

LEGAL



VALUE PROPOSITION

I expect legal services to provide advice regarding the law and represent municipal interests in a cost-effective manner that supports quality outcomes and reduces risk.

KEEP IN MIND:

Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and from municipality-to-municipality.



Council Policy

Services and support available, and handling reimbursements of indemnifications vary per municipality



Demand Drivers

Requests vary for specific legal services



Organizational Form & Municipal Services Provided

Single-tier vs. Upper-tier municipalities; client types supported; how costs are controlled; mix of external vs. in-house lawyers

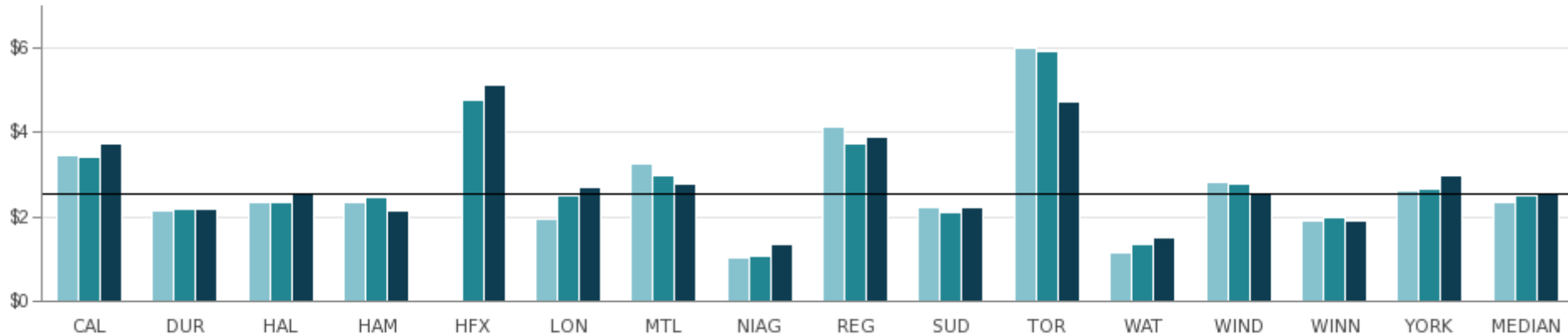


For a full description of influencing factors, please go to: www.mbncanada.ca

Legal

Figure 17.1 In-House Legal Operating Cost per \$1,000 Municipal Operating and Capital Expenditures

This measure represents the operating cost to provide in-house legal services. Council direction on budgets, tax rates, collective bargaining, etc., will impact the total municipal spend, which in turn will impact the reported total municipal operating and capital expenditures. This can cause fluctuations in year-over-year results, even if total in-house costs remain stable.



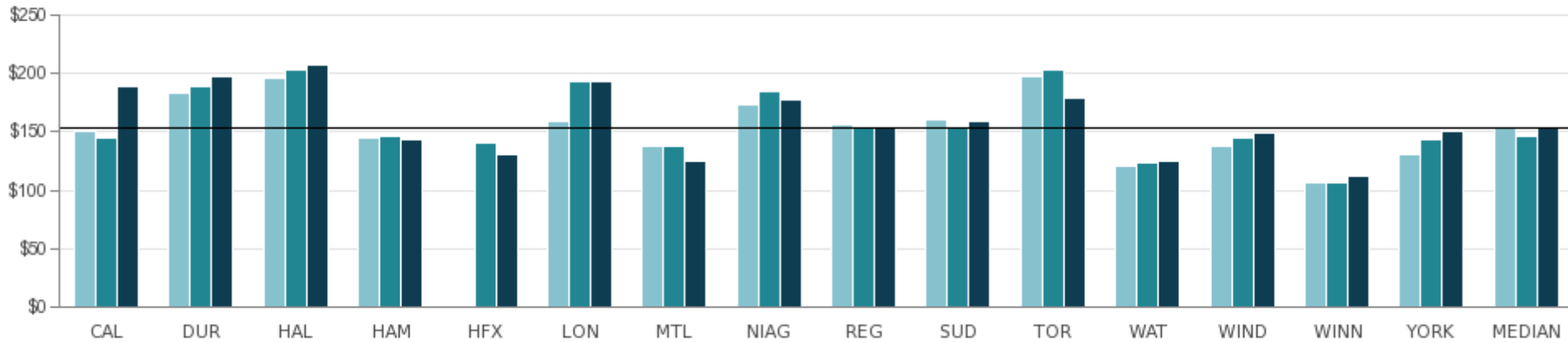
2016	\$3.47	\$2.16	\$2.33	\$2.35	N/A	\$1.93	\$3.27	\$1.03	\$4.14	\$2.22	\$6.03	\$1.15	\$2.81	\$1.92	\$2.63	\$2.34
2017	\$3.42	\$2.20	\$2.35	\$2.46	\$4.79	\$2.50	\$2.98	\$1.06	\$3.72	\$2.12	\$5.94	\$1.35	\$2.79	\$1.98	\$2.65	\$2.50
2018	\$3.75	\$2.19	\$2.53	\$2.13	\$5.13	\$2.70	\$2.80	\$1.33	\$3.88	\$2.23	\$4.72	\$1.49	\$2.54	\$1.89	\$3.00	\$2.54

Source: LEGL252 (Efficiency)

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Figure 17.2 In-House Legal Operating Cost per In-House Lawyer Hour

This measure represents the operating cost to provide in-house legal services. The in-house lawyer hours include standard work week and overtime hours only. Vacation and sick time are not included in the total number of in-house lawyer hours.



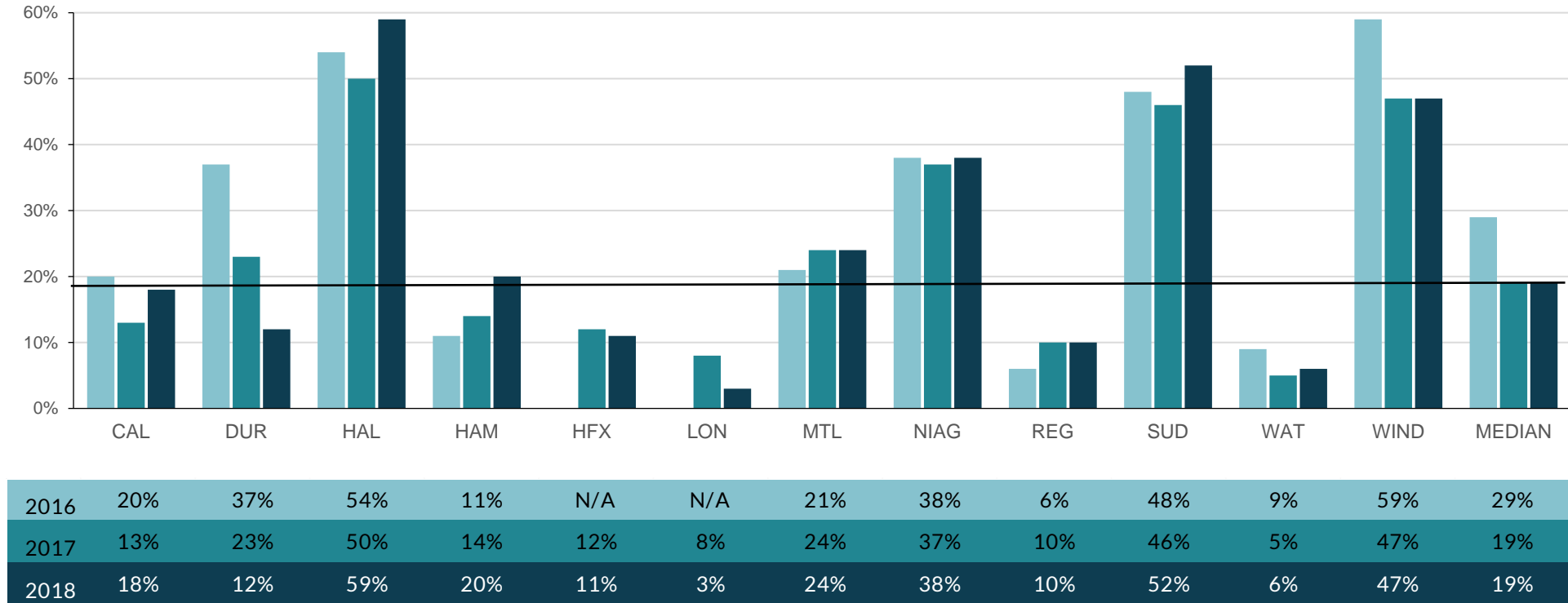
2016	\$150	\$183	\$196	\$145	N/A	\$159	\$138	\$173	\$156	\$161	\$198	\$120	\$138	\$106	\$131	\$153
2017	\$145	\$189	\$204	\$146	\$140	\$194	\$138	\$185	\$155	\$154	\$203	\$123	\$145	\$107	\$144	\$146
2018	\$189	\$197	\$207	\$144	\$131	\$194	\$125	\$178	\$154	\$159	\$179	\$125	\$149	\$112	\$151	\$154

Source: LEGL315 (Efficiency)

Legal

Figure 17.3 External Legal Cost per Total Municipal Legal Cost

The external costs include the total payment to external law firms for the purposes of providing legal services only. The calculation does not include payment for other services such as investigations, arbitrations, collective bargaining, etc.



Source: LEGL330 (Efficiency)

Calgary: The reduction in 2017 was due to the completion of two major projects where significant legal counsel was required.

Toronto and York: Do not report.

Winnipeg: Does not report - unable to track data.

