

**Management's Response to the Auditor General's Review of
Toronto Animal Services, Licence Compliance Targets Need to Be More Aggressive**

<u>Rec No</u>	<u>Recommendation</u>	Agree (X)	Disagree (X)	<u>Management Comments:</u> <i>(Comments are required only for recommendations where there is disagreement.)</i>	<u>Action Plan/ Time Frame</u>
1.	<p>City Council request the Executive Director, Municipal Licensing and Standards to revisit the 2005 Dog and Cat Licensing Strategy Report and provide Council with an updated plan of action. This process be part of the upcoming review of licensing revenues due in 2012. Realistic but aggressive licence compliance targets for 2012 and onwards be established. Such compliance rates be incorporated into future operating budgets. Comparisons of actual compliance rates to target rates be monitored and reported to City Council annually.</p>	X			<p>1. The Manager, Toronto Animal Services will review the 2005 Dog and Cat Licensing Strategy Report in consideration of the 2012 review of licensing revenues. This review will assess the current licensing compliance rates with a view to establishing realistic licence compliance targets for the balance of 2012 and subsequent operating budgets. Annual reporting will be provided through the annual budget process which is adopted by City Council as well as periodic reports through the Licensing and Standards Committee.</p> <p>Completion date by December 31, 2012.</p>

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2.	City Council request the Executive Director, Municipal Licensing and Standards review best practices particularly the practices currently used by the City of Calgary in order to evaluate the options available to increase the rate of compliance for dog and cat licensing. Such a review consider the possibility of introducing a rewards incentive program in order to encourage compliance.	X			<p>2. The Manager, Toronto Animal Services (TAS) will undertake a review to determine the options for licensing with the focus on increasing the rate of compliance.</p> <p>The review to commence in 1st quarter 2012 and in consultation with City staff and other cities (City of Calgary) for industry best practices as they relate to licensing compliance rates for cat and dog licensing. Review will consider rewards incentive programs.</p> <p>Completion date by December 31, 2012.</p>

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3.	<p>City Council request the Executive Director, Municipal Licensing and Standards to review options to expand animal licence sales City-wide including developing partnerships with the Toronto Humane Society, veterinary clinics and pet supply stores. These options be incorporated into the upcoming 2012 report on licensing revenues being prepared by the Executive Director of Municipal Licensing and Standards. Further, formal agreements with those partners participating in the animal licence program should be developed.</p>	X			<p>3. The Manager, Toronto Animal Services (TAS) will undertake a review in the 1st quarter of 2012 to expand animal licence sales through the promotion of partnerships within the City of Toronto including pet stores, Toronto Humane Society and veterinary clinics and to include options for expansion of licensing revenues.</p> <p>Formal agreements to be established with all partnerships and in place no later that 3rd quarter of 2012.</p> <p>Completion date by December 31, 2012.</p>

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4.	City Council request the Executive Director, Municipal Licensing and Standards formalize a plan to expand Toronto Animal Services' ability to provide animal adoption services by increasing the number of partnerships with veterinary clinics and pet supply stores.	X			<p>4. The Manager, Animal Services will assess the feasibility of establishing partnerships with veterinary clinics and pet supply stores in the City of Toronto to expand adoption opportunities. Currently Animal Services has established partnerships with 3 vet clinics and 12 pet stores in the City of Toronto. TAS is exploring a potential 50 new pet supply stores and 151 Veterinary Clinics to pursue the increase in partnerships.</p> <p>The promotion of partnerships is further supported by the Council decision on September 21, 2011 whereby the City requires that all retailers, including any person or business that sells more than 10 dogs per year, obtain animals from one of the following sources only: municipal animal shelters; registered humane societies, registered shelters or rescue groups; or from people who have surrendered their pets. Completion date by December 31, 2012.</p>

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5.	City Council request the Executive Director, Municipal Licensing and Standards develop additional performance measures in Toronto Animal Services and periodically report to the Licensing and Standards Committee on performance using measures established.	X			<p>5. The Manager, Animal Services confirms that the 2012 performance measures has expanded to five performance indicators. In 2012, these performance measures will be reviewed and consideration provided to include additional industry standards. Reporting to City Council will be provided through the annual budget process and through periodic reporting through the Licensing and Standards Committee.</p> <p>Completion date by December 31, 2012.</p>

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6.	<p>City Council request the Executive Director, Municipal Licensing and Standards ensure compliance with the Field Services Policy requiring consistent, complete and accurate information entered into activity logs and provide evidence of supervisory review.</p> <p>Further, City Council request the Executive Director Municipal Licensing and Standards in consultation with the Chief Information Officer expedite the implementation of the Animal Services Electronic Communications Capital Project by the end of 2012.</p>	X			<p>6. The Manager, Animal Services confirms that TAS implemented the Field Services Policy in the 1st quarter of 2011. All ACCOs received training in January and February of 2011 on the completion of the Field Services Activity Log and the controls include the ACCO1s reviewing and initialling the logs. Issues are referred to the Supervisor for follow up and in addition the supervisor reviews the pending activity report and pending calls weekly to address any response concerns. All reviews are documented by the Supervisor as required.</p> <p>The remote communications capital project for Toronto Animal Services was initiated in September 2011 with projected implementation date of 3rd quarter of 2012.</p>

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7.	<p>City Council request the Executive Director, Municipal Licensing and Standards, and the Director of 311 Toronto to expedite the expansion of 311 services to Toronto Animal Services. Once integrated, the current staffing resource requirements at the Toronto Animal Services Call Centre be evaluated.</p>	X			<p>7. The Manager, Animal Services confirms that TAS initiated a review of the 311 integration in the 2nd quarter of 2011 with implementation in the 1st quarter of 2012.</p> <p>The Manager, Animal Services will review the integration during the 3rd quarter of 2012 and the staffing required to support the Animal Services dispatch centre.</p>

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8.	<p>City Council request the Executive Director, Municipal Licensing and Standards ensure staff complete the controlled substance registry in accordance with the Ontario Veterinarians Act and Toronto Animal Services policy. Controlled substances should be stored in a secure location. The Executive Director, Municipal Licensing and Standards review the need to replace current manual registry system with an automated system.</p>	X			<p>8. Complete The Manager, Animal Services confirms that TAS developed a Euthanasia Policy. All officers received training beginning in 2nd quarter 2010 to 1st quarter of 2011 on the policy completion of euthanasia logs. An audit process confirms logs are completed and reconciled. The Veterinarians check the logs weekly.</p> <p>Manual tracking was replaced by an electronic system (Chameleon) to track euthanasia registry data effective March 8, 2011. The automated Euthanasia Usage report is managed by supervisors/vets to monitor usages. All controlled substances are stored in a secure location within each shelter and spay/neuter clinic and access is strictly controlled by the Veterinarians.</p>

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9.	City Council request the Executive Director, Municipal Licensing and Standards review the current practice of each shelter having staff pick up dead animals and review the possibility of assigning designated staff and vehicles to pick up and transfer dead animals City-wide.	X			<p>9. Complete</p> <p>The Manager, Animal Services confirms that effective September 21, 2011 TAS implemented a new shift schedule that segregated the duties for the pickup of dead animals. Dedicated staff and vehicles are utilized to pick up and transfer dead animals citywide.</p>

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10.	City Council request the Executive Director, Municipal Licensing and Standards to evaluate whether or not a change in shift schedules would reduce overtime. Supervisors should regularly monitor and authorise overtime and standby reports.	X			<p>10. Complete</p> <p>The Manager, Animal Services confirms that effective September 21, 2011 TAS implemented a new shift schedule that separated shelter care from emergency mobile enforcement staff. The new shift schedules introduced a night shift that eliminates standby. As of April 2011, supervisors have worked a rotational shift providing 7 day a week coverage during peak hours, and standby coverage thereafter to regularly monitor staff, standby and overtime. Overtime variance reports indicate that TAS is meeting budgeted overtime costs as of August 31, 2011.</p>

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11.	<p>City Council request the City Manager ensure that audit recommendations made as a result of work conducted by the Internal Audit Division are implemented on a timely basis. Follow up audits should be conducted annually in order to verify that recommendations have been implemented. Results be reported to the City Manager. Further, as part of the follow up the Internal Audit Division should review the controls relating to donation revenue.</p>	X			<p>11. As communicated to the Auditor General's Office Internal Audit Division plans to complete the follow up of their recommendations in the 4th quarter 2011.</p> <p>It is the Division's intention to make this an annual exercise. The results of this process will be communicated to the City Manager.</p>