Presentation to the Audit Committee
November 23, 2011

AUDITOR GENERAL’S OFFICE
TORONTO ANIMAL SERVICES
REVIEW

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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
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

<table>
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<tr>
<th>Animal</th>
<th>Objective</th>
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<tr>
<td>Dogs</td>
<td>&gt; 33%</td>
</tr>
<tr>
<td>Cats</td>
<td>&gt; 11%</td>
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Based on service objectives, it will take until 2018 to meet objectives set in 2006.
## Key Findings

### Animal Licence Compliance Rates

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<thead>
<tr>
<th></th>
<th>Calgary</th>
<th>Toronto</th>
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<tbody>
<tr>
<td>Dogs</td>
<td>90%</td>
<td>30%</td>
</tr>
<tr>
<td>Cats</td>
<td>55%</td>
<td>10%</td>
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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