

# Legal Services

Led by: Director, Law

## 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

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### Highlights

- 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.
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### Challenges

- Recruitment of lawyers
- Volume, velocity and complexity of legal work and competing priorities



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

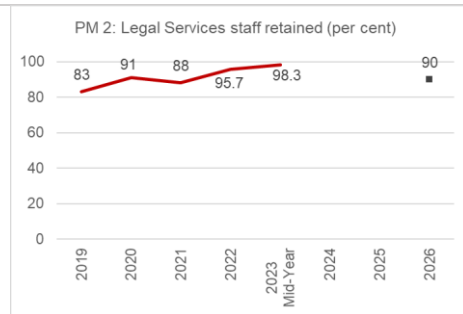
➡ Progressing as planned

⬅ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status



Staff have responded favorably to the return of PFP. The leadership team continues to be intentional about creating opportunities for staff engagement, collaboration, and team building.



Law has seen a decrease in the number of short-term sickness and accident days per employee. This decrease may be attributed to recent initiatives focused on staff wellness, but it is too soon to tell.



Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

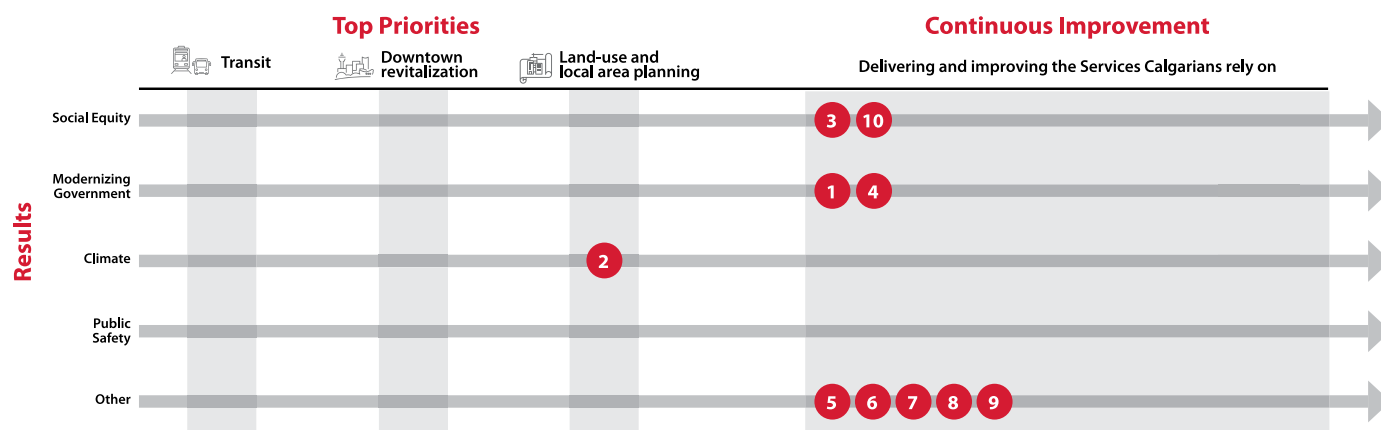
PM 1: Customer Satisfaction (per cent)

PM 4: Legal work kept in-house annually (per cent)





## Progress on Service Delivery

### Alignment with Council Refined Priorities and Result Areas



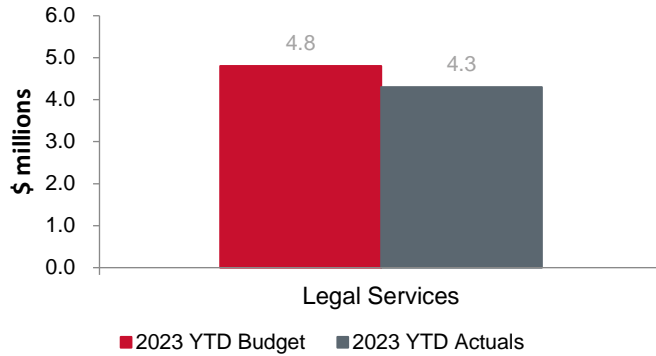
Initiative	Initiative Update	Status
1 Continue to work on initiatives identified through the Legal Service's Zero-based Review (ZBR).	Legal Services continues to work on initiatives identified through Legal Service's 2020 ZBR Report. Recent examples include the initiation of a service review focused on legal support services and considerable progress towards the IT Modernization Project.	Progressing as planned
2 Refocus resources to support Council priorities including climate change & resiliency initiatives.	To increase issue identification capability, the Director of Climate and Environment recently spoke to the quarterly lawyers meeting about corporate initiatives related to climate and resiliency initiatives. Lawyers continue to support clients with various climate change and resiliency initiatives. For example, the creation of the Clean Energy Improvement Program Bylaw.	Progressing as planned
3 Remain focused on employee wellness, retention and equity, diversity and inclusion.	Law has an EDIB committee that continues to host regular events for staff, including a book and movie club, social and lunch club series. The Committee also regularly provides information through multiple platforms on various EDIB topics, all of which help to increase awareness and promote equity, diversity and belonging among staff.	Progressing as planned
4 Implement technology advancements to modernize and streamline operations in accordance with Council approved ZBR commitments.	Significant progress has been made on Legal Service's IT modernization project. The program is currently being built, and implementation is being planned for Q2 2024. Staff at all levels are actively engaged and contributing.	Progressing as planned
5 Continue efforts to increase proactive involvement on priority Corporate issues.	Legal Services has appointed a senior lawyer with extensive corporate knowledge and experience in municipal law to focus on Council matters and to provide a cross-corporate/cross-sectional lens to proactively determine whether Legal Services should be engaged. Legal Services has also instituted a weekly leadership scrum to keep abreast of emerging issues, developments and risks to the Corporation.	Progressing as planned
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.	Progressing as planned
7 Refine data collection and performance measures that support informed decision making.	Legal Services continues to collect and refine data and trends to better provide services to the corporation. It is anticipated that our new IT project will allow greater ease of data collection to support informed decision making.	Progressing as planned
8 Review the resources required to support a resilient legal service.	Legal Services proactively engages with its customers to ensure it has the appropriate in-house expertise in place to support upcoming corporate needs. We recently recruited two new planning lawyers.	Progressing as planned
A service review focused on legal support services is currently underway.		

	Initiative	Initiative Update	Status
9	Contribute to Corporate initiatives that explore the use of technology to increase overall efficiency and effectiveness.	Legal Services is increasing its usage of Teams to foster collaboration between lawyers/customers, streamline intake of work requests and collect data.	
10	Support Corporate initiatives to advance anti-racism.	Legal Services is continuing to focus on anti-racism through Law's EDIB committee. In recruitment for key leadership positions, Legal Services has incorporated a commitment to anti-racism as a key competency. Legal Services also participated in the LLSS Townhall presentation by the Anti-Racism Team. Leadership will be discussing opportunities for advancing the Anti-Racism Strategic Plan within Law.	



## Service Updates on Financial Performance

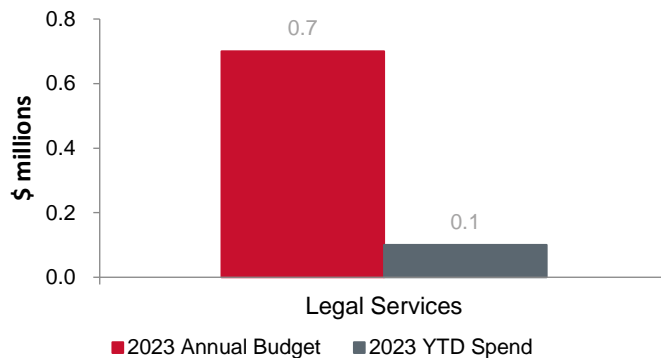
### Net Operating Budget and Actuals as of June 30, 2023



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Legal Services had a favorable year-to-date operating variance of \$0.5 million. The variance was mainly due to savings in salaries and wages and lower spending on business expenses as a result of intentionally managing the workforce and resources.

### Capital Budget and Spend as of June 30, 2023



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

The capital budget \$0.7 million is for the Software Sustainment project which will enhance the service's effectiveness and efficiency. The project costs are shared between IT and Law. And the actual project costs that are occurring now are funded from the IT portion of the budget. This project is in progress and is tracking as expected.