

improve staff retention and mitigate the risk of losing professionals with relevant background and required competencies.

Without the ability to successfully enforce by-laws, there is no deterrent for those contravening, which leads to continuous issues resulting in a loss of community confidence and increased risk to public safety. Proactive enforcement on these and other priority files will improve compliance, recover revenue and mitigate risk and liability. Lastly, it will create customer service efficiencies and enhance the customer experience in alignment with the City's Customer Service Strategy.

## BR #12138 – Enhancing Animal Services Program Delivery

### Description of Budget Request

Animal Services has maintained operations with no additions to its full-time staff team in 15 years. Although it is a 24/7 operation, it is only staffed five days a week with no evening or weekend Supervisor coverage. Current staffing levels have become insufficient to provide continuous care, conduct necessary community education, and respond to thousands of emergency calls each year. An increase of 22 permanent FTEs in 2025 and 16 in 2026 is required to maintain and improve service delivery.

### Why Staff Recommend this Initiative

Demand for Animal Services has increased due to population and pet ownership growth, which has resulted in additional service requests for wildlife issues, such as wildlife feeding and coyote encounters. Animal Services experienced a 59 per cent increase in service requests from 2019 to 2023. A total of 38 permanent FTEs over 2025 and 2026 are required to stabilize service delivery and respond to community and Council requests for increased public education, particularly around coyotes.

### Details of Service Change

The role of Animal Services has become increasingly complex, with specialized knowledge being required to address concerns for officer and community safety. A total of 38 new FTEs are requested, with 22 starting in 2025 and 16 in 2026. Existing budget for temporary staff will be used to reduce the overall cost increase. Three Field Service Supervisors will improve the staff ratio, facilitating proper support and supervision to front-line staff performance. Twenty-six Field Service Officers will stabilize operations, improving field responses to community safety concerns. This will also enable Animal Services to proactively address emerging issues through community patrols for off-leash activity, wildlife feeding and nuisance wildlife matters. One dedicated Supervisor of Community Programming along with one Co-ordinator of Community Programming, one Public Education Officer and four Community Engagement Representatives will build a comprehensive community outreach program that responds to community needs. This will include education and outreach activities, communication through multiple channels, event management, attendance at community events and dedicated community outreach. This will also provide staff capacity to pursue greater compliance to the pet licensing program.