**Agenda - Executive Policy Committee - November 14, 2007**

**Report – Alternate Service Delivery Committee – November 8, 2007**

**Item No. 2 Animal Services Special Operating Agency - 2008 – 2010 Business Plan (Selection Report)**
**File GL-5.6.1**

COMMITTEE RECOMMENDATION:

On November 8, 2007, the Alternate Service Delivery Committee concurred in the recommendation of the Winnipeg Public Service and submits the following to Council:

1. That the 2008 Business Plan (Selection Report) for the Animal Services Special Operating Agency including the 2008 budget be approved and the 2009–2010 financial projections, as outlined in Appendix B to the report from the Chief Operating Officer dated October 31, 2007, be received as information.

2. That tax supported funding for the Special Operating Agency in the amount of $1,056,651.00 annually for 2008 to 2010 be approved, subject to confirmation in the annual tax supported budget process as outlined in the Financial Projection (Appendix B) of the report from the Chief Operating Officer dated October 31, 2007.

3. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

**Agenda – Executive Policy Committee – November 14, 2007**

**Report – Alternate Service Delivery Committee – November 8, 2007**

DECISION MAKING HISTORY:

COMMITTEE RECOMMENDATION:

On November 8, 2007, the Alternate Service Delivery Committee concurred in the recommendation of the Winnipeg Public Service and submitted the matter to the Executive Policy Committee and Council.

Further on November 8, 2007, the Alternate Service Delivery Committee passed the following motions, namely:

1. That the Animal Services Special Operating Agency be directed to discuss with the Winnipeg Humane Society and report back, in thirty days, on possible partnerships and efficiencies for both agencies.

2. That additional funds be included in the subsidy provided to the Animal Services Special Operating Agency for the use of increased space at the Winnipeg Humane Society new facility for the City spaying/neutering program, utilizing any surplus funds that may remain from the 2007 Operating Budget as well as provision of additional funding in the 2008 Operating Budget.

Mr. T. Dack, Chief Operating Officer, Animal Services Special Operating Agency, provided a PowerPoint Presentation with respect to the 2008 - 2010 Business Plan (Selection Report) of the Animal Services Special Operating Agency.

**RE: 2008 – 2010 Business Plan (Selection Report) - Animal Services Special Operating Agency**

**FOR SUBMISSION TO:** Alternative Service Delivery Committee

**ORIGINAL REPORT SIGNED BY:** Tim Dack, COO Animal Services SOA

**REPORT DATE:** October 31, 2007

**RECOMMENDATION:**

1. That Council approve the 2008 Business Plan (Selection Report) for Animal Services Special Operating Agency including the 2008 budget, and receive as information the 2009–2010 financial projections as tabled in Appendix B of the report from the Chief Operating Officer dated October 12, 2007.

2. That Council approve the proposed tax supported funding for the SOA of $1,056,651 annually for 2008 to 2010, subject to confirmation in the annual tax supported budget process (See Financial Projection, Appendix B the report from the Chief Operating Officer).

3. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

## Report Summary

**Key Issues:**

- Funding for advertising/marketing will be reset to $90,000 in 2008 reducing to $50,000 in 2009 and 2010. The Agency intends to aggressively advertise the requirement for licensing and owner responsibilities to help achieve revenue budgets.

- The Agency is committed to continued increased enforcement of dog licensing. The revenue generated from licensing is applied directly against the Agency expenditures and is the main contributor to the Agency reducing its reliance on mill-rate support.

- In mid 2007 two temporary License Inspector positions responsible solely for the review, follow-up and enforcement of licensing were established. It is estimated that there can be follow ups of 160 delinquent licenses, suspected unlicensed dogs and new dog licenses per week per position, of which will result in new licenses sold or renewed. Funding for these positions exists in the Agency's budget.

- The Agency intends to apply a CPI increase of 1.9% for 2008; 2.1% for 2009 and 2.0% for 2010 as provided by Corporate Finance to all fees for service and/or products

delivered by the Agency which are not established in the Pound By-law. (see attached notes to the financial statements.)

## Implications of the Recommendation(s):

### General Implications

(X) None

( ) For the organization overall and/or for other departments

( ) For the community and/or organizations external to the City

( ) Involves a multi-year contract

Comment(s):

### Policy Implications

(X ) No

( ) Yes

Comment(s):

### Regulatory Implications

(X) None

( ) Eliminates or reduces regulatory impact

( ) Proposes regulatory impact

Comment(s):

### Environmental Implications

(X) No

( ) Yes

Comment(s):

### Human Resources Implications

( ) No

(X ) Yes

- Comment(s): In mid 2007 two temporary License Inspector positions responsible solely for licensing were established. The Agency intends to establish 1-2 more

License Inspector positions over the next three years to aid in the review, follow-up and enforcement of licensing. These positions will be designated initially as temporary and funded by the salaries of the vacancies created by the retirement of existing Animal Services Officers.

**Financial Implications**

( ) Within approved current and/or capital budget

(X ) Current and/or capital budget adjustment required

- Comment(s): The budgeted transfer from the Community Services Department to the Animal Services SOA for 2008-2010 is proposed at $1,056,651. This reflects an increase of $37,801 in civic accommodations charges.
- CPI increases apply to fees for services not established in the Pound By-law (Surrendered Animals, Dog Adoptions, Trap Rentals/Set Ups)

## Report

### REASON FOR THE REPORT:

The Animal Services Operating Charter stipulates that a Business Plan (Selection Report) (summary of the annual business plan) will be provided to Council each year.

### HISTORY:

Animal Services was designated by Council as a Special Operating Agency (SOA) effective January 1, 2000.

### DISCUSSION:

Animal Services continues to provide animal control measures under the City of Winnipeg Charter and related by-laws. The Agency's service consists of four sub-service areas:

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

Animal Services continues to embrace and support the Community Services Department's vision, mission and values. The Agency also continues to work in partnership with the veterinarian community and 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.

**Strategic Direction:**

Animal Services continues to build on the expectations of its stakeholders and remains committed to its goals and strategies, which are critical to improved customer service, core business operation and financial stability. These expectations relate to:

- shifting the cost base from the general taxpayer towards the users of the system, with the objective of becoming financially self-sustainable to the greatest extent possible,
- a strengthened commitment to public health and safety through increased public awareness and increased pet ownership education,
- an improved public image, and
- improving and increasing the value of products and services.

**Summary of Goals and Strategies:**

**Reduce reliance on the Agency's mill-rate support through the enforcement of by-laws and the education of pet owners as to their responsibilities, as it pertains to pet licensing.**

- Improve follow process for delinquent accounts and no-license complaints.
- Develop online licensing capabilities.
- Continue with advertising/marketing campaigns.
- Implement Royal Mail Ad mail out of registration form to targeted neighbourhoods.
- Develop e-commerce capabilities such as
  - Online pet licensing invoicing
  - Online pet licensing
- Online new license payments
- Develop first time licensing program with local breed rescue organizations, veterinarians and recognized breeders.
- Review the feasibility of cat licensing.
- Explore other initiatives and/or partnerships to offset operating costs and encourage licensing.
- Continue adoption advertising to capital region. (Advertise dog adoptions in neighbouring municipalities and towns).

**Increase customer service and satisfaction through improvement to response times and front line services delivery.**

- Enhance web site.
- Develop on-line invoicing to dog owners.
- Develop on-line licensing process for new sales and renewals through the Agency web site (e-commerce).
- 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 and its' services.
- Evaluate general Agency technological needs and upgrade as necessary.
- Support ongoing staff training and development.
- Review staff training need and Implement training specific to the Agency's services and to the changing face of the community.
- Address staffing shortfalls in the annual business plan.
- Prepare a service level agreement with host department.
- Develop and implement an information technology strategy.
- Update field equipment.

**Improve health and safety of neighbourhoods through the enforcement of animal control bylaws and the administration of responsible pet ownership.**

- Re-evaluate current practice of hiring generalist trained staff, opting instead to hire and train staff to target specific challenges.
- Improve follow process for delinquent accounts and no-license complaints.
- 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 how best to get the message out.
- Develop advertising campaign on cat ownership in conjunction with the Humane Society.
- Explore other opportunities for new partnerships.

**Improve the Agency's public image by providing professional, caring and appropriate response to citizens/pet owner concerns and humane alternatives to unclaimed animals.**

- Develop partnerships with external providers to establish alternative services, such as dog training, pet grooming, etc.
- 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.

## Human Resources:

The Animal Services Agency developed an accelerated dog licensing enforcement program in 2007 that focused resources specifically on licensing issues such as delinquent dog licenses, new dog licenses and follow-up on suspected owners of unlicensed dogs.

In mid 2007 two temporary License Inspector positions responsible solely for licensing were established. It is estimated that there can be follow ups of 160 delinquent licenses, suspected unlicensed dogs and new dog licenses per week per position, of which will result in new licenses sold or renewed. Funding for these positions exists in the Agency's budget.

Animal Services will continue to accommodate various volunteer groups and student work experience placements to participate and learn while providing value added activities not typically performed by Agency staff.

**Information Technology:**

Allocated costs for infrastructure support from CIT have been transferred to the Agency beginning in 2007. These services include; TSM back-up, VPN support, Network service support and Email and Active Directory support. Cost for these services is approximately $9,641. In addition the Agency has budgeted $5,000/yr in 2008 and 2009 for computer hardware upgrades.

The Agency installed GPS technology in its service vehicles in 2006. $6,000/yr has been budgeted in 2008 -2010 for data storage and operating costs

**Financial: (see Appendix B: 2008 – 2010 Financial Projections)**

Pro forma financial statements are attached which include a projected statement of financial position, projected statement of loss and deficit and a projected statement of cash flow (see Appendix B).

Tax supported funding for the Agency will continue to be reflected as a separate line item (Cost Center) in the Community Services Department budget.

***Financial Highlights***

***Revenue:*** *(from non mill-rate sources)*

| 2006 Actual | 2007 Budget | 2007 Projected | Original 2008* | Revised 2008 |
|---|---|---|---|---|
| $983,609 | $1,120,495 | $1,001,139 | $1,315,250 | $1,315,628 |

* As projected in the 2007 – 2009 Business Plan (Selection Report)

**Licensing Revenue**

**Table 1:**

Projected license sales and revenue for 2007-2010 (including deferred revenues);

| Year | Active License Sales Targets | Revenue (includes deferred revenue) |
|---|---|---|
| 2007 (projected) | 32,640 | $897,589 |
| 2008 | 48,000 | $1,221,000 |
| 2009 | 56,000 | $1,441,000 |
| 2010 | 56,000 | $1,441,000 |

| 2006 Actual | 2007 Budget | 2007 Projected | Original 2008* | Revised 2008 |
|---|---|---|---|---|
| $887,645 | $1,025,750 | $897,589 | $1,221,000 | $1,221,000 |

* As projected in the 2007 – 2009 Business Plan (Selection Report)

- Dog license terms vary from 8 months to 30 months. Licenses have staggered monthly renewals based on the first letter of the last name. As a result there will be unearned revenue on hand at year-end. In 2002 a new two-year licensing option was offered to dog owners. This has resulted in a slightly higher deferral for unearned revenues.
- In 2006, $474,537 of license revenue was deferred to 2007.
- $448,930 is projected to be deferred to 2008 revenues from 2007 license sales.
- Original budgeted active license sales targets for 2007 were 40,000. Actual active licenses sales for 2007 are projected to be 32,640. This reduction is projected to result in a $128,161 loss in license sales revenue for 2007.
- The Animal Services Agency has developed an accelerated dog licensing enforcement program starting in 2007 that focuses resources specifically on licensing issues such as delinquent dog licenses, new dog licenses and follow-up on suspected owners of unlicensed dogs. In mid 2007 two temporary License Inspector positions responsible solely for the review, follow-up and enforcement of licensing were established. Further expansion of this strategy may result in 1-2 more positions being reclassified as License Inspectors depending on the success of this initiative. Funding for these positions exists in the Agency's budget.
- It is estimated that there can be follow ups of 160 delinquent licenses, suspected unlicensed dogs and new dog licenses per week per position, of which will result in new licenses sold or renewed. See Table 1 for projected yearly total active license sales.

**Pound and Kennel Fees** (see Appendix C: 2008 – 2010 Pound and Kennel Fees Projections)

| | 2006 Actual | 2007 Budget | 2007 Projected | Original 2008* | Revised 2008 |
|---|---|---|---|---|---|
| **Pound Fees** | $28,085 | $25,000 | $23,407 | $23,850 | $23,850 |
| **Kennel Fees** | $37,165 | $41,705 | $32,969 | $41,800 | $41,800 |

* As projected in the 2007 – 2009 Business Plan (Selection Report)

- The basic dog pound fees and projected revenue for running at large are:
    - first offence - $50 (410 offences)
    - second offence - $150 (27 offences), and;
    - third offence - $225 (2 offences).
- Kenneling fees are set at:
    - $19/day - 2007
    - $20/day – 2008
    - $21/day – 2009
    - $21/day - 2010
- Volumes for 2008 are based on returning 418 dogs to their owners annually with an average stay of 5 days.
- Pound and kennel fee revenue is expected to decrease slightly due to more licensed dogs taking advantage of the 'free ride home program' for licensed dogs picked up running at large for the first time.

***Mill Rate Support:***

| 2000 | 2001 | 2002 | 2003 | 2004 |
|---|---|---|---|---|
| $1,250,000 | $1,250,000 | $1,250,000 | $1,100,000 | $950,000 |

| 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|---|---|---|---|---|---|
| $895,877 | $1,020,101 | $1,018,850 | $1,056,651 | $1,056,651 | $1,056,651 |

Current Budget Period

- The financial projections reflect increased tax supported funding of:
  - $125,000 in 2006.
    - This amount includes an increase of $75,000 to the three year service agreement between the City of Winnipeg and the Winnipeg Humane Society for general animal related services from $125,000 in 2006 to $200,000. The City of Winnipeg further agreed to contribute a maximum of $50,000 per year for a subsidized cat spay and neuter program administered by the Winnipeg Humane Society to run concurrent with the existing service agreement, and;
  - $37,801 in 2008
    - Effective 2008, the tax supported Bicycle Recovery Program (lower level of 1057 Logan Avenue) civic accommodation charge has been reduced. As a result the Agency's civic accommodation charge has been increased by an equivalent amount ($37,801) by Civic Accommodations. This increase is reflected in the transfer from tax-supported.

***Expenses:***

| 2006 Actual | 2007 Budget | 2007 Projected | Original 2008* | Revised 2008 |
|---|---|---|---|---|
| $2,162,074 | $2,341,075 | $2,268,107 | $2,397,345 | $2,457,514 |

* As projected in the 2007 – 2009 Business Plan (Selection Report)

**Salaries and Benefits**

| 2006 Actual | 2007 Budget | 2007 Projected | Original 2008* | Revised 2008 |
|---|---|---|---|---|
| $1,197,198 | $1,313,806 | $1,286,770 | $1,354,176 | $1,348,838 |

* As projected in the 2007 – 2009 Business Plan (Selection Report)

- 2008 Salary levels are based on existing grades and levels as per the collective agreements, which include two temporary Animal Services Officer (ASO) I positions (1FTE) and one temporary Clerk A position. The CUPE staff complement will consist of an Office Administrator, two Clerk A's, one Clerk C, one Education/Adoption Coordinator, two Kennel Attendants, ten ASO I's and two ASO II's. The WAPSO/WAPSO exempt positions include a Chief Operating Officer and a Field Operations/Court Coordinator.
- Projections include an adjustment of 2% for 2008-2010 for both CUPE and WAPSO/WAPSO exempt staff. Employee benefits are estimated to be 18.95% of total gross salaries.

**Services**

| 2006 Actual | 2007 Budget | 2007 Projected | Original 2008* | Revised 2008 |
|---|---|---|---|---|
| $596,472 | $640,757 | $602,759 | $654,803 | $692,806 |

* As projected in the 2007 – 2009 Business Plan (Selection Report)

- Advertising costs for 2008 increased to $90,000 and $50,000 thereafter.
- The Agency pays approximately $55,000 for a service contract with Scotia Enterprises for providing animal control services in the Charleswood/Tuxedo section of the city.
- Annual funding to the Winnipeg Humane Society for a general service agreement - $200,000; and a subsidized spay and neuter program - $50,000.
- Annual data transfer handling cost for GPS commenced in 2007; $6,000 annually.
- Annual allocated departmental costs for I.T. system support; 2008 - $9,641, 2009 - $10,305, 2010 - $11,125.
- Projected 2008 costs include increased commissions to external license vendors as a result of projected increased license sales.

**Materials, Parts and Supplies**

| 2006 Actual | 2007 Budget | 2007 Projected | Original 2008* | Revised 2008 |
|---|---|---|---|---|
| $31,226 | $34,813 | $31,500 | $34,980 | $35,213 |

* As projected in the 2007 – 2009 Business Plan (Selection Report)

**Accommodations**

| 2006 Actual | 2007 Budget | 2007 Projected | Original 2008* | Revised 2008 |
|---|---|---|---|---|
| $169,952 | $169,338 | $169,338 | $169,820 | $208,536 |

* As projected in the 2007 – 2009 Business Plan (Selection Report)

- The Agency will continue to occupy 1057 Logan Avenue, first level of the building only (12,296 square feet). Civic Accommodations established the rental rate for 2008-2010. The Agency leases the lower level to the Community Services Department, License Branch for storage of bicycles.
- Effective 2008, the tax supported Bicycle Recovery Program (lower level of 1057 Logan Avenue) civic accommodation charge has been reduced. Thus the Agency accommodation rate has been increase by an equivalent amount ($37,801) by Civic Accommodation. This increase is reflected in the transfer from tax-supported.

**Administrative Services**

| 2006 Actual | 2007 Budget | 2007 Projected | Original 2008* | Revised 2008 |
|---|---|---|---|---|
| $165,036 | $171,582 | $163,582 | $171,582 | $157,000 |

* As projected in the 2007 – 2009 Business Plan (Selection Report)

- The Agency expects to continue purchasing administrative services from the City's Community Services Department for 2008 - 2010. Included in these services is assistance with respect to finance, human resources, strategic support and information technology. ( see Table 2 for allocated costs)

**Table 2:**

| | 2008 | 2009 | 2010 |
|---|---|---|---|
| Financial | 22,500 | 22,500 | 22,500 |
| Human Resources | 21,000 | 21,000 | 21,000 |
| Strategic | 11,000 | 11,000 | 11,000 |
| Information System | 25,500 | 25,500 | 25,500 |
| Corporate Service | 55,000 | 55,000 | 55,000 |
| Bad Debts | 17,500 | 17,500 | 17,500 |
| Credit Card Commissions | 4,500 | 4,500 | 4,500 |
| Total | 157,000 | 157,000 | 157,000 |

- The City of Winnipeg incurs Corporate Services Charges that relate to the operation of the individual departments. The Agency will share in paying these costs. It is anticipated that the Agency's share of these costs will amount to approximately $69,582 for 2007.
- Corporate Services Charges, 2008 to 2010 estimation, are based on the Agency estimated over 366 hours of corporate services at a rate of $150.00 an hour totaling roughly $55,000. Such services cover Agency utilization of legal services, financial services, human resource services and CAO Secretariat.

# Financial Impact Statement

**Date:** October 29, 2007

**Project Name:**
**2008 - 2010 Selection Report Animal Services Special Operating Agency**

**First Year of Program** **2008**

| | 2008 | 2009 | 2010 | 2011 | 2012 |
|---|---|---|---|---|---|
| **Capital** | | | | | |
| Capital Expenditures Required | | | | | |
| Less: Existing Budgeted Costs | | | | | |
| Additional Capital Budget Required | $ - | $ - | $ - | $ - | $ - |
| **Funding Sources:** | | | | | |
| Debt - Internal | | | | | |
| Debt - External | | | | | |
| Grants (Enter Description Here) | | | | | |
| Reserves, Equity, Surplus | | | | | |
| Other - Enter Description Here | | | | | |
| Total Funding | $ - | $ - | $ - | $ - | $ - |
| Total Additional Capital Budget Required | $ - | | | | |
| Total Additional Debt Required | $ - | | | | |
| **Current Expenditures/Revenues** | | | | | |
| Direct Costs | $ 1,056,651 | $ 1,056,651 | $ 1,056,651 | $ - | $ - |
| Less: Incremental Revenue/Recovery | 135,000 | 135,000 | 135,000 | - | - |
| Net Cost/(Benefit) | $ 921,651 | $ 921,651 | $ 921,651 | $ - | $ - |
| Less: Existing Budget Amounts | $ 921,651 | $ 921,651 | $ 921,651 | - | |
| Net Budget Adjustment Required | $ - | $ - | $ - | $ - | $ - |

**Additional Comments:** The budgeted transfer from the Community Services Department to the Animal Services SOA for 2008-2010 is proposed at $1,056,651. This reflects an increase of $37,801 in civic accommodations charges.
The $135,000 recovery to tax supported operations includes $80,000 in departmental internal service recoveries [HR, Finance, and IT] and $55,000 in Corporate Services Charges.

Cindy Fernandes, B. Comm (Hon), CMA
Manager of Finance and
Administrative Services

**IN PREPARING THIS REPORT THERE WAS:**

**Internal Consultation With and Concurrence By:**

The Community Services Department
The Business Review and Credit Committee

**External Consultation With:**

**THIS REPORT SUBMITTED BY:**

Department: Animal Services SOA
Division
Prepared by: Tim Dack, COO
File No.

## Appendix Index:


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2008 Actual Expense and Revenue Comparisons with 2009 – 2010 Projections

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2008 – 2010 Financial Projections and Notes

**Appendix C:** Page 24

2008 – 2010 Pound and Kennel Fees Projections

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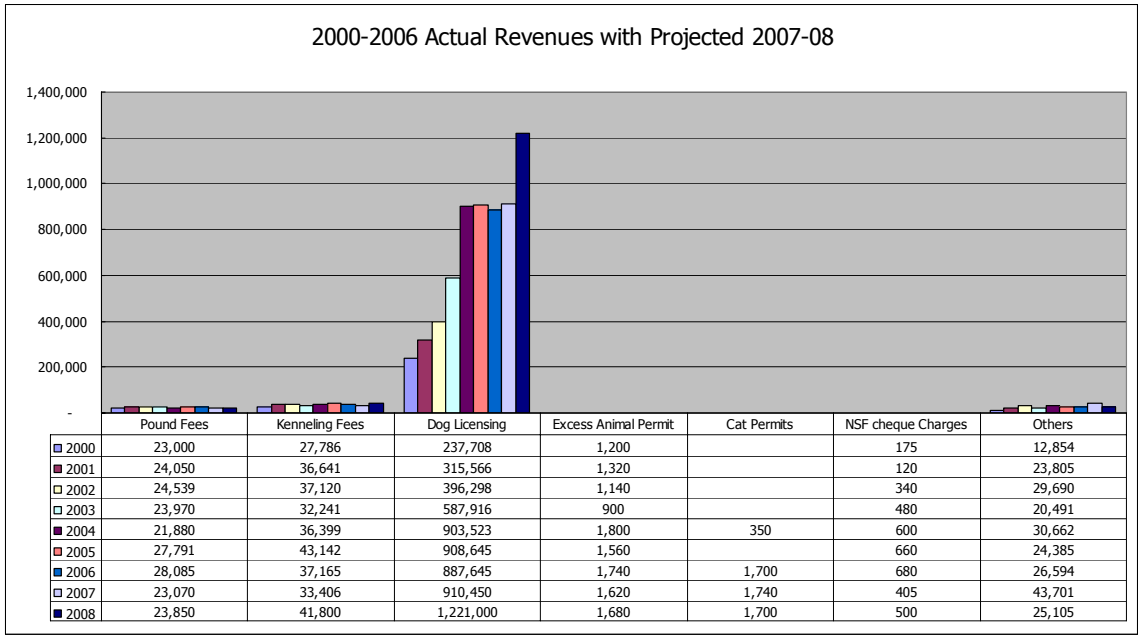
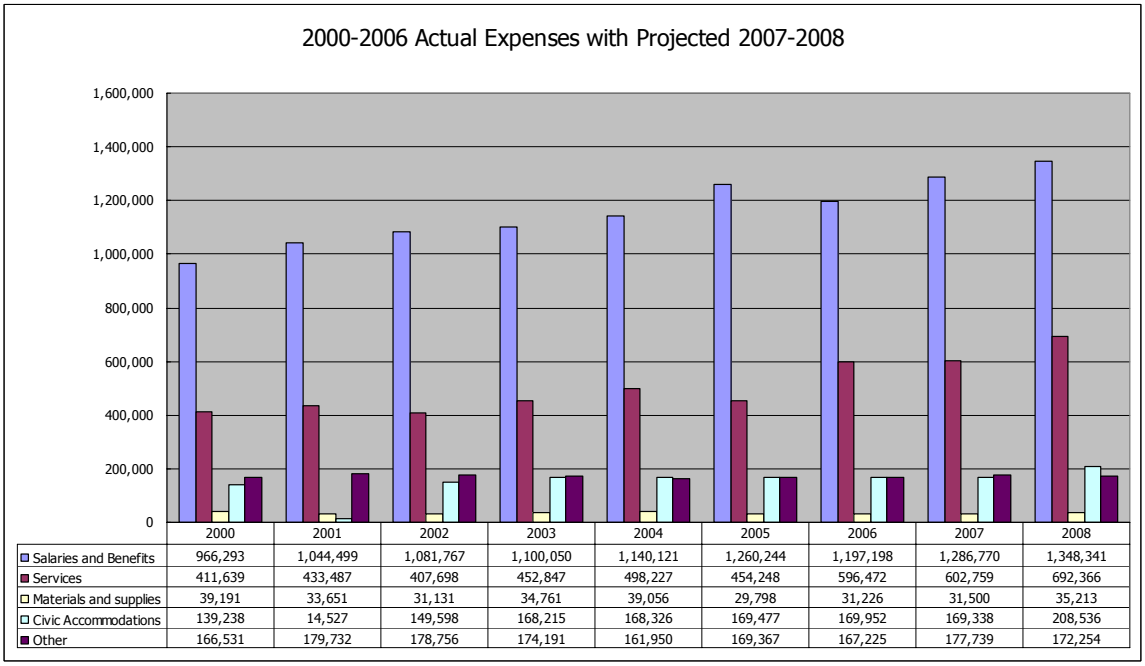
Communications/Marketing Plan

## APPENDIX A: 2000 – 2006 Actual Expense and Revenue Comparisons with 2007 – 08 Projections




| | Pound Fees | Kenneling Fees | Dog Licensing | Excess Animal Permit | Cat Permits | NSF cheque Charges | Others |
|---|---|---|---|---|---|---|---|
| 2000 | 23,000 | 27,786 | 237,708 | 1,200 | | 175 | 12,854 |
| 2001 | 24,050 | 36,641 | 315,566 | 1,320 | | 120 | 23,805 |
| 2002 | 24,539 | 37,120 | 396,298 | 1,140 | | 340 | 29,690 |
| 2003 | 23,970 | 32,241 | 587,916 | 900 | | 480 | 20,491 |
| 2004 | 21,880 | 36,399 | 903,523 | 1,800 | 350 | 600 | 30,662 |
| 2005 | 27,791 | 43,142 | 908,645 | 1,560 | | 660 | 24,385 |
| 2006 | 28,085 | 37,165 | 887,645 | 1,740 | 1,700 | 680 | 26,594 |
| 2007 | 23,070 | 33,406 | 910,450 | 1,620 | 1,740 | 405 | 43,701 |
| 2008 | 23,850 | 41,800 | 1,221,000 | 1,680 | 1,700 | 500 | 25,105 |




| | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 |
|---|---|---|---|---|---|---|---|---|---|
| Salaries and Benefits | 966,293 | 1,044,499 | 1,081,767 | 1,100,050 | 1,140,121 | 1,260,244 | 1,197,198 | 1,286,770 | 1,348,341 |
| Services | 411,639 | 433,487 | 407,698 | 452,847 | 498,227 | 454,248 | 596,472 | 602,759 | 692,366 |
| Materials and supplies | 39,191 | 33,651 | 31,131 | 34,761 | 39,056 | 29,798 | 31,226 | 31,500 | 35,213 |
| Civic Accommodations | 139,238 | 14,527 | 149,598 | 168,215 | 168,326 | 169,477 | 169,952 | 169,338 | 208,536 |
| Other | 166,531 | 179,732 | 178,756 | 174,191 | 161,950 | 169,367 | 167,225 | 177,739 | 172,254 |

# APPENDIX B: 2008 – 2010 Financial Projections and Notes

## Projected Statement of Financial Position

**CITY OF WINNIPEG ANIMAL SERVICES - SPECIAL OPERATING AGENCY**

| As At December 31 | | Actual 2006 | Adopted Budget 2007 | Projected Actual 2007 | Variance | Proposed Budget 2008 | Projected Budget 2009 | Projected Budget 2010 |
|---|---|---|---|---|---|---|---|---|
| **Assets** | | | | | | | | |
| CURRENT | *Note 7* | | | | | | | |
| Cash | | $2,082 | $0 | $450 | $450 | $450 | $450 | $450 |
| Due from City of Winnipeg | | | | | | | | |
| Receivables | | 45,074 | 40,000 | 40,000 | $0 | 40,000 | 40,000 | 40,000 |
| Inventory | | 7,115 | 12,000 | 12,000 | $0 | 12,000 | 12,000 | 12,000 |
| Prepaid expenses | | 28,178 | 31,000 | 31,000 | $0 | 31,000 | 32,000 | 32,000 |
| | | 82,449 | 83,000 | 83,450 | $450 | 83,450 | 84,450 | 84,450 |
| EQUIPMENT | *Note 7* | | | | | | | |
| Computer equipment | | 76,126 | 91,126 | 76,126 | ($15,000) | 96,126 | 101,126 | 101,126 |
| Furniture and other equipment | | 107,786 | 73,005 | 73,005 | $0 | 73,005 | 73,005 | 73,005 |
| Communication Radios | | - | 35,000 | 35,000 | $0 | 35,000 | 35,000 | 35,000 |
| | | 183,912 | 199,131 | 184,131 | ($15,000) | 204,131 | 209,131 | 209,131 |
| Less: accumulated depreciation | | 147,045 | 160,659 | 150,278 | ($10,381) | 172,644 | 185,608 | 199,057 |
| | | 36,867 | 38,472 | 33,853 | ($4,619) | 31,487 | 23,523 | 10,074 |
| | | $ 119,316 | $ 121,472 | $ 117,304 | ($4,168) | $ 114,937 | $ 107,973 | $ 94,524 |
| **Liabilities** | | | | | | | | |
| CURRENT | *Note 7* | | | | | | | |
| Accounts payable & accrued liabilities | | $52,147 | $ 50,000 | $ 50,000 | $0 | $ 50,000 | $ 50,000 | $ 50,000 |
| Vacation and overtime payable | | 45,785 | 55,000 | 50,000 | ($5,000) | 57,000 | 57,000 | 57,000 |
| Deferred revenue | | 514,700 | 495,000 | 495,000 | $0 | 594,000 | 693,000 | 693,000 |
| Due to City of Winnipeg - Line of Credit | | 275,188 | 434,708 | 497,420 | $62,712 | 433,839 | 234,771 | 91,539 |
| | | 887,820 | 1,034,708 | 1,092,420 | $57,712 | 1,134,839 | 1,034,771 | 891,539 |
| LONG-TERM | *Note 7* | | | | | | | |
| Retirement allowance | | 129,000 | 162,000 | 147,000 | ($15,000) | 162,000 | 177,000 | 177,000 |
| | | 1,016,820 | 1,196,708 | 1,239,420 | $42,712 | 1,296,839 | 1,211,771 | 1,068,539 |
| CAPITAL DEFICIENCY | | | | | | | | |
| Deficit | | (897,504) | (1,075,236) | (1,122,117) | ($46,880) | (1,181,902) | (1,103,798) | (974,015) |
| | | 119,316 | 121,472 | 117,304 | ($4,168) | 114,937 | 107,973 | 94,524 |

*See accompanying notes to the financial statements*

## Projected Statement of Loss and Deficit

**CITY OF WINNIPEG ANIMAL SERVICES - SPECIAL OPERATING AGENCY**

| For the year ended December 31 | | Actual 2006 | Adopted Budget 2007 *note 1* | Projected Actual 2007 | Variance | Proposed Budget 2008 | Projected Budget 2009 | Projected Budget 2010 |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | *Note 5* | $ 983,609 | $ 1,120,495 | $ 1,001,139 | ($119,356) | $ 1,315,608 | $ 1,535,633 | $ 1,637,154 |
| **Expenses** | | | | | | | | |
| | *Note 6* | | | | | | | |
| Salaries and Benefits | | 1,197,198 | 1,313,806 | 1,286,770 | ($27,036) | 1,348,341 | 1,463,222 | 1,493,640 |
| Services | | 596,472 | 640,757 | 602,759 | ($37,998) | 692,366 | 662,008 | 681,910 |
| Material, parts and supplies | | 31,226 | 34,813 | 31,500 | ($3,313) | 35,213 | 35,380 | 35,550 |
| Civic Accommodations | | 169,952 | 169,338 | 169,338 | $0 | 208,536 | 208,536 | 209,271 |
| Other | | | | | | | | |
| Depreciation | | 1,275 | 10,381 | 10,381 | $0 | 11,985 | 12,964 | 13,449 |
| Administrative services | | 165,036 | 171,582 | 163,582 | ($8,000) | 157,000 | 157,000 | 157,000 |
| Interest/financing | | 914 | 398 | 3,776 | $3,378 | 3,269 | 1,901 | 597 |
| | | 2,162,074 | 2,341,075 | 2,268,107 | ($72,968) | 2,456,710 | 2,541,011 | 2,591,418 |
| Loss from operations | | (1,178,465) | (1,220,580) | (1,266,968) | ($46,388) | (1,141,102) | (1,005,378) | (954,264) |
| **Other** | | | | | | | | |
| Grant from the Province of Manitoba | | 21,779 | 23,998 | 23,507 | ($491) | 24,666 | 26,831 | 27,396 |
| Grant from the City of Winnipeg | *Note 5* | 1,020,101 | 1,018,850 | 1,018,850 | $0 | 1,056,651 | 1,056,651 | 1,056,651 |
| **Net Income (Loss)** | | (136,585) | (177,732) | (224,612) | ($46,880) | (59,786) | 78,104 | 129,783 |
| **Deficit, beginning of year** | | (760,919) | (897,504) | (897,504) | $0 | (1,122,117) | (1,181,902) | (1,103,798) |
| **Surplus(deficit)** | | $ (897,504) | $ (1,075,236) | $ (1,122,117) | ($46,880) | $ (1,181,902) | $ (1,103,798) | $ (974,015) |

Note 1: The original Adopted 2007 Budget accumulated deficit was $1,160,423 assuming a 2006 year end deficit of $982,691. The 2006 actual deficit was $897,504. This is reflected in the Adopted Budget 2007 column above.

## Projected Statement Change in Financial Position

**CITY OF WINNIPEG ANIMAL SERVICES - SPECIAL OPERATING AGENCY**

| For the year ended December 31 | Actual 2006 | Adopted Budget 2007 | Projected Actual 2007 | Variance | Proposed Budget 2008 | Projected Budget 2009 | Projected Budget 2010 |
|---|---|---|---|---|---|---|---|
| **Net inflow (outflow) of cash related to the following activities** | | | | | | | |
| **Operating** | | | | | | | |
| Net earnings (loss) for the year | $ (136,585) | $ (177,732) | $ (224,612) | ($46,880) | $ (59,786) | $ 78,104 | $ 129,783 |
| Non-cash items related to operations | | | | | | | |
| Depreciation | 1,275 | 10,381 | 10,381 | $0 | 11,985 | 12,964 | 13,449 |
| Increase(decrease)Retirement Allowance | 12,000 | 15,000 | 15,000 | $0 | 15,000 | - | - |
| Working capital from operations | (123,310) | (152,351) | (199,231) | ($46,880) | (32,801) | 91,068 | 143,232 |
| Net change in working capital other than cash assets | 76,137 | 79,250 | (20,265) | ($99,515) | 106,000 | 98,000 | - |
| | (47,173) | (73,101) | (219,496) | ($146,395) | 73,199 | 189,068 | 143,232 |
| **Financing** | | | | | | | |
| Due to Line of Credit | | | | | | | |
| Due to/from the City of Winnipeg | 77,732 | 88,101 | 232,864 | $144,763 | (68,199) | (184,068) | (143,232) |
| | 77,732 | 88,101 | 232,864 | $144,763 | (68,199) | (184,068) | (143,232) |
| **Investing** | | | | | | | |
| Purchase of equipment | (35,370) | (15,000) | (15,000) | $0 | (5,000) | (5,000) | - |
| Proceeds from disposal of equipment | | | | | | | |
| | (35,370) | (15,000) | (15,000) | $0 | (5,000) | (5,000) | - |
| Increase (decrease in cash assets) | (4,811) | - | (1,632) | ($1,632) | 0 | 0 | (0) |
| Cash position, beginning of year | 6,893 | - | 2,082 | $2,082 | 450 | 450 | 450 |
| **Cash position, end of year** | $ 2,082 | $ - | $ 450 | $450 | $ 450 | $ 450 | $ 450 |

*See accompanying notes to the financial statements*

# NOTES TO THE FINANCIAL PROJECTION
# THREE YEARS ENDING DECEMBER 31, 2010

## 1. DESCRIPTION OF BUSINESS

Animal Services, Special Operating Agency commenced operations on January 1, 2000. Effective Jan 1, 2008 the Agency will be entering its ninth year of operations. Animal Services continues to work towards its goals;

- To be financially self-sustainable to the greatest extent possible, (significantly less reliance on mill-rate support)
- Improve Health and Safety of neighborhoods
- Improve Customer Service
- Improve Public Image

Since 2000 Animal Services has brought in the following new programs and initiatives:

- Adoption program to give strays a second chance
- Volunteer program to enhance the adoption program
- Work placement for students in our community
- Enhanced Free Ride program
- Added-value coupon strip
- Multi-year licensing
- Numerous retail outlets for license sales
- Enhanced education programs
- Increased Marketing Campaigns
- Revamped fines schedule
- 3 per page invoice printing for paper/printing economies and bar-coding for new technology
- Automatic electronic payments through Banking Institutions
- Established two License Inspector positions to specifically enforce pet licensing

## 2. ACCOUNTING POLICIES

The projected financial statements have been prepared on the basis of generally accepted accounting principles. The projections include the following significant accounting policies:

### Inventory

Inventory is stated at the lower of cost and net realizable value.

**Equipment**

Equipment is recorded at cost and is depreciated on a straight-line basis over the estimated useful life of the asset using the following annual rates:

| | |
|---|---|
| Computer equipment | 25% |
| Furniture and other equipment | 20% |

**Budget Column**

The 2007 adopted budget information, from the Council approved 2007-2009 Business Plan (Selection Report) - Animal Services Special Operating Agency, has been added to the financial statement to facilitate effective analysis and comparison. 2006 Surplus (Deficit) is updated with 2006 actual figures.

## 3. FINANCIAL PROJECTION

This financial projection is an estimate of the financial position, results of operations and change in cash flow, for the operations of Animal Services Special Operating Agency, using management's assumptions that reflect the Agency's planned course of action for the three years ending December 31, 2010. Management's judgment has been used in the assumptions and the most probable set of economic conditions, together with the hypotheses stated in note 4 below. The hypotheses are consistent with the purpose of the information, but are not necessarily the most probable in management's judgment. Some assumptions inevitably will not materialize and unanticipated events and circumstances may occur subsequent to the date of this projection. Therefore, the actual results achieved during the projected period will vary from the projections and the variations may be material.

## 4. HYPOTHESES

The financial projection has been prepared based on the following hypotheses:

(a) That the City of Winnipeg will agree to provide an annual operating grant of $1,056,651 for 2008, 2009 and 2010.
(b) That the City of Winnipeg will extend a line of credit as detailed in the Financial Statements contained within the Council approved annual Business Plan (Selection Report) prepared by the Agency, sufficient for the Agency to carry on operations.
(c) That the Agency will be allowed to purchase any support services required to sustain ongoing operations.
(d) Consumer Price Index are assumed at 1.9% for 2008; 2.1% for 2009 and 2.0% for 2010 as provided by Corporate Finance.

## 5. ASSUMPTIONS – REVENUE

### (a) Pound Fees

The basic fees for running at large are: first offence - $50, second offence - $150 and third offence - $225. Pound revenues are based on 410 -1$^{st}$ offences, 27 - 2$^{nd}$ offences and two - 3$^{rd}$ offences per year.

### (b) Kenneling Fees

Kenneling fees were set at $19 per day effective 2007 and will increase annually by $1 per day to $21 by 2009. 2008 volumes are based on servicing 418 dogs annually with an average stay of 5 days.

**(c) Dog Licenses**

The following fees and volumes were derived based on the Agency's analysis of the market:

| Year | Average License Fee | Anticipated Sales |
|---|---|---|
| 2008 | $27.50 | 48,000 |
| 2009 | $27.50 | 56,000 |
| 2010 | $27.50 | 56,000 |

Dog license fees applicable to intact dogs are $45 annually. A 50% discount is offered for sterilized dogs bringing this fee to $22.50 annually. Dangerous dog license fees are set at $75 annually. There is no charge for service dog licenses and for the first license period for dogs adopted through the Humane Society and Animal Services.

**(d) Excess Animal Permit**

2008 permit revenue is based on 8 renewals and 12 new applications with a modest annual increase to follow.

**(e) Surrendered Animals**

Projected revenue are based on 72 turnovers at a fee of $67.50 net tax effective Jan 1, 2007. Surrendered fee will be adjusted annually according to CPI as follows:

| | **2008** | **2009** | **2010** |
|---|---|---|---|
| Surrendered Fee | $ 68.78 | $ 70.23 | $ 71.63 |

**(f) Trap Rentals/Set Ups**

A fee of $60 is charged on skunk trap rentals and an administration fee of $10 on cat trap rentals. A planned expenditure for additional traps in 2007 is reflected in the income. Skunk Trap rental price are to be factor in CPI as follows:

| | **2008** | **2009** | **2010** |
|---|---|---|---|
| Skunk trap rental prices | $61.14 | $62.42 | $63.67 |

**(g) Dog Adoptions**

Adoption fees are $171 for dogs less than four months, $141 for dogs over four months, $111 for sterilized dogs and $100 for senior intact dogs and $50 for senior, sterilized dogs. Adoptions include a health check by a veterinarian, vaccinations, spaying or neutering, microchip, first license and other value-added items. In an effort to stimulate sales the Agency introduced a discount for senior citizens of 20% and a reduced fee for dogs seven years and older. After costs, the Agency expects to net approximately $48 per animal with 200 animals adopted annually. With some exception, adoption fees will be adjusted to reflect inflation according to CPI as follow:

| | 2007 | 2008 | 2009 | 2010 |
|---|---|---|---|---|
| Less than four months Old | $ 171 | $ 174 | $ 178 | $ 181 |
| Over four months | $ 141 | $ 144 | $ 147 | $ 150 |
| Sterilized dogs | $ 111 | $ 113 | $ 115 | $ 118 |
| Senior intact dogs | $ 100 | $ 102 | $ 104 | $ 106 |
| Senior sterilized dogs | $ 50 | $ 51 | $ 52 | $ 53 |

**(h) Grant from the City of Winnipeg**

The Agency has requested an annual operating grant from the City of Winnipeg in the amount of $1,056,651 for 2008, 2009 and 2010 in the Phase I budget submission of the Community Services Department. This grant represents the mill rate support of operating costs. The increased grant of $37,801 is due to changes made by Civic Accommodation. See note (6j).

| YEAR | FUNDING AMOUNT |
|---|---|
| 2000 | $1,250,000 |
| 2001 | $1,250,000 |
| 2002 | $1,250,000 |
| 2003 | $1,100,000 |
| 2004 | $950,000 |
| 2005 | $895,877 |
| 2006 | $1,020,101 |
| 2007 | $1,018,850 |
| 2008 | $1,056,651 |
| 2009 | $1,056,651 |
| 2010 | $1,056,651 |

**6. ASSUMPTIONS – EXPENSES**

**(a) Salaries and Employee Benefits**

The Agency expects to operate with the following staff levels over the next three years:

| | 2008 | 2009 | 2010 |
|---|---|---|---|
| WAPSO | 2 | 2 | 2 |
| CUPE | 20 | 20 | 20 |

2008 Salary levels are based on existing grades and levels presently in place, which include two temporary Animal Services Officer (ASO) I positions (1FTE) and one temporary Clerk A position. The CUPE staff

complement will consist of an Office Administrator, two Clerk A's, one Clerk C, one Education/Adoption Coordinator, two Kennel Attendants, ten ASO I's and two ASO II's. The WAPSO/WAPSO exempt positions include a Chief Operating Officer and a Field Operations/Court Coordinator. Projections also include an adjustment of 2% for 2008-2010 for CUPE staff. Projections for WAPSO/WAPSO exempt staff include an adjustment of 2% for 2008-2010. Employee benefits are estimated to be 18.95% of total gross salaries. Retirement Allowance is accumulated provision for sick time severance payable.

**(b) Professional and Consulting Services**

The City of Winnipeg negotiated a three-year service contract with the Winnipeg Humane Society for the period 2006-2008 at a cost of $200,000 annually. In addition to the annual service contract payments, the City of Winnipeg has agreed to pay the Winnipeg Humane Society a maximum of $50,000/yr to subsidize their cat spay/neuter program. This amount is paid at a rate of $20.00/procedure to a maximum of $50,000/yr. The City also pays approximately $55,000 for a service contract with Scotia Enterprises for the provision of animal control services in the Charleswood/Tuxedo area. Mill-rate support to the Agency was increase in 2006 by $125,000 to offset the increased costs associated with negotiated contracts with the Winnipeg Humane Society. Same figures are applied to 2010 for comparison purpose since no new contract is negotiated yet

**(c) Audit Fee**

The Agency expects to pay approximately $10,000 annually for audit fees in 2008 through 2010.

**(d) Auto Allowances**

In 2008, one staff member is provided with "regular" auto allowance, and three staff members are provided with "occasional" auto allowance.

**(e) Office Equipment Maintenance**

The Agency expects to pay $2,500 annually in office equipment repairs and maintenance.

**(f) Telephone**

The Agency expects to pay $13,300 annually for land and mobile phone services in 2008 – 2010. Additional costs of approximately $2,200/year for a call service have been incurred due to reduced police services.

**(g) Advertising**

The Agency uses extensive advertising to help build its revenue base. The methods of advertising include billboards, bus posters, newspaper ads and brochures as well as game sponsorships at sporting events.

**(h) Equipment Rental, Internal**

Equipment and Material Services provides fleet services for SOA vehicles. The Agency operates seven vehicles. Costs are expected to increase incrementally by 3% per year. The Agency will be giving consideration to tendering maintenance services with other contractors during the three-year period.

**(i) Training/Workshops/Tuition**

The Agency expects to incur costs of $3,000 annually to provide training to staff.

**(j) Civic Accommodations**

The Agency will continue to occupy 1057 Logan Avenue, first level of the building (12,296 square feet) only. Effective 2008, the tax supported Bicycle Recovery Program (lower level of 1057 Logan Avenue) civic

accommodate charge has been reduced. Thus the Agency accommodation rate has been increase by an equivalent amount ($37,801) by Civic Accommodation. This increase is reflected in the transfer from tax-supported.

**(k) Depreciation**

Depreciation is based on rates identified in note 2.

**(l) Interest on Operating Line of Credit**

The Agency has negotiated a line of credit with an interest rate of prime plus 2.5%.

**(m) Administrative Charges**

The Agency expects to purchase administrative services from the City's Community Services Department. Included in these services is assistance with respect to finance, human resources, strategic support and information technology. It is anticipated that the Agency's share of these costs will amount to/or approximately $80,000 yearly.

**(n) Corporate Service**

The City of Winnipeg incurs corporate costs that relate to the operation of the individual departments. The Agency will share in paying these costs. It is anticipated that the Agency's share of these costs will amount to approximately $69,582 for 2007. Corporate Services Charges, 2008 to 2010 estimation, are based on the Agency estimated over 366 hours of corporate services at a rate of $150.00 an hour totaling roughly $55,000. Such services cover Agency utilization of legal services, financial services, human resource services and CAO Secretariat..

**7. ASSUMPTIONS – CASH RECEIPTS AND DISBURSEMENTS**

**(a) Cash on hand**

Petty cash of $150 will be available for incidental expenditures. Change funds of $300 are available for the cash register float.

**(b) Inventory**

The Agency requires inventory in respect to animal supplies and retail sales. A physical inventory count is done on December 31st.

**(c) Equipment**

On start-up, the Agency acquired equipment from the City of Winnipeg. In 2007 the Agency reviewed its technology needs and upgraded equipment as needed. The Agency has budgeted $5,000 for 2008 and 2009 for acquisitions and has assumed that all dispositions will be made at net book value and there will be no gain or loss resulting from the disposition of assets.

**(d) Accounts Payable and Accrued Liabilities**

Accounts payable will be paid on the basis of 30-day terms and it has been assumed that accounts payable will be nominal at year-end. Accrued liabilities include such items as unpaid contract fees, salary accruals and other year-end payables.

**(e) Deferred Revenue**

Dog license terms vary from 8 months to 30 months. Licenses have staggered monthly renewals based on the first letter of the last name. As a result there will be unearned revenue on hand at year-end. In 2002 a new two-year licensing option was offered to dog owners. This has resulted in a slightly higher deferral of unearned revenue.

## APPENDIX C: 2008-2010 Pound and Kennel Fee Projections

# Pound and Kennel Fee Projections

**ANTICIPATED DECREASE PER YR BECAUSE OF FREE RIDE HOME**

| Year | | Charge | X | Estimated Redeemed Dogs | | Estimated Days in Kennel | Estimated Budget Revenues |
|---|---|---|---|---|---|---|---|
| **2008** | Pound Fee | $50.00 | X | 390 | | | $19,500.00 |
| | | $150.00 | X | 26 | | | $3,900.00 |
| | | $225.00 | X | 2 | | | $450.00 |
| | | | | | | | $23,850.00 |
| | Kennel Fee | $20.00 | X | 418 | X | 5 | $41,800.00 |
| **2009** | Pound Fee | $50.00 | X | 375 | | | $18,750.00 |
| | | $150.00 | X | 25 | | | $3,750.00 |
| | | $225.00 | X | 2 | | | $450.00 |
| | | | | | | | $22,950.00 |
| | Kennel Fee | $21.00 | X | 402 | X | 5 | $42,210.00 |
| **2010** | Pound Fee | $50.00 | X | 375 | | | $18,750.00 |
| | | $150.00 | X | 25 | | | $3,750.00 |
| | | $225.00 | X | 2 | | | $450.00 |
| | | | | | | | $22,950.00 |
| | Kennel Fee | $22.00 | X | 402 | X | 5 | $44,220.00 |

## APPENDIX D: Communications/Marketing Plan

The highlights of the 2008 - 2010 Marketing Plan are to;

- Achieve active license sales as detail in Table 1 (page 8).
- Engage and encourage Veterinarians and other pet industry providers to be active participating partners in the licensing of dogs.
- Provide dog owners a tangible sense of value for licensing their dogs by improving benefits and adding usable value.
- Promote Animal Services as a contributing partner in the building of safe communities, safe families and safe pets.
- Promote a positive, caring and interactive image of Animal Services.
- Encourage and educate dog owners to be responsible.

**Introduction & Background:**

Animal Services Agency provides enforcement of animal control by-laws, licensing of dogs, and control of stray and unwanted animals, animals running at large, abandoned pets and community incidents of animal bad behavior.

Animal Services is dedicated to continuously improving its service delivery and to becoming an active partner in the Winnipeg Community. It has adopted strategies designed to improve customer service, enhance financial stability and better fulfill the expectations of stakeholders.

These strategies include:

- A commitment to making the service self-sustaining to the greatest extent possible, by generating revenues to offset the mill-rate support
- A renewed and strengthened commitment to improving community health and safety through increased public awareness of the many services that Animal Services provides.
- A commitment to the provision of courteous, professional and prompt service
- A commitment to improving and increasing the value and appeal of products and services, and enhancing the public image of Animal Services.

**Communication/Marketing Objectives:**

Conduct an annual wide scale promotions and advertising campaign designed to increase consumer awareness and satisfaction relative to the mandate, services and licensing requirements of Animal Services. The goal of the campaign would be to achieve 90% target market awareness at the end of the five-year planning period.

Continue to expand the number of distribution outlets for dog licenses to include appropriate municipal offices.

Optimize advertising/promotional opportunities by partnering with external service providers such as the Humane Society, veterinarians, and other industry members.

Enhance service options to include license purchases through the use of the Internet, telephone banking and automatic renewal options.

**Target Audience:**

- Mayor and Councilors
- Chief Administrative Officer
- Animal Services Agency Advisory Board
- Winnipeg Citizens
- Dog Owners
- Cat Owners
- The Winnipeg Humane Society
- Veterinarians

**Challenges:**

Strong enforcement of by-laws is essential to increasing license sales. Failure to do this more stringently and failure to impose significant penalties for non-adherence will seriously jeopardize Animal Services' ability to meet forecasted revenue targets.

Although the awareness of the Animal Services Mandate is increasing (as indicated by increases license revenues), as is the importance and value of the Agency's services to the health and safety of the community, significant promotional dollars are still required to address these issues.

**Opportunities:**

To continue to enhance the Animal Services Agency's image through targeted Community outreach programs/services, Promotional Campaigns, and Animal Services Programs.

**Targeted Community Outreach Programs/Services include:**

- Continued relationships with the Winnipeg Humane Society, City Veterinarians
- Participation in special events such as the Teddy Bears Picnic and Great Manitoba Dog Party
- School programming /contests
- Community Relations Bill Board Campaign

**Promotional Campaigns include:**

- Advertising through professional sport venues
- Leisure Guide Advertising
- Annual city wide campaigns designed to increase awareness
- Door-to-Door Campaigns
- Earned media
- Animal Services Web site

**Animal Services Programs**

- Dog Adoption Program
- Volunteer Services program
- Sale of goods
- By-law enforcement
- Licensing

**Strategies:**

1. **Continue the Community Relations out reach programs to further enhance the Animal Services Agency image as an Agency who cares about animal owners and their pets. The emphasis on these outreach programs include the agency's mandate, licensing requirements, purchase options.**

Vehicles for Community Relations outreach include:

- Static displays in shopping mall, community centers
- Participation in high profile special events such as the Great Manitoba Dog Party, Teddy Bear's Picnic
- Participation in the Winnipeg Humane Society's Bow Wow Ball
- School programming and contests
- Photos with Santa
- Walk for Guide Dogs
- Provide Handouts/Literature promotes responsible pet ownership

| | |
|---|---|
| Responsibility: | Agency Head, with support from the Strategic & Information Systems Services Division. |
| Timeline: | Year round |
| Budget | $10,000 |

2. **Conduct an annual promotions and advertising campaign in the spring and fall of each year using integrated media to encourage dog owners to license their dogs.**

Promotional Vehicles include:

- Advertising through professional sport venues
- Leisure Guide Advertising Spring/Summer
- Door-to-Door License renewal Campaigns
- Television commercials with local entertainers
- Radio commercials with local entertainers
- Bill Boards
- Bus Shelters
- Animal Services Agency Web site
- Community Services Department Newsletter

- City wide email to staff
- Local newspaper advertising
- Posters and handouts/giveaways
- Royal advertising mail out

Responsibility: Agency Head with support from the Strategic & Information Systems Services Division
Timeline: Spring of each year
Budget: $45,000

**3. Highlight Animal Services programs (Adopt a Pet, Volunteers Program and Photos with Santa), success stories and services through earned media to demonstrate the benefits of the Animal Services programs.**

Vehicles include:

- News releases
- Radio spots
- City TV Breakfast Show
- Story's with associated photo's in the Winnipeg Free Press Community Review section and or the Community Newspapers
- Customer Testimonial on the Web site
- Community Services Department newsletter

Responsibility: Agency Head with support from Animal Services staff and the Strategic & Information Systems Services Division.
Timeline: on-going
Budget: $10,000

**4. Continue to provide responsible pet owners who license their dogs with value added coupon promotions. Seek out additional sponsorship to help support promotions for this program to include:**

- Either radio or TV spots with local entertainers
- Paid advertising in the Winnipeg Free Press, Winnipeg Sun or Community Newspapers
- Prize giveaways to owners of licensed dogs
- Value added coupon program ("Pawsitive Points")
- Promotions on the Animal Services web site
- Leisure Guide Advertising
- Community Services Department Newsletter

Responsibility: Agency Head with support from the Strategic & Information System Services Division
Timeline: on-going annually
Budget: $10,000 plus sponsorship $ to cover costs

5. **Develop in consultation with Corporate Education courses in advance customer care services for Animal Services Agency staff.**

Responsibility: Agency Head
Timeline: on-going
Budget: N/A

6. **Work in partnership with the Winnipeg Humane Society on a Cat Ownership Awareness and Responsibility campaign.**

    - Develop advertising campaign on cat ownership
    - Participate in community action groups
    - Advertise in local media

Responsibility: Agency Head
Timeline: ongoing
Budget: $15,000