



What is the Service?

The goal of Legal Services is to provide responsive, cost effective legal support to Council, boards/agencies and staff on strategic initiatives, legislative compliance, risk management and operations issues, using best efforts to see that the actions undertaken by the municipality comply with applicable laws and have the desired legal effect.

Specific objectives include:

- Meeting the needs of Council, department heads and staff for timely, accurate and effective legal advice
- Protecting, advocating for, and advancing, the legal interests of the municipality and the public interest
- Providing efficient and cost effective representation of the municipality before the courts and board/tribunals
- Preparing, negotiating and reviewing contracts and agreements effectively to protect the municipality's interests
- Overseeing the delivery of services under the Provincial Offences Act consisting of administrative, prosecutorial and court support functions

Influencing Factors:

Demand Drivers: Demand for specific types of legal services differ from municipality to municipality and/or from year to year, i.e. the increased Ontario Municipal Board hearing activity associated with the reviews of municipal comprehensive zoning by-laws and official plans, impact hours worked and costs associated with in-house and/or external lawyers, one-of-a-kind or significant litigation, contracts, projects and the collective bargaining process.

Organizational Form: Upper-tier and single-tier municipalities provide different services, i.e. whether all legal costs are controlled centrally; mix of external vs. in-house lawyers.

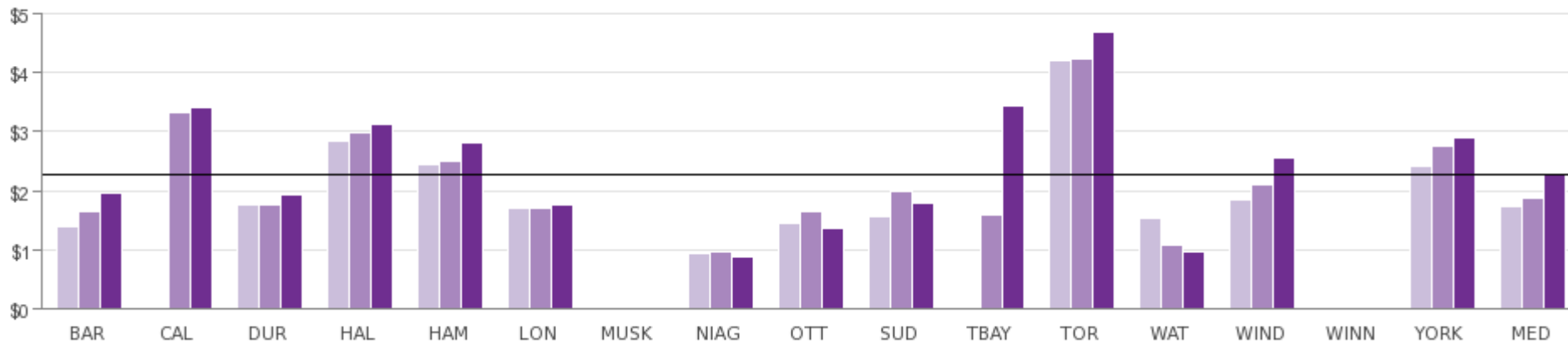
Policy and Practices: Different services can demand varying levels of legal support. Reimbursement of Legal Fees Indemnification By-laws are handled differently by municipalities.

Legal

What is the in-house legal operating cost?

Fig 16.1 In-House Legal Operating Cost per \$1,000 Municipal Operating and Capital Expenditures

In Thousands



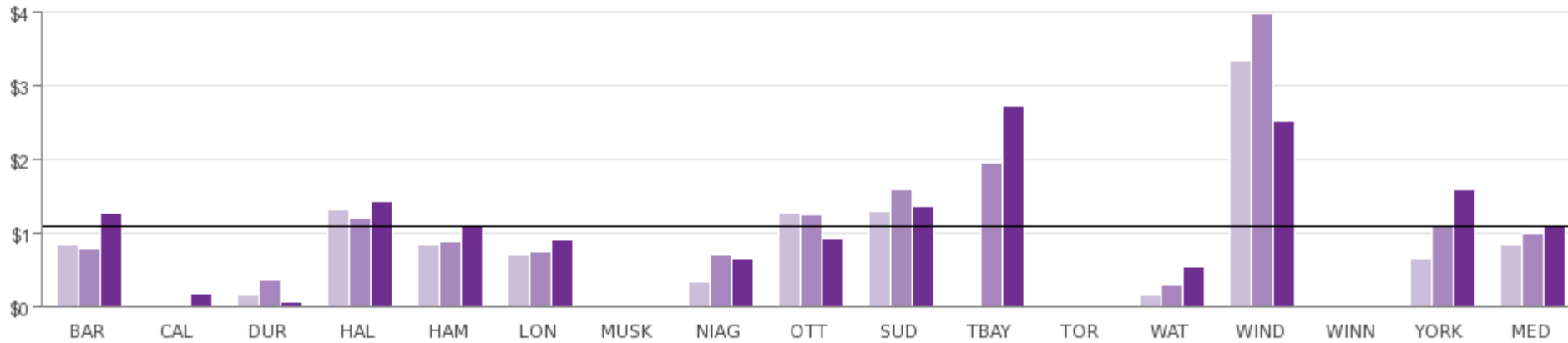
2010	\$1.38	N/A	\$1.76	\$2.84	\$2.44	\$1.69	N/A	\$0.93	\$1.45	\$1.56	N/A	\$4.21	\$1.52	\$1.83	N/A	\$2.40	\$1.73
2011	\$1.64	\$3.34	\$1.75	\$2.99	\$2.50	\$1.70	N/A	\$0.97	\$1.63	\$1.99	\$1.60	\$4.25	\$1.07	\$2.09	N/A	\$2.77	\$1.87
2012	\$1.96	\$3.42	\$1.92	\$3.13	\$2.80	\$1.75	N/A	\$0.88	\$1.37	\$1.80	\$3.44	\$4.69	\$0.95	\$2.57	N/A	\$2.89	\$2.27

Source: LEGL252 (Service Level)

What is the external legal operating cost?

Fig 16.2 External Operating Cost per \$1,000 Municipal Operating and Capital Expenditures

In Thousands

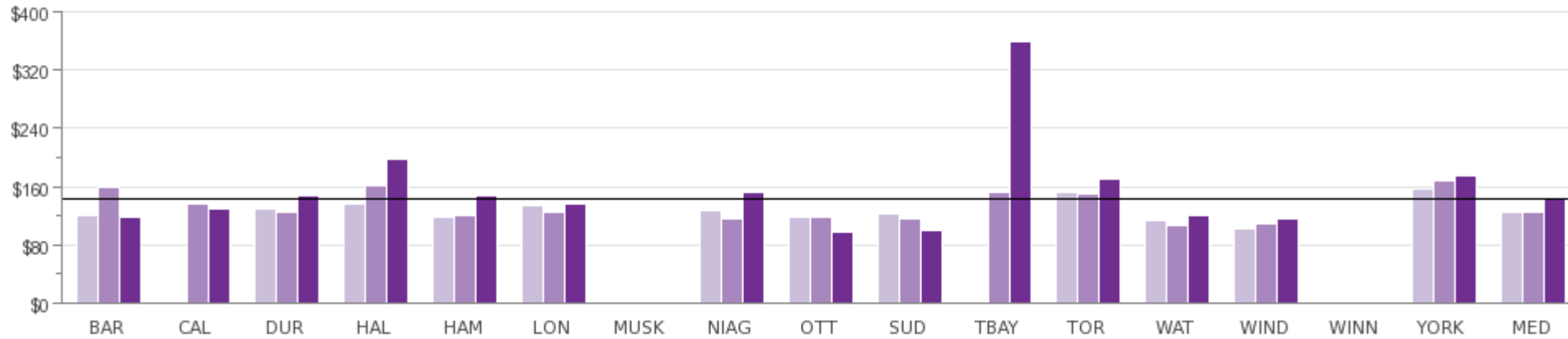


2010	\$0.84	N/A	\$0.15	\$1.32	\$0.83	\$0.70	N/A	\$0.34	\$1.27	\$1.29	N/A	N/A	\$0.15	\$3.34	N/A	\$0.65	\$0.83
2011	\$0.78	N/A	\$0.35	\$1.20	\$0.89	\$0.74	N/A	\$0.69	\$1.25	\$1.60	\$1.96	N/A	\$0.28	\$3.98	N/A	\$1.12	\$1.01
2012	\$1.28	\$0.18	\$0.07	\$1.44	\$1.09	\$0.90	N/A	\$0.66	\$0.92	\$1.36	\$2.74	N/A	\$0.55	\$2.52	N/A	\$1.60	\$1.09

Source: LEGL254 (Service Level)

How much do municipalities pay for an hour of in-house legal service?

Fig 16.3 In-House Legal Operating Costs per In-House Lawyer Hour

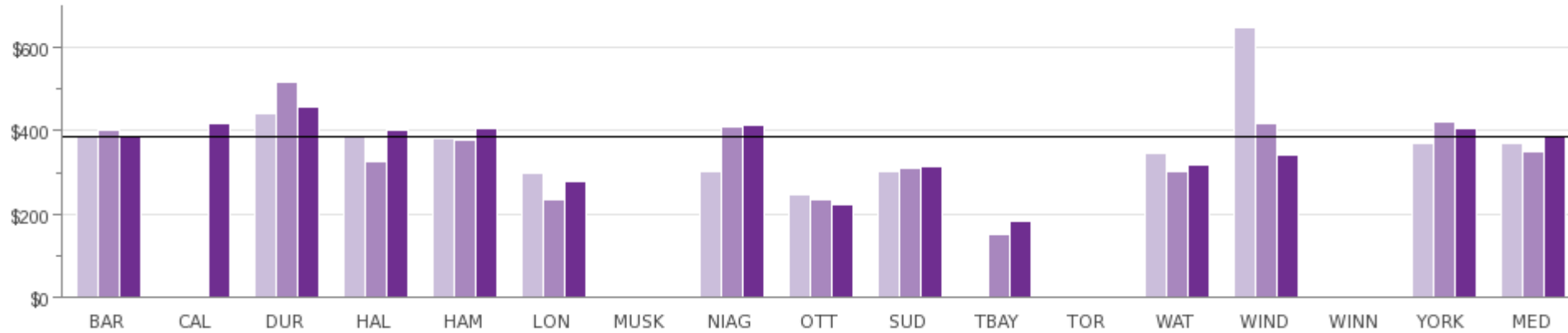


2010	\$120	N/A	\$130	\$137	\$118	\$133	N/A	\$127	\$118	\$123	N/A	\$152	\$113	\$101	N/A	\$157	\$125
2011	\$160	\$137	\$125	\$162	\$121	\$124	N/A	\$115	\$117	\$115	\$152	\$150	\$106	\$108	N/A	\$169	\$125
2012	\$118	\$129	\$148	\$198	\$147	\$137	N/A	\$152	\$98	\$99	\$360	\$170	\$119	\$115	N/A	\$174	\$142

Source: LEGL315 (Efficiency)

How much do municipalities pay for an hour of external legal service?

Fig 16.4 External Legal Cost per External Lawyer Hour



2010	\$384	N/A	\$441	\$387	\$380	\$299	N/A	\$303	\$247	\$303	N/A	N/A	\$344	\$650	N/A	\$370	\$370
2011	\$400	N/A	\$518	\$324	\$379	\$236	N/A	\$410	\$234	\$308	\$149	N/A	\$303	\$416	N/A	\$421	\$352
2012	\$387	\$417	\$459	\$400	\$406	\$277	N/A	\$413	\$221	\$314	\$182	N/A	\$316	\$343	N/A	\$407	\$387

Source: LEGL320 (Efficiency)