Agenda – Executive Policy Committee – July 13, 2011

AUDIT COMMITTEE

Item No. 5 Winnipeg Animal Services By-Law Enforcement Audit – December 2010

WINNIPEG PUBLIC SERVICE RECOMMENDATION:

That the Executive Policy Committee, in its capacity as the Audit Committee, recommend to Council that the Winnipeg Animal Services By-Law Enforcement Audit dated December 2010, be received as information.

Audit Department Report
Winnipeg Animal Services By-Law Enforcement Audit – December 2010

The Animal Services Special Operating Agency ("the Agency") is responsible for enforcing the City's animal related by-laws. An audit of the Animal Services Agency was added to the City Auditor's 2009-2010 Audit Plan. Due to ongoing discussions regarding the future service delivery model, the audit was limited to a review of the Agency's by-law enforcement efforts.

Report Summary

The Animal Services Agency had some positive signs in its enforcement performance, including a decrease in dog bites reported each year and the number of dogs euthanized. Other trends, such as dog licensing levels, are not as favourable and have in fact been declining up to 2009.

Although required under the City by-laws, there are only an estimated 31% of all dogs in the city that are licensed. From our audit work, we found that the difficulty in enforcing dog licensing primarily rests in the methods that are being used by the Agency. It only comes into contact with about 4% of the city's dog population per year under the current strategies, leaving an estimated 65,000 unlicensed dogs that are not observed annually. The Agency will have to take a more proactive approach to see significant positive changes in the compliance rate, including attending common dog-walking areas on a day-to-day basis and developing a targeted enforcement campaign. New enforcement strategies will also require enhanced training in customer service delivery and conflict resolution for the Agency's Animal Service Officers.

The Agency also needs a properly designed and implemented performance management system to assist in analyzing its success and for making value-added changes to operations. The Agency does not set operational targets other than an informal target for licensing compliance of 60%. As a result, we developed and analyzed a series of measures to provide a basis for the agency to construct a performance management system.

The addition of the City's 311 Service greatly increased the service requests for the Agency in 2009, resulting in an increased demand on the Agency's resources. We have identified additional opportunities to enhance management practices and information, which will enable the Agency to better deliver the highest level of service to the public with the available resources.

Winnipeg Animal Services Agency management reviewed and agreed with the recommendations.

Policy

The report is submitted in accordance with the City Organization By-law 7100/97 section 19(d)(iv) that the Audit Committee will "Receive and review audit reports, and table such reports with its recommendations at a regular meeting of Executive Policy Committee."

Recommendation:
That the Executive Policy Committee, in its capacity as the Audit Committee, recommend to Council that the Winnipeg Animal Services By-Law Enforcement Audit dated December 2010, be received as information.

Attachment - Winnipeg Animal Services By-Law Enforcement Audit



Animal Services
By-Law Enforcement

Report Written By B. Mansky Approved by B.Whiteside June 22, 2011