

Animal Services (SOA)

Includes:

- Animal Control and Care

Service Overview

DESCRIPTION

To provide animal control measures under the City of Winnipeg Act and related by-laws. The Agency's service consists of four sub-service areas:

- **Licensing:** Animal licensing and registration, Animal permits
- **Kenneling:** Kenneling and care for stray animals and dogs running at large picked up by the Agency, Quarantine kenneling for biting dogs
- **Adoption/Education:** Adoption of unclaimed dogs, Public education programs on responsible pet ownership
- **By-Law Enforcement:** Enforcement of all animal related by-laws, Neighbourhood dispute resolution, Investigation and response, Picking up injured animals, After hours emergency response, Investigation of illegal animal complaints

KEY GOALS

1. Reduce reliance on the Agency's mill-rate support.
2. Increase customer service and satisfaction.
3. Improve health and safety of neighbourhoods.
4. Improve the Agency's public image.

SERVICE LEVEL STATISTICS

Description	2003	2004	2005	2006	4 Year Average
Number of requests for service	5738	5904	5984	6660	6072
Number of dogs impounded	1213	1275	1428	1349	1316
Number of dogs adopted	156	179	160	183	170
number of dogs returned to owners	703	710	778	712	726
Number of dogs sent to W.H.S. and/or Rescues	152	129	127	138	137
Number of dogs euthanized	215	269	344	312	285
Number of biting dog complaints	302	303	274	263	286
Number of biting dogs quarantined	157	159	150	123	147
Number of dogs running at large	2362	2484	2856	2671	2593
Number of cats running at large	427	519	440	513	475
Number of unsterilized cat complaints	240	336	176	288	260
Number of active dog licenses	39604	40023	39630	35876	38783
Number of dog licenses sold	38174	31941	35149	31229	34123
Number of by-law charges laid	340	361	325	316	336

Strategic Direction

LINK TO PLAN WINNIPEG

2B-03 Commit to Responsive Government
2B-05 Meet High Standards of Service Delivery

SYNOPSIS OF POLICY DIRECTION

The Agency is responsible for the enforcement of animal care and control by-laws to minimize risk in the communities it serves as mandated by the City of Winnipeg Charter. The Agency works in partnership with the veterinarian community, the Winnipeg Humane Society and other industry providers to ensure the human and animal populations of the City of Winnipeg can co-exist in harmony.

Animal Services is a Special Operating Agency (SOA) with its own Operating Charter approved by Council. It is governed by the Exotic Animal By-law, the Pound By-law and other related animal control legislation.

KEY FACTORS INFLUENCING SERVICE DELIVERY

By-law Compliance

Enforcement of the appropriate animal control by-laws will improve the health and safety of neighbourhoods.

Ensuring compliance for animal licensing/permits will reduce the Agency's mill-rate support.

Challenges for the Agency are to maintain the existing base of animal licenses while achieving reasonable growth.

Strengthening Partnerships

There is a need to strengthen partnerships with industry stakeholders to provide a consistent approach to managing community animal care, ownership and control.

Staffing

The Agency must hire the appropriate number of trained staff to ensure it can meet its goals.

Staffing challenges facing the Agency include an aging workplace inside the Agency as well as the City organization as a whole, the lack of industry related trained new hires.

Information Technology

Service delivery information depends on accurate and timely data.

Current data collection application (Animal Services Information System) is dated and is undergoing a review to update.

SUMMARY OF GOALS AND STRATEGIES

1. Reduce reliance on the Agency's mill-rate support.

- Improve process for delinquent accounts and no-license complaints.
- Develop online licensing capabilities for licensing, invoices, and payments.
- Continue with advertising/marketing campaigns.
- Implement Royal Mail Ad mail out of registration form to targeted neighbourhoods.
- Develop first time licensing program with local breed rescue organizations, veterinarians and recognized breeders.
- Explore feasibility of transferring licensing and registration process to external provider.
- Review the feasibility of cat licensing.
- Explore other initiatives and/or partnerships to offset operating costs and encourage licensing.
- Advertise dog adoptions in neighbouring municipalities and towns.

2. Increase customer service and satisfaction.

- Enhance the web site to develop on-line services and e-commerce solutions.
- Continue with value added coupons for licensed dogs.
- Develop visitor tag program (Advertise with Tourism Manitoba/ Winnipeg).
- Develop partnerships and corporate sponsorships to offset costs of promoting the agency.
- Review staff training needs and implement training specific to the Agency's services..
- Address staffing shortfalls in the annual business plan.
- Prepare a service level agreement with host department.
- Update field equipment.

3. Improve health and safety of neighbourhoods.

- Hire and train staff to target specific health and safety challenges.
- Enhance prevention and education programs.
- Amend Animal Control By-law to provide for mandatory rabies vaccination for cats.
- Strategize with community groups and industry service providers on a communications strategy.
- Develop advertising campaign on cat ownership in conjunction with the Humane Society
- Explore opportunities for new partnerships.

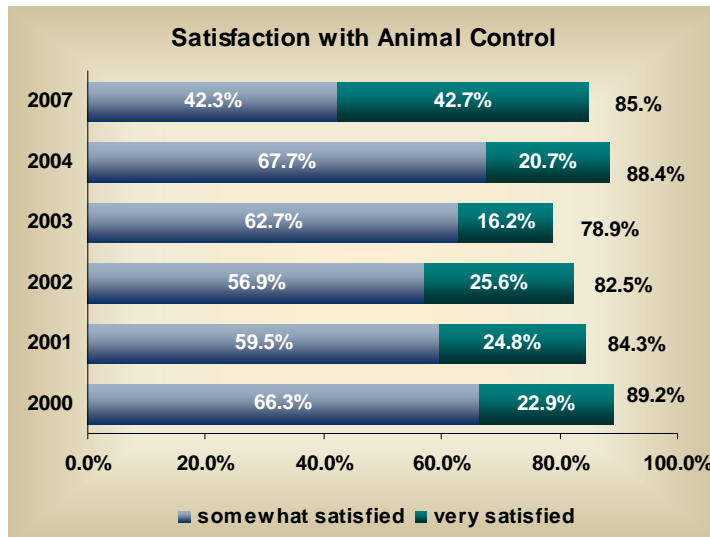
4. Improve the Agency's public image.

- Develop partnerships with external providers to establish alternative services such as dog training and pet grooming.
- Improve complaint response systems.
- Consult with Humane Society, veterinarian community and other rescue organizations to develop joint strategies.

- Design and implement a voluntary puppy registration program.
- Review and amend by-law as necessary.
- Enhance the marketing plan and communications strategy.

Performance Information

CITIZEN SATISFACTION



Citizen satisfaction with animal control continues to remain high with 85% of the respondents indicating they were satisfied.

EFFECTIVENESS MEASURES

Description	2003	2004	2005	2006
Percentage of active dog license	39.6%	40.0%	39.6%	35.8%
Percentage of dogs returned to owner	55%	55%	54%	52%
Percentage of dogs adopted or transferred to other rescues	25%	24%	20%	24%
Percentage of dogs euthanized	18%	21%	24%	23%

- The number of active dog licenses affects the number of dogs, euthanized, returned home to their owners and/or adopted to a new owner or placed in an alternative shelter if unclaimed.
- The percentage of active dog licenses has decreased by 3.8% since 2003.
- Since 2003 the percentage of dogs euthanized compared to the number of dogs impounded has increased by 5% in 2006.
- The percentage of dogs returned to their owners has decreased by 3%.
- Although unclaimed dogs successfully adopted to a new home or placed in an alternative rescue shelter has increased by 4% in 2006 since 2005 there was an overall decrease by 1% since 2003.

EFFICIENCY MEASURES

Mill Rate Support

Description	2002	2003	2004	2005	2006
Expenses	\$1,250,000	\$1,100,000	\$950,000	\$895,877	\$1,018,850

Reliance on mill rate support has been decreasing until 2006 when the contribution to the service agreement with the Winnipeg Humane Society was increased.

The Agency intends to track cost per sub-services in comparison to action provided starting in 2008 i.e. number of licenses sold, number of dogs adopted, number of dogs kennelled, and number of request for services attended, cost per active dog license.

BENCHMARKING INFORMATION

Dog License Fees Comparison

City	Sterilized \$	Intact \$
Thompson	10.00	50.00
Portage la Prairie	15.00	30.00
Saskatoon	15.00	30.00
Regina	15.00	40.00
Brandon	17.00	50.00
Winnipeg	22.50	45.00
Red Deer	23.00	53.00
Lethbridge	25.00	40.00
Vancouver	25.00	54.00
Edmonton	26.00	60.00
Calgary	30.00	50.00
Average Fee	20.31	45.64

NOTE: Dog license fees in Winnipeg are approximately 11% higher than average for sterilized dogs and on par for intact dog when compared to the average fees of eleven centers across western Canada