

HALIFAX

P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Item No. 4
Budget Committee
January 15, 2020

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

SUBMITTED BY: Original Signed by 

Jacques Dube, Chief Administrative Officer

DATE: December 31, 2019

SUBJECT: Proposed 2020/21 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 June 4, 2019, staff is required to present the draft 2020/21 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 the CAO to prepare the Legal, Municipal Clerk & External Affairs 2020/21 Budget and Business Plan, incorporating Regional Council's fiscal direction as per the January 7, 2020 Budget Committee meeting and as proposed in the accompanying presentation, and furthermore to prepare Over and Under items for that Plan as directed by Regional Council's Committee of the Whole on Budget.

BACKGROUND

As part of the design of the 2020/21 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 October 29, 2019 Committee of the Whole meeting, Regional Council considered the 2020/21 Strategic Priorities Plan and at the November 12, 2019 session of Regional Council, confirmed and directed the CAO to proceed to prepare the 2020/21 Budget and Business Plan in support of Council's Priority Outcomes, consistent with the Outcome Plans as presented in Attachment C of the 2017-2021 Multi-year Priority Outcome Update.

DISCUSSION

Staff has prepared the proposed 2020/21 Legal, Municipal Clerk & External Affairs Budget and Business Plan consistent with the 2020/21 Strategic Priorities Plan approved on November 12, 2019.

Following direction from the Budget Committee, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed 2020/21 HRM Budget and Business Plan documents to be presented to Regional Council's Committee of the Whole, as per the process and schedule approved on June 4, 2019.

As part of the Budget process, Regional Council will be provided with a list of possible service increases and decreases that will allow them to more fully direct changes to the budget.

FINANCIAL IMPLICATIONS

The recommendations in this report will lead to the development of a proposed 2020/21 Budget. There are no immediate financial implications from this recommendation. 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 that 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 risks when reports are presented for consideration.

HRM implemented Enterprise Risk Management in 2015. Corporate and operational 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 use the same risk assessment tools as those used to assess corporate risk to rate each discrete project.

COMMUNITY ENGAGEMENT

An extensive public engagement was undertaken for the 2020/21 Budget over the month of September. This engagement included nine community pop-up events and on-line survey through the Shape Your City community engagement portal. The results of the Shape Your City Budget engagement were provided in an information report presented to Reginal Council on October 29, 2019.

The 2020/21 budget consultation process also 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. Furthermore, members of the public may use the “Budget Allocator” located on the Shape your City Webpage to offer opinions on spending priorities.

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 2020/21 HRM Budget and Business Plan documents.

ATTACHMENTS

Attachment 1 - Legal, Municipal Clerk & External Affairs 2020/21 Budget and Business Plan Presentation

Attachment 2 - Legal, Municipal Clerk & External Affairs 2020/21 Draft 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

Financial Approval by: Original Signed
Jane Fraser, CFO, Director of Finance and Asset Management & ICT, 902.490.4630

Report Approved by: Original Signed
John Traves, Q.C., Director – Legal, Municipal Clerk & External Affairs, 902-490-4219

LEGAL, MUNICIPAL CLERK & EXTERNAL AFFAIRS

2020/21 Budget & Business Plan
Committee of the Whole on Budget
January 15, 2020



MISSION

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

We make a difference.

SERVICE AREAS

Legal Services – John Traves, Q.C., Director

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

Office of the Municipal Clerk – Kevin Arjoon, 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, Paul Johnston, A/Manager

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

Risk & Insurance Services – Joel Plater, Manager

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

ABOUT US

INCREASE IN THE NUMBER OF FOIPOP
REQUESTS IN 2019/20

73%

ESTIMATED NUMBER OF REPORTS
REVIEWED BY LEGAL
IN 2019

450 reports

ESTIMATED NUMBER OF CLAIMS PROCESSED
IN 2019

2200

APPROXIMATE NUMBER OF REGIONAL COUNCIL,
COMMITTEE OF THE WHOLE, COMMUNITY
COUNCIL, STANDING COMMITTEES & OTHER
COMMITTEE MEETINGS SUPPORTED BY THE
CLERK'S OFFICE

277

SUCCESSSES



Bill # 92 - Amendments to the Municipal Government Act and Halifax Regional Municipality Charter respecting Municipal Powers to Spend - passed by the provincial legislature in April 2019.



The legislation addresses many if not most of the aspects of HRM's request for municipal natural person powers. Natural Person Powers take the same permissive approach to legislation, delegating to Regional Council a broad authority to spend in any area related to the municipal mandate and significantly enhancing the municipality's flexibility.



Creation of *Administrative Order 2019-003-GOV – Parental Accommodation Policy for Elected Officials*

SUCSESSES



Social Policy Lens

Government Relations & External Affairs continues to develop policy and coordinate activity in the development of a Social Policy Lens for Halifax Regional Municipality.



Employee Engagement

Establishment of our Employee Engagement Committee and Action Plan

CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES

GOVERNANCE AND ENGAGEMENT

2019/20

- Corporate Record Retention Plan
- Public Appointment Policy

2020/21

- Refresh/Review Councillor Code of Conduct
- Refresh/Review Councillor Onboarding Training Package in anticipation of 2020 election





CURRENT & PLANNED INITIATIVES

DIVERSITY & INCLUSION

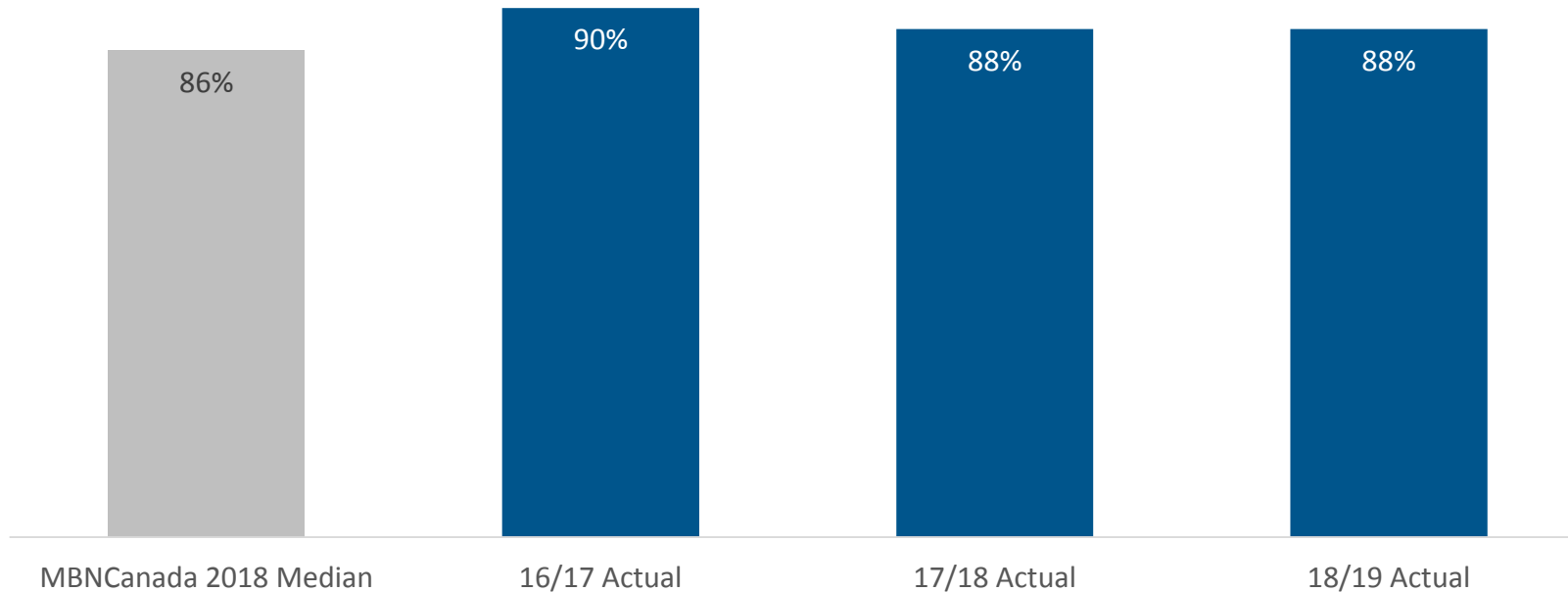
2019/20

- Social Policy Lens – report to Council in December, 2019
- Hiring Managers Certification - completed



KEY PERFORMANCE INDICATORS

REGULAR FREEDOM OF INFORMATION REQUESTS HANDLED WITHIN 30 DAYS



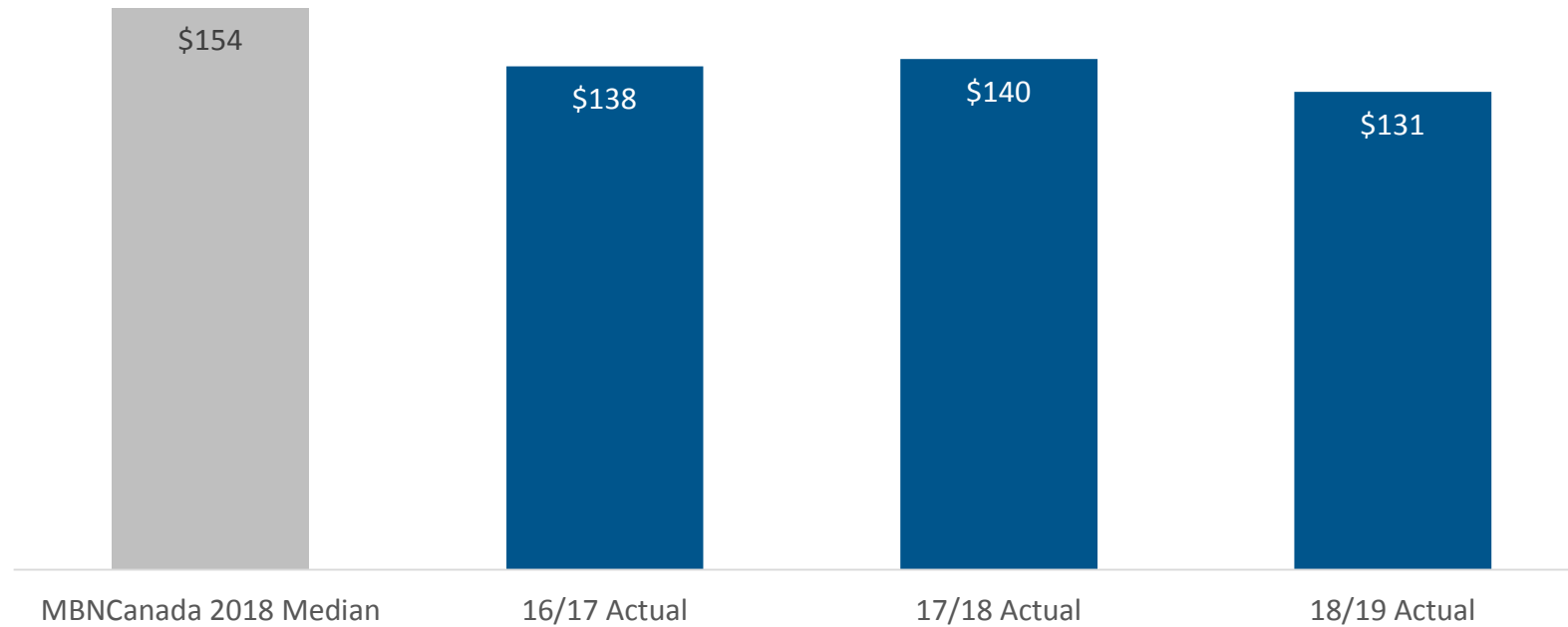
Note:

MBNCanada: Municipal Benchmarking Network Canada

CLKS470 - Percent of Formal Freedom of Information Requests Completed Within 30 Days

KEY PERFORMANCE INDICATORS

OPERATING COSTS PER IN-HOUSE LAWYER HOUR



Note:

MBNCanada: Municipal Benchmarking Network Canada

Measure: LEGL315 - In-House Legal Operating Cost per In-House Lawyer Hour

OPERATING BUDGET

OVERVIEW

Summary of Expenditures & Revenue						
Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Compensation and Benefits	\$ 6,510,835	\$ 6,819,600	\$ 6,686,700	\$ 7,668,700	\$ 849,100	12.5
Office	131,621	144,500	137,350	545,500	401,000	277.5
External Services	267,316	501,100	430,400	1,613,900	1,112,800	222.1
Supplies	7,457	8,800	5,400	8,400	(400)	(4.5)
Building Costs	-	-	-	21,600	21,600	-
Equipment & Communications	2,463	3,500	3,000	120,400	116,900	3,340.0
Other Goods & Services	346,565	347,900	366,150	599,900	252,000	72.4
Interdepartmental	(176,984)	-	(87,756)	(33,700)	(33,700)	-
Other Fiscal	4,875,851	5,061,900	5,086,900	3,268,800	(1,793,100)	(35.4)
Total Expenditures	11,965,124	12,887,300	12,628,144	13,813,500	926,200	7.2

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Area Rate Revenue	(2,475,860)	(2,537,300)	(2,537,300)	(2,537,300)	-	-
Payments in Lieu of taxes	(140,694)	(140,700)	(140,700)	(140,700)	-	-
Fee Revenues	(203,932)	(205,500)	(205,500)	(196,700)	8,800	(4.3)
Other Revenue	(174,453)	(51,800)	(157,100)	(51,800)	-	-
Total Revenues	(2,994,939)	(2,935,300)	(3,040,600)	(2,926,500)	8,800	(0.3)
Net Total	\$ 8,970,185	\$ 9,952,000	\$ 9,587,544	\$ 10,887,000	\$ 935,000	9.4

OPERATING BUDGET

SERVICE AREA OVERVIEW

Service Area Budget Overview						
Service Area	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Director's Office	\$ 477,531	\$ 447,700	\$ 458,100	\$ 454,400	\$ 6,700	1.5
Legal Services	3,306,053	3,653,700	3,536,944	3,961,100	307,400	8.4
Office of the Municipal Clerk	2,231,033	2,455,600	2,418,200	3,020,400	564,800	23.0
Government Relations & External Affairs	2,465,748	2,771,200	2,621,800	2,769,100	(2,100)	(0.1)
Risk and Insurance Services	489,820	623,800	552,500	682,000	58,200	9.3
Net Total	\$ 8,970,185	\$ 9,952,000	\$ 9,587,544	\$ 10,887,000	\$ 935,000	9.4

OPERATING BUDGET

STAFF COUNTS

Full Time Equivalent	2019/20 Approved	2020/21 Planned Change (+/-)	2020/21 Planned
Full Time	66.6	4.0	70.6
Seasonal, Casual & Term	7.5	(1.6)	5.9
Total	74.1	2.4	76.5

Full Time Equivalent – *Includes full, part-time, and permanent positions - calculated value based on the normal working hours of each position.*

OPERATING BUDGET

SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2019/20 Budget	\$ 9,952,000
Compensation Changes:	
New positions and salary adjustments	448,800
Other Budget Adjustments:	
2% increase in Halifax Partnership Grant	38,800
Increase for Election (transfer from reserves)	500,000
Miscellaneous adjustments	(52,600)
Total Proposed Changes	\$ 935,000
Proposed 2020/21 Budget	\$ 10,887,000

OPERATING BUDGET

OPTIONS OVER BUDGET

Options Description / Service Impact	One-time / On-Going	2020/21 Amount
Proposed Legislative Assistant for Clerk's Office	On-going	67,200
Economic Development Strategy with Halifax Partnership	One-time	135,000
Proposed 3-year Navigator Program	On-going	60,000
Unfunded legal position (new position)	On-going	122,600
Unfunded support staff (2 new positions)	On-going	113,870
Total Proposed Increases / Revenue Decreases		\$ 498,670

OPERATING BUDGET

PRESSURES

Options Description / Service Impact	One-time / On-Going	2020/21 Amount
Increase in outside legal costs	On-going	unknown
Balance of cost of legal position (corp/commercial)	On-going	129,100.0
Total Proposed Increases / Revenue Decreases		\$ 129,100



LEGAL, MUNICIPAL CLERK AND EXTERNAL AFFAIRS

2020/21 BUDGET AND BUSINESS PLAN

MISSION

TO PROVIDE HIGH QUALITY PROFESSIONAL SERVICES TO THE MUNICIPALITY IN KEEPING WITH HRM'S CORE VALUES AND COUNCIL PRIORITIES

WE MAKE A DIFFERENCE.

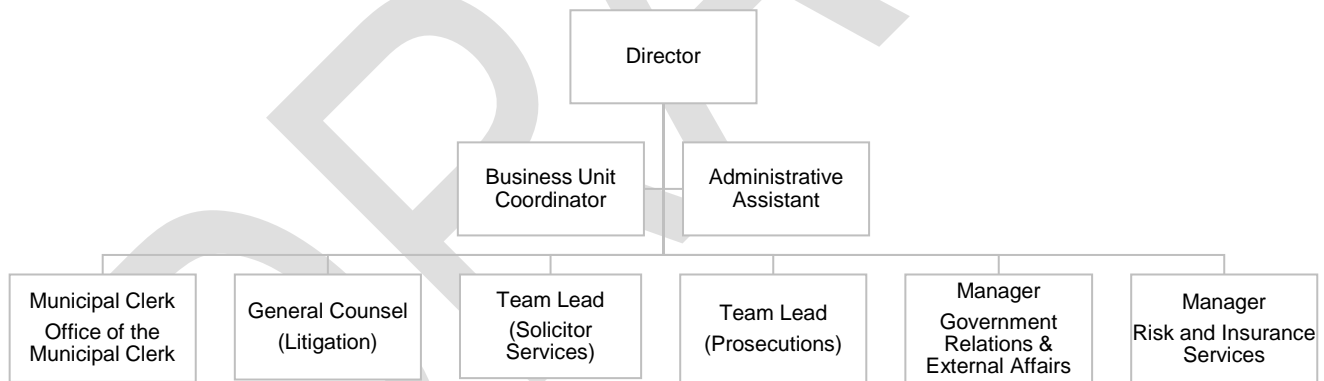
LEGAL, MUNICIPAL CLERK AND EXTERNAL AFFAIRS OVERVIEW

Reporting to the Executive Director of Corporate Support Services, the Legal, Municipal Clerk and External Affairs Business Unit is committed to advancing Regional Council and administrative priority outcomes, particularly in the areas of:

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

This is achieved through delivery of professional support to Regional Council, the provision of legal services (including solicitor services, litigation, and prosecutions), together with 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

LEGAL, MUNICIPAL CLERK AND EXTERNAL AFFAIRS ORG CHART



FUNDED FULL TIME EQUIVALENTS (FTES)

Funded FTEs	2019/20 Budget	Change (+/-)	2020/21 Budget
Full Time	66.6	4.0	70.6
Seasonal, Casual and Term	7.5	(1.6)	5.9
Total	74.1	2.4	76.5

Includes full, part-time, and permanent positions - calculated value based on the normal working hours of each position.

BUSINESS UNIT TAX ALLOCATION

Will be updated in final draft.

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21* Budget
Percent of the average tax bill spent on Legal, Municipal Clerk and External Affairs	1.8%	1.9%	1.9%
Average tax bill amount spent on Legal, Municipal Clerk and External Affairs	\$35.10	\$37.00	\$37.20

* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2020)

STRATEGIC INITIATIVES (2020/21)

GOVERNANCE AND ENGAGEMENT – MUNICIPAL GOVERNANCE

The Clerk’s Office and Legal Services will work to review and make recommendations respecting the Councillor’s Code of Conduct as well as develop Service Guidelines for Constituents in anticipation of the 2020 Municipal Election.

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 and exploring how social development is best measured in a municipal context.

ECONOMIC DEVELOPMENT – PROMOTE AND MAXIMIZE GROWTH

Economic Strategy Implementation and Tracking

Economic growth and increased commercial activity lead 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 continue tracking deliverables and outputs from the current economic strategy. GREA will also work with the Halifax Partnership to develop a new economic strategy that will guide HRM and the Partnership’s long-term efforts to attract, keep, and grow investment talent and jobs in the municipality.

SERVICE EXCELLENCE – PERFORMANCE EXCELLENCE

Legal, Municipal Clerk & External Affairs Business Unit Efficiencies

Business processes and practices across the business unit are continually reviewed to maximize efficiency and effectiveness. In 2020/21, the Clerk’s Office will lead implementation and training for the Municipality’s updated Records Retention Plan.

DIVERSITY & INCLUSION

All HRM business units and divisions are undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. In particular, 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

Regional Council Outcome Supported	Capital Project Name	2020/21 Gross Budget (\$)	2020/21 OCC (\$)
Governance & Engagement			
Public Engagement	2020 Municipal Election (eVoting)	374,000	
Service Excellence			
Performance Excellence	RMIS System Implementation (replacement of current Claims Management System - iVos)	170,00	

OPERATING - BUDGET BY SERVICE AREA

Service Area Budget Overview						
Service Area	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
Director's Office	\$ 477,531	\$ 447,700	\$ 458,100	\$ 454,400	\$ 6,700	1.5
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OPERATING - SUMMARY OF CHANGES - PROPOSED BUDGET

Change Description / Service Impact	Amount
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Proposed 2020/21 Budget	\$ 10,887,000

OPERATING - SUMMARY OF EXPENSE & REVENUE

Summary of Expenditures & Revenue						
Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
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LEGAL, MUNICIPAL CLERK AND EXTERNAL AFFAIRS SERVICE AREA PLANS (2020/21)

DIRECTOR'S OFFICE

DIRECTOR'S OFFICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Service Excellence
Business Unit Efficiencies (Target: March 31, 2021) Business processes and practices across the business unit will continue to be reviewed to maximize efficiency and effectiveness.

DRAFT

LEGAL SERVICES

Legal Services is committed to supporting Regional Council priorities through the delivery of quality 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 provincial and federal courts and administrative tribunals at all levels (up to and including the Supreme Court of Canada) 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

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median* 2018
Number of Legal Files Opened	917	785	865	-	NA
Number of Prosecution Files Opened	117	96	126	-	NA
In-House Legal Operating Cost per In-House Lawyer Hour	\$140	\$131	\$132	NA	\$154

* Municipal Benchmarking Network Canada

NUMBER OF LEGAL FILES OPENED

In 2017/18, Legal Services had just implemented their new case management system. The number of files opened was artificially high and captured additional, older files that were not in the old tracking systems. Between last year and this year, we anticipate a 10% increase in the total number of legal files and a 30% increase in prosecution files.

Legal Services provides cost effective support to the Municipality while minimizing the contracting out of legal services at a substantially higher cost. As of November 2019, Legal Services will have opened 659 files, reviewed approximately 620 reports going to Regional Council, standing committees and other committees of Council as well as award reports for the CAO.

Litigation against the Municipality has increased 15% over last year, 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.

LEGAL SERVICES KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
<p>Governance and Engagement - Municipal Governance</p> <p>Refresh/Review Councillor Code of Conduct (Target: September 30, 2020)</p> <p>In an effort to fairly and effectively deal with public and councillor complaints, Legal Services will review the Councillor's Code of Conduct as well as work with Councillors to develop recommendations on Service Guidelines for Constituents that would be appended to the Code of Conduct.</p>

2020/21 Deliverables with Estimated Completion

Service Excellence - Performance Excellence

Improved Performance Reporting (Target: March 31, 2021)

Develop and implement improved Legal Services management and business unit reporting outlining file statistics, report review statistics and "approved as to form" statistics to assist priority setting for legal work.

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. The primary focus this year (2020/21) will be on the 2020 Municipal General Election.

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 Municipal Charter and applicable administrative orders and policies for:

- Regional Council;
- Community Council, Standing Committees, other Committees of Council, and Board Meetings; and
- 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 Municipality 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; and
- 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. The Municipal Clerk’s office will be conducting the 2020 Municipal Election in October.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median* 2018
Access and Privacy Program Operating Cost per Formal Request	\$608	\$569	N/A	N/A	\$761
Number of Formal Freedom of Information (as per Legislated FOI Program) Requests per 100,000 Population **	115	146	238	N/A	40
Percent of Regular Formal Freedom of Information Requests Completed Within 30 Days	88%	88%	88%	N/A	86%
Percent of Regular Formal Freedom of Information Requests, Extensions and 3rd Party Notices Completed Within Legislated Timelines	97%	98%	95%	N/A	90%

* Municipal Benchmarking Network Canada

** Population 17/18 - 431,701 18/19 – 430,512

ACCESS & PRIVACY

The snapshot medians derived from the measurement indicate that HRM is processing 146 access requests per 100,000 population while the median is 40 requests; the cost to HRM to process these requests is \$569 per request while the median is \$761; 88% of these requests are completed within 30 days and 98% of the requests are processed with legislated timelines. HRM’s Access & Privacy Office is processing more access requests and completing more of these requests within 30 days at a cost lower than the other Municipal Benchmarking Network Canada participants.

To date for 2019/20, 679 access requests have been processed. It is projected that by the end of this fiscal, the volume of access applications processed will be in the vicinity of 1020. This is an estimated increase of 62% over last year.

OFFICE OF THE MUNICIPAL CLERK KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Governance and Engagement - Municipal Governance
AO19 Review – Corporate Logos (Target: March 31, 2021) To deter unauthorized use of HRM specific corporate marks and logos, the Municipal Clerk will lead a review of Administrative Order 19 (Respecting the Corporate Coat of Arms, and HALIFAX Brand) as well as other legal methods to protect the reputation of HRM.
Corporate Records Retention Plan - Education & Training – (Target: March 31, 2021) Upon approval of the Halifax Regional Municipality Records Retention Plan, revise Corporate Information Management training program to support HRM staff in meeting corporate information management goals

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

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected
Number of pieces of legislation requested by Regional Council passed by province	Nil	4	0
Number of successful infrastructure project funding applications	Nil	2	4
Business Retention and Expansion Visits	176	423	320
Business Retentions and Expansions	13	25	20

* *Municipal Benchmarking Network Canada*

GOVERNMENT RELATIONS AND EXTERNAL AFFAIRS MEASURES

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 actioned on an as needed basis.

GOVERNMENT RELATIONS AND EXTERNAL AFFAIRS KEY DELIVERABLES
(2020/21)

2020/21 Deliverables with Estimated Completion
Governance and Engagement - Municipal Governance
<p>Refresh/Review Councillor Onboarding & Training Package prior to 2020 Election (Target: September 30, 2020)</p> <p>In anticipation of welcoming a new Regional Council, Government Relations & External Affairs will lead a review and refresh of the Councillor Onboarding and Training Package.</p>
Economic Development - Promote and Maximize Growth
<p>Economic Growth Plan (2021-2026) Development (Target: March 31, 2021)</p> <p>Work with the Halifax Partnership to review the existing and develop a new economic strategy that will guide HRM and the Partnership's long-term efforts to attract, keep, and grow investment, talent, and jobs in the municipality.</p>
<p>Federal Infrastructure Planning (Target: March 31, 2021)</p> <p>To advance HRM's Economic Growth Plan (action 21), Government Relations & External Affairs will pursue / secure federal funding to undertake key infrastructure projects.</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
- 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

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
Claims received by fiscal year	2091	2331	2200	NA

CLAIMS RECEIVED BY FISCAL YEAR

Over the last five fiscal years, claims handled by the Risk team have varied from 1553 to 2331. 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 (2020/21)

2020/21 Deliverables with Estimated Completion
Service Excellence - Performance Excellence
<p>Risk & Claims Management Software Upgrade (Target: March 31, 2021)</p> <p>Risk & Insurance Services will implement and train staff on the upgraded risk management and claims software solution.</p>

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