



**STAFF REPORT
ACTION REQUIRED**

**Toronto Animal Services – Licence Compliance Targets
Need to be More Aggressive: Audit Committee Item 5.3**

Date:	May 15, 2012
To:	Licensing and Standards Committee
From:	Municipal Licensing and Standards
Wards:	All
Reference Number:	P:\2012\Cluster B\MLS\LS12010

SUMMARY

The purpose of this report is to provide an update to the Licensing and Standards Committee on the progress of the Animal Services Program review, and to report on the status of the recommendations arising from both the Core Service Review findings by KPMG LLP, and the Audit Report recommendations arising from the Auditor General's review of Toronto Animal Services (TAS) which assessed the effectiveness of certain administrative practices with an emphasis on processes relating to animal licensing, which have been incorporated as significant aspects of the full program review.

The potential service efficiency opportunities identified by the Licensing and Standards Committee during the Core Service Review (CSR) have been addressed within the context of the AG's recommendations. Of the eleven (11) recommendations put forward by the Auditor General (AG) as part of the review, eight (8) recommendations have been fully or partially implemented. A comprehensive licensing strategy, which is inclusive of the remaining three recommendations, also forms a significant part of the full program review.

This report is also intended to address City Council's request for updates on the electronic renewal of applications, donations portal and the TAS' marketing strategy.

The Animal Services Program review will continue with the focus on the licensing and marketing strategies, operational efficiencies, partnership development, and additional service opportunities, and will be reported on at the Licensing and Standards committee meeting in October.

Legal Services was consulted in the preparation of this report.

RECOMMENDATIONS

The Executive Director, Municipal Licensing and Standards, recommends that:

1. The Licensing and Standards Committee receive this report for information.

Financial Impact

There is no financial impact arising from the recommendations of this report.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact statement.

DECISION HISTORY

In fulfilment of his 2010 Audit Work Plan, as presented to the December 16, 2009 Audit Committee, the AG began a review of TAS in 2010. This review included an evaluation of various controls. The results of this high level evaluation were then intended to determine the extent of further work.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2009.AU14.9>

During the time which the AG's review was being conducted and prior to the release of his report in November, 2011, the Licensing and Standards Committee considered a Core Service Review report on July 25, 2011 prepared by KPMG LLP (the "KPMG Report"). The KPMG Report examined which services the City should be delivering; included a Service Efficiency Study that examined service levels and how specific City services are delivered to ensure the most efficient and cost-effective service delivery and also included a User Fee Review that examines all user fees currently in place to determine the extent to which they are fair and collect the full cost of providing service.

The Licensing and Standards Committee recommended that in his report to the Executive Committee on September 19, 2011, the City Manager include a review of additional opportunities within TAS that would reflect further service efficiencies.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2011.LS6.1>

At the September 19, 2011 Executive Committee meeting, the Executive Committee referred to the City Manager for consideration as part of the 2012 and 2013 budget process, the elimination of "... animal pick-up and delivery of owner-surrendered animals to shelters, and request the Executive Director of Municipal Licensing and Standards to implement emergency pick-up only for persons unable to do so;"

Toronto City Council adopted the report submitted by the Executive Committee at its September 26, 2011 meeting with no additional amendments impacting TAS.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2011.EX10.1>

The AG's review of TAS was completed and a report entitled, "Toronto Animal Services - Licence Compliance Targets Need To Be More Aggressive", was considered at the November 22, 2011 Audit Committee meeting and adopted.

At the February 6 and 7, 2012 City Council meeting, the AG's report was referred to the Licensing & Standards Committee, directing the Executive Director, Municipal Licensing and Standards (ML&S) to submit a report on the recommendations within the context of the Animal Services Program Review. City Council further requested that the Executive Director, ML&S include a progress report on the electronic renewal of applications, donations portal and the marketing strategy.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2011.AU5.3>

ISSUE BACKGROUND

In 2010, the AG began a comprehensive review of TAS to assess the effectiveness of certain administrative practices, with an emphasis on the processes relating to animal licensing.

Similarly a CSR conducted by KPMG LLP was presented to the Licensing and Standards Committee in July, 2011. In Appendix E of the City Manager's report submitted to the Executive Committee in September 2011, entitled "KPMG Opportunities Related to Service Efficiencies", it identified the need to "*Consider (the) value of Cat and Dog Licensing and Enforcement.*"

The KPMG report went on to state that "*With only 30% of owned dogs and 10% of owned cats licensed, the value of the program is not evident. Animal identification solutions could easily be provided by pet stores and other private commercial organizations. However the program does cover its costs.*"

The Licensing and Standards Committee also directed that the following considerations be included by the City Manager (with his comments) in his submission to the Executive Committee:

- a. The possibility of expanding animal licensing in Toronto;
- b. The possibility of updating the online licensing system;
- c. The possibility of maximizing online donations to Toronto Animal Services;
- d. The feasibility of requiring micro-chipping of dogs and cats as a requirement of licensing; and
- e. A review of pet licensing options, including the option of a lifetime licensing system to replace the current annual licensing fee, with micro-chipping dogs and cats as a requirement.
- f. The possibility of establishing an Animal Services Sub-Committee of the Licensing and Standards Committee.

The City Manager, in his report commented that "*The Executive Director of Municipal Licensing and Standards will undertake a review of animal licensing including recommendations from Licensing and Standards Committee and report back in 2012. Enhancements to the E-Pet system and the Municipal Licensing and Standards case management system are being reviewed and will be submitted for consideration through the 2012 Capital Budget.*"

However, "A Council Reference Group for Animal Services was established by City Council at its July 15, 2008 meeting to provide advice to the Executive Director, Municipal Licensing and Standards on the development and implementation of a strategic plan for Toronto Animal Services. The Reference Group included four Council members appointed on the recommendation of the Striking Committee.

The Reference Group completed its mandate and City Council determined not to re-establish the Reference Group for the 2010-2014 term at its May 17 and 18, 2011 meeting."

The Auditor General, upon completion of his review in 2011, presented eleven (11) recommendations in a report entitled, Toronto Animal Services – Licence Compliance Targets Need To Be More Aggressive", to the Audit Committee at its' meeting on November 22, 2011. These recommendations are summarized below:

1. Revisit the 2005 Dog and Cat Licensing Strategy with an updated plan with a focus on establishing aggressive licence compliance targets for 2012 and onwards; comparisons for actual compliance rates to target rates be monitored and reported to City Council annually;
2. Review best practices, (for example, City of Calgary) to evaluate options available to increase compliance rates for pet licensing including the possibility of introducing a rewards incentive program;
3. Review options to expand animal licence sales City-wide including developing partnerships ; formal agreements with those partners be developed;
4. Formalize of a plan to expand TAS' ability to provide animal adoptions services by increasing the number of partnerships;
5. Develop additional performance measures in TAS with periodic reporting to the Licensing and Standards Committee meeting on the performance;
6. Ensure compliance with the Field Services Policy with evidence of supervisory review while expediting implementation of the Animal Services Electronic Communications Capital Project by the end of 2012;
7. Expedite expansion of 311 services to TAS;
8. Complete the controlled substance registry in accordance with the Ontario Veterinarians Act and TAS policy with a review of replacing the current manual registry system with an automated system;
9. Review current practice of pick-up of dead animals and consider a City-wide process;
10. Evaluate changes in shift schedules to reduce overtime; and
11. City Manager to ensure that audit recommendations as a result of work conducted by the Internal Audit Division are implemented and follow-up audits conducted annually.

Toronto City Council at its' February 6 and 7, 2012 meeting referred the matter back to the Executive Director, Municipal Licensing and Standards to review the

recommendations within the context of the Animal Services Program Review and to include a progress report on the electronic renewal of applications, donations portal and the marketing strategy, to the Licensing and Standards Committee in the second quarter of 2012.

COMMENTS

The Animal Services Program review, has taken as fundamental consideration the CSR and 2011 AG's Report, which each identified a series of opportunities and made recommendations for increased efficiencies and service delivery within TAS. As of the date of this report, TAS has successfully implemented **six (6)** of the eleven AG recommendations; partially implemented **two (2)** of the eleven and the final **three (3)** are currently being finalized in the development of an effective Pet Licensing Strategy, and forms the foundation for the furtherance of the program review.

A summary of actions taken through the course of program review, focused primarily on those arising from the AG recommendations and Council's request for progress updates are detailed below in the following sections:

- A: Successfully Implemented AG Recommendations
- B: Partially Implemented AG Recommendations
- C: Pet Licensing Strategy
- D: Marketing Strategy
- E: Additional Review Items

A: Successfully Implemented AG Recommendations: (5), (6), (8), (9), (10), (11)

Recommendations (5), (6), (8), (9), (10), and (11) of the AG's report have been successfully addressed through the implementation of various actions and processes. These are detailed below sequentially:

(5) Development of Additional Performance Measures with Periodic Reporting to the Licensing & Standards Committee

City Council requested 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.

In 2011, TAS measured the following key performance indicators as follows:

Emergency Calls, within 2 hours, 90% of the time:	Actual is 83%
Priority Response, within 24 hours, 90% of the time:	Actual is 63%
Enforcement Calls, within 5 days, 80% of the time:	Actual is 57%
TAS owned animals, spay/neuter, 100% of the time	Actual is 100%

TAS has expanded the performance metrics to include six additional indicators including:

- Euthanasia Rates
- Licensing Compliance Rates (based on targets established for 2013 budget)

Return to owner rates
Park Patrol Response: within 7 days, 75% of the time
Minimum # of Calls per Officer: 8 per shift

These, in addition to the previously established performance metrics, will be reviewed and reported to City Council through the annual budget process and through periodic reports to the Licensing and Standards Committee.

(6) Compliance with the Field Services Policy and Expedition of the Animal Services Electronic Communications Capital Project

City Council requested 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.

TAS implemented the Field Services Policy in the first quarter of 2011 which included staff training on the completion of the Field Services Activity Log, the implementation of a Supervisory Review Process and the documentation of all reviews.

The Animal Services Electronic Communications (remote computing) Capital Project was initiated in September 2011. This application will provide field officers with access to newly assigned service requests, real time and historical data, field entry of activity data directly into the animal services database and automated data entry replacing the need for an activity log. The remote application field test is scheduled for June 2012.

(8) Implementation of an Automated Controlled Substance Registry

City Council requested 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 registry system with an automated system.

TAS developed and implemented a policy in 2010 that addressed the use of controlled substances in accordance with the Ontario Veterinarians Act. Staff received training during the first quarter of 2011. The audit process was introduced in 2010 whereby veterinarians reconcile the completed logs on a weekly basis. Variances are addressed as soon as practical. The manual tracking of controlled substances was replaced with electronic tracking on March 8, 2011. Controlled substances are now stored in a secure location within each shelter and spay/neuter clinic and the access is strictly controlled by the veterinarians.

(9) Review of Practice for Dead Animal Pick Up with a Focus on City-wide Service

City Council requested 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.

In September 2011, TAS implemented a city-wide enforcement and mobile team working on a 24 hour a day, 7 day a week shift schedule, which is further detailed in point (10) below. As a result of these changes and the implementation of overnight working shifts, it was determined that the employees scheduled during the night shift would be responsible for the pick-up of dead animals from City streets and private property.

This activity is based upon the list of calls received in the prior 24 hours, and typically occurs between 12 a.m. to 6 a.m., in consideration of traffic and the lesser call volumes for other emergency calls during this time. This has removed this task from day shift staff, other than any emergency needs, and has provided for greater efficiencies in the management of enforcement and mobile staff.

(10) Evaluation of Shift Schedule Changes to Reduce Overtime

City Council requested 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 authorize overtime and standby reports.

Prior to April, 2011 four (4) Animal Care and Control Officers were placed on standby every night from 7 p.m. to 7 a.m. - seven days a week, in each of the four districts. These officers were paid while on standby and were responsible to respond to after-hours emergency calls related to injured animals or custody issues when called by Police. These officers would determine on their own whether their attendance was required, at which time they would then be entitled to overtime.

In April 2011, staff reviewed the after-hours deployment model, and implemented a number of changes that would address overtime costs, standby costs and staff supervision/oversight. As a result, the following measures were taken - standby staff was reduced from four to two and deployed on a city-wide basis. A 7 day a week on-call supervisor for after hours, who responsible to triage the calls and determine the deployment of staff, also contributed to reducing overtime costs.

From June, 2011 to September, 2011 TAS Management worked in cooperation with the CUPE union local 416, to develop a city-wide enforcement and mobile team, including the implementation of a shift schedule that provided emergency response 24 hours a day/ seven days a week. During this time, a city-wide rebid for all positions was conducted.

The new city-wide enforcement and mobile team was deployed on September 21, 2011 in conjunction with a new shift schedule, resulting in significant decrease in overtime and stand-by costs, and has contributed to operational efficiencies and consistencies. The

impact of these changes has resulted in a net savings of \$312,353 in overtime wages, as compared to the spending for this item in 2010.

TAS - Overtime	Jan - Mar	Apr - Jun	Jul - Aug	Oct - Dec	Total
2010 Actual	\$69,523	\$124,786	\$138,833	\$179,045	\$512,187
2011 Actual	\$58,580	\$44,509	\$49,279	\$47,466	\$199,834
Year over Year variance					
2011 Actual	-\$10,943	-\$80,277	-\$89,554	-\$131,579	-\$312,353

(11) Implementation of Audit Recommendations and Results Reported

City Council requested 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.

As communicated to the AG's Office, the Internal Audit Division completed the follow up of their recommendations in the fourth quarter of 2011. It is the Internal Audit Division's intention to make this an annual exercise and the results of this process will be communicated to the City Manager.

B: Partially Implemented AG Recommendations: (4), (7)

Completion of Recommendations (4) and (7) are subject to by-law amendment and timing.

(4) A Plan to Expand Adoption Services through Increased Partnerships

City Council requested 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.

As of January 2012 through a formalized expansion plan, TAS established 23 partnerships across the City of Toronto with pet supply stores, veterinarians and the Toronto Humane Society to support adoption, licensing and sponsorship partnerships. As advised by Legal Services, formalized agreements can only be achieved through specific amendment to Chapter 349 regarding remuneration for services rendered through these partnerships. These amendments are pending.

In an effort to support additional partnerships, TAS also focused its efforts on the growth of the volunteer program. This program was reviewed and amended in the fall of 2011 and resulted in a volunteer recruitment campaign which was initiated in December 2011.

(7) Expansion and Integration of 311 services to Toronto Animal Services and Subsequent Review of Resource Requirements at the TAS Call Centre

City Council directed 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.

Integration of the first phase of 311 services to TAS occurred on December 15, 2011. Over the past three months, 311 Toronto and TAS worked collaboratively to address minor modifications. The final phase of integration is scheduled for the end of May 2012. 311 Toronto and TAS will monitor the integration for an additional six months and will make the necessary adjustments to staffing, training and enhancements during the fourth quarter of 2012.

C: Pet Licensing Strategy: (1), (2), (3)

- (1) Revisit the 2005 Dog and Cat Licensing Strategy with an updated plan with a focus on establishing aggressive licence compliance targets for 2012 and onwards**

City Council requested 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 budgets. Comparisons of actual compliance rates to target rates be monitored and reported to Council annually.

- (2) Review best practices to evaluate options available to increase compliance rates for pet licensing including the possibility of introducing a rewards incentive program;**

City Council requested 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 (to) consider the possibility of introducing a rewards incentive program in order to encourage compliance.

- (3) Review options to expand animal licence sales City-wide including developing partnerships**

City Council requested 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.

Recommendations (1), (2), and (3) of the AG report have been considered within the context of a Pet Licensing Strategy, and has been specifically divided into five components, (a) a review of pet licensing options with micro-chipping dogs and cats, (b) a review of licensing revenue compliance rates, (c) incorporation of best practices implemented by the City of Calgary, (d) introduction of a rewards incentive program; and (e) a review of expanding animal licence sales through partnerships.

(a) A Review of Pet Licensing Options with Micro-chipping Dogs and Cats In KPMG LLP's CSR presentation to the Licensing and Standards Committee in July 2012, KPMG commented that "cat and dog licensing could be eliminated". This was largely due to the belief that the licensing program was resulting in a net loss to the City, however, upon further review this has been proven to not be the case.

It is the position of Toronto Animal Services and the industry at large, that licensing is a key factor in reuniting lost animals with their owners and is fundamental to the promotion of responsible pet ownership. The core mandate of Animal Services is to promote public safety through responsible pet ownership. TAS is responsible for the provision of animal sheltering services, public education, emergency response to stray and injured animals and the enforcement of the City's animal control by-law as well as the Provincial Dog Owners' Liability Act. An essential component of managing stray animals is the ability to identify them in order to expedite a safe return to their owner. Identification of animals is critical to achieving high return to owner rates and may be achieved through requiring pet owners to licence their pets.

It is the assertion of Toronto Animal Services, supported by other municipalities' experience, that the fundamental purpose of licensing cats and dogs is not to be viewed solely in the context of a revenue source. The importance of pet licensing programs is supported by a recent survey conducted in March 2012, by the Association of Animal Shelter Administrators of Ontario (A.A.S.A.O.). This provincial survey touched upon a number of issues including the licensing of pets and micro chipping animals as a requirement of the licence. Of the 21 municipalities that responded, all 21 jurisdictions supported the licensing of pets. 62 per cent of these municipalities have pet licensing programs in place for dogs and 38 per cent have pet licensing programs in place for cats. This trend was also supported by 19 North American cities which, when surveyed by TAS in early 2011, identified the importance of licensing and have licensing programs in place for dogs (52 per cent) or dogs and cats (48 per cent).

Mandatory microchipping has not been widely adopted. The requirement to microchip as part of the licensing program was less evident with only two provincial services requiring it as part of the licence. Only one service added a penalty if the animal was not micro-chipped. Nationally, of the five respondents only one location requires micro-chipping as a requirement of the license. It is evident that animal service programs that include licensing as a fundamental part of their service recognize the benefits of

licensing as a necessary building block to protect the public and ensure a sustainable service.

Based on the foregoing, TAS recommends a licensing program that provides pet owners with discounts for multi-year renewals, a discounted licence fee for all new licensees and a discount for animals that are micro-chipped.

(b) A Review of Licensing Revenue Compliance Rates

TAS reviewed the 2005 Dog and Cat Licensing Strategy Report and our analysis determined that there was significant growth in licensing compliance rates from 2005 to 2009. Compliance rates levelled out in 2009 and 2010 with sales gradually declining in 2011. Further assessment of 2012 budgeted targets indicates a continuation of this downward trend. Currently, projected compliance rates are trailing our budgeted targets by approximately seven per cent.

The following table illustrates the licensing actuals and projected targets as follows:

	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET	2012 PROJECTED	2013 PROJECTED
DOG TAGS	58,062	63,954	61,622	57,466	64,835	57,628	61,868
CAT TAGS	27,102	32,652	31,133	28,452	32,762	27,216	30,632
REVENUES	\$2,028,123	\$2,267,580	\$2,273,151	\$2,029,529	\$2,273,102	\$2,004,159	\$2,185,007

The belief that pet licensing would be eliminated is a key cause to this decline. A number of factors may be attributed to the downward trend in licensing, but it seems to be primarily driven by the public's perception that pet licensing would be eliminated, as City Council was considering the discontinuation of licensing. Additionally, the 2009 compliance rates which are the historical highs for this program, are directly correlated to the dedicated licensing team that existed at this time, which had been subsequently disbanded due to a variety of factors. Together, these factors have influenced the actual licensing compliance rates resulting in the consistent decline and a failure to meet the anticipated and budgeted licensing revenue targets.

The Audit Report recommended more aggressive licensing targets for 2012 be set at 40 per cent for dogs and 20 per cent for cats which would increase licences to 150,600 from 93,600 and thereby proportionally increase revenues from approximately \$2.3 million to \$3.6 million. TAS has considered this recommendation and while would reach to attain this level of participation, or greater, in the coming years, does not feel it is reasonably attainable in the immediate time. The currently planned targets propose a more stabilizing licensing compliance rate through a developing strategy that focuses immediately on the stabilization of the compliance targets for 2012 and 2013.

During these next two years, TAS will continue to assess licensing compliance achievements based upon strategies executed and based on these findings will establish licensing revenue targets for subsequent operating budgets through to 2016. Reporting

will be provided through the annual budget process as well as through periodic reports through the Licensing and Standards Committee.

Further opportunities exist to promote licensing compliance by introducing accessibility to the electronic delivery of notices and receipts. This change to an electronic environment for the delivery of information will support the City's green initiative while also improving the customer service experience. Launched in March 2012, TAS has since been working to obtain the required authorization to offer the electronic delivery of licence notices, renewals, receipts and other information.

Long term plans include an upgrade to ePet and the TAS website to further enhance the electronic delivery of information. The TAS and Information Technology Strategic Plan for 2012 - 2014 contain this enhancement as a deliverable targeted for December 2012.

The greater the variety of modes and access points provided to pet owners to licence their pets will result in significantly increased compliance rates and greater revenue targets. These additional opportunities will be discussed further within this report and forms a significant aspect to the ongoing program review process.

(c) Incorporation of Best Practices by the City of Calgary

The 2005 Dog and Cat Licensing Strategy Report identified a number of essential attributes to support the achievement of licensing targets and were echoed in numerous discussions and meetings with the City of Calgary. It is clear that achieving sustainable license compliance targets must include a promotion of the following key messages:

- i. A clear commitment from City Council that supports the licensing of dogs and cats;
- ii. Accessible and affordable licensing with value added incentives
- iii. Marketing the benefits – the assurance that lost pets will have a “ticket home”
- iv. Licensing fees support reuniting pets with their owners
- v. Provision of emergency response to injured pets which includes medical treatment from a qualified veterinarian
- vi. Protecting the rights of pets and humane animal strategies
- vii. Good management of dog aggression incidents and other public safety issues
- viii. Gain the trust of the community by delivering on the services’ commitments
- ix. Eliminating euthanasia as an animal management strategy

TAS has considered the above key messages in the development of our licence revenue and compliance rates and our Marketing Strategy for 2012 and onwards.

(d) Introducing a Rewards Incentive Program

Reward programs and strategic partnerships have positive impacts on licensing compliance rates. TAS recognizes that increasing compliance rates for dogs and cats may be achieved by offering incentives for pet owners. Reward discount programs have

been successful in increasing licensing rates in other cities in Canada (such as Calgary) by providing a tangible benefit for licensing pets.

TAS has prepared a formal request for proposal (RFP) that would allow a successful proponent to create a rewards and loyalty program for owners of licensed dogs and cats within the City of Toronto.

e) A Review of Expanding Animal Licence Sales through Partnerships

During the past six months, TAS staff met with various stakeholders to discuss the expansion of animal license sales through the promotion of third-party relationships. The consultation found that there is significant potential to expand animal services to pet supply stores, pet groomers, animal care organizations and veterinary clinics. To allow for a compensatory administrative fee for the services provided by third parties, an amendment to Chapter 349 is required. Targeted implementation for these agreements is September 2012.

D: Marketing Strategy

Marketing the services we provide to the City will be a critical component of promoting responsible pet ownership, increasing the adoption of our animals, and furthering our donations from the public. Our experience confirms that we can achieve these deliverables through public education, advertising and licensing activities.

In March 2012 as part of the Marketing Strategy, TAS together with I&T staff implemented a temporary donations portal for the public to access. The long term city-wide solution is eDonations, with an expected launch date of September 2012. TAS has been selected as one of the first business units to be included in the initial implementation of the application. Once completed, eDonations will replace the current temporary solution and will provide donors with a variety of options to channel their donation dollars and receive electronic receipts.

The Marketing Strategy for 2012 was initiated in June 2011. With consideration of existing budget and staffing constraints along with limited resources, TAS structured the Marketing Strategy to focus on promoting the benefits and requirements of licensing. Through the development of the marketing strategy, TAS identified the need for a Project Manager of Marketing and Fundraising position, whose primary responsibility would be to develop and manage TAS marketing campaigns.

The deliverables of the marketing strategy are:

1. An increased awareness through advertising, specifically public campaigns focussed on licensing, responsible pet ownership and the services offered by TAS;
2. The promotion of licensing together with a rewards incentive program;
3. A measurable increase in donations and in kind through sponsorships;
4. Promotion of fundraising through naming rights;

5. Develop a promotional strategy for field staff to work together with other city divisions on the education of the public by creating a visible presence for TAS at community events, in city parks, pet stores, humane societies, media events, community meetings and educational venues (high schools, colleges);
6. Provide promotion and oversight to the Volunteer Program and market the benefits of volunteering;
7. Establish an annual schedule for adopt-a-thons and promotion for each event;
8. Manage partnership agreements involving the licensing and adoption programs; and
9. Liaise with Strategic Communications, industry partners, veterinarians, rescue groups, GTA animal services and affiliated agencies to further broaden the adoption base and to utilize the volunteer program to support these partnerships.

The Marketing Strategy includes the essential building blocks for success and through the hiring of the Project Manager, will incorporate many of the recommendations contained in the Auditor General's Report.

E: Additional Review Items

Review of Toronto Municipal Code, Chapter 349, Animals

The existing by-law governing Animals, Chapter 349 of the Toronto Municipal Code was enacted July 1, 1999 and has undergone several amendments since that time. TAS will be undertaking a review of the By-law to address any technical amendments, including those related to operational needs such as the time limits in dealing with pet populations, amendments necessary to coincide with the licensing strategy and partnership agreements, once developed, and any changes needed to enhance legislation related to animal cruelty/hoarding as required.

Review of the role of the OSPCA and Investigations related to Animal Cruelty/Hoarding

Currently TAS maintains a good working relationship with the OSPCA and recognizes the role of this important organization and its mandate towards the protection of animals. There are currently two OSPCA officers that typically respond to issues of this nature in Toronto.

However, given the complexities of these issues and the need to coordinate the actions with other city divisions, including Toronto Police Services, Toronto Fire Services, and Toronto Public Health, complaints and investigations related to animal cruelty, including those concerns related to animal hoarding, should be managed by TAS primarily from a customer service and whole issue response.

TAS will review the significance of undertaking this initiative, including any authorities that may be required.

The KPMG Core Service Review and the Auditor General's Reports both have provided TAS with the foundation upon which to build the Animal Services Program Review,

which has focused on the assessment of current operations and the opportunity to realize efficiencies related to both service delivery and business processes.

Toronto Animal Services has embraced the opportunity to realize improvements and remains committed to the promotion of responsible pet ownership, aggressive yet realistic licensing targets and the provision of TAS' core services and programs with a focus on customer service, efficient delivery and community value.

CONTACT

Elizabeth Glibbery
Manager, Animal Services
Municipal Licensing and Standards Division
Tel: 416-338-1476
E-mail: eglibber@toronto.ca

SIGNATURE

Tracey Cook
Executive Director
Municipal Licensing and Standards Division