

Priorities	Actions	Recommended by Administration?	Explanation for Administration Response/Notes	Associated Action Item
Strategic Planning – Rebuilding and Strengthening Animal Services as a Core Municipal Function	Revise by-laws, policies and procedures.	Yes		1c
	Secure council commitment and dedicated funding.	-	Any further funding required will be brought to Council through the Budget process	-
	Public engagement campaign.	Yes	Educate on services provided. Also add a rebrand away from "pound"	1b
	Set up ongoing communication structures (e.g., “Partnership Table” meetings).	Yes	Partnership table meetings monthly or bi-monthly, coordinated by Leadhand	1a
	Create a Strategic Animal Services Advisory Committee (internal + external stakeholders).	Combine with above		1a
	Publish a 1-Year Action Plan with timelines, deliverables, KPIs.	Modified	Present Action Plan to Council (December report) with at least annual report backs	-
	Launch a microchip education + blitz program (partner with rescues, vet clinics, city events).	Yes		1d
Building and Managing Sustainable Rescue Partnerships	Develop and enforce rescue registration/licensing and foster standards.	No	Concern about overstepping on community partners' operations. Standards to be included in official contracts between City and community partners.	2c
	Clear agreements outlining responsibilities, communication expectations.	Yes		2c
	Create an Adoption Pipeline to reduce animal length of stay	Yes		2b
	Increase adoption/foster placement through collaboration with rescues, events and promotions.	Combine with above		2b
	Develop a Rescue Partner Toolkit: Includes agreement templates, care standards, training access.	No	This may be a collective effort discussed at the Partnership Table, but the City should not impose strict rules on partner non-profits	-
	Co-host quarterly Adoption + Education Events with rescue partners.	Yes	Once Partnership Table is arranged	2b
	Set up a donation reserve fund to support rescue activities (transparent, publicly reportable).	No - modified	Modify allowable withdrawals from the Animal Control Donation Reserve to include all programs for the benefit of animals	2a
Staffing, Training, and Internal Structure	Create role clarity - transition from MLEO to dedicated Animal Welfare Officers.	No	MLEOs currently have a structure where mainly Level II is responsible for animal calls; to revisit in the longer-term if model not working	-
	Define job roles, mandates, authority levels.	Yes	Joint meetings with Provincial Animal Welfare Services and Thunder Bay Police Service to align roles and authorities	3a
	First aid, handling, behavior, dispatch triage, biosecurity with ongoing recertification and best practice sharing.	yes	Licensing & Enforcement has implemented a training program and will implement ongoing training for continuous improvement	3b
	Partner with ACT Tactical, PAWS, Humane Canada for certification and online training.	Combine with above	To be researched	3b
	Implement monthly staff briefings and joint trainings with rescue partners.	Yes		1a
	Align bylaws to support animal welfare enforcement clearly and effectively.	Yes		1c

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Securing Consistent and Accessible Veterinarian Care	Formal contracts with local clinics, locum programs, and mobile vet services.	Modified	Veterinarian shortage is a barrier. Administration to attempt to find long term veterinary partners; with the introduction of the vet school, this may become easier in the coming years.	4a
	Recruitment of vets and possible partnerships with veterinary school.			
	Explore grant opportunities (Humane Canada, provincial funds) and shared service models with HS and regional shelters.			
	Establish a standing contract or MOU with local vet(s) for spay/neuter and emergency services.			
	Launch a Vet Partnership Strategy with tiered services based on clinic capacity.			
Community Programs, Public Education and Outreach	Public education campaigns	Yes		5a & 1B
	"Who to call" education campaign.	Combine with above		5a & 1B
	Promote microchipping, TNR, spay/neuter.	Combine with above		5a & 1B
	Re-engage "Friends of the Animals" committee.	Yes		1a
	Leverage volunteers for transport, education, and foster support.	No	Could be considered in the long term for walking/adoptions, but currently the facility is not set up for this, and the animals tend to be more difficult to work with than in previous years (aggression).	-
	Partner with HS for mobile spay/neuter days with volunteer drivers.	Yes	Will discuss with Thunder Bay District Humane Society about a program	5b
	Develop a Feral Cat Program in partnership with certified TNR trainers.	No - modified	Fund a rescue to do TNR - vet capacity is a barrier	5c