

REPORT SUMMARY

ANIMAL WELFARE, PET LICENSING, & WILDLIFE MANAGEMENT

AUGUST 2018 | PROGRAM AND SERVICE REVIEW

Edmonton



WHAT IS PROGRAM & SERVICE REVIEW?

Program and Service Review (PSR) is composed of an internal team dedicated to evaluating the services offered by the City of Edmonton. The objective is to help City Council achieve its strategic goals and determine how our organization can improve the services that matter to Edmontonians in ways that maximize citizen tax dollars.

SUMMARY OF SERVICE AREAS

Animal Welfare, Pet Licensing and Wildlife Management are three City of Edmonton services that were reviewed together because of their connectivity and shared organizational structure.

Animal Welfare Public Service

Animal Welfare provides medical examination, long-term and short-term care, shelter and boarding for animals in the public care, adoption, and euthanasia. Enforcement of the Animal Protection Act is a recent addition to the services provided by the City.

Who is impacted?

Animal owners and pets

Those offering care of an animal for a short-term stay.

Pet Licensing Public Service

Pet licensing is provided to pet owners for expedient identification of lost pets. The revenues generated fully offset the cost of licensing and subsidize animal welfare and animal control costs.

Who is Impacted?

Animal owners and pets

(dogs, cats, pigeons) - Pet licensing allows for a speedy identification of a pet in the event they become lost.

Animal Licensing and Control Bylaw 13145

Wildlife Management Internal Service

The goal of Wildlife Management is to minimize conflict between humans and wild animals. This service also includes Pest Management, which identifies, monitors and, if necessary, suppresses pests using economically and environmentally sound practices.

Who is Impacted?

Everyone

Wildlife Management is a service for the protection and management of urban wild spaces and wildlife. This service is offered through investigation of complaints (logged by citizens), monitoring problem areas, and public education.

RESEARCH METHODOLOGY

Each Program and Service Review (PSR) typically begins with a review and a challenge panel including: community, academia, industry and peer subject matter experts who help provide focus to the analysis, challenge the recommendations, and provide guidance. *Please note: each service area has a tailored approach for engagement and analysis.*

	INTERNAL
ENGAGEMENT	Employee interviews. Job shadowing, ride-alongs with service area.
ANALYSIS	Review of key branch documents (e.g., business plans), High level analysis (e.g., finance, human resources, etc.), City Council reports and presentations.

EXTERNAL
Stakeholder organizations, citizen surveys, challenge panel.
Review of academia and other secondary research, benchmarking against other municipalities.

RECOMMENDATIONS WHY & IMPACT

SERVICE & RECOMMENDATION	WHY	IMPACT
<p>1 Pet Licensing <i>Improve online functionality and user convenience</i></p>	<p>Current State (What we found): Sub-optimal online experience resulting in visitors leaving the website without purchasing a license.</p> <p>Slow adoption rate for online pet licensing. 35% of licenses were issued online in 2016, which is only a 6% increase over the last five years, despite population growth.</p> <p>Per transaction cost: in-person and mail \$6.65, online \$2.67.</p> <p>Future State (What we will do): Improve the online customer experience to increase online pet licensing to 70%</p> <p>Savings related to wages could be realized through natural attrition and voluntary reduction of hours, or resources could be reallocated.</p>	<p>Impact: Improved customer experience resulting in more online purchases.</p> <p>Increased data accuracy.</p> <p>Projected annual savings of \$141,345.</p>
<p>2 Pet Licensing <i>Offer pet owners one or two-year pet licences</i></p>	<p>Current State (What we found): Mandatory to purchase a 1 year pet license. - Average of 3 renewal transactions per pet</p> <p>Renewal and expiry notifications are mailed to license holders.</p> <p>Future State (What we will do): Allow pet owners the option to purchase 1 or 2 year licenses</p> <p>This change will: - Help reduce notification costs, - Allow for semi frequent check-ins, and - Ensure there is up-to-date information of the pet on file.</p> <p>According to public surveys 72% of pet owners would prefer to purchase a 2 year license.</p>	<p>Impact: Pet owners have the convenience of choosing between a one year or a two year pet license.</p> <p>Annual material savings up to \$16,600 based on 72% of owners purchasing a two year license.</p>
<p>3 Pet Licensing <i>Discontinue Animal Control Officers visiting delinquent license holders residences</i></p>	<p>Current State (What we found): In 2016, 23% of licenses became delinquent (<i>28 days after expiration without renewal or cancelation</i>) requiring Animal Control Officers (ACO) to conduct site visitations.</p> <p>If no action is taken by the pet owner (renewal or cancelation) an animal control officer may visit the license location, resulting in staff and material costs.</p> <p>In 2017, a process step was added. Clerks contact delinquent license holders prior to an ACO being dispatched. This step reduced delinquent licenses to 11%. - If licenses remain non-compliant after one month an ACO is dispatched.</p> <p>Future State (What we will do): Clerks will continue to contact delinquent license holders.</p> <p>ACO visits will be discontinued based on: - The success of the 2017 procedural step, and - The costs of officer follow-up.</p>	<p>Impact: Pet owners receive a second opportunity to renew by telephone, prior to an ACO being dispatched.</p> <p>Reallocation of resources to more active enforcement and community activities such as dog patrolling.</p> <p>Potential increase in revenues approximately (\$200,000) through ACO initiated licensing and enforcement activities.</p>
<p>4 Wildlife Management <i>Discontinue offering wildlife cages</i></p>	<p>Current State (What we found): Low annual usage (200 cages distributed).</p> <p>Provision of wildlife cages is not a legislated requirement.</p> <p>Risk of injury to citizens and/or the animals being contained. Wild animals carry zoonotic diseases and may exhibit defensive behaviors.</p> <p>Alternative options are available to the public.</p> <p>Future State (What we will do): Discontinue offering wildlife cages.</p>	<p>Impact: Improved employee safety</p> <p>Reduced risk around handling of wild animals</p>

<p>5 Wildlife Management <i>Create a defined goal for Wildlife Management & Enhance Wildlife Management information on the COE website</i></p>	<p>Current State (What we found): Lack of clarity about this service, its intended outcomes, and jurisdictional responsibility (both internally and externally).</p> <p>Who to contact (provincial or municipal) for reporting wildlife concerns is not clear to citizens. Information provided to Citizens by the two agencies regarding how to handle various situations and who is responsible for follow up is inconsistent.</p> <p>Future State (What we will do): To increase clarity, an agreed upon documentation of responsibilities and protocols between the Government of Alberta, the COE, and other partner organizations should be created.</p> <p>Improve mechanisms to educate the public about wildlife management services.</p>	<p>Impact: With improved role and service clarity, information provided to Citizens will be more consistent.</p> <p>Greater reliability and consistency of service delivered to the public.</p>
<p>6 Wildlife Management <i>Facilities Maintenance to Manage external contractors for Pest Management</i></p>	<p>Current State (What we found): The Pest Management section provides structural pest assessments and removal at City recreational facilities. - Six full time Pest Control Operators (PCO). - Seasonal peak during late spring.</p> <p>Services from external, privately owned pest removal services are also used at times.</p> <p>Future State (What we will do): Use an external pest management company as the primary service provider for pest control services.</p> <p>PCOs would reallocate their time to increase focus on preventative services.</p>	<p>Impact: Pest Management can better serve the Fleet and Maintenance section as internal subject matter experts.</p> <p>PCOs can reallocate their time to conduct preventative pest control assessments and action plans.</p>