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A Guide for Modern Sanctuaries with Examples from a Captive Chimpanzee Sanctuary

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Abstract

As the need for animal sanctuaries continues to grow, and the numbers of species being housed increases, there is a desire from both current and future sanctuaries for guidance. Guidance from those with experience in the sanctuary, ethics, and animal welfare communities is important and helpful to the founders of new sanctuaries as well as current sanctuaries that may struggle with their identity. I will discuss some of the many definitions of sanctuary, and encourage organizations to consider which definition is the best fit for them. The ethos and philosophy a sanctuary embraces are likely to guide best practices, and sanctuaries are encouraged to consider how this affects their daily operations. More broadly, there are many individuals concerned with the best way to care for animals in need of sanctuary and the information contained in the article will highlight some of these issues. I provide examples from Chimp Haven, a large chimpanzee sanctuary in the United States, as to how we approach and struggle with some of these issues as well as considering them in a broader context.

A Guide for Modern Sanctuaries with Examples from a Captive Chimpanzee Sanctuary

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Abstract: *As the need for animal sanctuaries continues to grow, and the numbers of species being housed increases, there is a desire from both current and future sanctuaries for guidance. Guidance from those with experience in the sanctuary, ethics, and animal welfare communities is important and helpful to the founders of new sanctuaries as well as current sanctuaries that may struggle with their identity. I will discuss some of the many definitions of sanctuary, and encourage organizations to consider which definition is the best fit for them. The ethos and philosophy a sanctuary embraces are likely to guide best practices, and sanctuaries are encouraged to consider how this affects their daily operations. More broadly, there are many individuals concerned with the best way to care for animals in need of sanctuary and the information contained in the article will highlight some of these issues. I provide examples from Chimp Haven, a large chimpanzee sanctuary in the United States, as to how we approach and struggle with some of these issues as well as considering them in a broader context.*

Keywords: *chimpanzee, welfare, sanctuary, ethics, wellbeing*

Introduction

Animal sanctuaries are becoming more common worldwide as the need arises to house animals from a variety of circumstances. Many species have lost their natural habitats or been orphaned due to human influences (for example great apes, sloths, sun bears). Others have become ‘surplus’ and are no longer useful to enterprises like biomedical research, zoos, or the pet trade (for example monkeys, hoof stock, big cats). Society may have changing views of our ethical responsibilities to animals and a reluctance to euthanize other species (for example domestic species, such as horses, pigs, dogs, cats) (Mendoza). As a co-founder and one of the first employees of Chimp Haven, a large chimpanzee sanctuary in the United States, I have gained invaluable experience and insight into questions facing modern sanctuaries. I have been with the sanctuary for over ten years, enabling me to witness changes in internal and external policies, upper level management, and our chimpanzee colony. Chimp Haven is now home to over 200 chimpanzees. We have accepted 349 chimpanzees over the last twelve years; once they arrive this is their final home until their deaths. We are at a unique place in our history as the National Institutes of Health (NIH) determined that it would retire all NIH owned and supported chimpanzees over the next six to nine years, so chimpanzees will continue to arrive at the sanctuary regularly (Collins).

This paper will discuss how we define a modern sanctuary, broad issues that face sanctuary founders, and specific issues related to daily sanctuary work. As questions are considered, I will provide examples of how Chimp Haven has answered these questions as an organization. However, in some cases I believe we continue to grapple with the questions. At Chimp Haven, we cope with these questions via regular communication and discussions during all staff and departmental meetings, visiting other sanctuaries, and attending conferences and workshops to network and remain current on best practices in sanctuary care. The goal of this paper is to provide guidance to new sanctuaries and help sanctuaries already in existence to question how or why they operate the way they do, philosophically and ethically, and develop their own best practices and answers to the questions posed. Another general goal is to highlight these issues for other individuals more broadly concerned with the best way to care for animals in need of sanctuary. I provide examples and suggestions of how one chimpanzee sanctuary

deals with these issues. However, I believe that the information is relevant to a wider audience outside of the unique context of our sanctuary.

A Modern Sanctuary

We define the word sanctuary in many ways, and an organization should establish its chosen definition as the sanctuary is developed. In the United States, the term sanctuary means many things to different people and in different contexts. Most individual sanctuaries and animal welfare organizations do not provide an individual definition of what they consider a sanctuary. Because of this, the North American Primate Sanctuary Alliance recently developed a position statement detailing the differences between true sanctuaries and pseudo sanctuaries for non-human primates ('Position Statement: True Sanctuaries'). A pseudo sanctuary may care for non-human primates but may exploit or harm the animals in their care by allowing visitors to handle dangerous species like big cats or primates.

When considering definitions that influence our thinking about sanctuaries, as well as the possibly more important ethos of what constitutes a proper sanctuary, we find some inconsistency and quickly realize that this may be the first question we need to answer for ourselves. What is a sanctuary? Some definitions of sanctuary list attributes a sanctuary should have. One definition of an animal sanctuary in the United States comes from the Captive Wildlife Safety Act (CWSA) of 2007 ('Captive Wildlife'), which is specific to big cats. According to this document, a sanctuary is an accredited, non-profit entity that does not propagate, commercially trade or allow direct contact with the animals in their care. These requirements are also a part of NAPSA's definition of a true sanctuary. NAPSA goes further and adds: animals are not removed from the sanctuary for exhibition, education, research, or commercial purposes; public visitation is limited; animals are not trained to perform; the organization is fiscally responsible with a goal of providing lifetime care for sanctuary residents; and the sanctuary advocates for the species they care for ('Position Statement: True Sanctuaries'). Right now, there is no broad legal definition of sanctuary in the United States as it pertains to animals. Whether this is necessary is up for speculation.

When those with sanctuary experience, as in NAPSA's case, collectively define sanctuary, there are differences and additions that are considered by many proponents of animal welfare to be characteristic of true sanctuaries (Emmerman 224; Gruen, 'Shifting'; Ross 71-73). The Global Federation of Animal Sanctuaries (GFAS) defines a sanctuary as 'an establishment that provides lifetime care for animals that have been abused, injured, abandoned, or are otherwise in need. The animals may come from sources including, but not limited to, private owners, research laboratories, government authorities, the entertainment industry, and zoos' ('Who Can Apply'). GFAS, a voluntary accrediting organization, lists specific attributes of an animal sanctuary, and GFAS-accredited sanctuaries must embody these attributes. However, the Pan African Sanctuary Alliance (PASA) reminds us that sanctuaries in areas where the animals are endemic may not provide lifetime care but might instead attempt to rehabilitate and release the animals back into their natural habitats (Ferrie et al. 189, 'What We Do'). Schoene and Brend discuss a different definition of sanctuary in endemic countries, which includes breeding and being open to the public (109). Not all sanctuaries choose to be accredited even though they may meet the guidelines and definitions of accrediting organizations. This may be a matter of personal choice or may be due to required fees or time constraints. The accreditation process typically requires paperwork, as well as inspections, which all take time. Here, I will use the GFAS definition of an animal sanctuary, which includes being a non-profit organization that does not engage in intentional captive breeding, exploitation of animals for commercial gain, or direct public interaction with animals. This definition also encompasses the CWSA definition, NAPSA's definition of a true sanctuary, and the beliefs of Chimp Haven, a GFAS member. Chimp Haven must also follow 'Standards of Care' that are regulations that set standards for the care of the chimpanzees at Chimp Haven (Code of Federal Regulations).

Ethics are also germane to any discussion involving the care of animals and their welfare (Hua and Ahuja 620-624). In *The Ethics of Captivity*, the authors discuss some of the differences between zoos and sanctuaries and touch on the ethos an organization should have to consider itself a sanctuary (Doyle 47; Emmerman 213-230; Gruen, 'Dignity' 231-245; Jones 90-95; Ross 72-73). Gruen states that in addition to some of the other requirements, true sanctuaries should have the mutual goals of promoting the well-being of the animals and providing them with

dignity and respect (244). These goals may be harder to define and measure and will likely continue to be discussion points for interested parties and sanctuaries themselves. For Chimp Haven, providing the chimpanzees with dignity means respecting their wild natures and behaviors that are unique to their species as well as providing them with choices throughout their lives (Gruen, 'Dilemmas' 155). This may mean allowing chimpanzees who meet to engage in aggression as they work out their dominance hierarchy, although this may be difficult for us to watch, or it may be as simple as allowing them the choice of sleeping outside in a forested area or inside with blankets.

Issues for Sanctuary Founders

As potential sanctuary founders begin planning, there are preliminary discussion items to consider. There are vast numbers of animals, including farm animals, domestic pets, surplus exotic animals, and former research animals, that could benefit from sanctuary (Asa, Donaldson and Kymlicka 52, 'US Statistics'). However, is there a need for another sanctuary for the particular species in question? This is important as starting a new sanctuary is expensive, facilities may take time to build, and it may take time to have animals transported and acclimated. There are also issues of potential competition for donor funds and support. Is it more important, or even necessary, to invest in successful existing sanctuaries with our time, money, and efforts, or to launch a brand-new endeavor? The answers to these questions will vary with the species in question and the need for additional sanctuary space.

Staff expertise is important due to animal welfare concerns, public and donor opinion, and the ongoing physical and psychological needs of the animals. A veterinarian who is an expert at caring for monkeys and apes may know little about caring for other species. This is important to consider when determining which species will reside in a sanctuary. This leads us to another question: should the sanctuary have a dedicated, full-time veterinarian? Typically, a veterinarian will be one of the highest-paid members of the sanctuary staff, thereby requiring a significant financial investment. In the United States, many sanctuaries rely on local or part-time veterinarians for these services on an as-needed basis. Chimp Haven currently has a full-

time veterinarian who is an expert in chimpanzee care due to our large population of chimpanzees. For a smaller organization, with limited funds, this may not be feasible and exploring alternatives may be important. Currently no sanctuary accrediting organizations, such as NAPSA or GFAS, provide guidelines or a ratio of veterinarians to the number of animals living at a sanctuary. The decision is based on a sanctuary's budget, the input of their board of directors, and animal needs. For example, a sanctuary with an older population with more age-related conditions or illnesses might require more assistance from a veterinarian than a sanctuary with a younger, healthier population.

Husbandry or caregiving staff members at Chimp Haven are involved intimately in the daily feeding, observing, and care of the chimpanzees. Often, caregivers are young, just beginning their careers, and may not stay in their positions long term. Although they may have expertise and training, they often have long-term goals related to conservation or the care of animals. These goals may require additional schooling or travel to foreign countries for extended periods, which is not conducive to continued employment in the sanctuary. In smaller non-profit sanctuaries, opportunities for staff promotion and development can be limited. Supervisors and senior managers with practical experience and higher salaries often stay in their positions long-term having completed their educational goals. Employee turnover has implications for the long-term retention of knowledge and creates a revolving door of people whom the animals see and have relationships with each day. Negative effects may occur when animal routines are disrupted and it may take time to adjust to new caregivers (Ross 60). I believe that Chimp Haven continues to contend with this issue and does not currently have a solution to the problem. However, we are exploring professional development, learning opportunities and cross training of these critical staff members to increase retention. In some cases, salaries lower than those found in the for-profit sector may hinder the hiring process. The prior experience of staff members may also create difficulties. For example, the mission and ethos in a sanctuary may be very different from that found in zoos or research facilities where job applicants may have developed their capabilities and honed their skills.

Beyond animal care staff, a successful sanctuary may depend on development staff. Fundraising is one of the biggest ongoing concerns of any sanctuary because it is essential to

ensuring that care is available to the animals throughout their lifetimes. This area is often foreign to sanctuary founders and staff members. Lacking expertise can have long-term implications for the longevity of the sanctuary. For large, long-lived, and intelligent animals like chimpanzees, this can mean raising millions of dollars a year ('Costs For Maintaining Humane Care'). The importance of fundraising is just one example of how specialists outside of the animal care realm are an integral part of a sanctuary.

An important consideration that affects staffing as well as the physical accommodations of a sanctuary is the ideal capacity, i.e. how many animals will reside at the sanctuary. Risk of disease transmission, ability to quarantine incoming animals, and costs may affect this decision. Whether the species lives in large social groups or is solitary in its natural environment, and whether a sanctuary is trying to emulate their natural environment to elicit species-typical behaviors may also inform the answer to this question. If no limits exist in advance, and a sanctuary agrees to continue taking in animals, thereby exceeding its resources, a variety of welfare issues will result (Schoene and Brend 110). When resources are limited, employees may not be paid and the diets of the animals may be sub-optimal due to the cost of food items. Health care may suffer and contraceptives may be discontinued. In a larger context, limited repairs and irregular maintenance may lead to unsafe facilities. Chimp Haven has discussed our future population limit. This number is dependent on our success at integrating the chimpanzees into larger social groups, space available, and sufficient staffing. The sanctuary is located on two hundred forested acres (80.937 ha) providing extensive space for continued growth. Widely dispersed buildings and support areas minimize potential disease transmission, including a separate quarantine building to contain any contagious disease. At Chimp Haven, we choose to form large social groups to promote social interactions and provide opportunities similar to those found in wild communities. We facilitate this by housing the chimpanzees in large complex areas that encourage species-typical behaviors like tool use, nest making, and eating natural vegetation.

Another question concerns where a sanctuary should be located. Chimp Haven is located twenty-five miles from the nearest city, which is common for sanctuaries that desire, or require, peace and quiet for their residents; such settings, however, might not be ideal for some

staff members. Out-of-the-way locations may be desirable, but might limit the pool of prospective staff members and volunteers. Additionally, consideration of seasonality, availability of vegetation (especially for grazing species) and the species' native climate are important. For many sanctuaries, emulating the natural environment will not be possible due to climatic factors, for example being at a more northern latitude with greater fluctuations in temperature, or due to limited space and financial resources. Another consideration regarding location is how close the sanctuary would like to be to the public. Potential sanctuary neighbors may have concerns about the noise, smell, or possible disease transmission from sanctuary animals. In the case of larger, dangerous species, like chimpanzees, they may also have concerns regarding escapes. Although Chimp Haven is on two hundred acres in the middle of a nature park, we do have neighborhoods near our site. We addressed some of the concerns brought by citizens in different ways. We started by being transparent and having an open house prior to the first chimps arriving so people could see that safety was a paramount concern during the construction of our facilities. This gave neighbors a chance to meet our staff and learn about chimpanzees. We also invited local emergency response personnel to tour the facility and ask questions.

Another issue is the need to collaborate and cooperate with individuals and organizations sending the animals to sanctuary. Sometimes these relationships are established during the planning stage, or they may unfold more slowly, over time. Sanctuaries may work with government agencies, private research facilities, zoos, and animal advocates, as well as private citizens and pet owners. The relationships the sanctuary has with these groups are important, as the goal is to provide the best care for the animals through retirement to sanctuary. These relationships are not always easy due to the diversity of viewpoints regarding animals, their care, use, and welfare, but they remain important to secure funding and support, and to maintain good public relations with these entities.

Other decisions include which animals the sanctuary is willing and able to take, when they will arrive, and how they will be transported. Typically, sanctuary founders, executives and the sanctuary's board of directors make these decisions, again dependent on the organization's mission, vision, and values. Logistics, obligations, and the ethos of each facility complicate these decisions and require ongoing dialogue, and benefit/risk analyses. If the

animals are chronically ill, disabled, or have other special needs, the sanctuary may need to decide what they are willing and, more importantly, able to accommodate. It is the moral obligation of the decision-makers to have the best interest of the animals at heart. Needy animals might provide opportunities from a fundraising standpoint, but the needs of the individual animal should come first and the values of each sanctuary should guide these decisions. Sanctuaries must consider if they can care for the individual and if it is the best place for the animal.

Chimp Haven works with NIH and the research facilities that currently house the chimpanzees, but diverse ethical viewpoints regarding how we care for and use animals complicate these relationships. Our veterinarian works with the veterinarian at the sending institution to ensure that it is in the best interest of an individual chimpanzee to be retired to Chimp Haven. The stress of transport and multiple changes in routine for an elderly chimpanzee or a chronically ill animal could have negative effects on the health of the individual; integration may also exacerbate disease processes due to the associated stressors of meeting new chimpanzees (Schapiro et al. 189, Yamanashi et al. 3). The veterinarians discuss cases through phone calls or e-mails along with the input of NIH to make these decisions. We welcome chronically ill chimpanzees if the veterinarians agree that they can withstand transport and the associated stressors, and we feel that, even if the chimpanzees are only with us for a short time, the benefits are worth the risks.

Next is the question of transportation of animals, which may require obtaining special permits or health certificates in the weeks prior to transport. Determining who will accompany the animals in advance with the input of both the sanctuary and those sending animals is important; this may vary depending on the number of animals, the type of animal, individual needs, and the ethos of care of both those sending and receiving animals. Chimp Haven employs a trusted professional contractor who has been transporting animals for thirty years. Either our veterinarian travels with the animals, or a veterinarian from the sending facility travels with them to ensure the health and well-being of the chimpanzees on the journey. We have had a variety of situations, from having additional staff from the sending institution (behaviorists, technicians, animal caregivers) accompany the animals in another vehicle, to the animals arriving

with only our veterinary staff. Individual institutions make the decision to have staff accompany the chimpanzees and the number of staff members available to care for the animals remaining at their facilities may influence this.

Before the animals arrive, decisions regarding quarantine procedures are necessary. There may be regulations for quarantine or the sanctuary may consider it a best practice (Code of Federal Regulations). If the sanctuary plans to integrate the new arrivals into an existing colony, the staff may decide to ensure the health of the incoming animals before introductions occur. Quarantine procedures differ among organizations in terms of requirements and length of time. Chimp Haven has a dedicated quarantine building where new residents live upon arrival. Dedicated staff members care for the chimpanzees in this area and follow strict procedures and protocols regarding personal protective equipment and sanitization. The chimpanzees must undergo two negative tuberculosis tests, a physical exam, and be cleared by our veterinarian before being integrated into our colony. This process typically takes seventeen to twenty days. After quarantine, we often integrate animals into the larger population.

Once a sanctuary is established, and animals have arrived and acclimated, the sanctuary might then consider public education programs. Charging nominal fees for educational events may contribute to the sustainability of the sanctuary. The sanctuary may also want to educate the public about their mission or the species they house. This differs widely among sanctuaries. Some sanctuaries have regular weekly visiting hours and others limit public visits to very exclusive and rare donor days, if they allow them at all, while others might only have an education program that exists away from the sanctuary and animals through visits to classrooms or local organizations to present information about the sanctuary and its residents. Another possibility is to have regular, but limited, public educational programs that allow the public access to sanctuary facilities and observation of the residents. Chimp Haven allows limited public visits via our education days and some special, infrequent programs for limited paying donors. We host twenty-five people for a talk with a staff member, a tour, and a fifteen-minute visit with the chimpanzees six to nine times per year. Chimp Haven has recently chosen to charge a nominal fee for our education days and these fees go directly back into our educational programming. Sanctuaries that do not allow this type of visit often cite concerns for how the

educational programming might affect the animals in their care. This may include the concern that the priority is not the animals and their welfare, but rather on paying guests and their experience (Marino). Chimp Haven is exploring the question of whether the educational programs affect the chimpanzees and, if so, how, by engaging in non-invasive studies on the effects of unfamiliar people on the behavior of the chimpanzees (Hansen). The chimpanzees at Chimp Haven always have the option of retreating to their indoor bedrooms where the public is never allowed and their large enclosures allow them to be out of sight of the public when they so desire.

Some sanctuaries consider advocacy and education as the same thing, but I believe they differ in specific ways. One definition of education is the act of imparting or acquiring particular knowledge or skills; this involves an active process and teaching of some sort. Advocacy, in contrast, is making contact with an individual or group, sharing viewpoints with them, and attempting to garner support for those viewpoints, but advocacy can be educational as well. Is it imperative that sanctuaries advocate for the animals in their care? This question requires consideration of the sanctuary's mission, which is different for each organization. We cannot advocate in isolation: we need to work with diverse groups of people, which is not usually easy. Lobbyists, animal rights groups, animal welfare groups, private citizens, government agencies, and species-specific organizations all play a role in advocacy. Although Chimp Haven does offer limited educational programs, we do not currently engage in advocacy as we have defined it as an organization, but encourage individual staff members and the public to advocate for chimpanzees. This is one of the decisions that Chimp Haven has grappled with over the years and one that we revisit regularly. At the current time, we work with a variety of stakeholders, all of whom have different viewpoints on the various uses of chimpanzees in our society. We have chosen to focus specifically on the retirement of the chimpanzees to sanctuary as we all agree that our mission supports that purpose.

The question of whether sanctuaries should be involved in non-invasive research is controversial in the sanctuary community, and is a topic of discussion amongst animal ethicists. At Chimp Haven, non-invasive research is defined for us in the 'Standards of Care' (9.2 112) as the 'use of procedures that depend upon close observation of chimpanzee behavior or on

medical information collected during the course of normal veterinary care. These procedures do not require removal of the chimpanzees from their social group or environment, or require a separate anesthetic or sedation event to collect data or record observations.’ All sanctuaries seem to agree that invasive research must be prohibited to meet the definition of a true sanctuary. If non-invasive or observational research happens, how does the sanctuary define it? For example, a non-invasive cognitive study could request that a chimpanzee be isolated from their social group depending on how non-invasive is defined. Will there be assurances that it is for the benefit of the residents of the sanctuary or the species more globally? How will this be determined? What new knowledge about animal care, consciousness, and behavior might arise from observational research in the sanctuary context? Will there be oversight of any potential research? If a sanctuary decides to engage in non-invasive research, the organization may need to provide training to current staff members or hire additional staff to accomplish this goal.

At Chimp Haven, we believe that we can continue to gain insights and knowledge from the chimpanzees by focusing on the interests and well-being of the chimpanzees. This occurs through formal non-invasive behavioral studies that focus on applied chimpanzee management studies and informal observations by attentive caregivers. Studies might involve observing the chimpanzees’ adjustment to a new area, evaluating new enrichment items for their efficacy, or even studies on establishing new social groups. Oversight is by Chimp Haven’s Sanctuary Chimpanzee Care Committee (SCCC), which includes staff and members of the public. This committee is similar to an Institutional Animal Care and Use Committee (IACUC) in other settings. An IACUC inspects facilities and approves protocols involving animal use in the United States. According to the ‘Code of Federal Regulations’ (9.3 114) the SCCC differs from an IACUC in that it must also include a behaviorist, a caregiver, and a member of the community with animal welfare affiliations. Non-staff provide important feedback by representing the views of the broader public and being objective outside observers of sanctuary facilities, policies, and procedures. This diverse committee ensures the care and the well-being of the chimpanzees. They do this through evaluations, discussions and decisions regarding the benefits and risks of potential studies, educational programming and the overall care of the chimpanzees. We have gained knowledge about the chimpanzees’ health, their adaptive and resourceful personalities,

and their welfare and management in the last twelve years (Case, 'Human-animal'; Brent; Brown; Fultz; Jackson) through non-invasive studies. For example, our resident wild-born chimpanzees remember how to climb trees, use tools, make nests, and find vegetation to eat (Brent 542, Fultz and Brent 45, Fultz 414), while captive chimpanzees may learn these behaviors from them. Sanctuaries, as the final home of the animals in their care, are uniquely suited for studies on death, grief, and the responses of an individual's social group as well as compassion fatigue in caregivers (Case, 'The Response').

Daily Sanctuary Work

So far, I have discussed broad and overarching issues that sanctuaries face, but we must consider some very specific questions on a daily basis. For example, while we want to ensure quality care for our residents, how do we make sure that such care does not infringe on the daily lives of the animals? Our focus is on the individual animals. We attempt to provide them with dignity and the liberty to live their lives as they choose within the confines of captivity. By definition, the animals in our care are still captives, and we must infringe on their daily lives in order to care for them, feed them, clean their enclosures, and monitor their physical and behavioral well-being (Gruen, 'Dilemmas' 158-162). Related questions include, how often should humans interact with the animals? Should interactions be direct or indirect? Direct contact is physically touching the animals, while indirect interaction is through some type of barrier. Are interactions safe for the humans and the animals involved? Chimpanzees can be dangerous to humans due to their strength and calculating minds, but humans can also have negative impacts on the chimpanzees through the transmission of respiratory or gastrointestinal diseases. Chimp Haven has a 'no touch' policy, which states that no one should directly touch a chimpanzee. However, we feel that the human-chimpanzee relationship is important, so we provide long-handled spoons for our staff to use for indirect contact, which facilitates positive social interactions and bonding between the chimpanzees and staff. We use the spoons to tickle or groom a chimpanzee through the mesh walls of their enclosures; sometimes the chimpanzees will also use the spoons to groom us. We require all animal care staff to learn the chimpanzees' names in their first ninety days of employment, which assists in developing trusting relationships. We also require that staff

wear personal protective equipment including face shields and gloves and dedicated clothing to protect both staff members and the chimpanzees from the back and forth transmission of diseases such as the common cold, hepatitis, parasites, or stomach ailments.

Sanctuaries often face the question of whether to risk socializing the animals in their care with others of their species. This depends on the natural history of the species and the availability of appropriate social partners and space and time to complete introductions. Introductions of species that are territorial are often risky and animals can be injured or even killed. Introductions often require larger spaces than typical housing and may need to occur at specific times of the year due to concerns about extreme heat or cold or even behaviors that only occur seasonally; if animals live in indoor/outdoor enclosures, they may prevent a new group member from entering shelter from the elements. Another issue that arises is the needs of the individual versus the needs of the group. For example, if an animal poses a danger to others, should his or her social choices be limited?

Chimpanzees live in large social groups in the wild but are territorial and may injure or even kill stranger chimpanzees. However, chimpanzees are also very social animals who cannot live a psychologically fulfilling life without having relationships with others of their species. Then the question becomes who chooses the social companions for the chimpanzees? In the wild, chimpanzees choose their own social groups; in captivity, we choose them based on our knowledge of their personalities and histories, as well as logistical constraints such as available space, as is true for most sanctuary animals. At Chimp Haven, we house chimpanzees in larger social groups of ten to twenty-three animals to provide them with choices as to whom they spend their time with and how they interact socially. Since chimpanzees are socially complex and potentially dangerous, Chimp Haven considers input from all of our animal care departments to determine the best placement of new chimpanzees.

For group living species, social interaction and reproduction are often important, but sanctuaries exist due to an excess of a species living in captive situations, so we must consider if we will allow the animals to reproduce. Contraception may be permanent or reversible but will likely always be costly. If contracepted, an individual's choice or autonomy is reduced. Breeding is a natural, species-typical behavior for all animals. Is it ethical to limit an animal's

ability to engage in reproducing, the birth and care of offspring? The answer might depend on whether an animal is an endangered species and is endemic to the country where the sanctuary is located. Will there be attempts to rehabilitate and reintroduce the animals to their wild environment? This question leads to additional practical and ethical questions. Is there habitat available to reintroduce the animals into? If the animals are reintroduced to the wild, how likely are they to survive? If the animals are to remain captive, what are the financial costs related to contraception as well as the behavioral costs? Chimp Haven has faced this question repeatedly. All of our male chimpanzees have had vasectomies to prevent unwanted offspring. However, we are continually seeking new and improved options to limit reproduction in our colony as the currently available options do not prevent pregnancy all of the time. In fact, 84% of Chimp Haven's male chimpanzees had regrowth of the vas deferens within a year post-op prompting us to place all of our females of reproductive age on birth control pills (Jackson-Jewett, e-mail). At Chimp Haven, we have had four accidental births due to this regrowth. From an ethical standpoint, Chimp Haven limits reproduction because chimpanzees can live for more than 60 years and are expensive to care for; but more importantly for us, a baby chimpanzee means one less sanctuary space for an older chimpanzee retired from biomedical research.

On the opposite end of the spectrum from unintended births are the deaths of our residents. Eventually our colony will be comprised of elderly animals who may have chronic illnesses. How do we make decisions regarding euthanasia and quality of life? Humans vary in their responses to death and suffering, so there are staff concerns here as well. How do we ensure that we are not allowing an animal that cannot communicate directly with us to suffer or be in pain? It may be difficult for staff members to determine what suffering or pain looks like in a non-verbal animal. For animals who often hide their pain to survive in a group in the wild, what are some indicators we can observe? When a chimpanzee is declining, Chimp Haven utilizes individualized, specific endpoint criteria guidelines to assist in this decision-making process. Because there may be disagreement among staff regarding when it is time for euthanasia based on their belief systems and experiences with death, as well as their relationship with an individual chimpanzee, specific guidelines provide a more objective approach. We also have meetings with all animal care staff to discuss particular cases and answer any lingering

questions. Will we go to extraordinary lengths to save or rehabilitate an animal? Consider the instance of a chimpanzee who has experienced a stroke. Opinions of the caregivers, managers, veterinarians, donors, and oversight organizations may differ. How can we come to consensus? How can we ensure that we are treating the chimpanzees with dignity in life and in death? How can we convey to staff members that we assign value to each life for which they have cared? These questions are important as we recognize that humans are making decisions for the chimpanzees and although we are trying to provide them with the best life possible, in the end, these difficult decisions are a result of some of the harsh realities of captivity (Hua and Ahuja 621). Our Sanctuary Chimpanzee Care Committee (SCCC) is involved in these difficult decisions, with the exception of emergency situations when euthanasia may be necessary to prevent suffering.

As sanctuary workers, we experience the deaths of animals who we are emotionally attached to on a regular basis. This puts our staff members at risk for compassion fatigue. In order to combat compassion fatigue at Chimp Haven, we also convey the significance of euthanasia decisions by communicating with our staff. We give them time to say goodbye when that is possible, providing notification of deaths to those who are not onsite, and ensure that we have a yearly memorial remembrance of the chimpanzees who have passed in the prior year. Some deaths, especially of chimpanzees who have been staff favorites or were often in the public eye, we memorialize with public announcements. Chimpanzees, as well as many other animals, also grieve for their groupmates and in this shared grief, our attachments deepen (King, 'How Animals' 87; King, 'The Expression' 106-114).

Conclusions

The questions in this article are not all-encompassing, and different types of sanctuaries will have questions particular to their individual situations. At Chimp Haven, we ask ourselves regularly how we are ensuring the best possible care of our chimpanzee residents, both physically and psychologically. Are we fostering autonomy and choice? We can answer some of these questions by gathering empirical data, staying up to date with advances in the field, and speaking

with other colleagues who care for chimpanzees. For example, studies on how the chimpanzees use the habitats, available space, and nesting, all point to the chimpanzees making individual choices and having unique experiences based on those choices.

In conclusion, individual staff members, board members, government officials, the sending facilities, and even donors may all have different ideas and answer these questions in different ways. Communication with all involved via in-person meetings, conference calls, and even input by e-mail all contribute to these discussions. Who or what will be the driving force behind decisions made regarding the animals? Are the benefits worth the risks? This question seems to come up regularly and often drives decisions. We recognize that even in the best sanctuaries, the animals are still captive and are not living their lives to their fullest potential. We recognize that captivity is inherently stressful (Hua and Ahuja 621). Why do we still believe that sanctuary is important? I realize that I am asking more questions than I am answering. I believe it is important for anyone considering founding a modern sanctuary, as well as those working or volunteering in an established sanctuary, to ask these questions and come up with the answers for themselves or at least challenge their thoughts and assumptions. We each have our viewpoints about different forms of captivity as well as what constitutes animal wellbeing. Why is sanctuary an acceptable form of captivity? Does this depend on the definition of sanctuary we considered earlier? There are resources and organizations available, such as those mentioned in the introduction, to guide us. There are also many ethical viewpoints that may guide our thoughts and decisions along the way. In addition, collaborating with other sanctuaries and communicating with others interested in sanctuary care, including ethicists, donors, and other stakeholders may lead us to the best answers for our own sanctuaries. For Chimp Haven, and myself, the benefits of helping the chimpanzees to lead fulfilling lives in large social groups exhibiting behaviors typical of the species are worth the stress of transport and risks of socialization. Sanctuary is a chance for the chimpanzees to have a life, one with choices, opportunities, and a chance to experience dignity and respect in life and in death.

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