

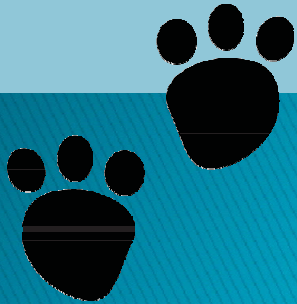


Animal Services

Blueprint for Success



Presentation to:
Licensing & Standards Committee
May 24, 2012



Municipal Licensing & Standards Division

Agenda

▶ Part I

- Internal Efficiency review
- Update on Core Service Review and Auditor General recommendations

▶ Part II

- Animal Services Program Review
 - Pet Licensing Strategy
 - Marketing and Donations Strategy
 - Program opportunities



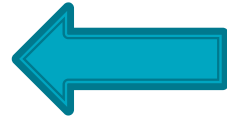
Background

- ▶ March 2011 Internal Efficiency Review
- ▶ September 2011 KPMG presented Core Service Review findings
- ▶ November 2011 Auditor General's Report Recommendations released



Internal Efficiency Review

- SHELTER STAFFING CITY WIDE
- DISPATCH SUPPORT CITY WIDE

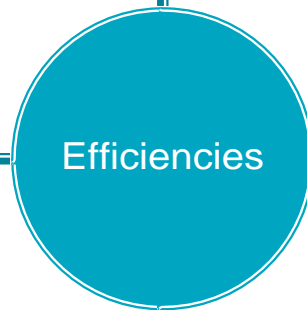


Staffing

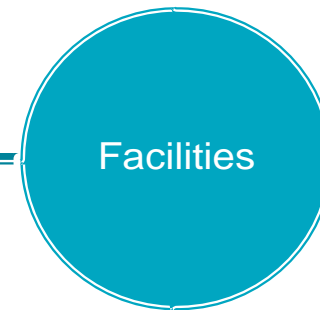
RELOCATE SPAY/NEUTER CLINIC



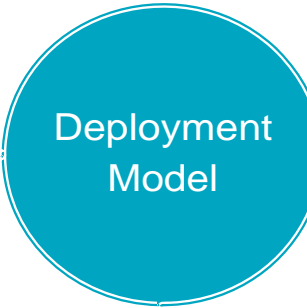
Contracting Out



Efficiencies



Facilities



Deployment Model



CREMATION SERVICES

EMRU CITY WIDE
24/7 FIELD SERVICES




Core Service Review Recommendations

- Eliminate animal pick-up of owner-surrendered animals
- Consider the value of Cat and Dog Licensing and Enforcement
- Expand animal licensing
- Update online licensing systems
- Maximize online donations
- Mandatory micro-chipping
- Pet licensing options
- Establish an Animal Services Sub-Committee



Auditor General Review

- Licensing Compliance
 - Best Practices - Rewards
 - Expand Licence Sales
 - Expand Adoption Partnerships
 - ✓ Performance Measures
 - ✓ Supervisory Oversight
 - 311 Integration
 - ✓ Controlled Substances
 - ✓ Dead Animals Pick up
 - ✓ Shift Schedule to Reduce Overtime
 - ✓ Audit Internal Audit Division recommendations
- 

Key Performance Indicators

2011 KPIs:

- ✓ Emergency Calls
- ✓ Normal response
- ✓ Enforcement Calls
- ✓ TAS owned animals

within 2 hours, 90% of the time
within 24 hours, 90% of the time
within 5 Days, 80% of the time
spay/ neuter, 100% of the time

2012 KPIs:

- ✓ Euthanasia Rates
- ✓ Adoption Rates
- ✓ Licensing Compliance Rates
- ✓ Return to Owner Rates
- ✓ Minimum # of calls per Officer:
- ✓ Park Patrol Response:

under development

actuals

actuals

actuals

8 per shift

within 7 days, 75% of the time



Supervisory Oversight

Field Services Policy - Completion and Entry of Officer Logs

January 2011

- ✓ Improved integrity of call data


Automated Controlled Substance & Euthanasia Logs

March 2011

- ✓ Improved record keeping and tracking process
- ✓ Increased security of controlled drugs

Established Supervisory shifts

April 2011

- ✓ Increased oversight for after hours calls
 - ✓ Decreased overtime costs
 - ✓ Decreased staff required after hours
- 

Shifts – Reduction in Overtime Designated Dead Animal Retrieval

Implemented 24/7 shift schedule September 2011

- ✓ Centralized city wide enforcement team
- ✓ Reduced response times
- ✓ Reduced overtime by \$312,353 over 2010 actual

| OVERTIME | JAN –MAR | APR – JUN | JUL – SEPT | OCT – DEC | TOTAL |
|----------|------------|------------|------------|-------------|-------------|
| 2010 | \$ 69,523 | \$124,786 | \$138,833 | \$179,045 | \$512,187 |
| 2011 | \$ 58,580 | \$ 44,509 | \$ 49,279 | \$ 47,466 | \$199,834 |
| VARIANCE | (\$10,943) | (\$80,277) | (\$89,554) | (\$131,579) | (\$312,353) |

Night Shift staff are assigned to pick up dead animals

- ✓ More efficient use of time and assets by eliminating repeat returns to shelter facilities throughout the day



Partially Implemented Recommendations

Expand Adoption Services

- ✓ Established 23 Partnerships since January 2011
- Formalized agreements will be achieved upon the amendment to Chapter 349 to permit remuneration for sale of licences through 3rd Party sources: Q3 2012

Expand and Integrate 311 Services

- ✓ Phase 1 of integration occurred December 15, 2011
- January – May 2012: TAS and 311 finalizing integration
- May 31, 2012: Integration with TAS and 311 to be completed



Animal Services Program Review – Going forward

- ▶ Licensing Strategy
- ▶ Marketing Strategy
- ▶ Expanded Program opportunities



Pet Licensing is Key

- The fundamental purpose of licensing cats and dogs is not to be viewed solely in the context of a revenue source
- Licensing is essential in the promotion of responsible pet ownership
- One of the core mandates of TAS is the management of stray animals, as such, the identification of animals is critical to a high return to owner rate
- Licensing is a key factor in identifying lost animals and facilitating reunion with their owners



Pet Licensing Strategy



Industry Standards


Ontario Animal Services:

- AASAO surveyed 20 cities on pet licensing
- 95% of the respondents have an annual licence and 5% of respondents offer a lifetime licence

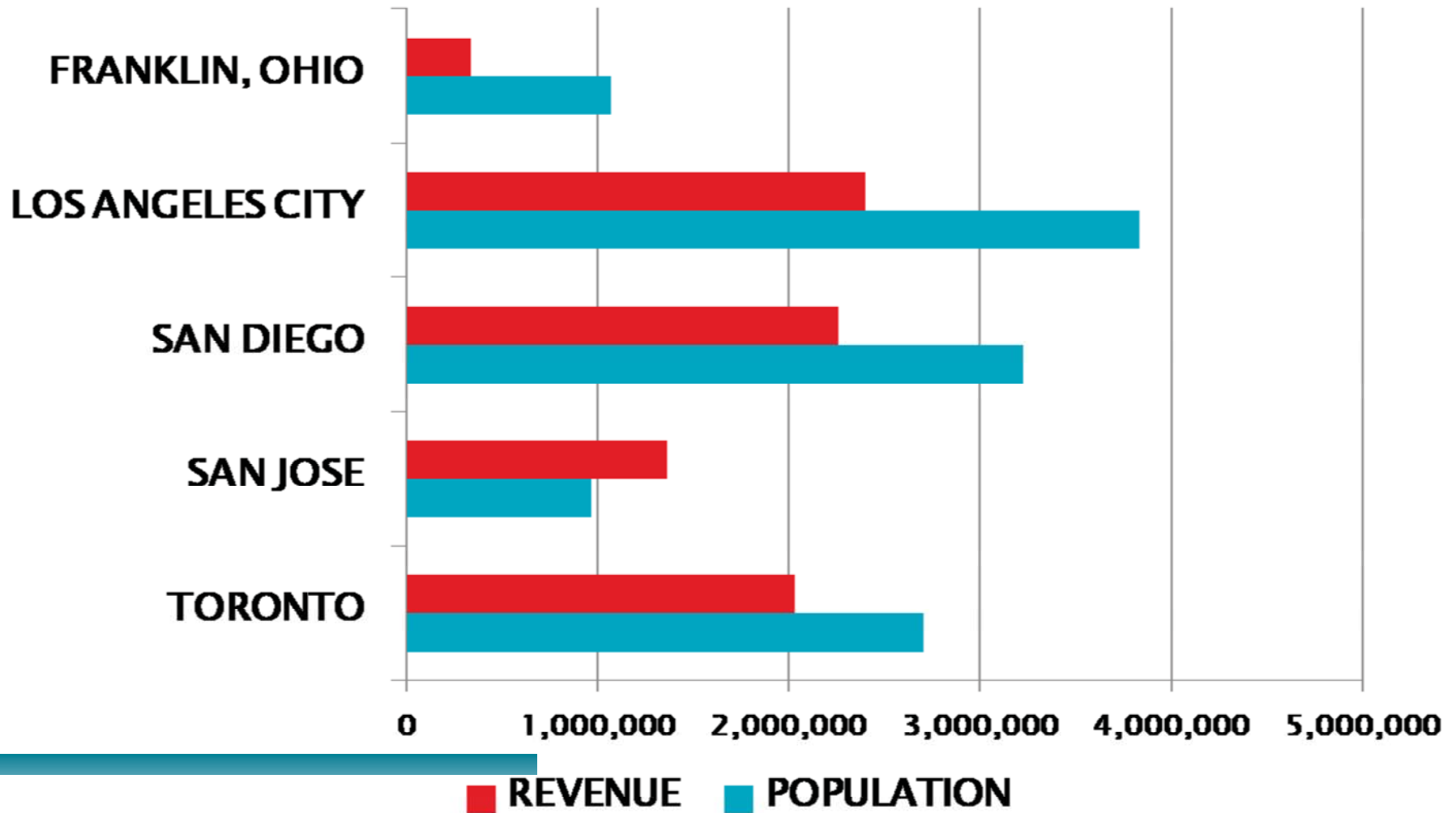
Canadian Animal Services (outside Ontario):

- TAS surveyed 5 Canadian cities in early 2011
- 4 have annual licences and 1 offers a lifetime licence through mandatory micro-chipping

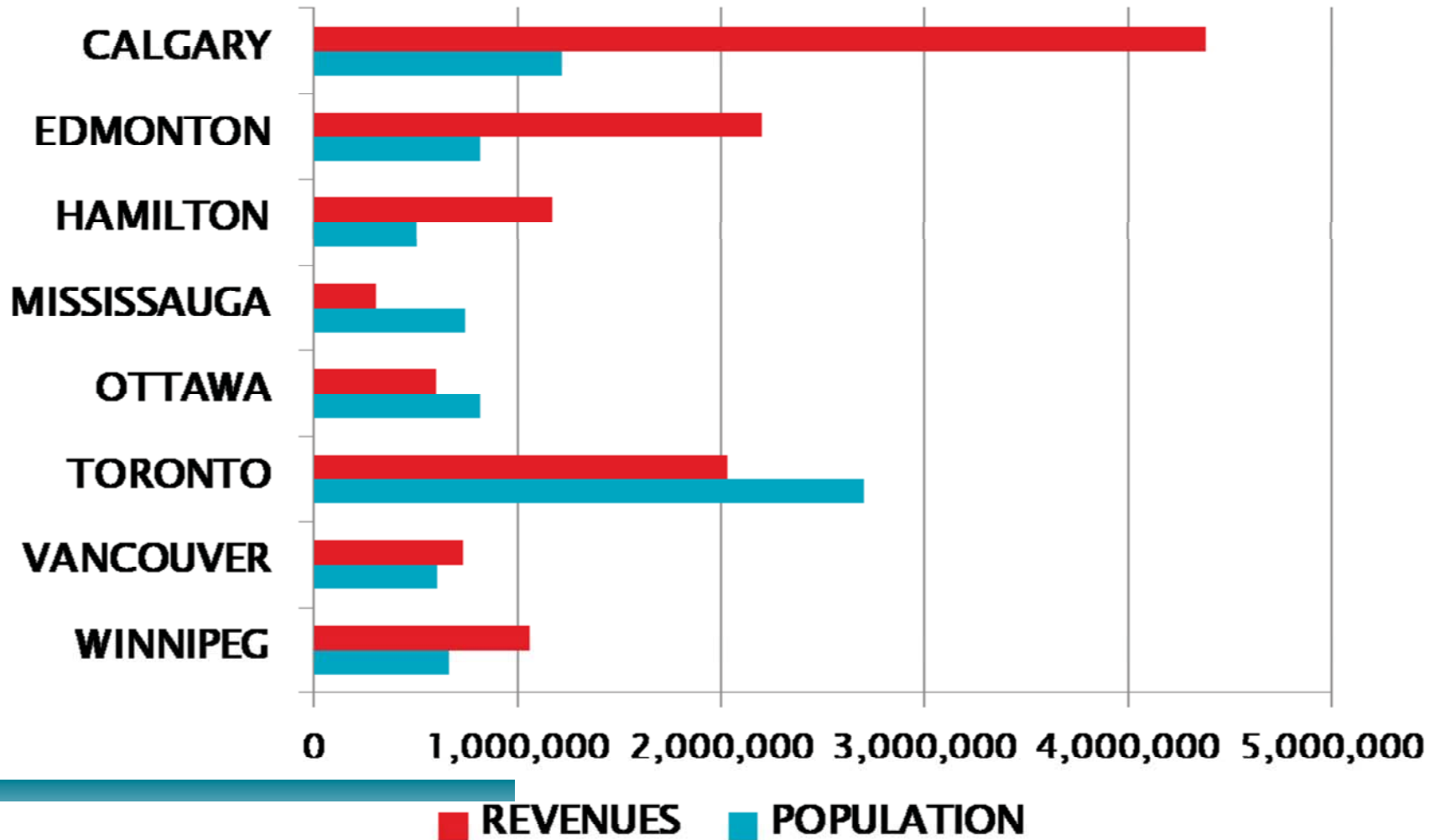
American Animal Services:

- TAS surveyed 14 American cities in early 2011
 - 100% of the respondents have an annual licence
- 

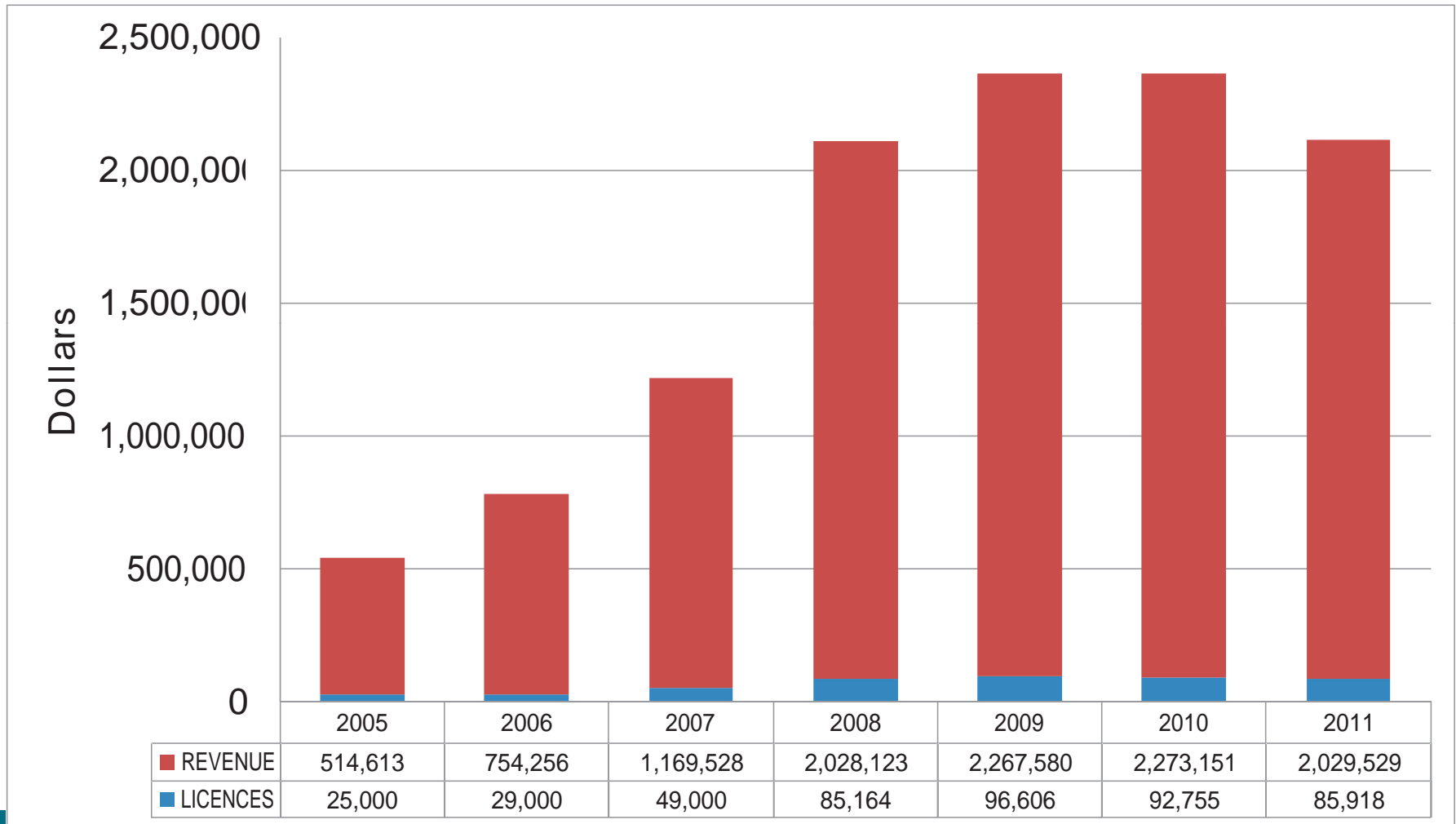
American Licensing Comparators



Canadian Licensing Comparators



Toronto – Licensing & Revenue



Licensing Compliance Rates

The 2005 - 2008 Licensing Strategy Achievements:

- Promotion of responsible pet ownership
- Year over year increase in licensing compliance and revenues from 2005 that peaked in 2010

Decline in Compliance and resulting Revenue Shortfalls – why?

- Perception of public that licensing was a “tax”, and/ or was being eliminated
- Discontinuation of door- to- door canvassing



The Calgary Model

- Accessible and affordable licensing with value added incentives – Rewards/ Loyalty programs
- Elimination of pet limits
- Focus on marketing the benefits of licensing, as the assurance that lost pets will have a “ticket home” versus a “zero tolerance” enforcement message of a “ticket”
- Council endorsement of services and programs
- From a service delivery / Municipal mandate perspective our programs are the same, other than our involvement in Wildlife issues and deceased animal recovery

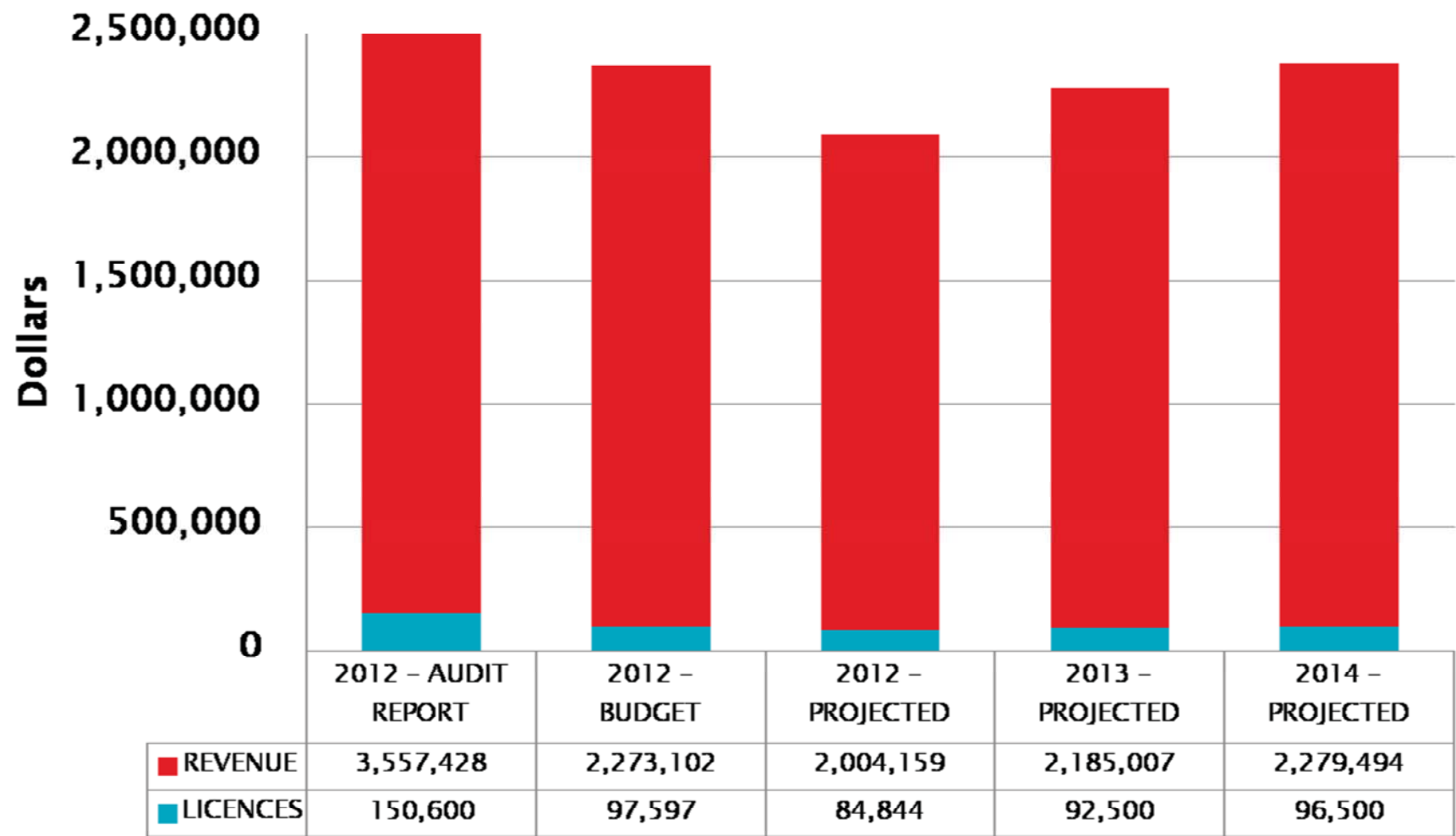


Pet Licensing – Next steps

- ▶ Development of an education plan to the public on the importance of licensing and responsible pet ownership
- ▶ Accessible licensing options – enhanced online, partnerships
- ▶ Value added incentives – Rewards program – RFQ is near completion
- ▶ Licensing Options – multi- year renewals, waive first six months for new licences, discounted rates for micro- chipped
- ▶ The key to 2012 and 2013 will be to stabilize the licensing compliance program, to include establishing attainable licence and revenue targets based on proven past performance



Licence & Revenue Projections



Partnerships

Licensing Partnerships

- Establish 3rd party partnerships with pet and pet supply stores, veterinarians, humane societies, groomers to offer expanded availability for sale of our licences

Adoption Partnerships

- Pet stores
- Veterinarians
- Humane Societies
- Rescue Groups

Rewards Program

- Explore loyalty programs to promote licensing and adoptions



Marketing Strategy

- Promote responsible pet ownership and adoption campaign
- Project Manager, Fundraising and Marketing
 - Responsible for development and management of marketing for TAS
 - Liaise with other City divisions to increase visible presence at community events, city parks, community meetings, media, etc.
 - Oversight to the Volunteer Program
 - Manage adopt- a- thons and promotion for each event
 - Manage partnership agreements (licensing and adoptions)
 - Liaise with industry partners to further broaden licence and adoption base
 - Develop and promote educational venues to support licensing



Donations

- TAS has reopened the donations section of the e- Pets licensing and donations website
- Working with the Toronto Office of Partnerships, PF&R and others in the development of the Corporate long term solution of e- Donations
- The ability to access e- Donations through the Licensing system will continue to be available.
- Proactively marketing of fundraising campaigns, naming rights opportunities and sponsorships will be undertaken by the Project Manager



Program and By-law Review

Technical

- Stray time/ Sheltering
- Language amendments / clarity

Animal Issues

- Animal Cruelty Investigations
- Feral Cat Provisions

Licensing

- Fee Options
- Commissions

Summary

- Many of the AG and CSR recommendations have formed the foundation for the program review and have been implemented.

- The Animal Services Program review will continue, and will be focused on:
 - 🐾 Promoting licensing and responsible pet ownership to improve return to owner rates
 - 🐾 Developing and promoting partnerships & agreements to further licensing and adoption opportunities
 - 🐾 Aggressively marketing our services including donation and volunteer opportunities
 - 🐾 Pursue the use of technology to improve public accessibility to our services and programs
 - 🐾 Review and amend applicable by-laws to support technical and legislative changes, as required



Questions

