

Legal Services

Led by: City Solicitor & General Counsel

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.

Value and benefits

Our team members are experts in municipal law. That coupled with our detailed understanding of The City's vision, strategies, and business enables Legal Services to provide comprehensive legal and business advice that is high quality and immediately relevant to the specific needs of the Corporation. Many efficiencies are achieved through Legal Services' full-service approach including the ability to satisfy non-legal corporate needs and limiting the use of external counsel to situations where there is a conflict of interest, a resource constraint or specific unique areas of law that are only periodically required and for which The City does not have expertise. Legal Services is a trusted advisor and is well positioned to connect related initiatives across the Corporation, enhancing the overall integration and value of corporate services delivered.

Customers

The City of Calgary including: City Council, Committees, Executive Leadership Team, and all City Departments.

What we deliver

Comprehensive legal advice and representation.

Partners

All City departments

100%

Of City services supported

97%

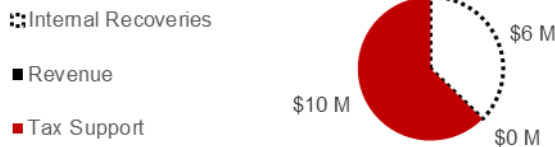
3-yr avg. very/satisfied Clients

95%

4-year avg. % of work kept in house

Legal Services

2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

Key assets

What we have heard & what we are watching

What we have heard

In addition to regular customer meetings, in 2019 Legal Services began formally surveying its customers. The three completed surveys show that Legal Services has a consistently high overall satisfaction rate averaging 97 per cent of respondents indicating they are very satisfied/satisfied with our service. Customers indicate that the depth and breadth of knowledge within Legal Services and corresponding problem-solving ability is of tremendous value. Customers are concerned with the ongoing increase in volume, velocity and complexity of matters facing the Corporation and sufficiency of resourcing within Legal Services to ensure service can be delivered to the level necessary to satisfy future customer needs.

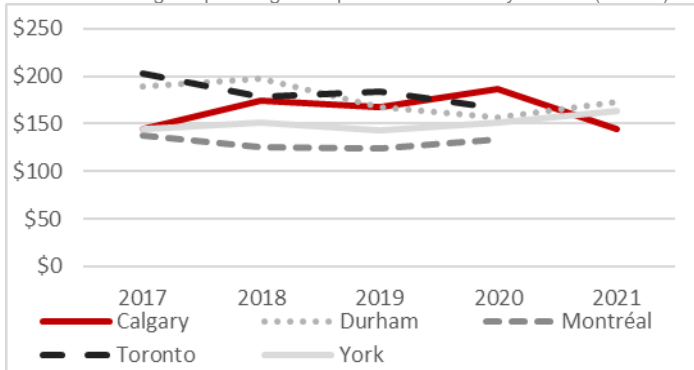
What Council has directed

We support the corporate advancement of Council's strategic direction through the delivery of legal and strategic service. This includes support on capital projects (e.g., Green Line, Event Centre), Corporate services delivered to customers and handling of legal matters facing the Corporation.

What we are watching

Legal Services is monitoring service demand and ensuring service prioritization aligns with Council's strategic direction and Rethink to Thrive. Focus will continue to be on trends regarding staff well-being, engagement and retention in a changing work environment with increasing volume, velocity and complexity of service demands. Legal Services will carefully monitor resources to ensure customer needs are met. We will watch and measure the effectiveness of continuous improvement initiatives as the Council approved Zero-Based Review (ZBR) commitments are implemented.

In-House Legal Operating Cost per In-House Lawyer Hour (dollars)



MBNCanada

Comparing our service

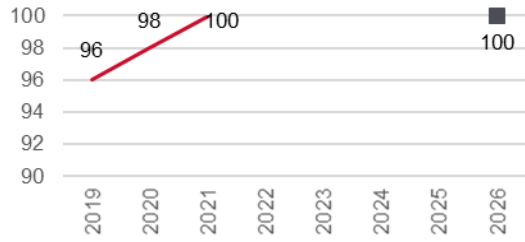
MBNCanada collects data and provides a high-level comparison of the in-house Legal Services provided within other municipalities. There are differences in the service models & scope of practice of participating municipal law departments. Of those with a relatively similar population base that participated in 2022, Calgary is the lowest in-House Legal Operating Cost per in-house lawyer hour.

Measuring performance & where we want to go

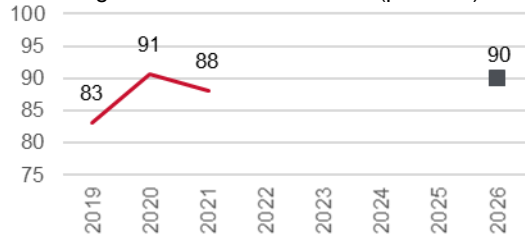
For Council Approval

— Actuals ■ Expected Future Performance

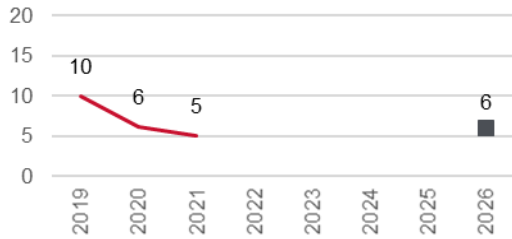
PM1: Customer Satisfaction (per cent)



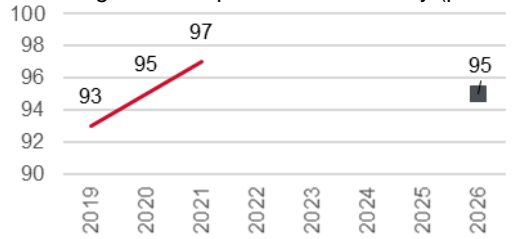
PM2: Legal Services staff retained (per cent)



PM3: Average number of short-term sickness and accident days per employee per year



PM4: Legal work kept in-house annually (per cent)



Story behind the curve

In 2019 Legal Services began surveying customers to better understand their experience and service needs. In 2021, 100 per cent of our customers were either satisfied or very satisfied with the service provide by Legal Services. The level of customer satisfaction is a primary indicator that Legal Services is a key strategic business partner and delivers value to our customers. The high customer satisfaction is expected to continue over the next four years.

Legal Services will continue to monitor its staffing levels and turnover to gather insight on factors influencing staff departures, including working with HR to conduct exit interviews. Due to the high demand for legal expertise, we expect a competitive employment market which may impact retaining and recruiting staff with required legal expertise and experience. To respond we plan to focus on leadership development and supporting an environment that emphasizes equity, diversity and inclusion.

Legal Services will continue to advance its focus on employee wellbeing and mental health. In conjunction with initiatives undertaken by the leadership team, the flexible working options available since the pandemic have helped reduce the number of sickness and accident days reported by employees. A similar level of performance is expected in the future.

Legal Service provides comprehensive support to the Corporation, and external counsel complements the in-house legal services. It is an effective tool to address capacity limitations, meeting demand for legal resources where conflicts exist and ensuring appropriate expertise is secured when it is not available internally. We expect the future use of external legal counsel to remain steady.

What we plan to do

Result for 2023-2026

Our primary service result is to deliver the right service at the right time for the right value. To achieve this, we will need to be resilient to changes in the political environment, local & global economies, while transitioning to new ways of working as well as competing for scarce legal talent.

How we are going to get there

Continue to work on initiatives identified through the Legal Service's Zero-based Review (ZBR).

Refocus resources to support Council priorities including climate change & resiliency initiatives.

Remain focused on employee wellness, retention and equity, diversity and inclusion.

Implement technology advancements to modernize and streamline operations in accordance with Council approved ZBR commitments.

Continue efforts to increase proactive involvement on priority corporate issues.

Continued engagement with customers on prioritization of service and service needs.

Refine data collection and performance measures that support informed decision making.

Review the resources required to support a resilient legal service.

Contribute to Corporate initiatives that explore the use of technology to increase overall efficiency and effectiveness.

Support Corporate initiatives to advance anti-racism.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	9,688		10,573		11,059		11,170	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	(198)	-	(198)	-	-	-	-	-
Inflation	-	-	3	-	4	-	4	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,083	-	681	-	107	-	11	-
Transfers to/(from) reserves	-	-	-	-	-	-	-	-
Transfers to/(from) services	-	-	-	-	-	-	-	-
Total net budget	10,573	-	11,059	-	11,170	-	11,185	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	15,468	16,551	-	16,551	17,235	-	17,235	17,346	-	17,346	17,361	-	17,361
Recoveries	(5,763)	(5,961)	-	(5,961)	(6,159)	-	(6,159)	(6,159)	-	(6,159)	(6,159)	-	(6,159)
Revenue	(17)	(17)	-	(17)	(17)	-	(17)	(17)	-	(17)	(17)	-	(17)
Net	9,688	10,573	-	10,573	11,059	-	11,059	11,170	-	11,170	11,185	-	11,185

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027 Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
		-	-	-	-	-	-
Program(s)							
		-	-	-	-	-	-
Projects(s)							
481100	Legal Software Replacement	250	250	-	-	-	500
Sub-Total (New Budget Requests)		250	250	-	-	-	500
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		250	250	-	-	-	500

Explanation of capital budget requests

Projects(s)

Activity 481100: Legal Software Replacement

Project to replace vital legal software with a modern software solution. New software that will allow for newer technologies to be utilized to increase efficiency & effectiveness, required to replace the unsupported Prolaw

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$500 thousand)

Contributing Services: None

Operating Impact: None