

2.1.N. The above library requirements may be met by having access to an electronic equivalent.

Part 3.0 Client Amenities

3.1 The facility contains a reception area.

3.1.N. The reception area cannot be within the examination room.
3.2 The reception area,
1. is entered directly from the outside of the facility,
2. contains sufficient seating for the reasonably expected number of clients.
3.3 The furniture in the reception area is clean and in good repair.
3.4 The facility contains a washroom that can be used by clients.

Part 4.0 Examination Room

4.1 The facility contains a room for the physical examination of animals.

4.1.N. The examination room may also be used as a treatment area.

4.2 The examination room is,

1. large enough for a veterinarian to examine an animal conveniently with a client present in the area, together with any necessary (and at least one) assistant and the required equipment,
2. well lit.

4.3 The examination room contains,

1. an examination table, with a readily sanitized, fluid-impervious surface,
2. a waste receptacle.

4.4 The following equipment and supplies are readily available in the facility,

1. restraint devices such as a leash, muzzle or safety snare,
2. stethoscope,
3. alcohol or other disinfectant,
4. thermometer,
5. examination gloves,
6. lubricant,
7. disinfectant for the examination table and applicators for the disinfectant,
8. a weigh scale appropriate to the weights of reasonably expected animals.

Part 5.0 Pharmacy

5.1 There is evidence of compliance with Part III of the regulations.

5.2 Secondary containers for the storage of drugs within the facility have labels containing the name, strength where applicable, lot number and expiry date of the drug.

5.3 Expired drugs are kept separate from unexpired drugs and are discarded or returned to the manufacturer promptly after expiry.

5.4 Drugs requiring refrigeration are kept in a refrigerator.

5.5 The facility contains at least one each of the following,

1. adrenergic/sympathomimetic,
2. anti-cholinergic,
3. sedative/tranquilizer,
4. anti-inflammatory,
5. anti-microbial for intramuscular and intravenous administration,
6. diuretic,
7. replacement fluids for intravenous administration,
8. if narcotics are used, a narcotic reversal agent,

5.6 The facility does not contain biologics.

5.7 A member who dispenses Ketamine shall keep a Ketamine register in which is entered,

1. the date of dispensing,
2. the name and address of the owner of the animal or animals for which the drug was dispensed,
3. the name, strength and quantity of the drug dispensed, and
4. the quantity of the drug remaining after dispensing.
5.8 A member who dispenses a targeted drug shall keep a targeted drug register in which is entered,

1. the date of dispensing,

2. the name and address of the owner of the animal or animals for which the drug was dispensed,

3. the name, strength and quantity of the drug dispensed, and

4. the quantity of the drug remaining after dispensing.

Part 6.0 Laboratory

6.1 Histopathology procedures can be performed within the facility or there is evidence of an arrangement that such procedures are performed by a diagnostic laboratory or there is a suitable combination for the performance of such procedures.

Part 7.0 Radiology

7.1 Since radiology is not performed in the facility, the facility does not contain items that would allow the taking or developing of x-rays.

Part 8.0 Animal Preparation Area

8.1 The facility contains one or more areas for preparing animals for surgery.

8.1.N. The animal preparation area is separate from the operating room and the reception area, but may be part of the examination room.

8.2 Each such area is large enough to accommodate readily a veterinarian, an animal, any necessary (and at least one) assistant and the required equipment.

8.3 The animal preparation area contains,

1. electric hair clippers and a fine surgical blade or a razor for hair removal,

2. vacuum cleaner,

3. preparations for cleansing skin and other tissue prior to surgery, including a skin cleaning solvent and an antiseptic skin preparation solution,
4. a table large enough for treatment of an animal, with a readily sanitized, fluid-impervious surface,
5. sterile gauze sponges,
6. absorbable and non-absorbable sterile suture material,
7. a drained sink with hot and cold running water,
8. sterile intravenous catheters and administration sets,
9. intravenous stand or equivalent,
10. drainage tubes, irrigation solutions and irrigation application supplies,
11. sterile needles and syringes,
12. cotton, gauze, bandages, tapes and splints.

Part 9.0 Anesthesia

9.1 The facility contains an area for the administration of general anesthesia (can be the same area as the animal preparation area).
9.2 The anesthesia area contains or has readily available within the facility,
1. pre-anesthetic agents,
2. induction anesthetic agents for intravenous administration,
3. cuffed endotracheal tubes and tube adaptors appropriate to the tracheal sizes of reasonably expected animals,
4. antiseptic agent for venipuncture preparation,
5. sterilized needles and syringes,
6. a machine for the administration of gaseous anesthesia that includes a canister containing a fresh agent to absorb carbon dioxide,
7. gaseous agent for the induction and maintenance of general anesthesia,
8. a cylinder of compressed medical oxygen that is securely fastened,
9. a gas scavenging system that complies with the requirements of the Occupational Health and Safety Act,
10. a bag device for monitoring respiration or an electronic respiratory monitor,

11. a stethoscope,

12. an esophageal stethoscope for cardiac monitoring or an electrocardiograph machine,

13. a blanket or towel to retain an animal's body heat.

9.3 The facility contains an anesthetic log, either alone or in combination with the surgical log, in which is entered in respect of each induction of general anesthesia in the facility,

1. the date of induction,

2. the name of the client,

3. the breed, age, sex, weight and identity of the anesthetized animal,

4. the pre-anesthetic condition of the animal, e.g. whether the animal was healthy; indicated a mild disease; indicated an existing disease with mild systemic reaction; or indicated acute or severe systemic disease,

5. the name, dose and route of administration of any pre-anesthetic agents,

6. the name, dose and route of administration of anesthetic agents,

7. the nature of the procedures performed under the anesthetic,

8. the post-anesthetic condition of the animal, e.g. whether the animal recovered normally; demonstrated vocalization, excitement or paddling; demonstrated extreme vocalization, convulsions or vomiting; suffered cardiac or respiratory arrest; or died.

Part 10.0 Operating Room

10.1 The facility contains a completely enclosed room used solely for the performance of major surgical procedures under sterile conditions.

10.2 The operating room,

1. is large enough to accommodate readily a veterinarian, an animal, any necessary (and at least one) assistant and the required equipment,

2. has walls, floor and doors of solid, fluid-impervious material that can be readily sanitized.
10.3 The operating room contains,
1. a surgical table with a readily sanitized, fluid-impervious surface,
2. an insulating pad to reduce heat loss from the animal's body to the surface of the operating table,
3. at least one adjustable surgical lamp,
4. absorbable and non-absorbable sterile suture material,
5. instruments, gowns, towels, drapes, gloves, gauze sponges, needles and scalpel blades, which are sterilized,
6. an instrument table or tray with a readily sanitized surface,
7. a garbage disposal container with a readily sanitized, fluid-impervious interior or a disposable fluid-impervious liner,
8. a catheter, delivery system and fluids for the intravenous administration of parenteral fluids,
9. all items sterilized in the facility display the date of sterilization and the name or initials of the person who carried out the sterilization,
10. the following sterilized instruments,
   1. scissors,
   2. 2 thumb forceps,
   3. 4 towel clamps,
   4. scalpel handle (not required if disposable sterile scalpels used),
   5. 4 hemostatic forceps,
   6. needle driver,
   11. all packs contain an internal sterility monitor.
12. surgical caps and masks.
10.4 The operating room does not contain a wet sink.

10.4.N. Standard 10.4 does not apply to a facility which had been accredited as a companion animal hospital before January 1st, 1990, and, after that date,
continues as an accredited companion animal hospital without interruption and is not enlarged or extended.

10.5 The facility contains a surgical log, either alone or in combination with the anesthetic log, in which is entered in respect of each major surgical procedure performed in the facility,

1. the date of each procedure,
2. the name of the client,
3. the breed, age, sex, weight and identity of the animal upon which the procedure is performed,
4. the name of the surgeon,
5. the nature of each procedure,
6. the animal’s pre-operative condition, e.g. whether the animal was healthy; indicated mild disease; indicated an existing disease with mild systemic reaction; or indicated acute or severe systemic disease,
7. the animal’s post-operative condition, e.g. whether the animal demonstrated an unremarkable condition and status during the post-surgical period; required post- surgical care; or died during or shortly after surgery,
8. the length of time taken to perform the procedure.

10.6 The facility contains, outside the operating room, a steam sterilizer of sufficient size to sterilize the quantity of surgical packs necessary for the reasonably expected case load (a gas sterilizer may be present but it is not a substitute for the steam sterilizer).

10.7 No items other than those pertaining to surgery should be stored in the operating room.

10.8 If laser surgery is to be performed, the following items must be present:
1. Dedicated smoke evacuator,
2. Minimum of two pairs of laser rated safety glasses or goggles,
3. Appropriate number of face masks (minimum 0.1 microns filtration PEE).

Part 11.0 Confinement
11.1 There are one or more areas for,
1. the confinement of animals in compartments,
2. the exercise and holding of animals in at least one run.

11.2 The facility contains enough compartments and runs to accommodate the reasonably expected number of confined animals.

11.2.N. If the facility is restricted to cats, the facility need not contain a run.

11.3 Each confinement area,
1. is constructed of readily sanitized, fluid-impervious material,
2. is well lit,
3. has adequate air circulation in it,
4. is covered by a roof or ceiling of solid and fluid-impervious material. (If there are indoor runs, then each outdoor run, if present, need not comply with 11.3.4).

11.4 The compartments are large enough to accommodate comfortably animals of the reasonably expected sizes.

11.5 Each compartment,
1. allows adequate amounts of air to circulate within it,
2. is secure and solidly constructed,
3. permits easy observation of the animal,
4. has 5 sides constructed of a solid, readily sanitized, fluid-impervious material, or, has a bottom and three sides constructed of solid, readily sanitized, fluid-impervious material and a top constructed to prevent escape and animal to animal contact. The top, if not solid, must be kept clear of material at all times,
5. has a door effective to prevent the contained animal from escape.

11.6 The facility contains,
1. equipment and materials for minor grooming of animals, including a sink or tub, dryer and brushes,
2. equipment and materials for applying disinfectants to compartments,
3. material for clean, dry bedding,
4. blankets or towels for the prevention of heat loss,
5. equipment and materials for identifying animals and their compartments,
6. cat litter and litter trays if cats are expected,
7. containers for waste from confinement areas.

11.7 For the purposes of feeding confined animals, the facility contains,
1. a dry area for the storage of food,
2. containers and utensils for feeding and watering animals that are made of readily sanitized material or are disposable.

11.8 The food storage area contains sufficient quantity and variety of food to feed nutritiously the reasonably expected number and variety of confined animals.

11.9 Each run,
1. is at least 2.5 feet (or 0.75 metres) wide, 5.0 feet (or 1.5 metres) high and 15 square feet (or 1.35 square metres) in area,
2. is constructed so liquid from one run is not accessible to an animal in another run,
3. has a door which does not open onto another run,
4. is well constructed and secure,
5. is well ventilated,
6. is maintained in a clean, dry and sanitary manner.

11.10 Partitions between runs are at least 5.0 feet (1.5 metres) high and are solid from the floor up to a height of at least 4.0 feet (1.2 metres) to prevent nose to nose contact between animals in adjacent runs.

11.11 If no indoor run is provided, then the outdoor run or runs must provide adequate protection from the elements.

Part 12.0 Necropsy

12.1 Unless records kept at the facility demonstrate a regular pattern of transferal for necropsy to another member, the facility contains an area that can be used for the performance of necropsy.
12.2 The necropsy area contains or has readily available at least one of each of the following,

1. knives,
2. scalpels,
3. scissors,
4. bone cutters or saws,
5. forceps.

**Part 13.0 Housekeeping**

13.1 The facility contains a puncture-proof container into which needles, scalpel blades and other things capable of penetrating skin are discarded.

13.2 The entire facility is clean, uncluttered, in good repair and free of offensive odours. Hallways, the reception area and the area around the building are free of impediments and obstructions.

13.3 The floors and walls throughout the entire facility are readily sanitized.

13.4 Carcasses are disposed of within 24 hours unless frozen.

13.5 The facility contains, outside the operating room, an adequate supply of clean linens, stored to minimize contamination from surface contact or airborne sources, including,

1. towels,
2. smocks, lab coats, aprons or some combination of them,
3. masks and caps.

**Part 14.0 Safety**

14.1 Clear written instructions for the evacuation of animals and staff from the facility in case of fire or other emergency are posted prominently.

14.2 There is a source of emergency lighting in the facility, e.g. large flashlight.
14.3 Emergency telephone numbers for police, fire department, hospital and poison-control centre are posted.

14.4 Doors and windows are self-closing or otherwise secured to prevent the escape or theft of animals and the theft of drugs.

14.5 There is adequate exterior illumination of entrances, walkways and parking areas.

14.6 The facility contains at least one readily accessible all-purpose fire extinguisher.

14.N. The facility is expected to comply with the current local municipal fire code.
APPENDIX 2

FINANCIAL INFORMATION

As we are new group with limited financial history, our recent partnership with the Ontario SPCA will provide assistance with financial mentoring and overseeing should that be required by a funder. All donors, funders and sponsors can be confident that their donations will be protected and used only for the purpose of establishing a low cost, high volume Spay/Neuter Clinic in Durham Region.

ESTIMATED START UP COSTS

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lease payments</td>
<td>Free for first 3 years.</td>
</tr>
<tr>
<td></td>
<td>Utilities only</td>
</tr>
<tr>
<td>Renovation Costs</td>
<td>To be determined</td>
</tr>
<tr>
<td>Medical Equipment/consumable costs</td>
<td>$103,450 per Ontario SPCA</td>
</tr>
<tr>
<td>Employee expenses</td>
<td>$98,000 for 1 FT Veterinarian/or 2 PT (contract positions)</td>
</tr>
<tr>
<td></td>
<td>$80,000 for 2 vet technicians</td>
</tr>
<tr>
<td></td>
<td>$35,000 for 1 receptionist/admin assist.</td>
</tr>
<tr>
<td></td>
<td>$52,000 for Clinic manager</td>
</tr>
<tr>
<td></td>
<td>Plus 20% for government source deductions and WSIB for staff</td>
</tr>
<tr>
<td></td>
<td>Plus 2% for Health Care Benefits for staff</td>
</tr>
<tr>
<td>Non-medical equipment, furnishings</td>
<td>$15,000</td>
</tr>
<tr>
<td>Emergency Medical Fund</td>
<td>$10,000</td>
</tr>
<tr>
<td>Staff training – Asheville, NC</td>
<td>$10,000</td>
</tr>
<tr>
<td>Costs for Humane Alliance Team</td>
<td>$ 2,000</td>
</tr>
</tbody>
</table>
APPENDIX 2 (Continued)

ESTIMATED INCOME AND EXPENSES FOR YEAR ONE

Please note: the following estimates were developed by using an average of information and expenses taken from records received from the Ontario SPCA clinics in Newmarket and Barrie and the THS).

<table>
<thead>
<tr>
<th>SOURCE OF INCOME</th>
<th>OPERATING - YEAR ONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spay/Neuter Procedures</td>
<td>$500,000</td>
</tr>
<tr>
<td>(Average $100.00 per procedure – *20 procedures per day -- 5 days per week for 50 weeks)</td>
<td></td>
</tr>
<tr>
<td>Vaccinations</td>
<td>37,500</td>
</tr>
<tr>
<td>(Average $15.00 per vaccine – estimated 10 animals per day will receive vaccines during spay/neuter surgery)</td>
<td></td>
</tr>
<tr>
<td>Microchipping</td>
<td>37,500</td>
</tr>
<tr>
<td>($15.00 per microchip – estimated 10 animals per day will receive a microchip during surgery)</td>
<td></td>
</tr>
<tr>
<td>Administration of Antibiotics</td>
<td>10,000</td>
</tr>
<tr>
<td>(Estimated 2 animals per day will require this)</td>
<td></td>
</tr>
<tr>
<td>Minor Medical Procedures</td>
<td>10,000</td>
</tr>
<tr>
<td>(Estimated 2 animals per day will require this)</td>
<td></td>
</tr>
<tr>
<td>Donations and Sponsorships</td>
<td>70,000</td>
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<tr>
<td>Fundraising Events</td>
<td>15,000</td>
</tr>
<tr>
<td>TOTAL ESTIMATED INCOME – YEAR ONE</td>
<td>$680,000</td>
</tr>
</tbody>
</table>

EXPENSES

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>265,000</td>
</tr>
<tr>
<td>Source Deductions and WSIB – 20% of staff salaries</td>
<td>33,400</td>
</tr>
<tr>
<td>Extended Health Care Benefits for staff – 2% of staff salaries</td>
<td>3,340</td>
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<tr>
<td>Medical Supplies</td>
<td>200,000</td>
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<td>Rent (Free for 3 years)</td>
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<tr>
<td>Utilities/Waste Management</td>
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<tr>
<td>Telephone/Security System/Internet</td>
<td>12,000</td>
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<tr>
<td>Insurance</td>
<td>12,000</td>
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<td>Office Supplies/Printing</td>
<td>7,500</td>
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<tr>
<td>Fundraising Expenses</td>
<td>5,000</td>
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<td>Volunteer Expenses</td>
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<tr>
<td>Emergency Medical Fund</td>
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</tr>
<tr>
<td>TOTAL ESTIMATED EXPENSES – YEAR ONE</td>
<td>$580,240</td>
</tr>
</tbody>
</table>

*It is reasonable to expect that it will take an experienced veterinarian 6 months to be able to perform 25 to 30 surgeries per day based on a 9:00 a.m. start and a 2:00 p.m. finish.*
**APPENDIX 2 (continued)**

**ESTIMATED INCOME AND EXPENSES FOR THE CLINIC FOR YEAR TWO**

<table>
<thead>
<tr>
<th>SOURCE OF INCOME</th>
<th>OPERATING – YEAR TWO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spay/Neuter Procedures</td>
<td>$750,000</td>
</tr>
<tr>
<td>(Average $100.00 per procedure – 30 procedures per day -- 5 days per week for 50 weeks)</td>
<td></td>
</tr>
<tr>
<td>Vaccinations</td>
<td>56,250</td>
</tr>
<tr>
<td>(Average $15.00 per vaccine – estimated 15 animals per day will receive vaccines during spay/neuter surgery)</td>
<td></td>
</tr>
<tr>
<td>Microchipping ($15.00 per microchip—estimated 15 animals per day will receive a microchip)</td>
<td>56,250</td>
</tr>
<tr>
<td>Administration of Antibiotics (Estimated 3 animals per day will require this)</td>
<td>15,000</td>
</tr>
<tr>
<td>Minor Medical Procedures (Estimated 3 animals per day will require this)</td>
<td>15,000</td>
</tr>
<tr>
<td>Donations and Sponsorships</td>
<td>70,000</td>
</tr>
<tr>
<td>Fundraising Events</td>
<td>NIL</td>
</tr>
<tr>
<td><strong>TOTAL ESTIMATED INCOME – YEAR TWO</strong></td>
<td>$962,500</td>
</tr>
</tbody>
</table>

**EXPENSES**

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries (increase from year one of 2%)</td>
<td>270,300</td>
</tr>
<tr>
<td>Source Deductions and WSIB – 20% of staff salaries</td>
<td>34,068</td>
</tr>
<tr>
<td>Extended Health Care Benefits for staff – 2% of staff salaries</td>
<td>3,407</td>
</tr>
<tr>
<td>Medical Supplies</td>
<td>300,000</td>
</tr>
<tr>
<td>Rent (Free for 3 years)</td>
<td></td>
</tr>
<tr>
<td>Utilities/Waste Management</td>
<td>30,000</td>
</tr>
<tr>
<td>Telephone/Security System/Internet</td>
<td>12,000</td>
</tr>
<tr>
<td>Insurance</td>
<td>12,000</td>
</tr>
<tr>
<td>Office Supplies/Printing</td>
<td>10,000</td>
</tr>
<tr>
<td>Fundraising Expenses</td>
<td>NIL</td>
</tr>
<tr>
<td>Volunteer Expenses</td>
<td>10,000</td>
</tr>
<tr>
<td>Emergency Medical Fund</td>
<td>15,000</td>
</tr>
<tr>
<td><strong>TOTAL ESTIMATED EXPENSES – YEAR TWO</strong></td>
<td>$696,775</td>
</tr>
</tbody>
</table>
APPENDIX 3

LINKS

ONTARIO SPCA
Head Office in Newmarket, Ontario  www.ontariospca.ca
Spay/Neuter Program  www.spayneuter.ontariospca.ca
and www.FixYourPet.ca

HUMANE ALLIANCE
www.humanealliance.org

ALLEY CAT ALLIES
www.alleycat.org

TORONTO HUMANE SOCIETY SPAY NEUTER CLINIC
www.torontohumanesociety.com/sn_clinic.htm

TORONTO ANIMAL SERVICES -- SPAY NEUTER CLINICS
www.toronto.ca/animal_services/spay-neuter.htm.