

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
 - o 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

9.1 1974-2024 Mississauga

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
 - o 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

9 recommendations

Main Observations

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

Formally establish a strategy for the Pet Licensing Program

focus



Observations Recommendation Management Comments Good governance framework Formally establish strategy for Proposed Budget Request for ٠ • established Pet Licensing Program, consider additional resources to support broader awareness and including: Brochures are utilized to bring • education campaign(s) has been awareness: other communication • Utilize other communication submitted channels channels not used Implement public awareness 0 Reactive approach, campaigns campaigns mainly driven by complaints; data and reports available but Explore opportunities to partner 0 with local businesses underutilized Benchmark with other \cap Lack of focus may lead to municipalities reduced awareness/compliance and missed opportunities Incorporate strategy into Animal ٠ Services' work plan to provide

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

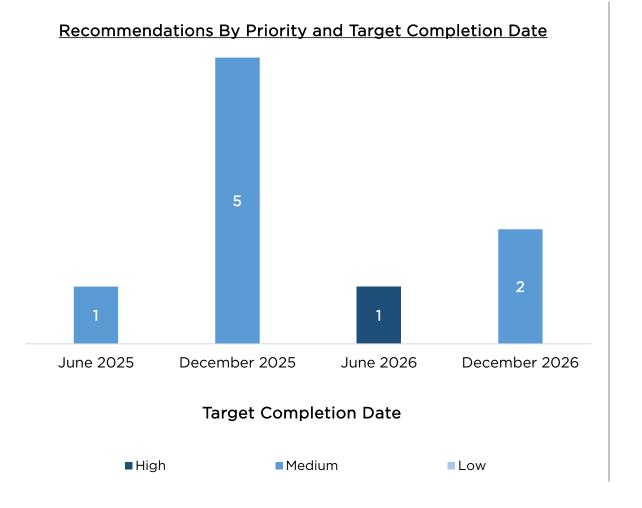
- Staff work with IT to enhance functionality and increase the reliability of data
- Train and educate staff on the importance of data accuracy and proper use of tools to maintain data integrity

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





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

