

# Pet Licensing Program Audit

Corporate Services Department  
Enforcement Division  
Animal Services Section

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# Background

- Animals Services' mandate: encourage responsible pet ownership through awareness, education, licensing, and enforcement; services provided:
  - Education and outreach (including wildlife)
  - Enforcement of the Animal Care and Control By-law, 0098-004, and the Dog Owners Liability Act
  - Community emergency response for animal care
  - Pet licensing
  - Operation of the animal shelter and care of abandoned, lost or surrendered pets, including adoptions
- Animal Care and Control By-law: all dog and cat owners in Mississauga obtain a licence for their pets
- Pet owners pay user fee for licensing dogs and cats, ranging from \$15-\$90 (for dogs) and \$10-\$80 (for cats)
- Revenue generated supports administrative and operational needs of the Pet Licensing Program (e.g. labour, education, awareness, and enforcement of by-law)

# Audit Scope and Objectives

## Audit Objectives (In-Scope)

- Compliance with applicable legislation and by-laws
- Records were accurate and complete
- Monitoring and enforcement processes were effective

## Period of review

- January to December 2023

## Out-of-Scope

- Educational materials and outreach programs not specific to Pet Licensing Program
- Community emergency response for animal care
- Operations and processes related to the animal shelter, care of abandoned animals, lost or surrendered pets, and adoptions
- Inventory management of pet tags
- Appeal process for Administrative Penalty System (APS) fines

# Summary of Observations

## Working well

- Key elements of the Pet Licensing Program exist and generally effective, such as:
  - Existence of the Animal Care and Control By-law
  - Some streamlined processes around administration of pet licences
  - Timely issuance of renewal and final notices for pet licences
  - Existence of Standard Operating Procedures (SOPs) and manuals
  - Staff awareness of their roles and responsibilities

## Opportunity for improvement

- Formally establish a strategy for the Pet Licensing Program
- Improve data integrity
- Determine key tools and reports to utilize that will support business decisions

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## Main Observations

- Formally establish a strategy for the Pet Licensing Program
- Improve data integrity within the tools utilized

recommendations

# Formally establish a strategy for the Pet Licensing Program

Observations	Recommendation	Management Comments
<ul style="list-style-type: none"><li>• Good governance framework established</li><li>• Brochures are utilized to bring awareness; other communication channels not used</li><li>• Reactive approach, campaigns mainly driven by complaints; data and reports available but underutilized</li><li>• Lack of focus may lead to reduced awareness/compliance and missed opportunities</li></ul>	<ul style="list-style-type: none"><li>• Formally establish strategy for Pet Licensing Program, consider including:<ul style="list-style-type: none"><li>○ Utilize other communication channels</li><li>○ Implement public awareness campaigns</li><li>○ Explore opportunities to partner with local businesses</li><li>○ Benchmark with other municipalities</li></ul></li><li>• Incorporate strategy into Animal Services' work plan to provide focus</li></ul>	<ul style="list-style-type: none"><li>• Proposed Budget Request for additional resources to support broader awareness and education campaign(s) has been submitted</li></ul>



# Improve data integrity within tools utilized

## Observations

- Some IT general controls in place
- Opportunity to improve functionality of tools utilized
- Inadequate functionality may lead to poor user experience and administrative overhead
- Inaccurate/incomplete information may affect data integrity, operational efficiencies and ability to analyze trends

## Recommendation

- Staff work with IT to enhance functionality and increase the reliability of data
- Train and educate staff on the importance of data accuracy and proper use of tools to maintain data integrity

## Management Comments

- Processes will be reviewed to ensure proper use of the tools and data accuracy
- Request inclusion of enhancements on the 2025 IT Work Plan

# Summary of Recommendations and Management Feedback

Recommendations By Priority and Target Completion Date



## Management Feedback

- Management is in agreement with the recommendations
- Dates provided to complete the recommendations take into consideration:
  - Dependency on budget approval and assistance from other service areas



# Thank you

