



Sarah Jones, Executive Director
Langley Animal Protection Society
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Mayor and Council
c/o Francis Leung, CAO
City of Langley
20399 Douglas Crescent
Langley, BC V3A 4B3

Re: Contract Value Review

Dear Mayor Pachal, Council and Francis,

October 1, 2024

The Langley Animal Protection Society (LAPS) values its long-standing partnership with the City of Langley. LAPS has consistently exceeded contractual expectations, enhancing pet health and welfare both at the Patti Dale Shelter (owned by the Township of Langley) and in the Langley community.

Understanding the current financial review requires recognizing the broader challenges in animal and human welfare post-pandemic. Inflation, housing/food insecurity, and mental health crises have strained animal welfare agencies nationwide, including LAPS, leading to rising costs and overcrowded shelters. Despite efforts to address these issues, overpopulation and financial burdens remain significant. Unfortunately, animal welfare has taken a step back by 10 years and is expected to take years to return to where we were pre pandemic with the overpopulation issues.

Key factors affecting animals and their guardians in the community, and LAPS as an organization:

- Community veterinarians face a shortage of vets and cannot support shelters with deep discounts as before. Clients struggle to access affordable veterinary care (including spay/neuter) and timely routine appointments.
- Owners are seeking surrender at alarming rates. Housing insecurity with the added struggle of finding rentals that accept pets, means that pet owners having to move into rentals (due to increase

in mortgage rates, etc) are unable to find housing and are requesting surrender, or are faced to live in their vehicles with their pets. This is the number one reason people seek surrender services.

- Breeders continue to produce as if the COVID-19 demand is still present, leading to an increase in abandoned or surrendered puppies, which remain in care longer and increase LAPS' costs.
- LAPS houses many large stray dogs, often without identification, making it difficult to find their owners. These dogs are hard to place due to the financial burden of their care. Meanwhile, cats are becoming more popular due to their size and lower maintenance needs.

In response, LAPS has implemented initiatives aligned with its vision of **"Thriving Animals, Caring People"**:

- Donor-funded spay/neuter programs, urgent veterinary care, temporary boarding, and food banks reduce surrenders.
- The "first ride home free" initiative for licensed stray dogs reduces shelter costs and encourages responsible ownership.
- Increased social media presence and education on pet care.
- Waived adoption fees for long-stay dogs, promoting foster care for animals in urgent need.
- A new rehoming program to assist pet guardians without requiring shelter admission.
- Ensuring all adopted animals are spayed/neutered and given permanent identification, with surrendered mothers returned to their owners after spaying.

In the package attached we have outlined the financial analysis for municipal service contract work with the City of Langley for 2022/2023 (2 year average). It includes Operational Shelter expenses related to dogs and a few farm animals that required our expert care, as well as Animal Control Response for the City of Langley over the 2022-2023 period. It also captures our commitment to compensating our staff competitively with other not-for-profit animal welfare employers, ensuring they receive a living wage with benefits.

Along with our donor funded social services programs to keep pets thriving with their families, LAPS has taken on sole responsibility for cats in the community at a 2-year average cost of \$36,968 for the City of Langley residents. An outlined cost analysis is provided for cats as well as information only.

Should you have any additional questions, please do not hesitate to reach out to me. Our goal is to be transparent and aim to have a mutually beneficial agreement.

Respectfully,



Sarah Jones,
Executive Director

A. Financial Analysis

The analysis/proposal below is calculated for a two (2) year agreement term for Animal Control Bylaw Enforcement and Sheltering Services for dogs and livestock. The values represented are mostly based on a 2 year average of expenses between 2022 - 2023. A few expenses are based on 2023 expense (utilities for example).

The costs associated are **represented only for service for the City of Langley based on the current contract** service requirements. Over the last two (2) years, Animal Control Officers allocated 7% of their time for City of Langley files, in addition to patrols. Additionally, 4% of animal's admitted to LAPS care in the last two (2) years were a result of the agreement. These percentages have been used toward the values to capture City of Langley service cost. All wages include benefits, vacation, and sick coverage. 20% Administration fee captures payroll, accounts payable, volunteer services, and other organizational overhead required to execute the agreement.

Annual Animal Control Services Expenses (7%, 2 yr. average)	
ACO MANAGER & 3 FTE	\$18,212
CANVASSERS 2 CONTRACT WORKERS	\$1,679
TRAINING (not including grant funded training)	\$191
UNIFORM & SAFETY EQUIPMENT	\$793
COMPUTER, and PRINTING	\$1,800
VEHICLE USE & CAPITAL (X 4)	\$23,065
SUPPLIES	\$783
ANIMAL CONTROL SERVICES SUBTOTAL	\$46,523
Annual Animal Sheltering Expenses (4%, 2 yr. average)	
MANAGER AND 3.8 FTE (dog and farm animal care only)	\$11,163
RECEPTION 1.75 FTE	\$37,539
TRAINING (not including grant funded activities)	\$101
UNIFORM	\$476
VETERINARY & SPAY/NEUTER	\$6,385
SHELTERING SUPPLIES AND SERVICES	\$1,594
FACILITY (<i>INCLUDES PROPERTY AND SHELTER MAINTENANCE, UTILITIES, GARBAGE, ETC</i>)	\$3,278
ADMINISTRATION (<i>INCLUDES TELEPHONE, INTERNET, OFFICE SUPPLIES, ETC</i>)	\$568
LIABILITY INSURANCE	\$ 335
ANIMAL SHELTERING SUBTOTAL	\$61,439
SUBTOTAL ALL OPERATIONS	\$107,962
20% ADMINISTRATION FEE	\$ 21,592
OPERATIONAL EXPENSE	\$129,554

Revenues Resulting from Contract

Historically, LAPS generates revenue from its contract with the City and this offsets the Township of Langley's costs as LAPS operates out of the Township-owned Patti Dale Animal Shelter.

Summary of Contract Analysis:

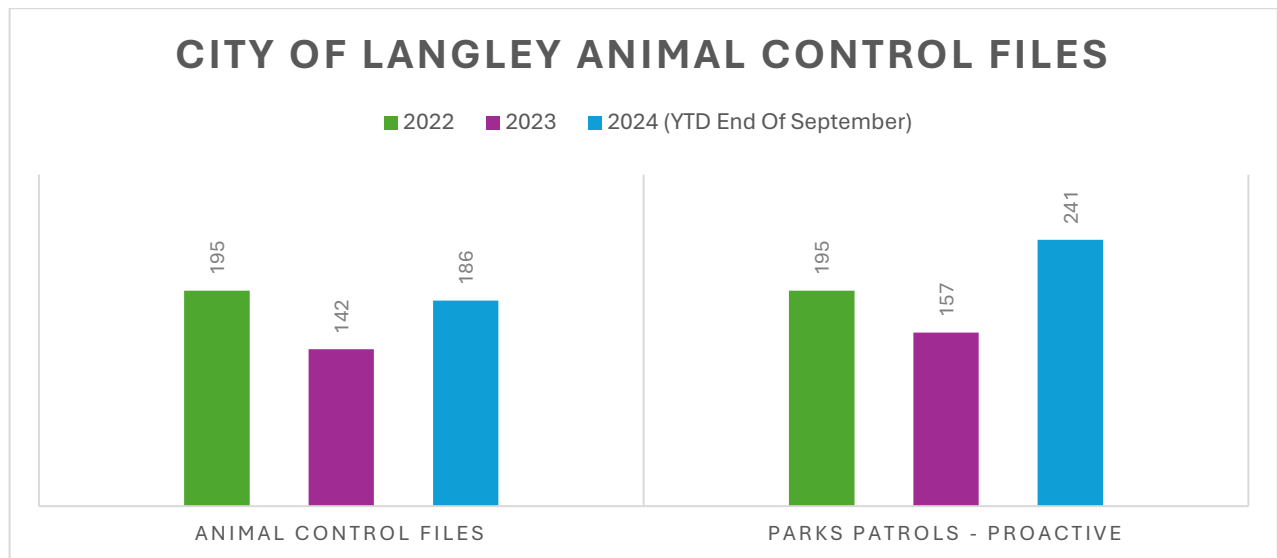
2022/2023 Average Operational Expense	2023 Contract Payment	Donations Funding Contract Value	Proposed Updated Contract Payment
\$129,554	\$112,510	\$ 17,044	\$129,554

Animal Control Services Stats:

The LAPS Animal Control Department provides complaint response and proactive initiatives for the City of Langley. We operated 7 days a week (including statutory holidays) and officer hours extend and shorten with daylight savings. Extending our community presence from 7am to 9pm during summer.

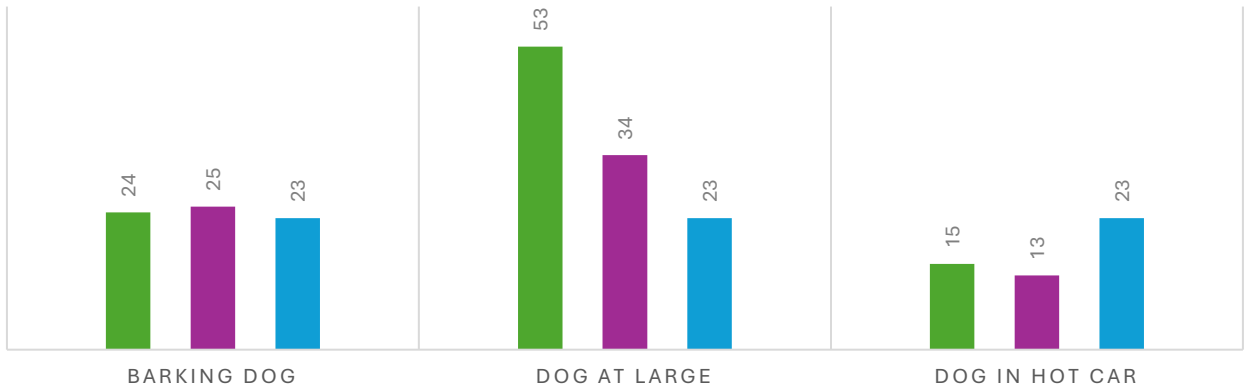
LAPS has seen a surge in Animal Control Officer service requests, likely linked to Langley's growing population and the struggles pet owners face. This impact has been less prominent in the City of Langley.

Proactive response includes supports under our social service programs (highlighted below), but also includes engagement in parks with the public, patrolling parking lots on hot days and annual visits to dogs who are designated “Aggressive” or “Dangerous” under the City of Langley Animal Control Bylaw.



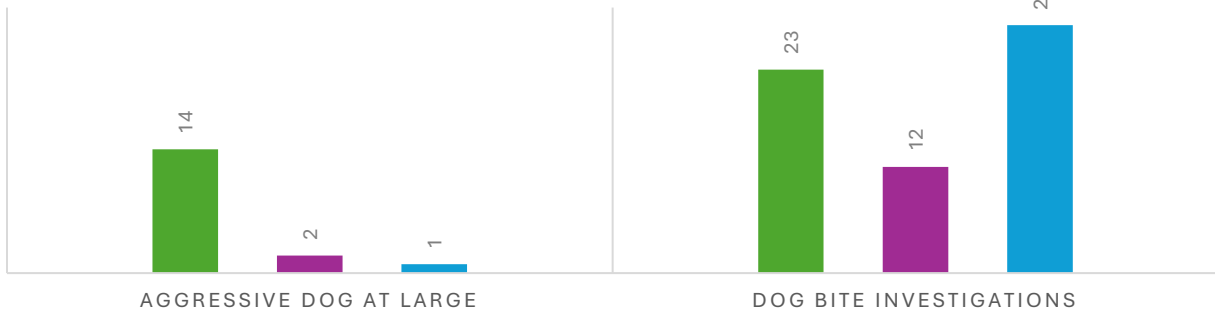
CITY OF LANGLEY LEADING FILE TYPES

■ 2022 ■ 2023 ■ 2024 (YTD End Of September)



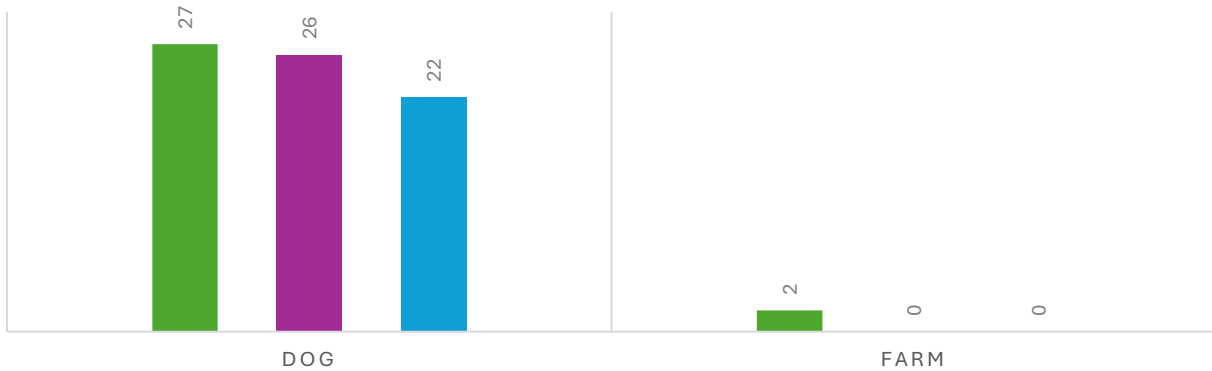
CITY OF LANGLEY AGGRESSIVE/DANGEROUS DOG FILES

■ 2022 ■ 2023 ■ 2024 (YTD End Of September)



ANIMAL INTAKE FROM CITY OF LANGLEY

■ 2022 ■ 2023 ■ 2024 (YTD to End of September)



B. Cat Programming Provided at No Cost to City of Langley

Although cats are not included in the bylaws for the City of Langley and are not included in the contract agreement with LAPS, support for cats is a significant part of our work. In the last three years – YTD to September, **we have provided 87 cats from the City of Langley with sheltering and homing services.**

In addition to sheltering services for stray and surrendered cats, LAPS also provides behaviour modification, veterinary care, emergency response, spay/neuter feral cat program and rehoming services. All cat servicing is upon request from the public and forms part of our customer service initiatives. If LAPS did not provide this support to cats in the community, there would be an increase in animal welfare issues and human-animal conflict because of the overpopulation of unwanted cats. A two (2) year average of operational costs for **servicing cats from the City of Langley is \$36,968 annually** and is currently 100% funded by donations

Annual Cat Programming Expenses (5% of animal intake, 10% of total cats)	
MANAGER AND 5.3 FTE (Cats only)	\$13,867
RECEPTION 1.75 FTE	\$3,753
VETERINARY & SPAY/NEUTER	\$6,602
SHELTERING SUPPLIES AND SERVICES	\$1,940
FACILITY (<i>INCLUDES PROPERTY AND SHELTER MAINTENANCE, UTILITIES, GARBAGE, ETC</i>)	\$3,244
ADMINISTRATION (<i>INCLUDES TELEPHONE, INTERNET, OFFICE SUPPLIES, ETC</i>)	\$1000
LIABILITY AND VEHICLE INSURANCE	\$401
	ANIMAL SHELTERING SUBTOTAL
	\$ 30,807
	20% ADMINISTRATION FEE
	\$ 6161
	OPERATIONAL EXPENSE
	\$ 36,968

C. LAPS Mission Work Benefiting the City of Langley

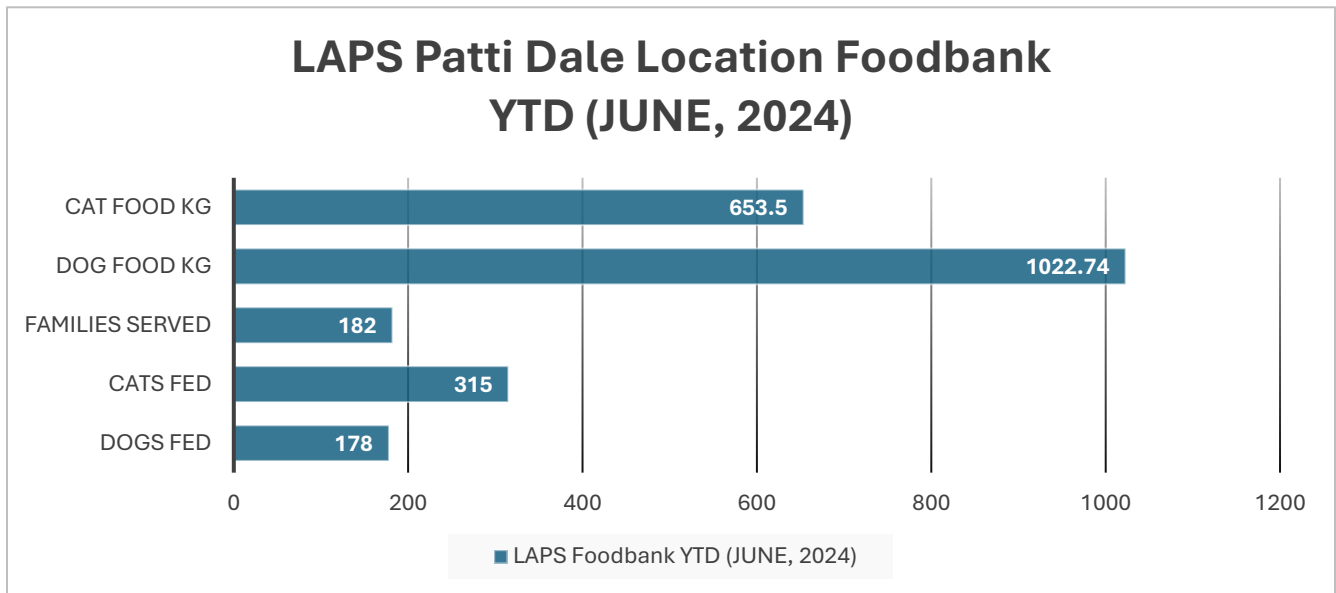
Major’s Legacy Fund

Major’s Legacy Fund supports pet guardians who are low income or homeless with access to veterinary care for their dog or cat. The fund provides financing of up to \$1500 to approved applicants. This results in a reduction of families having to either euthanize their pet for a treatable condition or preventing unnecessary surrender to LAPS which is not only an emotionally difficult decision but would also tax LAPS resources. By removing the financial barrier to veterinary care, guardians and pets can remain together.

We are grateful to the City of Langley for the annual grant funding of \$5,000 to help these vulnerable animals and their guardian!

Pet Food Bank

The LAPS Pet Food Bank helps keep pets and their families together by providing dog and cat food and supplies to pet owners who are struggling financially and unable to meet the basic needs of their pet. Without this extra help, guardians would have no choice but to seek rehoming of their pets or surrender them to LAPS. LAPS relies on donations from individuals and businesses to ensure the success of the program. The program has recently expanded its reach, and we partner with other organizations such as Kimz Angels, Langley Food Bank, and Gateway of Hope.



D. Corporate Profile:

Langley Animal Protection Society (LAPS) is a registered non-profit charitable society established in 2003 by a dedicated group of volunteers. They were eager to see positive change in the way stray, lost and unwanted animals were sheltered and cared for in Langley. To uphold these founding member's values, we continue to focus on providing excellent service to the community and overcoming the challenges facing animals in Langley.

The current Board of Directors consists of seven professionals ranging from human resources, finance, business development, lawyer, philanthropy, and veterinary medicine. The Board has four (4) committees consisting of Finance and Audit Committee, Governance and HR Committee, IT and Risk Committee, and an Animal Welfare Committee.

Based out of the Township of Langley's Patti Dale Animal Shelter in Aldergrove, our staff and volunteers use a progressive and humane approach to care for hundreds of dogs, cats and large animals each year. All animals that are cared for by LAPS benefit from environmental enrichment, frequent exercise, nutritious food and industry leading veterinary care. Our staff and volunteers ensure that each animal has the best chance at a happy and healthy life.

Since 2003, LAPS Animal Control Officers have ensured public safety, engaged the community through education and responded to dog and large animal complaints promptly and professionally.

The Langley Animal Protection Society’s mandate is to support healthy human-animal connections through leadership, education, programs, and municipal services. We carry out our mandate using professional and humane animal control methods and innovative animal welfare programs.

We are committed to achieving the highest standards of transparency and accountability in all of our activities. To maintain these high standards of accountability and to foster public confidence in the work of our organization, we undertake to provide the public with information on our governance, operations and financial position.

LAPS Leadership

Sarah Jones, Executive Director

Sarah brings over 28 years of distinguished experience in animal care and 17 years of leadership in Animal Shelter and Animal Control management. Her career includes 4.5 years as Regional Manager at the BC SPCA where she operated 13 animal shelters, and facilitated multiple animal control service agreements with municipalities across the province. Prior to that she has a decade of experience Managing the City of Delta’s Animal Shelter, where she earned a reputation for building progressive, inclusive community centers for animal lovers. As a sought-after expert, Sarah serves as a guest instructor for Langara College’s Animal Control Course and Professional Dog Walking Program. She is also a key facilitator of collaboration between municipal and nonprofit animal services agencies across the region. Nationally, Sarah contributed to groundbreaking work on a Humane Canada committee that established Canada’s first accreditation standards for Humane Societies and SPCAs, a pioneering program that sets a new benchmark for animal welfare organizations.

Animal Control Bylaw Enforcement

LAPS operates under a philosophy of achieving compliance through education, believing that educating pet owners is the most effective way to foster lasting improvements in animal care and management. However, when education and collaboration prove insufficient, or when the offense is severe, LAPS officers may enforce compliance through ticketing or legal action via the court system.

Our team consists of three permanent Animal Control Officers (ACOs) and a Manager of Animal Control, providing coverage seven days a week, 365 days a year. Officers are also on-call at night to assist first responders as needed. During the summer, their hours are extended into the evening to increase public engagement and reduce after-hours call-out fees. Timely response and exceptional customer service are priorities for LAPS as we work to meet the growing needs of the community.

To ensure high service standards, LAPS invests heavily in the education and training of our ACOs, requiring formal qualifications in enforcement, legislation, conflict resolution, animal welfare, and humane handling—skills essential for maintaining public safety. As first responders to animal-related threats, officers are equipped with specialized tools and safety equipment to perform their duties effectively. In November 2023, LAPS officers were involved in an incident where they assisted police at a Township of Langley residence and were fired upon. This event led to enhanced officer safety protocols, including additional tools and protective vests, which are replaced every five years.

LAPS has expanded its public engagement, especially in parks and community spaces, to promote responsible pet ownership and reduce animal-related conflicts. Since 2022, officers have also taken proactive measures by conducting annual visits to owners of dogs designated as "aggressive" or "dangerous" under local bylaws. These proactive visits are a tool to enhance public safety by ensuring the guardian of the dog understands, and is following, their responsibilities set out in the bylaw, including licensing. Further, the officers are provided an opportunity to act as a resource to help remove any barriers to responsible pet ownership, that guardians may be experiencing. We also proactively patrol parking lots in the summer that we know are a high response area for dogs locked in hot cars. These ongoing efforts reflect our commitment to maintaining a safe and harmonious community through education, enforcement, and proactive outreach.

Dog Licensing Program

Every dog leaving LAPS facility (adopted or claimed) is required to be licensed. Further, LAPS hires seasonal canvassers to aid in the collection of dog licenses. These canvassers follow up with owners who have not purchased for the current/past year by either phone or a home visit. New dogs located in the community through our canvassing, or our Park Pop-Up events, are also asked to License. Owners not complying with the requirement to license their dog(s) are visited by an Animal Control Officer to ensure compliance.

Animal Sheltering

Since 2003, LAPS has worked hard to make the welfare of our shelter animals its top priority. Our unparalleled animal enrichment programs reduce stress and keep the animals healthy and happy while they wait for new homes.

LAPS shelters injured and homeless animals each year and operates preventative programs in the Langley to address root causes of animal welfare issues to try to keep animals with their families. Our work is evidence-based, using scientific and professional knowledge available.

Standards of Care

All animals in LAPS are provided with exceptional animal welfare. We are strongly committed to ensuring each animal's individual need are met. In 2021, LAPS created an Animal Welfare Committee that consists of three shelter medicine experienced veterinarians, and additional members of the public who have experience in animal welfare. One member of the committee is a current volunteer and previous board member of LAPS.

- 1. Fear Free Certification:** In continuing our commitment to ensure the highest of welfare standards for our shelter animals, all LAPS staff (including Animal Control) are Fear Free Shelter Program trained. The Fear Free Shelter Program is used to improve the experiences of animals by helping caregivers identify their emotional needs. By using Fear Free techniques, we reduce negative emotional states that are commonly experienced by shelter and rescue animals—including fear, anxiety, stress, and frustration—and increase their enrichment opportunities. In turn, this creates a healthier more adoptable animal.

- 2. The Canadian Standards of Care (CSC):** The CSC in Animal Shelters establishes minimum standards of care, as well as best and unacceptable practices. As an evidence-based organization, LAPS is committed to following these CSC and we actively manage our compliance.
- 3. Feeding:** All animals in the care of the LAPS are provided with high quality food in relation to the animal species. Food can significantly impact the welfare of animals and we ensure that all protein requirements and sustenance required to keep the animals in good mental and physical health are used.
- 4. Health Examinations and Intake Procedures:** Every animal entering LAPS, whether as a stray, or surrendered animal receives a full physical exam by a trained staff member. Dogs and cats receive ringworm scans, vaccination, and flea and worm treatments in accordance with CSC standards to provide maximum protection while in the shelter. All animals are continuously monitored daily to ensure their physical and emotional needs are being met. The staff are trained in immediately recognizing if any animal appears sick or injured and will arrange for immediate treatment by a veterinarian.
- 5. Sanitation and Biosecurity:** LAPS uses the disinfectant Prevail (Accelerated Hydrogen Peroxide). This product is considered very safe and effective against hearty diseases such as Parvovirus. Stray animals, or animals with unknown backgrounds, may be harboring infectious diseases. While LAPS health checkups and intake procedures should catch most concerns, an animal can be asymptomatic, and signs of disease won't immediately be present. A cleaning protocol is in place to insure we are protecting each animal from illnesses commonly of concern in a shelter setting such as Calici virus, Ringworm and Parvovirus. All LAPS staff have been trained and have resources available to them to ensure effective biosecurity.
- 6. Treatment of sick, diseased, or injured animals:** All animals sick or injured that require treatment that is beyond the scope of our shelter staff are taken to a local community veterinarian for care. We have very good relationships with veterinarians in the Langley's who routinely provided veterinary services for our animals.
- 7. Behaviour and welfare support for animals in care:** All animals are monitored throughout the day to ensure they are not suffering from stress, or other behavioural concerns. Shelter staff identify emotional states of animals in care and ensure the animal is not in emotional discomfort and is able to express natural behaviours that promote their wellbeing. Dogs are provided access to outside playgrounds or walks a minimum of 5 times a day to allow them time away from the confinement of a kennel and ensure they receive positive interactions with staff/volunteers. Any animal that is suffering from fear or aggression are provided with additional supports from our veterinarians and trainer.

LAPS Dog Trainer on staff provides daily hands on, one-on-one training to ensure the dogs are ready to re-enter our communities as good canine citizens. They help other staff ensure safe handling and that we adjust training plans according to the animals every changing needs. The longer a dog is in care the more support they require.

- 6. Capacity for Care (C4C):** By working within our capacity for care we provide staff an environment with appropriate resources to properly care for animals and increase positive outcomes. Our C4C is monitored regularly, and intake is managed/triaged according to resources available.

Adoption Program

LAPS takes significant pride in the success of our adoption matches. Adoption counseling is provided by our staff to assist the potential adopter to find a pet that matches their expectations and lifestyle. Adopters of dogs are provided with up to three (3) one-on-one training sessions to provide an opportunity for the new guardians to understand the unique needs of the dog they are adopting. This increases the adopter's ability to support the dog through the transition into its new life and creates a stronger more mutually beneficial friendship between dog and adopter. LAPS goes on to provide support for the life of the animals should any challenges arise.

LAPS ensures that all animals being adopted are as emotionally and physically healthy as possible. We are transparent with adopters about any known health or behaviour history the animal may be dealing with.

Additionally, we ensure animals are only adopted if they are provided with:

- Staff examination, initial vaccination, de-worming and flea treatments
- Spay or neuter surgery to prevent the overpopulation of unwanted litters
- Permanent Identification in way of a microchip and registration
- PetSecure Pet Insurance 6 week trial
- Free Veterinary Exam voucher to a local clinic

Euthanasia Policy Summary

Since 2003 the goal of LAPS has been to provide every animal with a second chance. We continue to aim to meet this expectation. Animals are not euthanized at LAPS for space, and we continue to meet the "No Kill" threshold. The only animals that are humane euthanized are those whose suffering cannot be reasonably addressed or who pose a risk to public safety. Veterinarians are always consulted, and multiple staff (including the Executive Director) review the cases to confirm consensus in decision making.

The Doghouse Program

The Doghouse is a unique partnership between LAPS and the Correctional Services of Canada (CSC). The program takes place in Abbotsford at the Fraser Valley Institution, a federal prison for women. Inmate participants take place in an employment training program where they learn industry skill such as how to handle, train and groom dogs. Through this they acquire both industry-specific and general employment skills along with certificates in Canine First-Aid, Groomer's Aid, Professional Dog Training and Kennel Attendant Levels 1 & 2. The program provides a therapeutic opportunity for the participants to develop skill and friendships in a healthy and respectful environment. This smart enterprise is intended to earn enough revenue to fund itself.

More than 150 female inmates have worked in the Doghouse program since the project's inception in 2006. Women who are eligible can volunteer or do work experience placements at the Patti Dale Animal Shelter. Many of the women who've gone through the program continue to work with dogs after completing their time at the institution. We believe this program can be a catalyst for change in the people who participate. It can give participants the skills, confidence, and knowledge to pursue a career that they love.

Staff Training, Onboarding and Support

People are the heart of our organization. Animal services work attracts a special type of person who believes in giving of themselves to support vulnerable animals. These caregivers and service providers often sacrifice their own wellbeing to ensure every need of the animals are met. LAPS takes the responsibility of ensuring staff wellness and their personal success very seriously. We invest in our people and work hard to provide them with the support, education and experience they need to do the work the best they can.

New staff receive extensive training through online resources and various in person opportunities. All staff are provided with shadowing for the initial phase of their employment. LAPS leadership is currently working on formalized onboarding matrix to help guide the process and ensure that all staff are provided the support they require.

Volunteer Program

LAPS is a small organization doing big things in Langley for lost, stray, and unwanted animals. It takes the whole community to make this happen and without our volunteers, we wouldn't be able to continue our life saving work. From walking dogs, cleaning kennels, brushing cats, driving animals to veterinary appointments, and getting out in the community for educational and fundraising events, our volunteers do it all!

Our volunteers go through a series of training seminars to ensure we find the right fit in the shelter for everyone. We are proud to offer volunteer opportunities for members of the public with disabilities and special needs. We also provide enriching environments for community service workers to fulfill their hours of volunteer time. At LAPS, we believe that everyone brings their unique value to our organization. Together as a diverse group of like-minded people, we make a lasting impact for the animals in our community.

Educational & Therapy Programming

LAPS has been evolving our education base programs with schools over the past few years. We have been working with multiple teachers and Education Assistants that bring kids into the shelter weekly to do basic work around the facility, while learning proper ways to handle, clean and provide for cats in our care. Some students have also taken this time to read to the cats to help them on their learning journey. We are looking to expand our cat reading program. LAPS has attended schools for therapy sessions with shelter dogs/puppies and take the opportunity to educate the students about dogs and how to interact with them safely. We will be continuing to build our education programs as engaging youth has been proven to build empathy and responsible pet ownership in the community.

END.