



## STAFF REPORT INFORMATION ONLY

### Toronto Animal Services Program Review

<b>Date:</b>	April 29, 2008
<b>To:</b>	Board of Health
<b>From:</b>	Medical Officer of Health and Deputy City Manager
<b>Wards:</b>	All
<b>Reference Number:</b>	

#### **SUMMARY**

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Toronto Animal Services (TAS) was selected as one of ten programs to undergo program review in 2006/2007. The review of TAS is now complete and implementation of recommendations from the review will occur in 2008.

The review of TAS was designed to focus primarily on two objectives:

1. to determine whether wildlife field response should continue to be provided by the City; and
2. to determine where, in the City's current administrative structure, TAS should be located to support service delivery.

The review concluded that TAS should continue to provide field response for ill, injured, orphaned or otherwise distressed wildlife. The review also found that the "best fit" placement for TAS within the City's current administrative structure is within the Municipal Licensing and Standards (ML&S) Division, where core service objectives could be more closely aligned.

#### **Financial Impact**

There are no financial impacts for the City resulting from this report. The TAS budget will be transferred from Toronto Public Health (TPH) to ML&S.

#### **DECISION HISTORY**

The City has implemented a Program Review Framework which involves regular review of program areas throughout the City.

Toronto Animal Services was selected as one of the ten programs to undergo the program review process during 2006/2007.

## **ISSUE BACKGROUND**

Prior to municipal amalgamation in 1998, animal services were located among eleven different divisions over a number of years. TAS was placed organizationally within TPH at the time of amalgamation without the benefit of a full review. Over the years there has been discussion as to whether TAS is appropriately located within TPH. Also there has been frequent discussion as to whether TAS should continue to provide field response for injured, sick, orphaned or otherwise distressed wildlife. These two program issues were addressed in the TAS program review.

## **COMMENTS**

### **Wildlife Field Response Services:**

The program review found that there is no legislation requiring the City to provide field response for distressed wildlife. However, through stakeholder consultation and independent market research conducted by Ipsos-Reid, it was found that:

- There is significant public demand for the service;
- The City's service level in this area is consistent with most neighbouring jurisdictions;
- There is a high degree of client and staff satisfaction with the service the City provides for distressed wildlife field response.

The review therefore concluded that wildlife field response should continue to be a municipal service provided by TAS.

### **Organizational Location:**

To ensure a high degree of objectivity, staff in the City Managers' Office conducted an independent review to determine where TAS optimally fits within the City's current administrative structure. Extensive stakeholder consultation revealed a common view that TAS does not logically belong in TPH. The Health Protection and Promotion Act seldom refers to domestic animals and there are relatively few links between animal services and public health services. Consistent with this, it was found that only 2% of TAS's budget relates to public health services.

The review concluded that TAS will be more effective and will be better positioned for future service delivery as part of ML&S. Both units share enforcement and public safety as their primary mandates. Furthermore, common functions already exist between the two units: TAS undertakes all animal related noise investigations (although the by-law is technically under the mandate of ML&S), as well as pet shop inspections. The review

indicated that most other Canadian municipalities align animal service functions within a by-law enforcement unit.

Future program effectiveness and efficiency opportunities exist for ML&S and TAS since the two units can combine by-law enforcement training efforts. Both units share a common focus on licensing, whether the licence is for a taxi, business, or animal. The increased emphasis on licensing in TAS which is being implemented through the Dog and Cat Licensing Strategy can be supported by the licensing expertise in ML&S. The successful TAS dog and cat licensing eService initiative (ePET) may be a model for online ML&S licensing initiatives. Lastly, TAS will be on a level playing field for resource allocation within ML&S, since both are 100% municipally funded.

The findings and recommendations of the review have been endorsed by ML&S, Toronto Public Health and the associated Deputy City Managers.

In accordance with the corporate framework developed for program reviews, all unions and employee associations impacted by this change have been consulted. A communications plan has been developed, and staff have been advised of the outcome of the review. The transfer of TAS staff, programs and budget from TPH to ML&S will take place during 2008. After this has occurred, the Board of Health will not be responsible for animal services policy or issues unless it falls within the Board's mandate for human health.

## **CONTACT**

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## **SIGNATURE**

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