

HALIFAX

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Item No. 5
Budget Committee
January 16, 2019

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

SUBMITTED BY: Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: January 4, 2019

SUBJECT: Proposed 2019/20 Multi-year Legal, Municipal Clerk & External Affairs Budget
and Business Plan

ORIGIN

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented to Regional Council on October 16, 2018, staff is required to present the draft 2019/20 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 the Budget Committee direct staff to prepare the Legal, Municipal Clerk & External Affairs 2019/20 Multi-year Budget and Business Plan, as proposed in the accompanying presentation, and to prepare Over and Under items for that Plan as directed by Regional Council.

BACKGROUND

As part of the design of the 2019/20 Budget and Business Plan development process, the Budget Committee is reviewing each Business Unit's budget and proposed plans, in advance of completing detailed HRM Budget and Business Plan preparation.

At the November 13, 2018 and December 4, 2018 Committee of the Whole meetings, Regional Council considered and confirmed their Council Priority Outcomes and on November 27, 2018 provided fiscal direction for the 2019/20 Multi-year budget, directing staff to: "direct staff to develop the 2019/20 Budget and 2020/21 Budget in Principle according to Council's approved priorities, and preliminary fiscal direction, including:

- maintaining the appropriate level of existing services with the addition of the new services previously approved by Council;
- a three-year capital budget that recapitalizes assets, funds growth related issues and is balanced to the fiscal framework
- a responsible debt position;
- appropriate reserve balances that allow for risk mitigation, future obligations, and opportunities; and,
- alignment of the current average tax bill for residential homes and commercial properties under two scenarios:
 - a) 1.9% increase for 2019/20;
 - b) 2.1% increase for 2019/20;
 - c) 2.9% increase for 2019/20.

DISCUSSION

Staff has prepared the proposed 19/20 Multi-year Budget and Business Plan consistent with the preliminary fiscal direction received from Council on November 27, 2018 and aligned with Council Priorities as approved on November 13, 2018 and December 4, 2018. The proposed Budget aligns with a 2.9% increase in the average tax bill for both residents and businesses.

Following direction from the Budget Committee, staff will proceed to complete the detailed Budget and Business Plan for inclusion in the proposed 2019/20 Multi-Year Budget and Business Plan documents to be presented to Council, as per the process and schedule approved in the October 16, 2018 staff report.

As part of the Budget process, Regional Council will be provided with a list of possible services increases and decreases that will allow them to more fully direct changes to the budget. As part of this "Over and Under" process, staff will provide budget options for Council's consideration that would achieve an alternative tax bill increase of either 2.1% or 1.9%.

FINANCIAL IMPLICATIONS

The recommendations in this report will lead to the development of a proposed 2019/20 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

Although there is no immediate risk related to financial decisions, there may be risks associated with individual decisions during the budget debate as they could favour short-term results over longer term strategic outcomes. Individual decisions made during budget debate will however, be considered for both short- and long-term impacts to levels of service, asset condition, and cost.

In addition, the administration seeks to reduce these risks in three ways; by providing Regional Council with several fiscal options to assist in the achievement of longer term strategic outcomes; by assessing both corporate and capital project risk and by providing the opportunity to draw Regional Council's attention to project or program related risk when reports are presented for consideration.

HRM implemented Enterprise risk management in 2015; corporate risks are evaluated annually during the business planning process and mitigating strategies are implemented to reduce the overall risk to the organization. Project related risk is evaluated during the capital planning process; project managers using the same risk assessment tools as those used to assess corporate risk, rate the relative risk of each discreet projects.

COMMUNITY ENGAGEMENT

No community engagement was sought for this report; however, the current budget consultation process seeks to solicit public comment on community priorities; members of the public are invited to provide feedback following each business unit budget and business plan presentation.

The Citizen Survey completed in September 2018 has also provided valuable information for assessing community priorities and expectations and has been incorporated into the planning work.

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 2019/20 Multi-year Budget and Business Plan Presentation
- Legal, Municipal Clerk & External Affairs 2019/20 Draft Proposed Multi-Year Budget and Business Plan

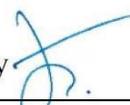
A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Karen Marr, Coordinator, Legal, Municipal Clerk & External Affairs, 902.490.1353

Original Signed by 

Financial Approval by:


Jane Fraser, CFO, Director of Finance and Asset Management & ICT, 902.490.4630

Original Signed by 

Report Approved by:

John Traves, Q.C., Director
Legal, Municipal Clerk & External Affairs, 902.490.4219

HALIFAX

Legal, Municipal Clerk & External Affairs

2019/20 and 2020/21

Multi-Year

Budget & Business Plan

Committee of the Whole

16-Jan-2019

Legal, Municipal Clerk & External Affairs

Our Business Unit mission is to provide high quality professional services to the Municipality in keeping with HRM's core values and Regional Council priorities.

We make a difference.

Service Areas

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 policy, as well as 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.

About Us

Legal Services

- Represented HRM in numerous cases by and against the Municipality before diverse courts and administrative tribunals including, the Supreme Court of Nova Scotia, the Court of Appeal, the NSUARB, Human Rights Tribunals, the Police Review Board and labour arbitrations
- Prosecuted approximately 100% of referrals received regarding By-law and other related offences this year
- Engaged in 34 real estate transactions in 2018
- Completed 540 tax sale search bundles in 2018
- Reviewed approx. 480 reports to Regional Council, Community Council and Standing Committees as of December, 2018

About Us

Office of the Municipal Clerk

- In 2018, supported 243 meetings, which included 25 Regional Council meetings and 14 Committee of the Whole meetings
- Recruited for 94 vacancies on 25 Boards/ Committees; processed 406 applications which required 32 reports to various committees

Office of the Municipal Clerk - Access & Privacy

- Estimated 605 FOIPOP applications for 2018 – up over 100 requests from last year
- Responded to 6 appeals (1.4% of total applications processed/year)
- 15 Privacy Compliance Checklists, 8 PIIDPA Approval forms reviewed
- 34 survey/forms reviewed for privacy and personal information collection

About Us

Office of the Municipal Clerk Corporate Information Management - Municipal Archives

- 2056 boxes of records processed (received, catalogued, transferred, dispositioned) by Municipal Records Centre staff in 2018 to date
- Archives received 173 visitors (in person Reading Room visits) to date and processed over 865 information requests - highest amount since the Archives opened in 2005
- Uploaded over 1976 records/descriptions online – accessible to public

About Us

Government Relations and External Affairs

- Coordinated management responses to 48 recommendations from the Municipal Auditor General to date
- Continue to partner with Halifax Partnership on Regional Council approved Halifax Economic Growth Plan (2016-2021)
- Support Council requests for legislation, 3 of which came to fruition
- Authored approximately 40 reports to Regional Council this year in matters such as Federal infrastructure funding, Cornwallis, international partnerships and various other socio-economic issues

About Us

Risk and Insurance Services

- Will address approx. 1844 insurance claims for HRM including Halifax Water, Library, and other Boards and Commissions in 2018-19 (based on the average of the last 5 fiscal years)
- Review and provide insurance and risk management language, advice and protocols. In 2018, this included advice regarding the Cogswell Interchange and Solid Waste.
- Provide hazard-based, Operational Risk Management advice for all municipal programs, operations, and civic/special events, including Halifax Water, Halifax Libraries and other related ABC's
- Ensure HRM's risk management policies, practices and strategies are compliant with applicable insurance policies, legislation, council initiatives, and organizational objectives

Initiative Updates – Council Priorities

Governance and Engagement – Municipal Governance

By-law Review Project

- As of September 2018 – approximately 46% complete (60 reviewed out of initial 131 identified)
- 2018-19 to date – 13 By-law amendments completed; 2 new By-laws drafted and 5 repealed; 21 new and amending Administrative Orders drafted as well as amendments for Land Use By-laws, Subdivision By-laws and Municipal Planning Strategy

Halifax Charter Review

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

Initiative Updates – Council Priorities

Economic Development – Promote and Maximize Growth

Economic Development being guided by the *Halifax Economic Growth Plan 2016-21* (and its action plan for 2018-21)

- Initiatives to promote and maximize growth include:
 - Workplan for Regional Plan 10-Year Review
 - African Nova Scotia Action Plan
 - Economic research, investment attraction, business retention and expansion (Halifax Partnership)
 - Federal and provincial infrastructure funding
 - Halifax Innovation District

Economic Development – Rural

- Monitoring programs to ensure ability to leverage provincial/federal funding for rural broadband
- Conduct rural-focused economic research (Halifax Partnership)
- Continue outreach to Sheet Harbour and Musquodoboit Harbour Chambers of Commerce (Halifax Partnership)



Diversity & Inclusion Framework

Business Unit Goals

Inclusive Public Service

Public Appointment Policy

- To support the objectives of HRM's Diversity & Inclusion Framework, the Clerk's Office will review and convert the existing HRM Public Appointment Policy into an Administrative Order with consideration of barriers faced by diverse populations.

Civics 101

- To promote public participation in municipal government, the Clerk's Office will conduct broad public outreach including Civics 101 training and gather feedback to better understand barriers to participation across HRM's diverse population.



Diversity & Inclusion Framework

Business Unit Goals

Safe, Respectful and Inclusive Work Environment

- All staff will have completed Code of Conduct for Municipal Employees training by end of fiscal 2018/19

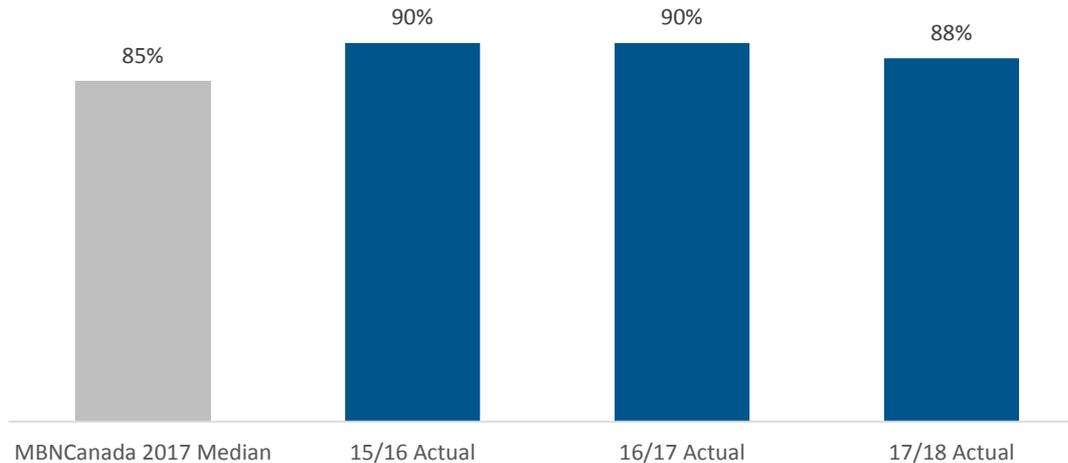
Equitable Employment

- Supported by the Office of Diversity and Inclusion, the Business Unit will train all hiring managers in fair hiring practices.

Key Performance Indicators

Governance and Engagement – Municipal Governance

Regular Freedom of Information Requests Handled Within 30 Days



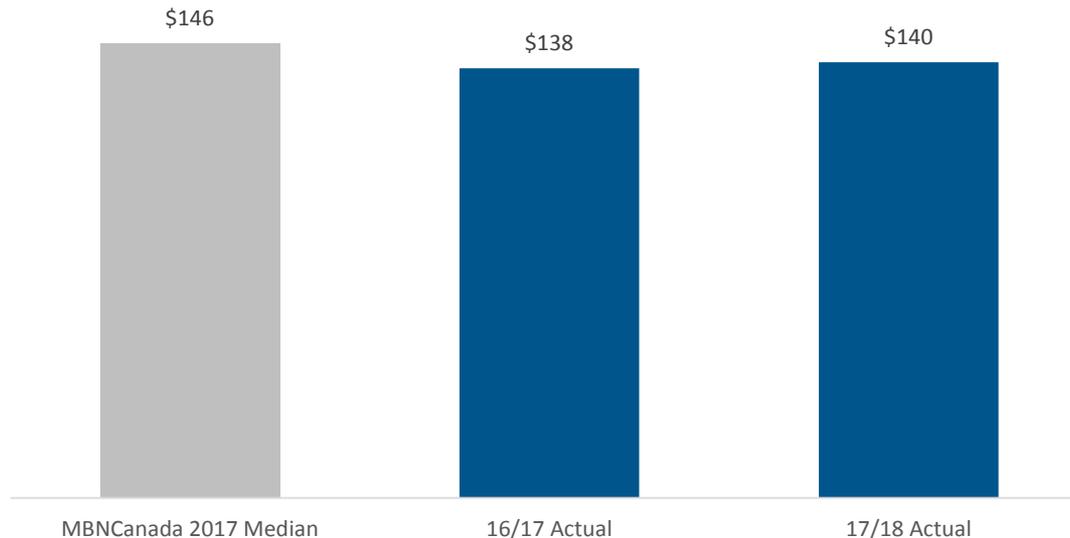
MBNC: Municipal Benchmarking Network Canada

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

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

Operating Budget Overview

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	6,405,624	6,417,600	6,605,350	6,742,900	325,300	6,717,000
Office	119,277	149,900	130,850	144,500	(5,400)	146,900
External Services	417,960	470,200	370,800	461,100	(9,100)	465,200
Supplies	3,479	8,800	10,300	8,800		8,800
Building Costs	1,158					-
Equipment & Communications	4,703	4,000	4,900	3,500	(500)	3,500
Other Goods & Services	309,918	336,300	330,550	347,900	11,600	348,600
Interdepartmental	(4,800)	1,600	(17,650)		(1,600)	1,600
Other Fiscal	4,596,666	4,935,700	4,939,200	4,971,900	36,200	5,008,800
Total	11,853,986	12,324,100	12,374,300	12,680,600	356,500	12,700,400
Revenues						
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Area Rate Revenue	(2,282,272)	(2,537,300)	(2,537,300)	(2,537,300)	-	(2,537,300)
Payments in Lieu of taxes	(142,138)	(140,700)	(140,700)	(140,700)	-	(140,700)
Fee Revenues	(201,084)	(196,000)	(201,700)	(205,500)	(9,500)	(196,700)
Other Revenue	(114,399)	(26,800)	(153,200)	(51,800)	(25,000)	(51,800)
Total	(2,739,892)	(2,900,800)	(3,032,900)	(2,935,300)	(34,500)	(2,926,500)
Net Surplus/Deficit	9,114,093	9,423,300	9,341,400	9,745,300	322,000	9,773,900

Service Area Budget Overview

Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Municipal Clerks	2,191,481	2,437,900	2,408,900	2,455,600	17,700	2,455,600
Government Relations & External	2,476,363	2,470,100	2,467,500	2,564,500	94,400	2,601,400
Legal Services	4,446,249	4,515,300	3,993,700	4,277,500	(237,800)	4,270,500
Director's Office	-	-	471,300	447,700	447,700	446,400
	9,114,093	9,423,300	9,341,400	9,745,300	322,000	9,773,900

Staff Counts

Funded FTE's Includes full & part –time permanent positions	18/19 Approved	19/20 Planned change (+/-)	19/20 Proposed
Full Time	64.6	2.0	66.6
Term Seasonal	3.8	2.9	6.7
Total	68.4	4.9	73.3

Summary of Budget Changes

Description	Change Description / Service Impact	2019/20 Planned Change (\$)	Amounts
Approved 18/19 Budget			9,423,300
Compensation		325,300	325,300
Budget Adjustments	Increase in recoveries from external parties	(34,500)	
	2% increase in Halifax Partnership Grant	36,200	
	Misc adjustments	(5,000)	(3,300)
Total Proposed Changes			322,000
Proposed 19/20 Budget			9,745,300

Operating Reductions to 2.1%

Option Description / Service Impact	One-time / On-going	19/20 Amount	20/21 Amount
Reduce investment to Halifax Partnership from planned levels (remove 2% increase)	On-going	\$20,000*	\$40,800
Annual cost of Navigator Program (GREA) – service would be reduced significantly or eliminated affecting 300 Street involved individuals	On-going	\$0**	\$45,000
Total Proposed Reductions		\$20,000	\$85,800

*Halifax Partnership funding is confirmed in June and requires 6 months notice to adjust so only one half savings would be recognized the first year.

**Council has committed to 2019/20 funding already – savings could be realized beginning in 2021.

Operating Reductions to 1.9%

Option Description / Service Impact	One-time / On-going	19/20 Amount	20/21 Amount
Discontinue Articled Clerk Program <ul style="list-style-type: none">Affects service levels in Legal Services as well as lost opportunity for law students to gain municipal experience and talent development	On-going	\$113,900	\$114,500
Total Proposed Reductions		\$113,900	\$114,500

Operating Options Over Budget

Option Description / Service Impact	One-time / On-going	19/20 Amount	20/21 Amount
New FTE – Legal Assistant (Legal Services) Required to maintain and improve service levels, assist in cross training for succession planning and maintenance and integrity of legal files to ensure quality record keeping	On-going	\$54,300	\$54,800
New FTE – Admin Assistant (GREA) Administrative and coordination support required for GREA Managing Director and team to assist with report tracking, formatting and editing, tracking legislative requests, infrastructure programs and international partnerships	On-going	\$76,700	77,500
Work with community partners to develop social development measures for social policy lens and public safety goals	On-going	\$40,000	\$40,000
Financial Support (grant) to United Way for ongoing poverty reduction initiatives –	On-going	\$50,000	\$50,000

Operating Options Over Budget

Option Description / Service Impact	One-time / On-going	19/20 Amount	20/21 Amount
Creation of an innovation fund accessible to HRM business units to encourage innovative approaches to municipal problems and support the start-up community.	One-time	\$150,000	\$0
Policy resource to provide additional support in areas of social development, governance, general policy coordination and development	On-going	\$81,000	\$81,000
Total Proposed Increases		\$452,000	\$303,300

Questions?

Legal, Municipal Clerk and External Affairs

2019/20 – 2020/21 Multi-Year Budget and Business Plan

DRAFT

Mission: To provide high quality professional services to the Municipality in keeping with HRM's core values and Council priorities

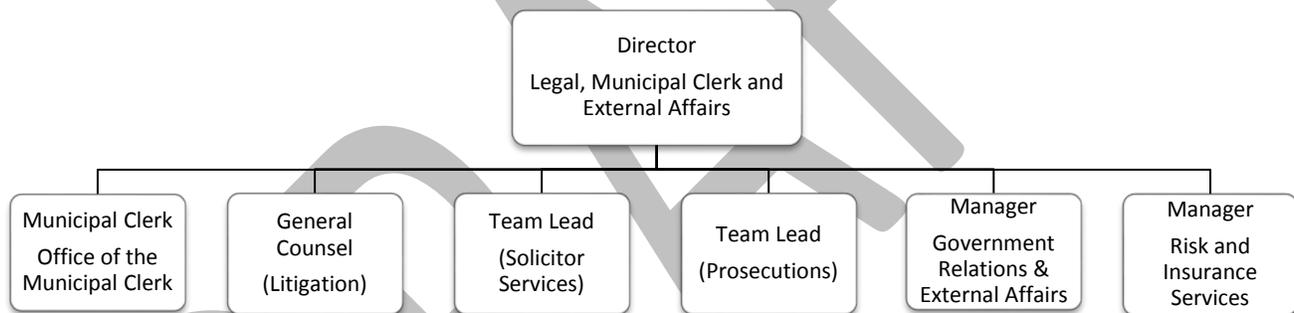
We make a difference.

LEGAL, MUNICIPAL CLERK AND EXTERNAL AFFAIRS OVERVIEW

Legal, Municipal Clerk and External Affairs is committed to advancing Regional Council and administrative priority outcomes, particularly in the areas of:

- Governance and Engagement - Fiscal Responsibility
- Governance and Engagement - Municipal Governance
- Governance and Engagement – Public Engagement
- Economic Development – Promote and Maximize Growth
- Social Development – Social Infrastructure
- Administrative Priorities within Financial Stewardship, Our People, and Service Excellence

This is achieved through delivery of professional support to Regional Council as well as provision of legal services (including solicitor services, litigation, and prosecutions), and risk and insurance services. The Legal, Municipal Clerk and External Affairs business unit also manages HRM’s external and intergovernmental partnerships and provides administrative and legislative support to the Mayor and Regional Council.



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19	2019/20	2019/20
	Approved	Planned Change (+/-)	Planned Total FTE's
Full Time	64.6	2.0	66.6
Seasonal, Casual and Term	3.8	2.9	6.7
Total	68.4	4.9	73.3

Business Unit Tax Allocation

To be updated in final draft

Tax Allocation	2018/19 Planned	2019/20 Planned	2020/21* Planned
Percent of the average tax bill spent on Legal, Municipal Clerk and External Affairs	NA	NA	NA
Average tax bill amount spent on Legal, Municipal Clerk and External Affairs	NA	NA	NA

* Based on an average tax bill for a single-family home (assessed at NA in 2018)

Multi-Year Initiatives (2019/20 – 2020/21)

Governance and Engagement - Municipal Governance

By-law Review Project

Legal Services, supported by business unit teams, will continue with a multi-year project to review all HRM by-laws. Some of this years' priorities will focus on supporting the by-laws being targeted through the Regulatory Modernization Project (red-tape reduction).

Halifax Charter Review

HRM is a unique municipality in Nova Scotia due to its land area, large population and its proportional contribution to the economy. This has already been recognized by the provincial government through the adoption of the *HRM Charter*. However, as HRM grows, residents, various industries and Regional Council have expressed a desire for increased municipal authority in certain areas that would allow an enhanced ability to respond to a variety of issues. Council's direction is to seek a new Charter that includes natural person and peace order and good government powers, residual and expanded by-law powers, concurrent powers, governance structures, and expanded financial tools.

Legal and GREA will continue to work with the provincial government to identify and act on the best approach to legislative review.

Social Development – Social Infrastructure

Social Policy Lens

Through its social development priority area and various report requests, Regional Council has indicated its interest in evolving HRM's approach to social policy. GREA will continue to develop policy and coordinate activity in this area including providing a report on a social policy lens, advancing a report on housing program delivery and exploring how social development is best measured in a municipal context.

Governance and Engagement – Fiscal Responsibility

Fine Arts Appraisal

To ensure that insurance coverage will be sufficient in the event of a claim, Risk and Insurance Services will undertake a five-year project to assess the value of HRM's "Civic Collection" including fine arts.

Economic Development – Promote and Maximize Growth

Economic Strategy Implementation and Tracking

Economic growth and increased commercial activity leads to a wide range of benefits for the municipality and its residents. HRM works with business organizations and outside agencies to develop effective strategies to promote this growth. Halifax's economic strategy, the *Halifax Economic Growth Plan 2016 – 2021* has four main strategic goals that are supported by various initiatives and deliverables. Implementing this plan and monitoring, tracking and reporting on progress is a key component to the successful delivery of the economic strategy.

Government Relations & External Affairs (GREA) will lead the implementation and tracking of deliverables and outputs from the economic strategy.

Service Excellence – Performance Excellence

LMCEA Business Unit Efficiencies

Business processes and practices across the business unit will be reviewed to maximize efficiency and effectiveness. In 2019/20, Legal Services will revise their internal Client Service Standards; the Clerk's Office will lead revision and implementation of the Municipality's updated File Retention Schedules and Risk and Insurance Services will improve their current claims management system through a software upgrade. Other key divisional deliverables are outlined below to further this important work in service excellence.

Diversity & Inclusion

All HRM business units are undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. Over the next two years, the Legal, Municipal Clerk & External Affairs business unit will focus on services supported and/or provided by the Municipal Clerk's Office with an emphasis on the upcoming 2020 Municipal Election.

Legal, Municipal Clerk and External Affairs Budget

Key Capital Investments

Outcome Supported	Capital Project Name	2019/20 Capital Cost	2019/20 OCC	2020/21 Capital Cost
Governance & Engagement				
Public Engagement	2020 Municipal Election (eVoting)	391,500	-	-
Service Excellence				
Performance Excellence	iVos Implementation (Claims System)	205,000	104,000	-

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	2017-18 Actual	2018-19 Budget	2018-19 Projections	2019-20 Budget	Δ 18-19 Bud.	2020-21 Budget
Municipal Clerks	2,191,481	2,437,900	2,408,900	2,455,600	17,700	2,455,600
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Summary of Changes Included Proposed Budget

Budget Year	Change Description / Service Impact	2019/20 Planned Change (\$)	Amounts
2018/2019 Approved Budget			9,423,300
Compensation	Compensation adjustments	325,300	325,300
Budget Adjustments	Increase in recoveries from External Parties	(34,500)	(3,300)
	2% increase in Halifax Partnership Grant	36,200	
	Misc adjustments	(5,000)	
Total Impact of Changes			322,000
2019/2020 Proposed Budget			9,745,300

Summary of Expense & Revenue

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Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
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LEGAL, MUNICIPAL CLERK AND EXTERNAL AFFAIRS SERVICE AREA PLANS (2019/20 - 2020/21)

Director’s Office

Business Unit Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Financial Stewardship
<p>Establish Business Unit Operational Risk Management Practice LMCEA will establish an operational risk management practice within the business unit including assignment of a staff member to be responsible for the practice, participation in training, development of an operational risk register, and incorporation of practices into the business planning process [Est. Compl. Q4 19/20]</p>
<p>Business Unit Catalogue Update Supported by the Corporate Planning Office, LMCEA will complete an updated service catalogue for all service areas within the business unit. [Est. Compl. Q4 19/20]</p>
<p>Business Unit Projections Practice Supported by Finance & Asset Management, LMCEA will train all cost centre managers in the use of predictive modelling and incorporate these practices into calculating the business unit quarterly projections. [Est. Compl. Q4 19/20]</p>
Our People
<p>Business Unit Succession Plans Complete succession plans [Est. Compl. Q4 19/20]</p>
<p>Business Unit Employee Engagement Action Plan Based on results of the Employee Engagement survey, LMCEA will develop and implement action plans aimed at improving employee engagement. [Est. Compl. Q4 19/20]</p>
<p>Business Unit Hiring Manager Fair Hiring Certification Supported by the Office of Diversity and Inclusion, LMCEA will train all hiring managers in fair hiring practices [Est. Compl. Q4 19/20]</p>
Service Excellence
<p>Business Unit Performance Excellence Training Supported by the Office of Performance Excellence, LMCEA will provide training to business unit leaders and influencers as well as front line staff. [Est. Compl. Q4 19/20]</p>
<p>Business Unit Cyber Security Training LMCEA will ensure all business unit computer users complete cyber security training as offered by Information, Communication, & Technology [Est. Compl. Q4 19/20]</p>
<p>Business Unit Post-Engagement Surveys Supported by Corporate Communications, LMCEA will conduct post engagement surveys of how the public perceives each public engagement.</p>

Legal Services

Legal Services is committed to supporting Regional Council priorities through the delivery of legal services that support Regional Council, its agencies, boards, commissions, and committees and the municipal business units.

Services Delivered:

Governance and Engagement - Municipal Governance

Solicitor Services - provides legal advice to Regional Council, Committees of Regional Council, Agencies, Boards and Commissions, in respect of the conduct of the business of the Municipality; provides advice to management and staff on a wide range of topics, including related research for HRM. Works with business units to develop, amend, and consolidate By-laws for the Municipality as well as working with business units to draft a wide array of legal agreements, leases, policies and MOU's and assist in negotiations where required. Further, Solicitor Services completes property transactions for land acquisitions and disposals, title migrations and investigations, reviews and approves documents regarding encroachments, easements, and rights-of way, prepares conveyance documents for tax sales as well as provides ongoing advice to Real Estate on any number of issues.

Litigation Services – advises and represents HRM in dispute resolution matters including proceedings involving the Municipality and its employees before diverse courts and administrative tribunals including, the Supreme Court of Nova Scotia, the Court of Appeal, the NSUARB, Human Rights Tribunals, the Police Review Board and labour arbitrations as well as Small Claims Court, the Federal Disputes Advisory Panel, and Canadian Transportation Agency as well as in various alternative dispute resolution forums.

Prosecution Services – provides training to Halifax Regional Police and HRM staff, and prosecutes violations under the *Motor Vehicle Act*, *Liquor Control Act*, *Fire Safety Act*, *Protection of Property Act*, *911 Act*, *Off Highway Vehicle Act*, *Smoke Free Places Act*, Building Code, Land use violations, Development Agreement violations, violations of municipal by-laws, and various regulatory infractions as well as HRM-issued parking tickets, including all related applications and appeals.

Service Delivery Measures

Legal Services Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Number of Legal Files Opened	802	917	725	-	N/A
Number of Prosecution Files	138	117	90	-	N/A
In-House Legal Operating Cost per In-House Lawyer Hour	\$138	\$140	n/a	n/a	\$146
In-House Legal Operating Cost per \$1,000 Municipal Operating & Capital Expenditures	\$4.71	\$4.79	n/a	n/a	\$2.46

* Municipal Benchmarking Network Canada

Cost Effective Service

Legal Services provides cost effective support to the Municipality while minimizing the contracting out of legal services at a substantially higher cost. As of December 2018, Legal Services will have opened 610 files, reviewed approximately 480 reports going to Regional Council, standing committees and other committees of Council as well as award reports for the CAO. Thirty-four (34) property transactions will have closed in 2018 and over 540 tax sale bundles (one file) will have been processed for consideration of tax sale.

Litigation against the Municipality has increased 25% since 2016/17, along with an increase in the complexity of many of the matters. This includes labour matters, human rights, planning appeals, personal injury and general litigation.

In 2018, the Prosecutions division prosecuted approximately 100% of 106 referrals and Summary Offence Tickets received regarding By-law and other related offences this year.

Legal Services Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance and Engagement - Municipal Governance
<p>By-law Review Project - Year 5 Legal Services, supported by business unit teams, will undertake Year 5 of the multi-year By-law Review project - to carry out a complete review of HRM by-laws (new, amend or repeal existing, consolidate existing). The target is to complete at least 7 identified By-laws during the 19/20 fiscal year. [Est. Compl. Q4 19/20]</p>
<p>Legal Services File Retention Plan & Associated Business Processes Legal Services will complete revisions to their file retention plan and develop and implement processes for closed legal files for ease of review and retrieval. [Est. Compl. Q3 19/20]</p>
Service Excellence - Performance Excellence
<p>Legal Prioritization - Measurement Support Prepare improved Legal Services management and business unit reporting outlining open and closed file statistics, report review statistics and "approved as to form" statistics to assist priority setting for legal work. [Est. Compl. Q4 19/20]</p>
<p>Client Service Standards Review and update Legal Services Client Service Standards to align with corporate best practises in customer service and updated report centre timelines [Est. Compl. Q4 19/20]</p>

Office of the Municipal Clerk

The Office of the Municipal Clerk is a legislated office, under the *Halifax Regional Municipality Charter*. The Municipal Clerk is committed to supporting Regional Council priorities, and is tasked with facilitating and supporting Regional Council, Community Councils, and the official committee structure of Regional Council. The Office of the Municipal Clerk is also tasked with ensuring consistent and transparent access to local government and the maintenance and integrity of the Municipality's public records.

Services Delivered:

Governance and Engagement – Municipal Governance

Council Support - This service is responsible for coordinating and facilitating the council meeting process and coordination of civic appointments to boards, committees and commissions in accordance with the *Halifax Regional Municipality Charter* and applicable administrative orders and policies for:

- Regional Council
- Community Council, Standing Committees, other Committees of Council, and Board Meetings
- Civic Appointments

Records Management – Carry out the responsibilities of the Municipal Clerk; ensure accurate, transparent, and secure storage for municipal records, as well as development of policies and standards regarding record management and retention; coordination of municipal legislation (By-laws and Administrative Orders) for the in accordance with applicable legislation and Administrative Orders through:

- Office of the Municipal Clerk
- Access and Privacy Office
- By-Law and Administrative Order Legislative Support
- Corporate Information Management Office (HRM Records Centre and Municipal Archives)

Municipal Elections - This service is responsible for preparing for and conducting general and by-elections for the Mayor, Council and CSAP Board Members in accordance with the provincial *Municipal Elections Act* and *Education Act*. Elections can also include plebiscites as directed by Regional Council.

Service Delivery Measures

Office of the Municipal Clerk Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Access and Privacy Program Operating Cost per Formal Request	\$578	\$608	Not available	Not available	\$799
Number of Formal Freedom of Information (as per Legislated FOI Program) Requests per 100,000 Population **	99	115	140	-	37

Office of the Municipal Clerk Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Percent of Regular Formal Freedom of Information Requests Completed Within 30 Days	90%	88%	not available	n/a	85%
Percent of Regular Formal Freedom of Information Requests, Extensions and 3rd Party Notices Completed Within Legislated Timelines	92%	97%	not available	n/a	97%

* Municipal Benchmarking Network Canada

** 16/17 Population: 425,871, 17/18 & 18/19 Population: 431,701

Access & Privacy

The 2017 MBNCanada Performance Measurement Report indicates positive results for the Municipality's Access & Privacy Office. The snapshot medians derived from the measurement indicate that HRM is processing 115 access requests per 100,000 population while the median is 37 requests; the cost to HRM to process these requests is \$608 per request while the median is \$799; 88% of these requests are completed within 30 days while the median is 85%; and 97% of the requests are processed with legislated timelines which is in line with the MBNC median. Essentially, HRM's Access & Privacy Office is processing more access requests and completing more of these requests within 30 days at a cost lower than other MBNC participants.

To date for 2018/19, 456 access requests have been processed with 6 of those decisions being appealed to the Nova Scotia Office of the Information & Privacy Commissioner (OIPC). It is projected that by the end of this fiscal, the volume of access applications processed will be in the vicinity of 600. This is an estimated increase of 104 applications over last year.

Office of the Municipal Clerk Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance and Engagement - Municipal Governance
<p>Corporate Records Retention Schedule Corporate Information Management will review, revise, and obtain CAO approval for HRM Records Retention Schedule in accordance with AO-2015-001-GOV. [Est. Compl. Q4 19/20]</p>
<p>Review of Board Support & Training The Clerk's Office will review services provided by its staff to Boards and Committees. Completed research will be analyzed and a list of "Just Do It" projects will be completed in 19/20. [Est. Compl. Q4 19/20]</p>
<p>SDRO Training Project In preparation for the 2020 municipal election, the Clerk's Office will hire and provide training to a core group of thirty-five Supervising Deputy Returning Officers with focus on reaching diverse populations. [Est. Compl. Q4 19/20]</p>
<p>Public Appointment Policy To support the objectives of HRM's Diversity & Inclusion Framework, the Clerk's Office will review and convert the existing HRM Public Appointment Policy into an Administrative Order with consideration of barriers faced by diverse populations. [Est. Compl. Q4 19/20]</p>
<p>Parental Accommodation - Elected Officials The Clerk's Office will prepare and draft an Administrative Order for consideration respecting parental accommodation for elected officials (Bill No. 118, passed April 2018) with a view to removing barriers faced by new parents. [Est. Compl. Q1 19/20]</p>

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance and Engagement - Communications
Archives - Digitization of audio-visual materials Using Provincial Archival Development Program funding received from the NS Dept. of Communities, Culture and Heritage, the Clerk's Office will digitize old audio cassettes and videos and make them accessible through the Archives on-line database and HRM's YouTube channel. [Est. Compl. Q3 19/20]
Governance and Engagement - Public Engagement
Election Training - Public Education (Civics 101) To promote public participation in municipal government, the Clerk's Office will conduct broad public outreach including Civics 101 training and gather feedback to better understand barriers to participation across HRM's diverse population. [Est. Compl. Q4 19/20]

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Government Relations and External Affairs

Government Relations and External Affairs is committed to supporting Regional Council priorities through the provision of strategic advice to the corporation on a range of initiatives.

Services Delivered:

Governance and Engagement – Municipal Governance

Audit Coordination – This service is responsible for coordinating corporate response to reports released by the Auditor General.

Corporate Policy Development and Coordination – This service is responsible for coordinating and developing corporate policies (excluding Human Resources), conducting policy analysis, and providing related advice.

Economic and Social Policy Coordination – This service provides policy advice and coordinates activities related to the region's economic agenda and Regional Council's social development priority.

Government and External Relations – This service is responsible for ongoing management of relationships with other levels of government as well as key stakeholders.

Special Projects – This service captures reports to Regional Council and corporate projects on various issues outside the above-noted subject areas.

Service Delivery Measures

Government Relations and External Affairs Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected
Number of pieces of legislation requested by Regional Council passed by province	3	Nil	3
Number of successful infrastructure project funding applications	22	Nil	2
Number of responses coordinated to Auditor General recommendations	31	22	59
Business Retention and Expansion Visits	259	176	275
Business Retentions and Expansions	15	13	15

Government Relations and External Affairs work, including coordinating Council's legislation requests and submitting infrastructure project funding applications, is largely responsive to other orders of government and done on an as needed basis.

Government Relations and External Affairs Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Economic Development - Promote and Maximize Growth
<p>Economic Growth Plan Governmental Relations & External Affairs (GREA) will lead the implementation and produce quarterly reports of the deliverables and outputs from the economic strategy. [Est. Compl. Q4 19/20]</p>
Social Development - Social Infrastructure
<p>Develop Social Policy Lens Government Relations & External Affairs will deliver a report regarding the use of a social policy lens (an approach for analyzing potential and existing legislation, policies, programs and practices) for Council's consideration. [Est. Compl. Q4 19/20]</p>
<p>Options Assessment Report - Transfer Housing to HRM Government Relations & External Affairs will conduct research and prepare a report to Council that assesses options for transfer of the responsibility to operate and deliver housing programs and services within the boundaries of Halifax and on behalf of the Province. This will be a considerable undertaking with the input of the Province of NS, outside agencies and multiple business units. A consultant may be acquired to undertake this work. [Est. Compl. Q4 19/20]</p>
Governance and Engagement - Municipal Governance
<p>Charter Amendments - Financial To improve service delivery, work with the Province to pursue amendments to the Halifax Charter that provide more flexibility in the way HRM operates. (achieve expanded powers of expenditure) [Est. Compl. Q4 19/20]</p>
<p>Charter Amendments - Parkland Dedication Supporting the implementation of the Halifax Green Network Plan by Planning & Development, GREA will request amendments to the <i>Halifax Charter</i> to allow parkland dedication requirements based on density. [Est. Compl. Q4 19/20]</p>

Risk and Insurance Services

Risk and Insurance Services is committed to supporting Regional Council and administrative priorities through:

- the provision of hazard based operational risk management advice
- the management of claims made against or by HRM; and
- through the management of financing of HRM risk through insurance and a reserve

This is accomplished by applying sound risk management processes to identify, analyze, and mitigate loss exposures to the Municipality and the design and management of the Municipal insurance portfolio for HRM, Halifax Water, the Library Commission and other Agencies, Boards and Commissions.

Services Delivered:

Governance and Engagement - Fiscal Responsibility

Risk Management - This service provides the application of sound operational risk management strategies and processes to identify, analyze, mitigate, respond to or avoid exposures, claims, and other risks to the HRM, its entities, and the public in the most risk aware, cost effective manner. It is responsible for the acquisition and maintenance of insurance coverage for the Mayor, Regional Council, municipal operations, property, assets, boards and commissions, including Halifax Water, Halifax Public Libraries and others for which HRM is contractually obligated to provide insurance.

Claims Management - This service provides adjusting, investigation, and settlement of claims against and for the HRM including Halifax Water, Halifax Public Libraries, and Agencies, Boards and Commissions.

Contractual Risk Management – Review and provide insurance and risk management language, advice and protocols.

Service Delivery Measures

Risk and Insurance Services Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected
Claims received by fiscal year	1708	2093	1844

Over the last five fiscal years, claims handled by the Risk team have varied from 1553 to 2101. The volatility of claims is due to the number of severe weather events that occur during the year and the number of kilometres driven.

Risk and Insurance Services Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance and Engagement - Fiscal Responsibility
<p>Fine Arts Appraisal To ensure that insurance coverage will be sufficient in the event of a claim, Risk and Insurance Services will undertake a five-year project to assess the value of HRM's "Civic Collection" including fine arts with 20% completed by end of fiscal 19/20 and 40% completed by end of fiscal 20/21 (pending funding).</p>
<p>HRM Buildings - Insurance Appraisals To ensure that HRM has adequate insurance coverage for its buildings, Risk and Insurance Services will conduct insurance appraisals on HRM buildings where the current insured value is either not substantiated by an appraisal or where no appraisal has occurred in the last 10 years. Due to the large number of locations, this process of initial assessment will be completed over a number of fiscal years. It is anticipated that, once completed, the process of maintaining an up-to-date assessment of values will continue. Expect 20% to be completed by end of fiscal 19/20 and 40% to be completed by end of fiscal 20/21.</p>
Service Excellence - Performance Excellence
<p>Software Upgrade/Replacement - Claims System (iVos) To increase efficiencies in the collection, review and analysis of incident reports, maintenance of policy information and reduce duplication of data entry, Risk & Insurance Services will complete the RFP process (19/20) for a software upgrade to their existing claims system and will implement and train staff on the upgraded software solution. [Est. Compl. Q4 20/21]</p>