

Legal Services

Led by: City Solicitor & General Counsel

Service Description

Legal Services is a full-service law department providing legal advice to Council & Committees and all City departments including: representation of The City in legal and enforcement proceedings, support intentional and informed decision making, advise on risk and mitigation strategies, develop solutions and strategies in collaboration with our customers; draft legal documents, advise on regulatory requirements, perform other related services and serve as a strategic partner advising on corporate business matters.

Service Updates

Key Service Results

- Played a crucial role in the development of various high-profile bylaws focused on public safety
- Made significant contributions towards the Downtown Strategy, including office to residential conversions, demolition, and heritage preservation incentives
- Renewed focus on efficiency in service delivery including conducting a comprehensive legal support service review
- Key players in the Home is Here work as well as reaching definitive agreements on the Event Centre project
- Continued focus on employee engagement and satisfaction

Service Challenges

One of the key values that in-house municipal counsel brings is in-depth knowledge of the business, services, and legislative framework of the corporation; therefore, attracting and retaining specialized legal talent is essential. The following are challenges that Legal Services faces:

- increasing volume, velocity, and complexity of work
- social and economic challenges
- competitive job market challenges

Trends & Potential Uncertainties

Challenges attracting and retaining experienced or specialized lawyers to meet the demands of increasing volume, velocity, and complexity of work

Legal risks are potentially not being understood or appreciated in a timely manner and/or legal risk is not being intentionally managed



Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

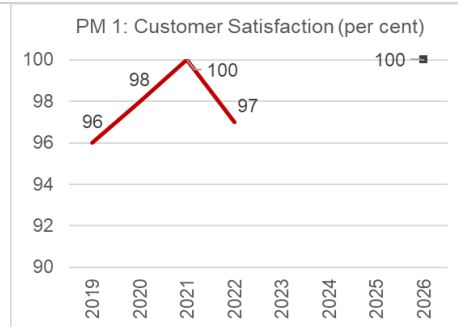
➔ Progressing as planned

⊖ Not progressing as planned

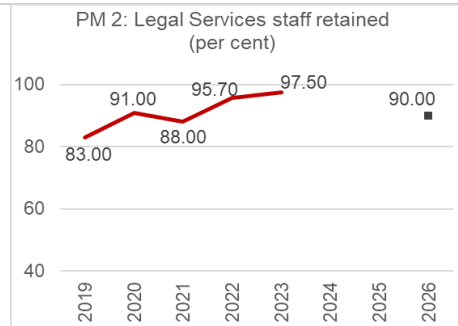
Performance Measures

Story behind the numbers

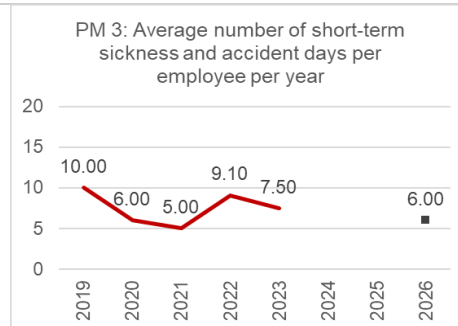
Status



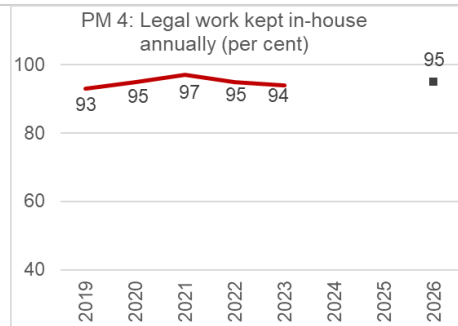
There was a delay in conducting a customer survey for Legal Services. Law will be doing a joint customer survey with the City Clerk's Office in March 2024.



Legal Service's voluntary staff turnover rate continues to decline. This could be attributed to our focus on staff engagement and wellness



Our average number of S&A days has declined from 2022, although there was an increase in the second half of 2023. This may be attributed to seasonal respiratory illnesses

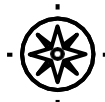


The amount of legal work kept in-house has decreased from previous years. This could be due to major capital project work, for example:

Green Line
Event Centre

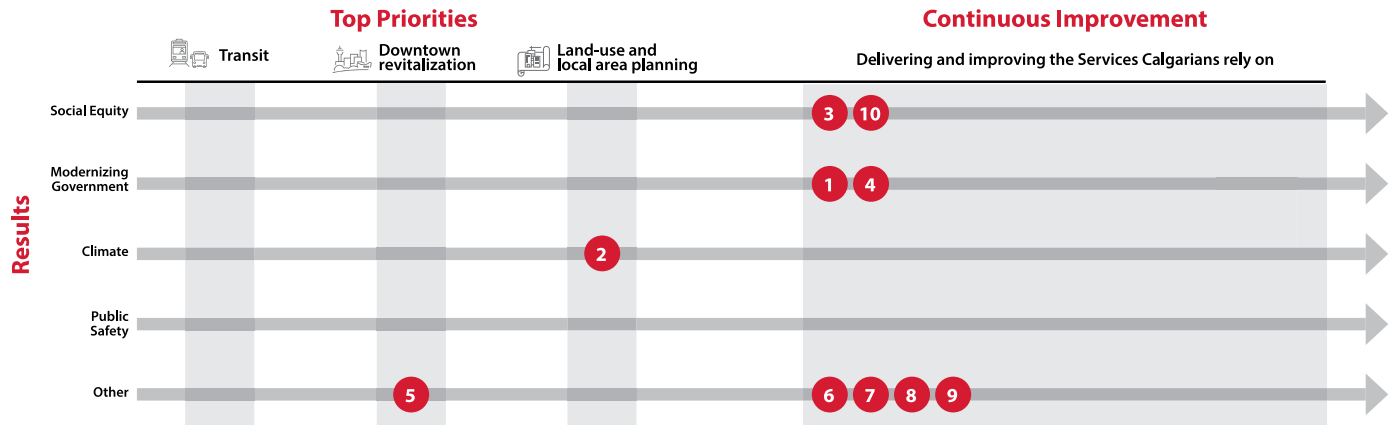
2022 value should be 95. The result is being restated due to a timing issue





Progress on Service Delivery

Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
 - Progressing as planned
 - Not progressing as planned
 - Not started
 - Initiative number

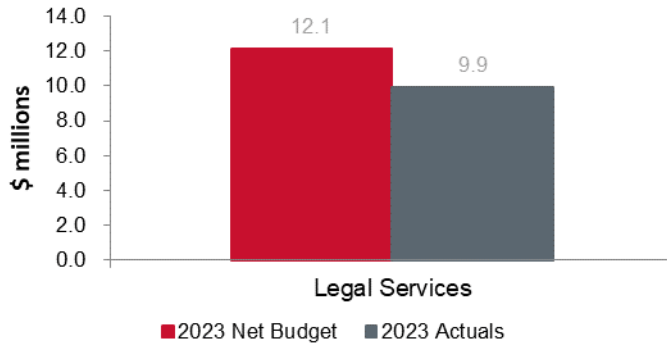
Initiative	Initiative Update	Status
1 Continue to work on initiatives identified through the Legal Service's Zero-based Review (ZBR).	Assess and adjust resource needs for business operations, and continued implementation of technology strategy.	
2 Refocus resources to support Council priorities including climate change & resiliency initiatives.	Supported Social Procurement program changes, including addition of economic, social and climate resilience sections in the digital corporate contract management system.	
3 Remain focused on employee wellness, retention and equity, diversity and inclusion.	<ul style="list-style-type: none"> • Encouraged staff to take vacation • Completion of wellness room • Continued focus on physical and psychological safety • EDIB committee, monthly article in newsletter, quarterly events, book/movie club events • Participated in Pride Parade 	
4 Implement technology advancements to modernize and streamline operations in accordance with Council approved ZBR commitments.	Significant progress continues to be made on Legal Service's IT modernization project and implementation is still planned for 2024.	
5 Continue efforts to increase proactive involvement on priority Corporate issues.	Legal Services was actively involved in many priority Corporate issues, such as: <ul style="list-style-type: none"> • Municipal Bond bylaw • Safe & Inclusive Access bylaw • Affordable Housing/'Home is Here – The City of Calgary's Housing Strategy' • Off-site levies bylaw • Downtown Revitalization initiative and safety • Green Line • Event Centre 	
6 Continued engagement with customers on prioritization of service and service needs.	Legal Services continues to engage with clients to ensure the right level of service is being provided.	
7 Refine data collection and performance measures that support informed decision making.	<ul style="list-style-type: none"> • Conducting workshops to refine KPIs and data needs • Engaging with Corporate Planning & Performance to determine future benchmarking needs 	
8 Review the resources required to support a resilient legal service.	<ul style="list-style-type: none"> • Continued review of position reconciliation • Conducted comprehensive legal support services review 	

	Initiative	Initiative Update	Status
9	Contribute to Corporate initiatives that explore the use of technology to increase overall efficiency and effectiveness.	Law is a member of the Corporate Technology Committee and AI Strategy oversight group.	
10	Support Corporate initiatives to advance anti-racism.	<ul style="list-style-type: none">• Legal Services participated in the Law, Legislative Services and Security townhall, including discussing dismantling systemic racism• Continued support of Law's EDIB committee, and intentional EDIB focus at Law Leadership Team meetings	



Service Updates on Financial Performance

Net Operating Budget and Actuals as of December 31, 2023

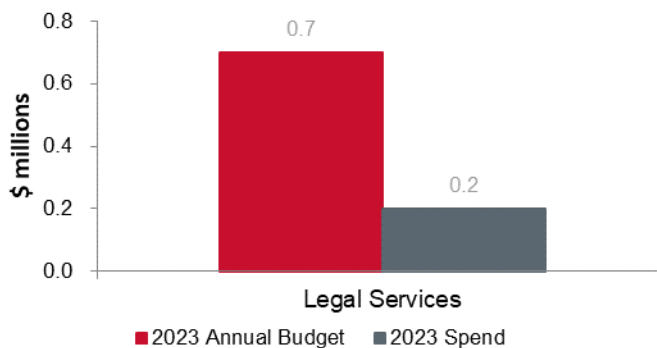


Operating Budget Updates - 2023 net operating budget vs actuals:

Legal Services has a favourable operating variance of \$2.2 million. The primary drivers of the variance were savings in savings in salary and wages resulting from intentionally managing workforce.

In 2023, Legal Services was challenged with the number of recruitments and time required to complete recruitments.

Capital Budget and Spend as of December 31, 2023



Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Legal Services has spent 31.6 per cent of the 2023 approved capital budget. The underspend is mainly attributed to development schedule of the IT solution and dependency on external consultants.

In 2023, the capital expenditures have been primarily used to procure and develop an IT solution. The current solution is quickly nearing end of life.