

# HALIFAX

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**Item No. 4**  
**Budget Committee**  
**January 10, 2018**

**TO:** Chair and Members of Budget Committee  
(Standing Committee of the Whole on Budget)

Original Signed by 

**SUBMITTED BY:** \_\_\_\_\_  
Jacques Dubé, Chief Administrative Officer

**DATE:** January 2, 2018

**SUBJECT:** Proposed 2018/19 Multi-year Legal, Municipal Clerk & External Affairs  
Budget and Business Plan

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## **ORIGIN**

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented to Regional Council on November 14, 2017, staff is required to present the 2018/19 draft Business Unit Budget and Business Plans to the Budget Committee for review and discussion prior to consideration by Regional Council.

## **LEGISLATIVE AUTHORITY**

Halifax Charter, section 35 (1) The Chief Administrative Officer shall (b) ensure that an annual budget is prepared and submitted to the Council.

## **RECOMMENDATION**

It is recommended that Budget Committee direct staff to proceed to prepare the 2018/19 Multi-year Legal, Municipal Clerk & External Affairs Budget and Business Plan, as proposed in the accompanying presentation and consistent with the preliminary fiscal direction.

## **BACKGROUND**

As part of the design of the 2018/19 Budget and Business Plan development process, the Budget Committee is reviewing each Business Unit's budget and proposed plans in advance of detailed HRM Budget and Business Plan preparation.

At the December 5, 2017 Committee of the Whole meetings, Regional Council considered and confirmed their Council Priority Outcomes and on December 13, 2017 provided fiscal direction for the 2018/19 multi-year budget, directing staff to: "develop the 2018/19 Multi-year Budget and Business Plans in support of the fiscal direction and approved priorities."

## **DISCUSSION**

Staff has prepared the proposed 2018/19 Budget consistent with the preliminary fiscal direction received from Council on December 13, 2017 and aligned with Council Priorities as approved on December 5, 2017.

Following direction from the Budget Committee, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed HRM 2018/19 Multi-year Budget and Business Plan documents to be presented to Council, as per the process and schedule in the November 14, 2017 staff report.

## **FINANCIAL IMPLICATIONS**

The recommendations in this report will lead to the development of a proposed 2018/19 Multi-year budget. There are no immediate financial implications from these recommendations. The broader financial implications will be discussed and debated as the budget is developed in more detail.

## **RISK CONSIDERATION**

None are specifically associated with this report.

## **COMMUNITY ENGAGEMENT**

None are specifically associated with this report.

## **ENVIRONMENTAL IMPLICATIONS**

None

## **ALTERNATIVES**

The Budget Committee can choose to amend the Budget and Business Plan as proposed in the accompanying presentation through specific motion, and direct staff to proceed to prepare the Budget and Business Plan for inclusion in the proposed HRM Budget and Business Plan documents.

## **ATTACHMENTS**

Legal, Municipal Clerk & External Affairs 2018/19 Multi-year Budget and Business Plan Presentation

A copy of this report can be obtained online at [halifax.ca](http://halifax.ca) or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Karen Marr, Business Unit Coordinator - 902.490.1353

Financial Approval by: Original Signed  
\_\_\_\_\_  
Jerry Blackwood, Acting Director of Finance and Asset Management/CFO, 902.490.6308

Report Approved by: Original Signed  
\_\_\_\_\_  
John Traves, Q.C., Director , 902.490.4219

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**HALIFAX**

# **Legal, Municipal Clerk & External Affairs**

**2018/19 Multi-Year  
Budget & Business Plan**

Committee of the Whole on Budget

10-Jan-2018

# Legal, Municipal Clerk & External Affairs

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Legal, Municipal Clerk & External Affairs is primarily responsible for providing advice and support to Regional Council as well as the CAO and staff with respect to legal, governance and related policy matters.

# Service Areas

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## **Legal Services**

Supports Regional Council, its boards, commissions, committees and the business units with solicitor, litigation, and prosecution services.

## **Office of the Municipal Clerk**

Provides administrative support and meeting coordination to Regional Council, Community Council and Council's standing committees. Ensures transparent access to local government and maintains the integrity of the Municipality's records.

## **Government Relations & External Affairs**

Provides strategic advice to Halifax Regional Municipality on a range of external and intergovernmental initiatives.

## **Risk and Insurance Services**

Responsible for insurance claims brought against or made on behalf of HRM, risk management processes, and insurance coverage.

# Responsibilities / Accomplishments

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## Legal Services

- Represented HRM in a number of cases brought against the Municipality in diverse courts (Small Claims Court, Human Rights Tribunal, NSUARB, NS Supreme Court, Arbitrations, etc.)
- Prosecuted approximately 7,000 cases on behalf of HRP and the RCMP (mainly motor vehicle offences)
- Prosecuted approximately 73% of referrals received regarding By-law and other related offences this year
- Consulted in drafting a number of major contracts & agreements including the Cogswell Redevelopment, World Trade and Convention Centre
- Engaged in 25 real estate transactions totalling over \$14.4M
- Completed 490 tax sale search bundles in 2017
- Reviewed and approved approx. 580 reports to Regional Council, Community Council and Standing Committees as of December, 2017

# Responsibilities / Accomplishments

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## Office of the Municipal Clerk

### Access & Privacy

- Estimated 450 FOIPOP applications for 2017 (405 as of Dec. 11/17)
- Responded to 7 appeals

## Corporate Information Management-Municipal Archives

- Municipal Archives instrumental in providing Halifax Explosion artifacts/photos for 100 year anniversary.
- Participated in Doors Open Halifax.
- Active in social media campaign (Throwback Thursdays) after digitization of archival photos.
- 4300+ boxes of records processed (received, catalogued, transferred, dispositioned) by Municipal Records Centre staff in 2017.

# Responsibilities / Accomplishments

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## Government Relations and External Affairs

- Coordinated management responses to 13 recommendations from the Municipal Auditor General to date.
- Partnering with Greater Halifax Partnership for Council approved Economic Growth Plan.
- Planned and delivered a Council Orientation program for the newly elected Council.
- Coordinated the development and submission of the Halifax bid to attract Amazon's eastern headquarters.

## Risk and Insurance Services

- Will address approx. 1900 insurance claims for HRM including Halifax Water, Library, and Boards and commissions in 2017-18.

# Current & Planned Initiative Updates

## Governance and Engagement – Municipal Governance

### By-law Review Project

- As of September 5, 2017 – approximately 43% complete
- 2017-18 – 13 By-law amendments completed; 2 new By-laws drafted.

### Halifax Charter Review

- Legal Services and GREA are working collaboratively to advance legislative amendment requests.

### Records Retention Plans - Six Business Units

- Staffing issues (retirement/staff turnover) have hindered progress of this initiative. Two divisions near completion (HRP and Clerk's Office) and many others are in progress.

# Current & Planned Initiative Updates

## Economic Development – Promote and Maximize Growth

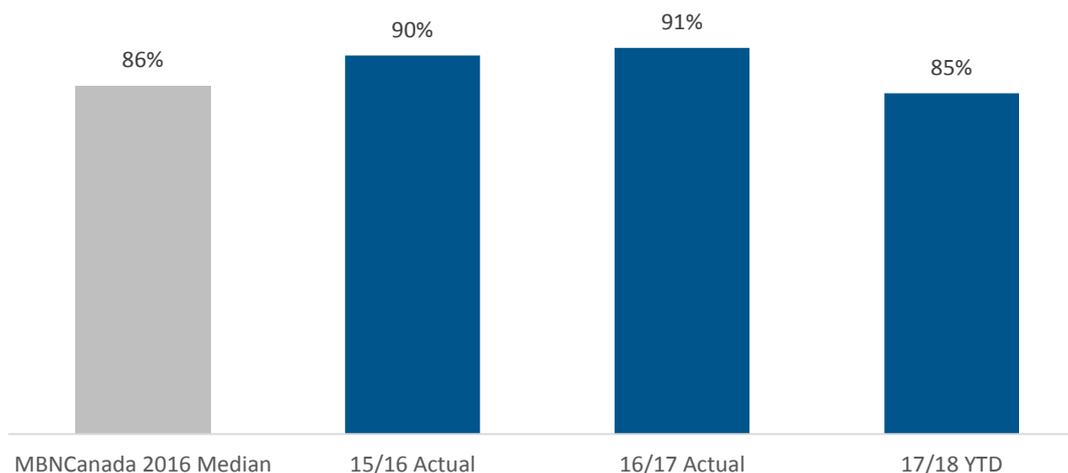
### Economic Growth Plan

- 5 year plan well underway (2016-2021)
- Goal 1 – Promote and Maximize Growth – Advisory committee established and Administrative Order regarding Charter of Governing Principles for Regulations drafted.
- Red Tape Reduction – transitioned to Corporate & Customer Service; dedicated staff person hired.
- Revised Action Plan for Years 3-5 of the Economic Growth Plan.

# 16/17 Key Performance Indicators

## Governance and Engagement - Municipal Governance

### Regular Freedom of Information Requests Handled Within 30 Days



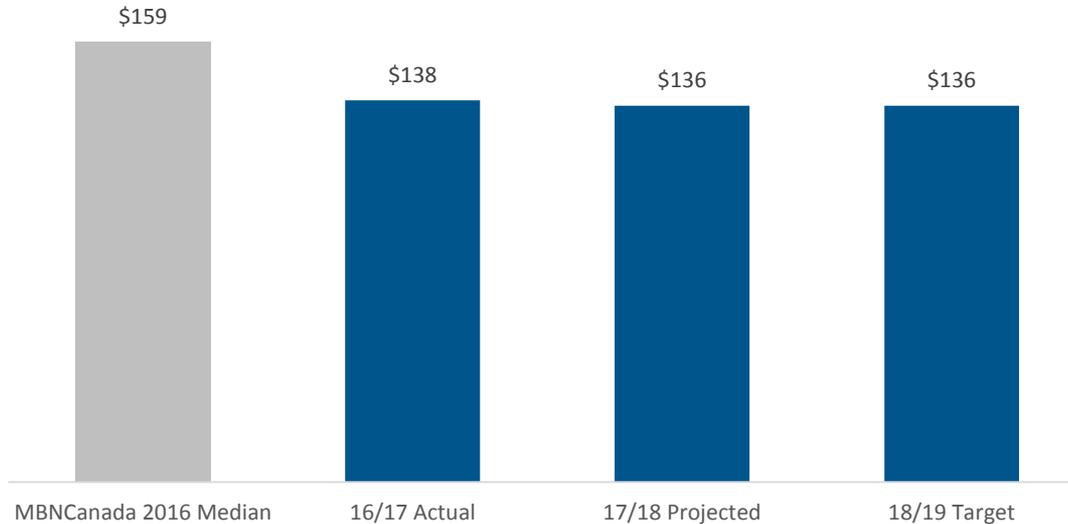
MBNC: Municipal Benchmarking Network Canada

Measure: CLKS470 - Percent of Regular Formal Freedom of Information Requests Handled Within 30 Days

# 16/17 Key Performance Indicators

## Governance and Engagement - Fiscal Responsibility

Operating Costs per In-House Lawyer Hour



**Note:**

- MBNCanada: Municipal Benchmarking Network Canada
- Measure: LEGL315 : In-House Legal Operating Costs per In-House Lawyer Hour
- HRM results do not include allocations of program support or other adjustments
- HRM results based on average cost/hr (lawyer's salaries/benefits + bar fees + overhead divided by 1400 working hours (allowing for 4 wks.. vac., 12 holidays and 5 sick/emerg days)

# Pressures and Risks

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## Pressures

- Centre Plan Review
- Charter Review Project
- Annapolis law suit
- Council Report Process
- Staffing

## Risks

- Cannabis Impact

# Operating Budget Overview\*

Expenditures	2016 Budget	2017 Budget	2017 Projected	2018 Budget
* Compensation and Benefits	6,334,700	6,159,400	6,212,809	6,160,100
* Office	557,000	156,000	157,275	156,700
* External Services	1,636,750	501,200	515,200	469,500
* Supplies	10,050	9,500	8,625	9,500
* Materials	20,000		2,100	
* Building Costs	112,900	4,400	4,300	4,400
* Equipment & Communications				
* Other Goods & Services	485,100	320,400	321,400	327,500
* Interdepartmental	2,700	1,600	(5,800)	1,600
* Other Fiscal	2,136,700	4,533,600	4,568,400	4,533,600
<b>** Total</b>	<b>11,295,900</b>	<b>11,686,100</b>	<b>11,784,309</b>	<b>11,662,900</b>
Revenues				
* Area Rate Revenue	(2,209,000)	(2,304,000)	(2,304,000)	(2,304,000)
* Payments in Lieu of taxes	(138,100)	(142,100)	(142,100)	(142,100)
* Fee Revenue	(186,700)	(192,400)	(197,800)	(196,200)
* Other Revenue	(25,000)	(25,000)	(111,300)	(25,000)
<b>** Total</b>	<b>(2,558,800)</b>	<b>(2,663,500)</b>	<b>(2,755,200)</b>	<b>(2,667,300)</b>
<b>Net Surplus/Deficit</b>	<b>8,737,100</b>	<b>9,022,600</b>	<b>9,029,109</b>	<b>8,995,600</b>

\* Restated for April 2017 reorganization

# Service Area Budget Overview\*

Business Unit Net Expenses	16/17 Budget	17/18 Budget	17/18 Projected	18/19 Approved in Principle	18/19 Proposed Budget
Legal Services	3,746,700	3,794,800	3,752,124	3,816,300	3,973,800
Risk & Insurance Services	506,700	533,200	531,100	534,700	541,500
Clerk's Office	2,188,300	2,253,500	2,241,900	2,253,500	2,437,900
Government Relations & External Affairs	2,295,400	2,441,100	2,503,985	2,391,100	2,470,100
<b>Business Unit Total</b>	<b>8,737,100</b>	<b>9,022,600</b>	<b>9,029,109</b>	<b>8,995,600</b>	<b>9,423,300</b>

\* Restated for April 2017 reorganization

# Staff Counts \*

Service Area	16/17 Approved	17/18 Approved	18/19 Approved in Principle	18/19 Proposed
Director's Office	2	2	3	3
Legal Services	26.7	28	28	28
Risk & Insurance Services	6	6	6	6
Clerk's Office	34.1*	23.7	23.7	21.6
Government Relations & External Affairs	6	6	6	6
<b>Business Unit Total</b>	<b>74.8</b>	<b>65.7</b>	<b>66.7</b>	<b>66.7</b>

\*Municipal Election Year

\* Restated for April 2017 reorganization

# Summary of Proposed Budget Adjustments

Proposed Adjustments	Impact on Service Delivery	Projected 18/19 \$ Impact	Amount
<b>18/19 Approved in Principle*</b>			<b>\$8,995,600</b>
Compensation increases		\$257,500	
Increase contribution to Election Reserve		\$100,000	
Increase in grant -GHP		\$70,200	
<b>Total Proposed Changes</b>			<b>\$427,700</b>
<b>Proposed 18/19 Budget</b>			<b>\$9,423,300</b>

\* Restated for April 2017 reorganization. Includes approved in principle 2-year changes from 17/18 budget discussions

# Questions?