



**Presentation to the Audit Committee
November 23, 2011**

**AUDITOR GENERAL'S OFFICE
TORONTO ANIMAL SERVICES
REVIEW**

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Presentation Outline

- Background
- Audit Objectives
- Benchmarks
- Key Findings
- Next Steps



BACKGROUND AND AUDIT OBJECTIVES

- Included in 2011 Work Plan
- Review effectiveness of certain administrative processes
- Emphasis on animal licensing compliance rates
- Review of revenue controls not part of review



Benchmarks

- City of Calgary
- City of Mississauga
- City of Edmonton



Key Findings

Licensing Program

Why Do We License?

- Quicker and more frequent reunification of lost pets with owners
- Reduced sheltering needs
- Reduced euthanasia rates
- Improved ability to enforce bylaws because owners can be identified and held accountable



Key Findings

Licensing Program

March 2006 Council approved a “Dog and Cat Licensing Strategy”

Report projected licence compliance rates in 2010 to be:

60% for dogs

18% for cats

Actual compliance rates in 2010:

30% for dogs

10% for cats



Key Findings

2011 Service Objective

Dogs > 33%

Cats > 11%

Based on service objectives, it will take until 2018 to meet objectives set in 2006



Key Findings

Animal Licence Compliance Rates

	Calgary	Toronto
Dogs	90%	30%
Cats	55%	10%

The “Calgary Model” viewed throughout North America as a best practice



Key Findings

Key Characteristics of the “Calgary Model”

- Marketing Strategy
- “Ticket Home”
- Rewards Incentive Program



Key Findings

Recommendation

- Revisit 2006 Strategy
- Set realistic goals
- Review “Calgary Model”



Other Findings

- Expand partnerships with vet clinics and pet supply stores for animal adoptions and licensing
- Additional performance standards need to be introduced and reported on
- Accuracy of daily activity logs needs improvement



Other Findings

- Expansion of 311 to Animal Services should be expedited
- Controls over drugs require improvement
- Pick up and transfer of dead animals should be streamlined



Next Steps

- Annual audit follow up process
- Follow up on recommendations implementation in 2013