# REPORT OF THE

# ALTERNATE SERVICE DELIVERY COMMITTEE

# DATED JULY 19, 2001

On motion of Councillor De Smedt, the Report of the Alternate Service Delivery Committee dated July 19, 2001, was considered.

Moved by Councillor De Smedt,
That the Consent Agenda, Clause 1, be adopted.

Carried.

## Annual Selection Report 2001 and Annual Report 2000 – Animal Services Special Operating Agency
## Files GL-5.6.1 (Vol. 6) and EL-4 (Vol. 30)

**888 -** 1. Effective January 1, 2000, Animal Services was designated by Council as a Special Operating Agency (SOA).

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

Animal Services continues to provide animal control measures under The City of Winnipeg Act and related by-law, including animal licensing and registration, neighbourhood dispute resolution, investigation and response to animal bites/attacks, stray dogs, illegal animals, injured animals, after-hours emergencies, and enforcement of related by-laws. The service also includes public education and the promotion of responsible pet ownership and care.

The Agency continues to work 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.

After a full year of operations, the Agency remains committed to the same goals and strategies articulated in its first selection report as follows, namely:

| GOAL | STRATEGIES |
|---|---|
| 1. To be financially self-sustainable to the greatest extent possible (significantly less reliance on mill-rate support) | Increase license sales by:<br>• Develop on-line sales capability through the internet<br>• Increase license sales through the Veterinary Clinics<br>• Establish other external license vendor outlets<br>• Establish rental rates for skunk and squirrel traps<br>• Develop partnerships with external providers to establish alternative services, such as dog training, pet grooming, etc.<br>• Explore other initiatives and/or partnerships to offset operating costs<br>• Increase revenue from dog adoptions |
| 2. Improve health and safety of neighbourhoods | • Enhance prevention and education programs<br>• Reduce the number of stray dogs and dogs running at large<br>• Issue traveling animal show permits |
| 3. Improve customer service | • Improve complaint response systems<br>• Explore various payment options available<br>• Develop customer service survey |

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|---|---|
| 4. Improve Public Image | • Design and Implement advertising/marketing campaigns which promote the new image/identity of Animal Services<br>• Design and implement a voluntary puppy registration program<br>• Develop partnerships and corporate sponsorships to offset costs of promoting the agency and its services |

HIGHLIGHTS / ISSUES:

MARKETING

The Agency intends to embark upon a major marketing campaign in 2001 to promote responsible pet ownership and, in turn, increase license sales and the Agency's revenue. The goals of the 2001 marketing plan include:

- Increasing new license sales by 10,000 for a total of 26,000 licenses sold
- Promoting awareness of owner responsibility and the value of licensing
- Promoting a positive, caring and interactive image of Animal Services
- Adding value to services
- Promoting the value of being a responsible dog owner

Major marketing strategies that will be utilized, include:

- Billboards
- Bus tails
- News Releases
- Community Surveys
- Door to door telemarketing canvassing
- Theatre Advertising

To supplement the major marketing strategies, a number of sustaining strategies will be implemented to reinforce and continue to promote responsible pet ownership and reasons why individuals should license their dog. The sustaining strategies include:

- Value-Added Programs – Coupons, Puppy Calendar, Special Draws
- Shopping Mall Displays
- Special Events – Great Manitoba Dog Party, Teddy Bear Picnic
- Community Center Tag Display
- Corporate Sponsorships
- Extended Event Advertising – Blue Bomber Pre-Game Party Sponsor
- Community Newspapers
- School Programs
- Agency Profile Pamphlets
- Information Handouts, Mail Stuffers
- Photos with Santa
- Web Site – on-line licensing
- Media Interviews / Talk Shows

INFRASTRUCTURE

IT Services

The Agency continues to receive information systems and technology services from the Community Services Department. The Agency negotiated with the Information Systems and Technology Division for provision of this service for the first five years of operation as an SOA, during which time it will evaluate the service received and consider any alternatives.

Fleet

Animal Services currently maintains a fleet of seven specially equipped vans.

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The Equipment and Material Services (EMS) Branch of the Public Works Department provides fleet services. The 2001 budget for service costs, which include depreciation, fuel, maintenance, insurance, licensing and overhead, have been set at $95,000.00.

The Agency vehicle fleet was originally scheduled to be replaced in 2000. EMS has rescheduled this to June, 2001. Fleet replacement is a major issue as the existing fleet is old and costly to maintain.

FINANCIAL

Pro forma financial statements, as outlined in Appendix "D", include a projected statement of financial position, projected statement of loss and deficit, and a projected statement of cash flow.

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

In 2000, the Agency finished ahead of its original projections. Although revenues were not as high as projected, savings were realized in expenditures. Actual revenue for 2000 was approximately $100,000.00 less than originally projected with the largest variances occurring in license and pound fees. However, approximately $220,000.00 was saved in expenditures which resulted in a $136,327.00 reduction in the projected retained deficit for 2000.

The Agency is continuing to fully cost its operations with cost containment being a main priority. Using lessons learnt during its first year of operation, the Agency has adjusted some of its projections and strategies for 2001-2005. This change analysis is outlined in Appendix "B".

Major projections highlights include:

- License fee increases from $15.00 and $30.00 to $20.00 and $40.00 in 2002
- License sales projection increases from 24,000 to 26,000 in 2001
- Pound fee increase from $35.00 to $40.00 in 2002 and to $45.00 in 2003
- Rental fee of $60.00 for skunk/squirrel traps
- Staffing levels will remain unchanged for 2001 (additional positions originally planned are on hold)
- An approximate $28,000.00 reduction in civic accommodation charges
- An approximate $15,000.00 reduction in loan financing

BY-LAW AMENDMENTS

After the first year of operation, the Agency is in a position to track the costs associated with providing services. The following two By-Law amendment recommendations reflect the actual costs associated with providing services. The recommended amounts are also consistent with the amounts charged by other Canadian cities (Calgary).

a) Increase in dog license fees from $15.00 for sterilized dogs, and $30.00 for intact dogs to $20.00 and $40.00 respectively, effective January 1, 2002, which requires amendments to City of Winnipeg By-Law No. 2443/79 (The Animal Control By-Law).

b) Increase in the pound fees from $35.00 to $40.00 for a first offence, effective January 1, 2002, and a further increase to $45.00 January 1, 2003, which again requires amendments to City of Winnipeg By-Law No. 2443/79 (The Animal Control By-Law).

OPERATING CHARTER

The following Operating Charter amendments are required:

| SECTION REFERENCE | DELETE | ADD |
|---|---|---|
| Section 3:<br>Advisory Board | Appointments will be made as provided for in Council Policy C265 upon recommendations by the ASD Committee. | Board members will be selected from various stakeholder groups approved by Council. Actual member appointments are delegated to the ASD Committee. Council is advised annually of the current Advisory Board members through the Selection Report process |

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| SECTION REFERENCE | DELETE | ADD |
|---|---|---|
| Reason for Amendment | As with any volunteer board, the composition of individuals changes over time. The proposed amendment provides greater flexibility to respond quickly to resignations from the advisory board without requiring Council approval. The ASD Committee, with delegated authority to appoint new members as required, would ensure the continuity of the advisory board membership. | |
| For consistency, pending the above noted amendment, Appendix II: Advisory Board Members (of the 2000 Selection Report) will need to be amended, as outlined in Appendix "A". | | |
| Appendix 1: Delegations and Exemptions (4th bullet) | Exemption from the standard spending limits for budgetary control purposes. The spending limit will be the amount budgeted at the center level. As a result, the Agency will be exempt from restrictions on transfer of surplus funds from permanent salaries to other accounts. | Exemption from the standard spending limits for budgetary control purposes. |
| Reason for Amendment | This amendment more fully reflects the original intent of the exemption. This exemption helps to drive bottom-line accountability (revenues less expenditures) as opposed to setting limits at the cost center level. | |

PERFORMANCE MEASUREMENT

The Agency gathered baseline measures in 2000, as outlined in Appendix "C". The Agency is committed to measuring performance over time and this baseline information will be used to measure future trends and provide the basis for a trend analysis.

2001 ADVISORY BOARD MEMBERS:

<u>From Civic government agencies:</u>

- Department Head or designate (ex-officio)
  Kelly Goldstrand, Manager of Community Resources, Protection and Safety Services Division

- Agency Head (ex-officio)
  Tim Dack, Chief Operating Officer, Animal Services

- Corporate ASD initiative representative and Chairperson
  Betty Holsten Boyer, Manager of Financial and Business Initiatives

- Agency staff representative
  Ted Turk, Animal Service Officer

<u>From Non-government agencies:</u>

- Business representatives external to government
  John Hindle, General Manager Winnipeg Goldeyes
  Doug Sherwood, Business Representative (Resigned May 2001)

- Humane Society representative
  Brent Thomas, Past President, Winnipeg Humane Society

- Veterinarian Association representative
  Dr. Lisa Sawka, Exclusively Cats Clinic

- Executive member of the Canadian Union of Public Employees
  Bill Sumerlus (Replaced by Dale Eccles April 2001)

The Alternate Service Delivery Committee recommends:

I. That the proposed tax supported funding for the Animal Services Special Operating Agency of $1,250,000.00 for 2002; $1,100,000.00 for 2003; $950,000.00 for 2004; and $900,000.00 for 2005 be adopted in principle, subject to confirmation in the annual budget process, outlined in Financial Projections, shown on Appendix "D" 1-2005 - Note 6j.

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II. That an increase in dog license fees from $15.00 for sterilized dogs and $30.00 for intact dogs to $20.00 and $40.00 respectively, to be effective January 1, 2002, be approved, and that the Animal Control By-law No. 2443/79 be amended accordingly.

III. That an increase in the pound fees from $35.00 to $40.00 for a first offence to be effective January 1, 2002, and a further increase to $45.00 effective January 1, 2003, be approved, and that the Animal Control By-law No. 2443/79 be amended accordingly.

IV. That the Animal Services Operating Charter be amended as follows:

| Section Reference | Delete | Add |
|---|---|---|
| Section 3:<br>Advisory Board | Appointments will be made as provided for in Council Policy C265 upon recommendations by the ASD Committee. | Board members will be selected from various stakeholder groups approved by Council. Actual member appointments are delegated to the ASD Committee. Council is advised annually of the current Advisory Board members through the Selection Report process. |
| For consistency, pending the above noted amendment, *Appendix II: Advisory Board Members* (of the 2000 Selection Report) will need to be amended, as outlined in Appendix "A". | | |
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V. That the "Animal Services Special Operating Agency Annual Report 2000" be received as information.

Adopted by consent.

## ALTERNATE SERVICE DELIVERY COMMITTEE

## CONSIDERATION OF BY-LAWS

**889 -** On motion of Councillor De Smedt, By-law No. 7896/2001, a by-law of The City of Winnipeg to amend By-law No. 2443/79, being the Pound By-law, was read a first, second and third time, the rule being suspended for the third reading, and was passed and ordered to be signed and sealed. File EL-4 (Vol. 30)