

Pet Ownership & Licensing

Led by: Calgary Community Standards

Description:

Pet Ownership & Licensing provides citizen education on responsible pet ownership and regulates owners under the Responsible Pet Ownership Bylaw (RPO). Licensing and shelter services are directed to dogs and cats to ensure recovered animals are cared for and reunited with owners, or adopted into new homes. No-fee spay/neuter services are offered to qualified low-income pet owners as part of the Fair Entry program and support compliance of the RPO by reducing unwanted litters of animals. Peace officers create resolutions for citizens and safety by responding to animals complaints/concerns.

Customers:

- Citizens seeking pet licenses
- Citizens seeking pet adoptions
- Citizens looking for their lost animals
- Fair Entry program participants seeking no-cost spay and neuter services
- Citizens reporting animal concerns
- Fire and police seeking assistance with animal response

What is delivered to customers:

- Response to citizens' concerns involving animal incidents or containment of animals in emergency situations.
- Free spay and neuter surgeries for Fair Entry program participants.
- Return of lost pets to owners; drive-home program.
- Adoption, shelter and veterinarian services for stray animals.
- Education through volunteer programs in the community.



Partners:

- Other lines of service (Parks & Open Spaces, Police Services, Bylaw Education & Compliance)
- Other animal welfare organizations (Calgary Humane Society, Alberta Animal Rescue Crew Society, MEOW Foundation)
- University of Calgary Veterinary Medical Program

Service need (value proposition):

This service creates clear expectations for pet owners through the Responsible Pet Ownership Bylaw. Licensing for cats and dogs ensures that peace officers, shelter staff and volunteers reunite lost pets with owners. Recovered animals that are not claimed undergo socialization and spaying or neutering to create positive outcomes through pet adoption.

Current state service value

<p>86% Dogs returned to owner</p> <p>137,065 Pet licences issued</p>	<p>92% Citizens satisfied with animal services</p> <p>2,500 hours Contributed by volunteers</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p>  <p>\$8.20 Annual operating cost per resident to ensure pet compliance</p> <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes This service has no sub-services.</p> <p>Key Capital Investments Life cycling of shelter equipment that supports key functions for shelter and veterinary clinic. OneCity Records Management System will enhance animal peace officer safety based on communication systems, aligning with provincial recommendations.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Citizens enjoy a high level of satisfaction with the service and identify safety and prevention as key values. Based on the 2017 Quality of Life and Citizen Satisfaction Survey:

- 91 per cent of Calgarians are satisfied with animal control services for stray animals and pet licensing services.
- 89 per cent of Calgarians think The City should invest more, or the same amount, on the animal control services and pet licensing services.
- 82 per cent of Calgarians feel animal control services for stray animals and pet licensing services are important.

What Council has directed

N1: Coordinated response created through the OneCity Records Management System will improve peace officer response and coordination, improving resolutions for citizens' concerns and complaints.

P4: The delivery of no-cost spay/neuter services is a part of the Enough for All Poverty Reduction Strategy, which enables Fair Entry Program citizens to enjoy pet ownership.

W1: Revising the Responsible Pet Ownership Bylaw will bring insightful change based on pet owners and neighbour engagement, reflecting current trends and improving satisfaction. A Notice of Motion including Emotional Support Animals in the Responsible Pet Ownership Bylaw will form a new approach to connecting citizens and animals.

W2: The Shelter Services Review will seek to identify efficiencies to improve service delivery.

What are we watching?

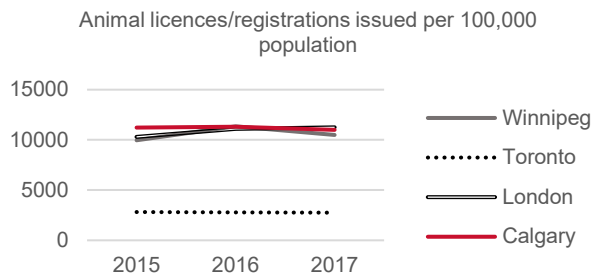
Citizen & Pet Change: Citizens expect to get faster services and easy access to information through improved use of technology (online pet licensing system).

Citizens have expectations for regulation (i.e. The Responsible Pet Ownership Bylaw) to keep pace and be adaptive to changing trends in society (e.g. need for emotional support animals, dog walking businesses and governance for animal rescue organizations).

Legislative Change: The province is transferring the responsibility for wildlife calls to the municipality, which will have resource and financial impacts.

Recommendations from the Solicitor General's office is changing the Peace Officer Program due to the findings of a fatality report that will have serious impacts on the structure of the workforce, with significant financial impacts.

Benchmarking



Pet Ownership & Licensing has established itself as a recognized national leader in pet licensing. In 2017, Pet Ownership & Licensing reported 10,997 licensed pets per 100,000 population which is significantly greater than the MBNCanada group average of 6,488. The number of licensed pets is a reflection of compliance, online licensing and engagement. Overall safety of citizens and communities is improved as licensed pets ensure responsive solutions are available for owners with lost animals and citizens reporting animal activity in their community.

Source: Municipal Benchmarking Network Canada

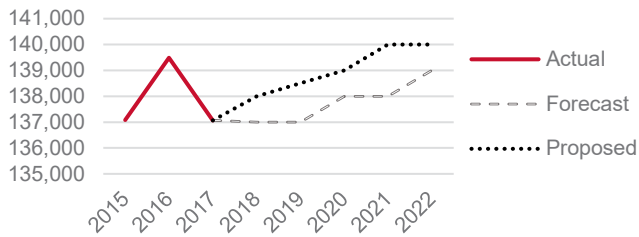
What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Safety	Citizens feel that cats, dogs, owners and neighbours live together in safety and harmony.
Responsiveness	Citizen complaints and responsible pet ownership issues are responded to and resolved in a timely manner.
Fairness	Bylaw enforcement service is transparent, fair and consistent, and delivered by competent animal control officers.
Quality	Customers receive licensing service that satisfy their needs.
Prevention	Citizens understand Responsible Pet Ownership Bylaw standards and the importance of being a responsible pet owner.

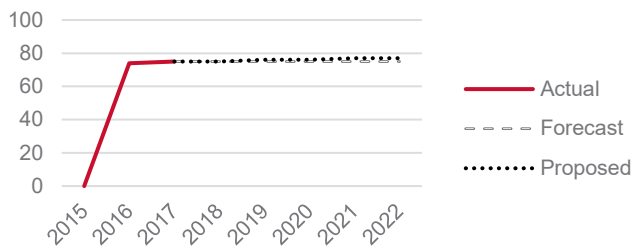


How is the Service performing? Where we are headed and where do we want to go?

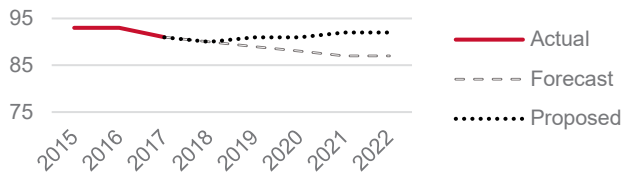
Number of pet licences issued (Number of licences)



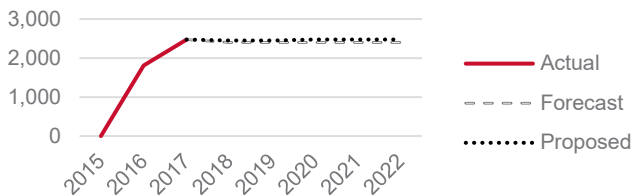
Per cent of dogs licensed in Calgary (Percentage)



Per cent of citizens satisfied with the job the City is doing in providing animal control services for stray animals and pet licensing (Percentage)



Number of volunteer hours contributing to public awareness programs (e.g. PAWS PAL, Off-Leash Ambassador Program) (Number of hours)



Story behind the curve

Implementation of online licensing created efficiencies by promoting an accessible platform. By re-engaging the public over 18 months, the review of the Responsible Pet Ownership Bylaw will seek to develop an approach that focuses on citizens' needs and increases overall compliance, while capitalizing on existing technology.

Per cent of dogs licensed demonstrates compliance created through education and engagement, which leads to positive outcomes for pet owners and contributes to citizen safety. Forecasted trends demonstrate increased compliance rates as review of the Responsible Pet Ownership Bylaw provides new opportunities for engagement and delivers awareness to citizens.

Citizen satisfaction is achieved through the activity of volunteers, shelter staff and community peace officers. Historical satisfaction rates demonstrate the value placed on control services and licensing. Forecasted trends for citizen satisfaction are negatively impacted as pet ownership and licensing is expected to grow and services become restricted. Provisioning for future service demands ensures quality of service expected by citizens is not eroded and that risks to animal welfare and community safety do not increase.

Volunteers are key in creating community engagement and education in Calgary's 151 off-leash spaces. Through volunteerism, animals and citizens benefit from improved awareness and education, as volunteers become long-term resources and stewards to the community.



What do we propose to do?

What we propose to continue doing

STRATEGY
Promote responsible pet ownership practices through community advocacy and engagement.
Review animal shelter operations and streamline service delivery for the recovery, socialization and adoption of pets.

Why?

The provincial government is increasing responsibilities for The City which requires continued engagement to ensure governance and safety are maintained. Additional responsibilities focused on the control of nuisance wildlife will expand citizen expectations for response and service.

What we propose to do less of

STRATEGY
Repeat visits by improving service responsiveness to incidents using the Hybrid Officer Program.

Why?

Exploring operational efficiencies and partnerships with non-profit pet rescue/adoption agencies (e.g. CHS, AARCS, MEOW Foundation) will ensure citizen satisfaction is maintained while eliminating processes that detract from cost effectiveness and are better served by community partners. The Hybrid Officer Program will deliver improved bylaw and pet services by adapting officer schedules and training to deliver the right resources at the right time.

What we propose to do more of or include as a new offering

STRATEGY
The Responsible Pet Ownership Bylaw has gone 12 years without significant revision, a review is planned to meet citizens' evolving needs.
Implement Livestock as Emotional Support Animals program within the Responsible Pet Ownership Bylaw.

Why?

Citizens' needs have changed since the Responsible Pet Ownership Bylaw was updated 12 years ago. Emotional support animals and professional dog walking businesses are examples of shifting citizen expectations. An update to the Responsible Pet Ownership Bylaw ensures that The City is reaching as many pet owners as possible and is creating effective compliance and education by recognizing new trends that will impact citizens and businesses.



What Operating Budget do we need to achieve these results and strategies?

For Council Approval

SERVICE PERFORMANCE RESULTS FOR 2019-2022	CURRENT	TREND
Number of pet licences issued (Number of licences)	137,000	↑
Per cent of dogs licensed in Calgary (Percentage)	75	↑
Per cent of citizens satisfied with the job the City is doing in providing animal control services for stray animals and pet licensing (Percentage)	90	↑
Number of volunteer hours contributing to public awareness programs (e.g. PAWS PAL, Off-Leash Ambassador Program) (Number of hours)	2400	↔

Breakdown of net operating budget (\$000s)

	2019	2020	2021	2022
Previous Year's Budget	5,005	4,971	4,991	4,991
Less Previous Year one Time	-	(300)	-	-
Base	5,005	4,671	4,991	4,991
Revenue Changes	-	(100)	(17)	(17)
Internal Recovery Changes	-	-	-	-
Inflation	13	20	17	17
Operating Impact of Previously Approved Capital	-	-	-	-
Operating Impact of New Capital (Incremental)	20	80	-	-
Efficiencies	(33)	-	-	-
Service Reductions	-	-	-	-
Service Increases	-	320	-	-
One Time	300	-	-	-
Realignments	(334)	-	-	-
Total	4,971	4,991	4,991	4,991

Total Operating Budget (\$000s) for Approval

	2018 Budget	2019			2020			2021			2022		
	At Mar 31	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditure	10,433	10,099	300	10,399	10,519	-	10,519	10,536	-	10,536	10,553	-	10,553
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	(5,428)	(5,428)	-	(5,428)	(5,528)	-	(5,528)	(5,545)	-	(5,545)	(5,562)	-	(5,562)
Net	5,005	4,671	300	4,971	4,991	-	4,991	4,991	-	4,991	4,991	-	4,991



Recommended Capital Investment to Support Service Delivery

For Council Approval

Capital Budget for Council Approval

ACTIVITY	DESCRIPTION	2019 REQUEST (\$000s)	2020 REQUEST (\$000s)	2021 REQUEST (\$000s)	2022 REQUEST (\$000s)	2023+ REQUEST (\$000s)	Total REQUEST (\$000s)
Annual Investment Program(s)		191	191	191	191	-	765
462200	Equipment Lifecycle	191	191	191	191	-	765
Project(s)		-	-	-	-	-	-
Program(s)		-	200	-	-	-	200
480402	OneCity Coord RMS - PetL	-	200	-	-	-	200
Sub-Total (New Budget Requests)		191	391	191	191	-	965
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		191	391	191	191	-	965

Explanation of Capital Budget Requests

Annual Investment Program(s)

Activity 462200: Equipment Lifecycle

New Budget Request of \$765 thousand to address the life cycling and strategic maintenance and mitigation strategy of Animal Bylaw Services technology assets.

Funding from Lifecycle Maintenance & Upgrade Reserve

Operating Impact of Capital: This request requires \$20 thousand base funding of operating costs starting in 2019.

Program(s)

Activity 480402: OneCity Coord RMS - PetL

New Budget Request of \$200 thousand to create an integrated information management system, for coordinated information sharing to support effective service delivery, investigations and enforcement.

Funding from Pay-As-You-Go

Operating Impact of Capital: This request requires \$80 thousand base funding of operating costs starting in 2020.