



# **Spay and Neuter Voucher Pilot Project**

2013/14 to 2014/15

Evaluation Report

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**Table of Contents**

EXECUTIVE SUMMARY ..... 1

1. BACKGROUND ..... 2

    A. Overpopulation of dogs and cats in Yukon communities ..... 2

    B. Overview of the Spay and Neuter Voucher Pilot Project ..... 2

    C. Project logic model..... 3

    D. Purpose of the evaluation ..... 3

2. EVALUATION METHODS ..... 4

3. KEY FINDINGS ..... 5

    A. Project deliverables..... 5

        i. Surgeries performed and distribution of vouchers..... 5

        ii. Education ..... 6

    B. Delivery of the pilot project..... 6

        i. Communication ..... 6

        ii. Administration of the project ..... 7

        iii. Providing veterinary services..... 8

    C. Project relevance ..... 9

        i. Public safety.....10

        ii. Animal welfare.....10

        iii. Other concerns associated with the overpopulation of dogs .....11

        iv. Addressing the causes of overpopulation .....11

        v. Cost and transportation barriers .....12

        vi. Attitudes towards spay and neuter.....12

4. OPPORTUNITIES FOR IMPROVEMENT .....13

APPENDIX A: SUMMARY OF VOUCHER DATA .....15

## EXECUTIVE SUMMARY

Humane Society Yukon received \$30,000 from Yukon government in both 2013/14 and 2014/15 fiscal years to deliver the Spay and Neuter Voucher pilot project. This project made vouchers available to pet owners to offset half the cost of spay or neuter surgeries for their pets. Some municipal and First Nations governments covered the other half of surgery costs, providing the surgery effectively for free in some communities. The project had two initial deliverables:

- ❖ Provide access to 100 spay or neuter surgeries per year for low-income families from outlying Yukon communities, and
- ❖ Provide information promoting spay and neuter surgeries to pet owners and stakeholders.

### Key findings of evaluation

- ❖ The project exceeded the deliverable of providing 100 surgeries per year, providing 114 in 2013/14 and 133 in 2014/15. However, the scope changed to include low-income pet owners in Whitehorse and eliminate the income requirement in outlying communities.
- ❖ Educational materials were created and distributed to support the project, but it was not possible through this evaluation to measure the impact of these activities on pet owners' decisions whether or not to spay or neuter.
- ❖ Interviewees, including municipal and First Nation government representatives, identified that communities in Yukon face substantial issues relating to the control of populations of animals, particularly dogs.
- ❖ The project was valued by stakeholders, but a number of opportunities for improvement were also identified. In particular, interviewees pointed to a need to improve communication about the project, both between organizations involved in delivering it and with the public.
- ❖ Interviewees identified a number of reasons that they believe some pet owners in Yukon are not spaying or neutering their pets. Cost and other barriers to accessing surgery were reported to be important reasons.
- ❖ A number of interviewees identified that spay and neuter was not valued or perceived as important by some pet owners, and suggested education continue to be a focus for future initiatives.

### Opportunities for improvement at a glance:

1. Ensure future activities reflect the priorities of Yukon communities.
  - ❖ Engage with communities to determine their needs and issues.
  - ❖ Address the number of unowned or abandoned dogs in specific communities.
2. Leverage existing networks within Yukon.
  - ❖ More effectively involve a wider range of local non-profit organizations and volunteers within each communities.
3. Address the reasons people are not spaying or neutering their pet(s).
  - ❖ Improve access to spay and neuter surgeries and veterinary care across Yukon.
  - ❖ Include a strong educational component.
4. Communicate clearly to all stakeholders.
  - ❖ Ensure clear objectives are communicated to all stakeholders.
  - ❖ Promote the program Yukon-wide.
  - ❖ Communicate clearly with program partners.

## 1. BACKGROUND

### A. Overpopulation of dogs and cats in Yukon communities

The overpopulation of animals can create a number of challenges for communities, including:

- ❖ A risk to public safety from uncontrolled dogs that may form packs or become aggressive, particularly when female dogs are in heat;
- ❖ Diverting resources from bylaw and other community budgets to respond to issues related to uncontrolled dogs;
- ❖ Burden on animal rescue organizations from abandoned animals; and
- ❖ Unwanted animals often do not receive adequate food, shelter, or care.

### B. Overview of the Spay and Neuter Voucher Pilot Project

Yukon government contributed \$30,000 per year for the 2013/14 and 2014/15 fiscal years to Humane Society Yukon (HSY) to deliver the Spay and Neuter Voucher Pilot Project.

Approximately 75% of the funding offset veterinary costs of spay (female) and neuter (male) surgeries. The other 25% funded the production and distribution of educational material, advertising, travel, and administrative costs. The program was based on the assumption that increasing access to spay or neuter surgeries by offsetting veterinary costs would be an effective means to address concerns about pet overpopulation and animal control issues. When originally established, the project had two objectives:

- ❖ Decrease the number of dogs and cats born in outlying Yukon communities by providing one hundred low income families in outlying Yukon communities per year with the option to spay or neuter a pet cat or dog; and
- ❖ Provide information to the families, contributors, and other stakeholders on the benefits of the project.

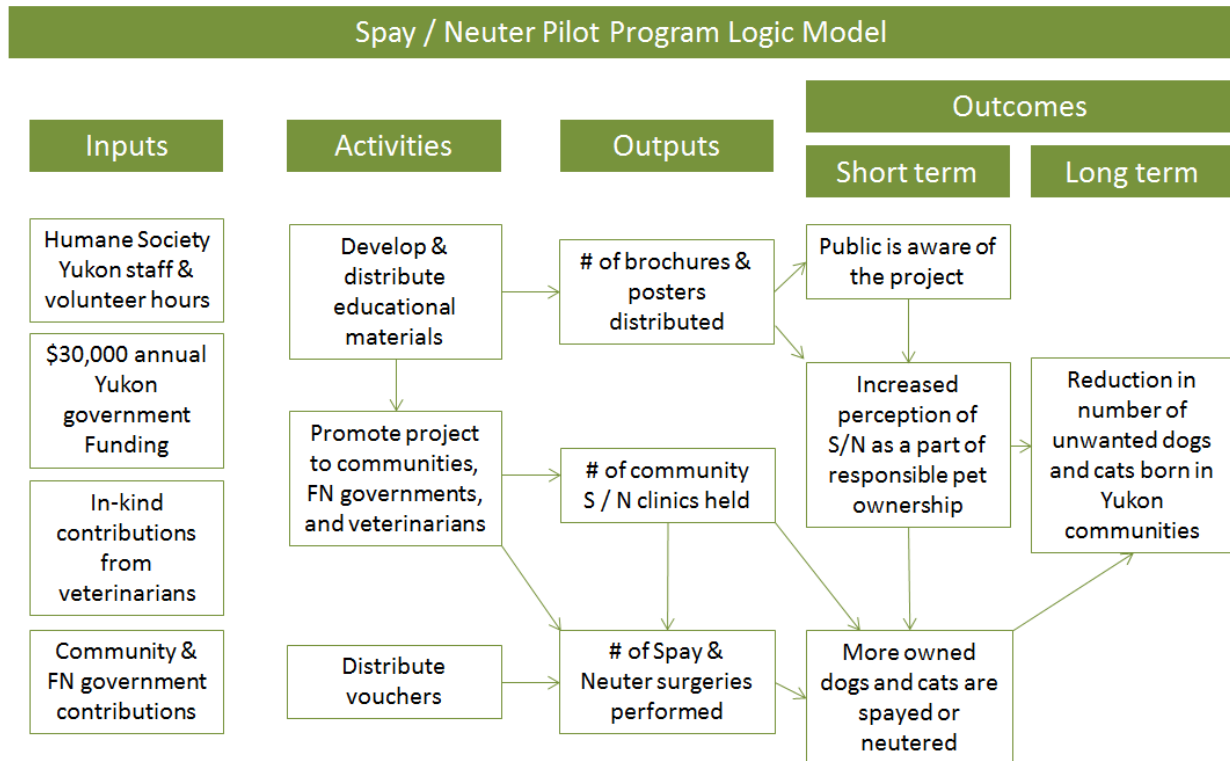
Over time, the scope of the project changed, eliminating the income requirement for residents of outlying Yukon communities and including low-income residents of Whitehorse.

Humane Society Yukon developed posters and educational material and provided vouchers that could be redeemed with any Yukon veterinarian to cover half of the cost of a spay or neuter surgery. HSY contracted veterinarians to provide surgeries at a standardized, reduced rate. Veterinarians offered services at a reduced rate as a public service and indicated that they felt this could be a useful contribution to education and animal welfare in Yukon. HSY contacted Yukon First Nations and municipalities, and some matched the cost coverage of the voucher so that spay and neuter surgeries would be available at no cost to their community members. These partners contributed half of the cost for approximately 137 surgeries.

Challenges related to the overpopulation of dogs and cats vary by community, as does the level of access to veterinary services including spay and neuter surgeries. Delivery of the program therefore varied by community and in some communities, volunteers supported transport of animals into Whitehorse or Dawson for surgery. There was also some direct financial support for veterinary clinics delivered in communities.

On April 1, 2015, administration of the Spay and Neuter Voucher Pilot Project was transferred along with the other components of the Animal Protection Program from the Department of Community Services to the Department of Environment. The transfer coincided with the end of the 2014/15 fiscal year and the end of funding for the Spay and Neuter Pilot Project pending its evaluation. Funding was subsequently reinstated to Humane Society Yukon from September 2015 through March 2016 in order to continue providing access to the vouchers throughout the evaluation period.

### C. Project logic model



### D. Purpose of the evaluation

The Spay and Neuter Voucher Pilot Project is the first component of the Animal Protection Program to undergo evaluation since the program's transfer to the Department of Environment. The evaluation will help support decision-making to address issues related to animal protection and animal control in Yukon communities. This evaluation has three objectives:

1. to assess whether the pilot project's deliverables were met;
2. to assess whether the methods of delivering the pilot project were effective; and
3. to identify opportunities for improvement in addressing the overpopulation of unwanted dogs and cats.

## 2. EVALUATION METHODS

A mixed-methods approach was taken to collect and analyze quantitative and qualitative evidence for this evaluation. Data from multiple sources were analyzed, including:

### Program data

Information from government records of project funding, annual project reports, and other documents and communications related to the project were assessed. Data from all redeemed spay and neuter vouchers was entered into a spreadsheet, validated and analyzed. Data quality was a significant issue because much of the voucher information was difficult to decipher and there was missing data. The information from 333 vouchers was analyzed. For a summary of the voucher data, please see Appendix A.

### Interviews

Thirty semi-structured interviews were conducted with a total of 37 individuals. Although some interviews included more than one person (for example multiple staff from one veterinary clinic), responses were analyzed as one interview. Snowball sampling was used to identify additional interviewees who were involved in delivery of the Spay and Neuter Voucher Pilot Project. Interviews were recorded and transcribed to allow for thematic analysis. All stakeholders listed below were invited to participate. The number who responded and participated in interviews are indicated in brackets.

- ❖ Yukon veterinary clinics (5);
- ❖ Municipal governments and Local Advisory Councils (12);
- ❖ Yukon First Nations (9); and
- ❖ Non-profit organizations in Yukon with a mandate relating to the welfare of dogs and cats (4).

### Survey

All interview participants were also invited to complete an online survey administered by the Yukon Bureau of Statistics. A total of 26 individuals completed the survey. However, the sample of respondents varies substantially from interviewees, as veterinary clinic staff were interviewed together but responded to surveys as individuals. Veterinary clinics therefore account for 17% of interviewees, but veterinary clinic staff make up 38% of survey respondents due to low response rates from other groups of respondents. The low response rate to the survey by participants other than veterinary clinics does limit the ability to generalize the results and to compare with the responses of interviewees. In most cases, the survey results reinforce the findings of the qualitative analysis of the interview data.

Copies of the interview guide and survey are available from the Animal Health Unit upon request.

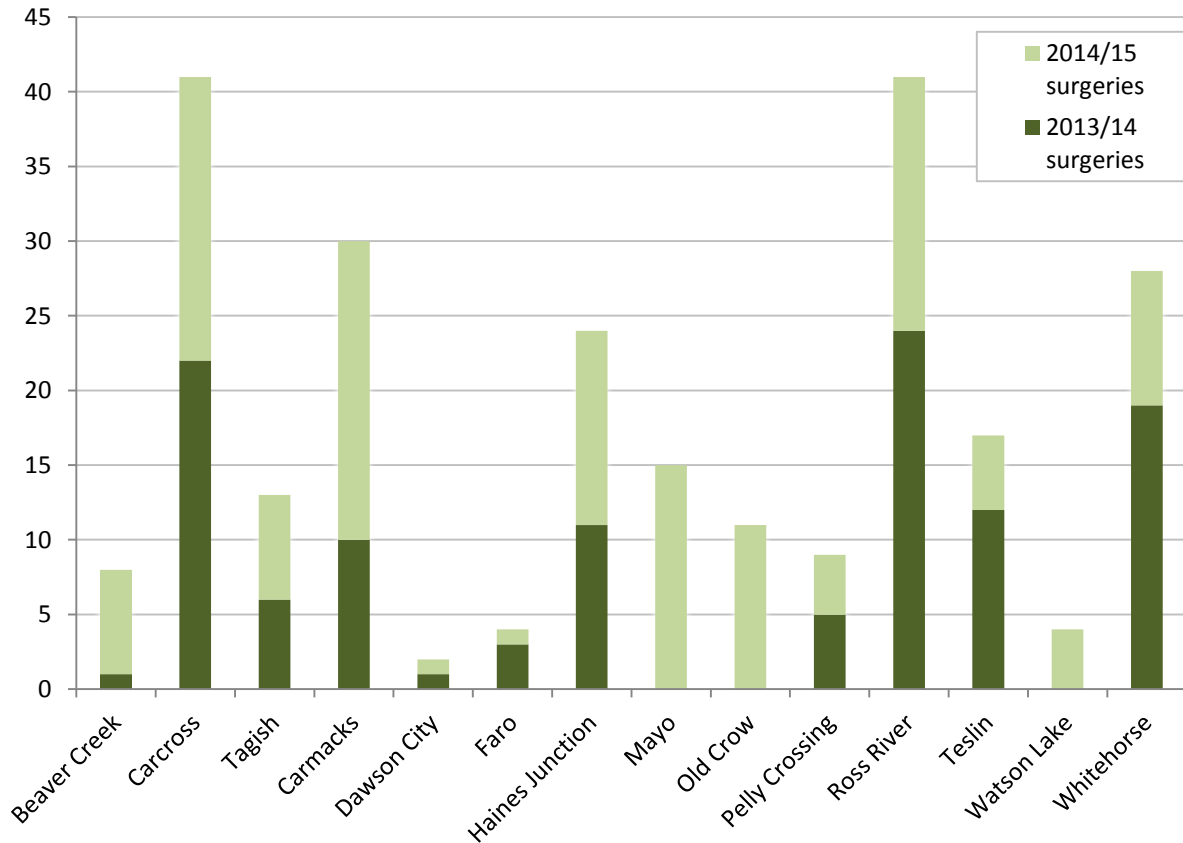
### 3. KEY FINDINGS

#### A. Project deliverables

##### i. Surgeries performed and distribution of vouchers

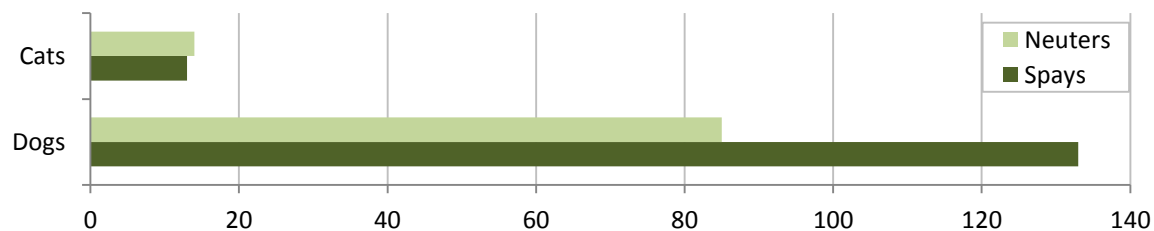
The Spay and Neuter Pilot Project met the deliverable of providing 100 sterilization surgeries per year, with 114 in the first year and 133 in the second, for a total of 247. The pilot project provided access to sterilization surgery for animals from 14 Yukon communities as indicated in Figure 1.

**Figure 1 - Number of surgeries by community**



Both dogs and cats were eligible for a subsidized sterilization surgery through the program. However, a large majority (89%) of surgeries were performed on dogs. Sixty one per cent of surgeries for dogs were spays and 39% were neuters.

**Figure 2 -Total surgeries by species**





Some stakeholders raised concerns with the mechanism of distributing vouchers to redeem at the time of the surgery, as the vouchers had expiry dates and a number were unredeemed. Vouchers had expiry dates so that the money allocated for covering the cost of surgeries could be redistributed to other voucher applicants that intended to redeem the voucher to spay or neuter their pet. Approximately a third (34%) of interviewees identified challenges in obtaining follow-through from some individuals who were issued vouchers. Some voucher applicants stated an interest in spaying or neutering their pet, but did not take the final steps of attending the surgery clinics or securing transportation to a veterinary clinic in Whitehorse or Dawson.

In 2013/14, 114 vouchers were redeemed of the approximately 158 issued. In 2014/15, 133 of the approximately 175 vouchers issued were redeemed. Overall, approximately 74% of vouchers issued during the pilot project were redeemed.

## **ii. Education**

Providing education about the benefits of spaying and neutering pets was also a deliverable of the pilot project. Humane Society Yukon did produce educational materials such as pamphlets to support the project, and some communities did distribute these print materials. However, it was not possible to assess within the scope of this evaluation the impact such educational efforts may have had on motivating Yukoners to spay or neuter their pet(s).

## **B. Delivery of the pilot project**

Among survey respondents, 63% either agreed or strongly agreed that they were satisfied with the way in which the program was delivered, while 17% disagreed or strongly disagreed. Many interviewees noted some issues with how the program was delivered, particularly around how the project was communicated to pet owners and to partners in delivering the project.

## **i. Communication**

Communication is essential among stakeholders involved in delivering the project. External communication promotes responsible pet ownership and the importance of considering spaying and neutering pets.

The majority of interviewees (77%), including representatives of all of the veterinary clinics interviewed, noted a lack of clarity with how the project was communicated or advertised. In particular, many interviewees (40%) did not have a clear understanding of eligibility criteria for pet owners to participate in the project. Thirty-three per cent of interviewees also noted challenges related to people being unaware of the program, including six potential cost-share partners who indicated they were themselves not aware of the project.

There are several reasons why communication for this project was challenging. Part of the challenge is the complexity of the program and that it varied considerably among communities. Because some communities contributed funding to cover the half of surgery costs not covered by the vouchers, some municipal and First Nations governments added their own eligibility criteria or restricted the costs they would cover. For example, some communities paid the cost for vaccinations and others did not, some communities had income criteria, and at least one community excluded cats.

Program delivery was therefore not consistent in all communities. Many people did not distinguish between the criteria imposed by communities or First Nations for costs they would cover and what costs were covered by the HSY voucher. The HSY voucher component was intended to be available in all Yukon communities outside of Whitehorse, whether the community was contributing towards the surgery costs or not. In Whitehorse, the vouchers were available only to low-income applicants. However, it is clear from the interviews that many Yukoners were not aware of the program, especially if their community or First Nation was not a partner for the program.

Information was also not always presented clearly to stakeholders delivering the project. For example, veterinary clinics were in some cases unclear on who to invoice for which components of the costs of surgery and/or vaccination. The expectations of clients, partners and Humane Society Yukon were often unclear.

***"There were too many contact points. The information wasn't clear. We just left feeling really confused as to what the program was, what they were offering, and what they wanted from us."***

Another factor that contributed to the lack of clarity was that program changes were made as lessons were learned from year to year. Adaptations to the program were in response to issues as they arose in different communities, but those changes and the rationale for them were not always clearly communicated to all stakeholders. This left some partners feeling that eligibility criteria or other components of the project were changed arbitrarily.

Fifty percent of interviewees identified communication as an important component of any future project aiming to address similar challenges. Interviewees also highlighted the importance of promoting future programming using more than just print materials. Many mentioned using social media or other online tools specifically, and highlighted the importance of being clear about which components of programming are available Yukon-wide and which are specific to communities that are contributing matching funding.

Additionally, 30% of interviewees noted the importance of building and maintaining relationships for the success of any future programming and to ensure smooth delivery of the program. In particular, interviewees noted the importance of communicating clearly and building relationships with veterinary clinics and the communities. Building relationships with First Nations and municipal governments was also identified as important to the success of future programming because of the role they play as partners in providing education and promoting the program. Building and maintaining relationships with veterinary clinics was identified as important for the smooth delivery of the project, particularly in communities.

## **ii. Administration of the project**

In discussing the model of administering the program through a non-profit organization, a number of interviewees (20%) suggested potential benefits of administering the program in a more decentralized way. For example, by leveraging the local knowledge of existing animal welfare networks and rescue organizations with a presence in different Yukon communities. Some communities currently offer programs to increase access to spay and neuter surgeries,

such as the Spay and Neuter Incentive Program (SNIP) offered by Humane Society Dawson. Very few animals from Dawson or Watson Lake were sterilized in the voucher program. This could reflect the existence of spay and neuter programs operated in those communities by volunteers such as Yukon Animal Rescue Network or Humane Society Dawson. These programs have operated without access to the additional funding that was provided through the voucher program. There may be opportunities to build on existing programs such as these rather than offering similar voucher programs in these areas.

### iii. Providing veterinary services

The project was implemented differently in different communities due to the diverse community needs and the challenge of delivering veterinary care in Yukon communities outside of Whitehorse and Dawson. Transporting animals to a veterinary clinic for surgery is an easier option for communities closer to Whitehorse. Communities also vary in their capacity to host community veterinary clinics by providing appropriate conditions for surgery and recovery areas for animals following surgery. Appropriate mechanisms for increasing access to surgery therefore vary by community in Yukon.

Nearly half (47%) of interviewees identified challenges with providing veterinary service to communities, including:

- ❖ the cost associated with the travel of veterinarians, support staff, and equipment,
- ❖ the lack of infrastructure to support appropriate conditions for surgery and recovery of animals after surgery,
- ❖ the lack of established relationships between some communities and veterinary clinics based in Whitehorse, and
- ❖ in some cases, the preference of Yukon veterinarians to provide surgical services in their established veterinary clinics rather than under temporary conditions in a community, including concerns about after surgery care for animals.

While many of the surgeries funded by the vouchers were carried out in Whitehorse, some community clinics were organized as part of the project. The project provided financial support to partially offset costs for veterinarians to travel to communities and perform surgery locally with community support. At least 45 of the 247 surgeries were performed in temporary community clinics. Community clinics were not used as heavily in the second year of the project due to challenges with communication, coordination, administration, and funding of the clinics.

Interviewees often identified the need for clear communication and early and sustained engagement of stakeholders to ensure that the delivery of veterinary services addresses the needs of Yukon communities and of veterinarians. Unclear communication with both communities and veterinarians was identified as a barrier to successful delivery of veterinary services through community clinics. It was clear from the interviews that there was a desire for local veterinary care in communities and that these clinics supported surgery on a large number of animals in a short period of time.

Veterinarians are unique partners in delivery of programs for animal health and welfare. As such, and recognizing their unique knowledge and skills, the veterinary interviews and input

were considered separately from other stakeholders. While veterinary clinics acknowledged the potential value of spay and neuter surgery to address the number of unwanted dogs or cats, as a group they questioned whether a voucher program was the best approach. In interviews, it was noted that the dogs being brought in for surgery were often house pets and not the community dogs that were of concern for roaming, fighting and as a threat to people. Veterinarians expressed concern that even if a dozen male dogs in a community were neutered, one unspayed female could rapidly increase the population of unwanted puppies. There were also concerns about the investment in surgery for animals that might have a limited lifespan in a community.

Veterinarians emphasized that any future program must respect their responsibility to exercise professional judgement and develop relationships with clients. The relationship with clients is particularly important for delivering educational materials. Veterinarians indicated that the voucher program did not provide an opportunity to educate clients about the value of veterinary care because in many instances, they were not dealing with the owner of the animal that they were performing surgery on. They consistently emphasized the importance of education of owners about all aspects of responsible pet ownership.

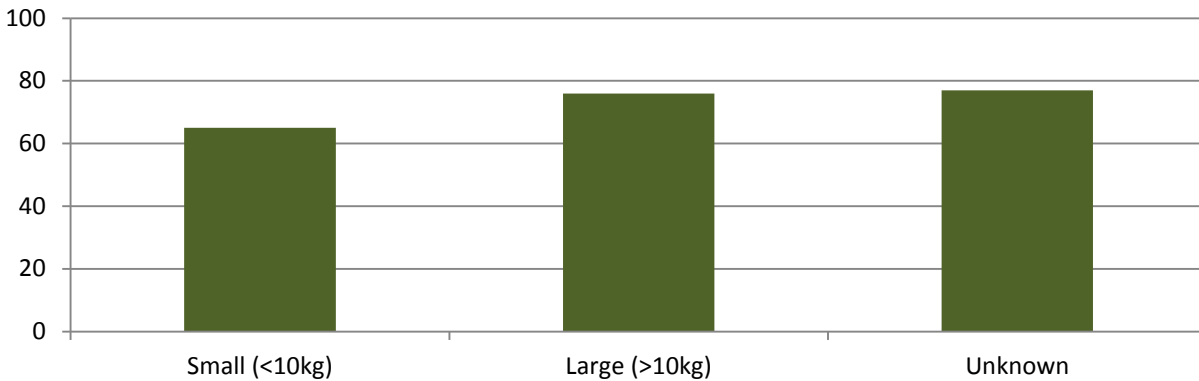
### **C. Project relevance**

Ninety percent of interviewees indicated that they valued the project, principally because it was perceived to help control the number of unwanted dogs and cats. Some interviewees also noted other positive effects of the project, including improving access to general veterinary services in remote communities and the benefits of including vaccines with the spay or neuter surgeries.

Some interviewees (23%) raised concerns about the limitations of the project. In particular, some stakeholders were concerned about challenges of addressing the problem of uncontrolled dogs without expanding the scope of the project to include abandoned dogs. Some interviewees mentioned that while there is a demand for puppies, dogs are sometimes no longer welcome in the home when they get to be larger and these abandoned dogs that are breeding were not included in the scope of the voucher project.

Some interviewees, particularly veterinarians, identified concerns that the dogs being sterilized through the project may not be those that pose concerns for the communities. For example, among the 141 dogs where the size of the dog is known from the vouchers, nearly half (46%) were small dogs estimated to weigh under 10kg. Many of these were identified on the voucher as toy breeds (Pomeranian, Shih Tzu, Papillion, miniature pincher). These small breeds are likely to be highly valued by owners and unlikely to either represent a threat to public safety due to roaming or be a source of large numbers of unwanted puppies.

**Figure 3 – Number of dogs spayed or neutered by size category**



The majority of interviewees (73%) identified reducing or preventing the population growth of unwanted animals, specifically dogs, as an issue they wanted to address. Two thirds of interviewees specifically reported that they did not face issues relating to the population of unwanted domestic cats, and they were primarily concerned with dog populations.

The overpopulation of domestic animals manifests as other, more specific problems facing communities. Figure 4 below provides further detail on issues relating to the overpopulation of animals, particularly for public safety and animal welfare.

**i. Public safety**

Many interviewees were concerned with safety implications of populations of uncontrolled dogs in communities. In particular, many interviewees were concerned about dogs forming packs. This concern was also reflected in survey responses, with 71% of respondents either agreeing or strongly agreeing

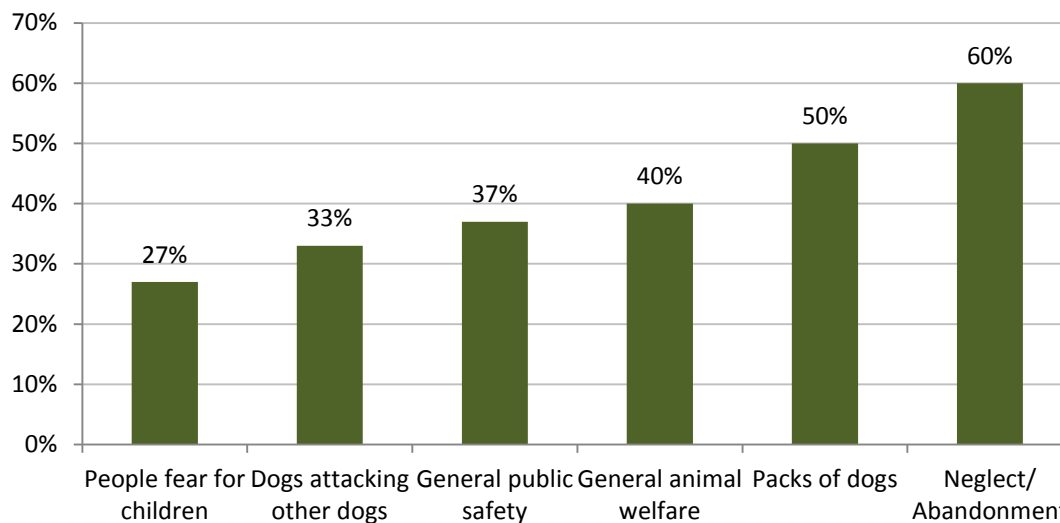
***"I don't like the idea of packs of dogs running down the road with kids out and about."***

that dog packs were a concern in their community. Interviewees noted that this was of particular concern in some communities and was more problematic when female dogs were in heat. Interviewees were particularly concerned for the safety of children and elders. Other public safety concerns noted include dog bites and aggressive dogs. Dogs fighting other dogs was also identified as a concern by 79% of survey respondents and can present a public safety concern when people intervene to protect their pets or other dogs.

**ii. Animal welfare**

Animal welfare concerns were primarily related to reducing the number of unwanted animals that are abandoned or neglected. Other animal welfare concerns included reducing the number of animals hit by cars, the risk of some health conditions for animals being mitigated by spay and neuter surgeries, and the potential to prevent infectious disease when vaccinations accompanied the surgeries.

**Figure 4 – Percentage of interviewees identifying concerns associated with populations of uncontrolled animals in communities**



Dogs attacking other dogs also presents an animal welfare concern for the dogs involved. Several individuals reflected that pets had been killed by roaming dogs in communities. Some interviewees also identified a concern with the welfare of wildlife and other animals that were attacked by uncontrolled dogs.

Some interviewees also raised concerns with responses to the overpopulation of dogs that have been implemented in the past in some communities, such as periodic community-organized destruction of unowned dogs. Interviewees reported a desire to proactively control the population of unwanted dogs so that communities do not implement lethal means of controlling dog populations in future.

### **iii. Other concerns associated with the overpopulation of dogs**

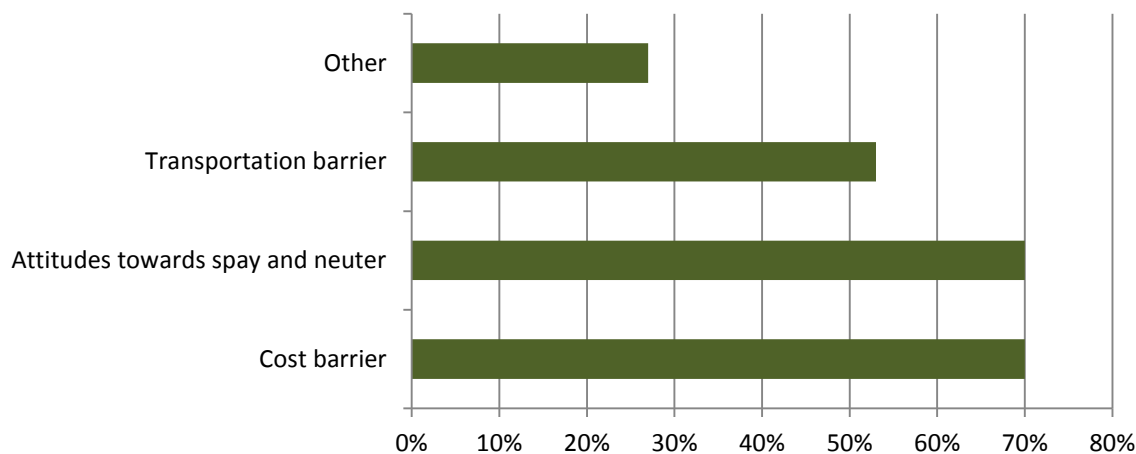
Twenty percent of interviewees also suggested that spay and neuter or similar programs could reduce the costs associated with animal control, including bylaw enforcement, and reduce the burden on rescue organizations from abandoned animals that end up in shelters. Some interviewees also raised concerns with nuisance related to the overpopulation of dogs, such as dogs getting into garbage bins.

### **iv. Addressing the causes of overpopulation**

The spay and neuter project was premised on the assumption that reducing financial and service access barriers to spay and neuter surgeries would help address the overpopulation of unwanted dogs in Yukon communities. The surveys and interviews were designed to get at people's perceptions of why some pet owners in Yukon do not spay or neuter their pet(s). Sixty percent of survey respondents either agreed or strongly agreed that most Yukoners would like to spay or neuter their pet, but face a number of barriers to doing so. This finding was substantiated in the interviews, but interviewees and survey respondents also noted that there were other factors involved. Figure 5 provides additional information on what interviewees

identified as the reasons people are not spaying or neutering pets. Some of the reasons captured in the other category in Figure 5 include lack of access to veterinary services in communities and that some pet owners want to have puppies or kittens.

**Figure 5 – Percentage of interviewees identifying specific reasons that people are not spaying or neutering their pets**



**v. Cost and transportation barriers**

Cost and transportation barriers are closely linked. Cost was cited by 70% of interviewees as a barrier to having surgery done on pets and includes the high cost of gas or other costs involved in bringing an animal to town. Over half (53%) of interviewees noted transportation as a barrier, including a lack of access to vehicles. Many people noted in particular that elders in some communities do not own or use vehicles. Eighty-six percent of survey respondents agreed or strongly agreed that the pilot project was effective at addressing cost as a barrier to accessing spay or neuter surgery.

***"People don't generally want to go and spend \$300 on that, but they want a puppy."***

Cost and transportation barriers are closely linked. Interviewees noted that the effective cost of a spay or neuter surgery was higher for pet owners in communities, as transport from outlying communities often meant taking time off work, fuel costs, an overnight stay, and meals away from home.

Fifty percent of interviewees noted addressing cost, transportation, and other barriers to spay and neuter surgeries as an important component of potential future programming to reduce pet overpopulation in Yukon.

**vi. Attitudes towards spay and neuter**

Attitudes towards spay and neuter surgeries was identified by 70% of interviewees as a reason that some Yukoners are not spaying or neutering their pet(s). Many reported that some people were opposed to spay and neuter surgery on principle, and preferred not to spay or neuter their pet(s) even if they faced no barriers to accessing the surgery. Reasons included perceiving the



surgeries as interference with nature and believing that having large numbers of community dogs protects against other wildlife such as wolves or bears. Many interviewees noted that pet owners were particularly hesitant to neuter male dogs.

Reducing barriers to spay and neuter surgery can only increase the proportion of pets that are sterilized if owners see value in the surgery for their pet(s). Less than a quarter of survey respondents (22%) agreed or strongly agreed that the pilot project was effective at addressing the concern of some pet owners that surgery interferes with nature. Over half (53%) of interviewees identified education as a significant component of any future programming aiming to address pet overpopulation. Providing education on the potential benefits of spaying and neutering dogs, both for the community as a whole and in some cases for the health of individual animals, was identified as a necessary component of future action to better address the underlying reasons that some Yukoners are not spaying or neutering their pets.

## 4. OPPORTUNITIES FOR IMPROVEMENT

The opportunities for improvement identified below stem from the findings of the evaluation and will inform the design and implementation of future efforts by Department of Environment aimed at domestic animal protection and animal control in Yukon communities.

### 1. Ensure future activities reflect the priorities of Yukon communities.

- ❖ **Engage with communities to determine their needs and issues.** The concerns identified by communities and First Nations stakeholders related almost exclusively to the overpopulation of unwanted dogs. In particular, these were public safety concerns, but it is essential to engage with individual communities to ensure programs meet their specific needs. No community raised any public safety concern related to cats, and some have already opted to limit the scope of the program in their community to dogs.
- ❖ **Address the number of unowned or abandoned dogs in specific communities.** The scope of the pilot project was limited to providing subsidies to pet owners and did not extend to unowned dogs. Future programs might explore other means of limiting the population growth of unowned dogs, such as with injectable sterilization programs or community-led efforts to capture and spay unowned female dogs. Unowned dogs are of greater concern in some communities compared to others.

### 2. Leverage existing networks within Yukon.

- ❖ **More effectively involve a wider range of local non-profit organizations and volunteers within communities.** Non-profit animal welfare organizations in Yukon communities have in-depth understanding of the issues facing their communities. They are well-placed to identify priority animals within their communities for sterilization, and have established networks within communities to deliver education.



### 3. Address the reasons people are not spaying or neutering their pet(s).

#### ❖ **Improve access to spay and neuter surgeries and veterinary care across Yukon.**

Cost, travel, and other barriers continue to be important factors that limit some pet owners' ability to sterilize their pet(s). Due to limited access to veterinary care, communities outside of Whitehorse and Dawson face more significant barriers to spaying or neutering their pet(s).

#### ❖ **Include a strong educational component.** Education will be an important component to promoting spay and neutering pets as a part of responsible pet ownership and a cost of pet ownership that should be considered while making an informed decision about whether to own a pet.

### 4. Communicate clearly to all stakeholders.

#### ❖ **Ensure clear objectives are communicated to all stakeholders.** Having clear objectives relating to the issues communities wish to address will be important for promoting the program to stakeholders and pet owners. Simplifying program delivery by having fewer points of contact may make the program more straightforward to administer and easier to access.

#### ❖ **Promote the program Yukon-wide.** Promoting the program through various avenues, including social media, will help ensure that Yukoners understand what is available through the program and how to access the program.

#### ❖ **Communicate clearly with program partners.** Clear and regular communication with all partners in program delivery, including veterinarians, community and First Nations governments, and non-profit organizations will support accountability and help keep all partners consistent with respect to administration, financing, and delivery of the program. Clear communication about eligibility criteria, availability, and project results could support project funding being delivered equitably according to consistent criteria.

## APPENDIX A: SUMMARY OF VOUCHER DATA BY COMMUNITY AND TYPE OF ANIMAL

Community	Total Surgeries			% Distribution of Surgeries		
	13/14	14/15	Combined	13/14	14/15	Combined
<b>Totals</b>	<b>114</b>	<b>133</b>	<b>247</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Beaver Creek	1	7	8	1%	5%	3%
Carcross	22	19	41	19%	14%	17%
Tagish	6	7	13	5%	5%	5%
Carmacks	10	20	30	9%	15%	12%
Dawson City	1	1	2	1%	1%	1%
Faro	3	1	4	3%	1%	2%
Haines Junction	11	13	24	10%	10%	10%
Mayo	0	15	15	0%	11%	6%
Old Crow	0	11	11	0%	8%	4%
Pelly Crossing	5	4	9	4%	3%	4%
Ross River	24	17	41	21%	13%	17%
Teslin	12	5	17	11%	4%	7%
Watson Lake	0	4	4	0%	3%	2%
Whitehorse	19	9	28	17%	7%	11%

Community	2013/14				2014/15					
	Dogs		Cats		Dogs		Cats		Unknown <sup>1</sup>	
	Spays	Neuters	Spays	Neuters	Spays	Neuters	Spays	Neuters	Spays	Neuters
<b>Totals</b>	59	40	7	8	74	45	6	6	2	0
Beaver Creek	1	0	0	0	6	1	0	0	0	0
Carcross	8	14	0	0	7	7	2	2	1	0
Tagish	4	0	2	0	1	5	0	1	0	0
Carmacks	7	1	1	1	12	8	0	0	0	0
Dawson City	0	1	0	0	1	0	0	0	0	0
Faro	0	2	1	0	1	0	0	0	0	0
Haines Junction	8	3	0	0	9	1	2	1	0	0
Mayo	0	0	0	0	8	7	0	0	0	0
Old Crow	0	0	0	0	7	3	1	0	0	0
Pelly Crossing	5	0	0	0	3	1	0	0	0	0
Ross River	18	6	0	0	12	3	0	1	1	0
Teslin	3	8	0	1	0	5	0	0	0	0
Watson Lake	0	0	0	0	4	0	0	0	0	0
Whitehorse	5	5	3	6	3	4	1	1	0	0

<sup>1</sup> Data on species was not clearly recorded for two of the vouchers.