

Legal Services

Led by: City Solicitor & General Counsel

Service Description

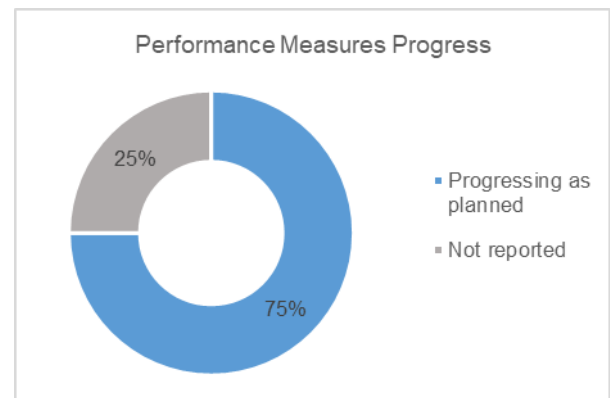
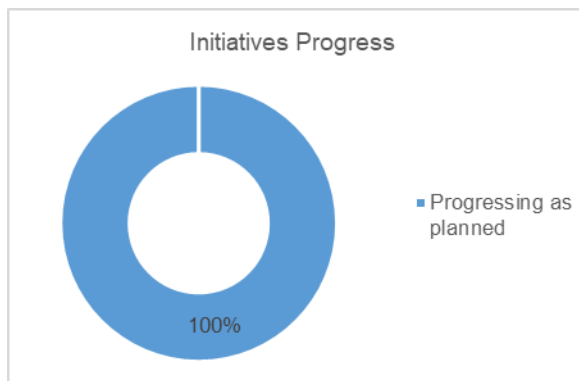
Legal Services is a full-service law department providing legal advice to Council & Committees and all City departments including: representation of The City in legal and enforcement proceedings, support intentional and informed decision making, advise on risk and mitigation strategies, develop solutions 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

- Provided significant support throughout City-wide blanket rezoning hearing, including strategy creation, bylaw & report drafting, amendment process & addressing numerous legal issues that arose before, during & after the Council meeting
- Together with Community Services, launched the Community Court project which is a process that connects vulnerable Calgarians who have been charged with bylaw offences to community programs as an alternative to fines, incarceration or other punitive sanctions
- Provided advice and continued support for both the Home Is Here initiative & Downtown Strategy, including various funding agreements for both initiatives
- Continued to support several high profile cross-corporate capital projects, including Event Centre & Green Line
- Supported Climate and Environment with implementation of Calgary Climate Strategy elements through specific procurement
- Provided substantial support in the closing of the inaugural issuance of a series of municipal bonds valued at \$180,000,000
- Heavily involved in various aspects of the 16th Avenue watermain break response & the declared State of Local Emergency, and continues to work on the Recovery & Resiliency aspects

Progress summary



Risk(s) impacting the progress

Attracting and Retaining Legal Talent/Resourcing
Proactive Management of Legal Risk



Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

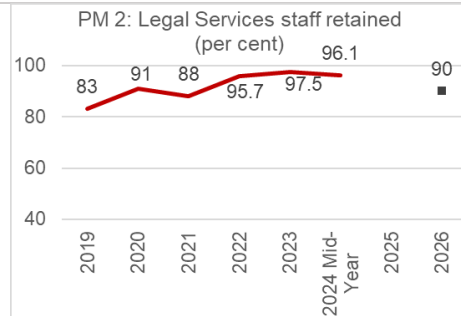
➡ Progressing as planned

⬅ Not progressing as planned

Performance Measures

Story behind the numbers

Status



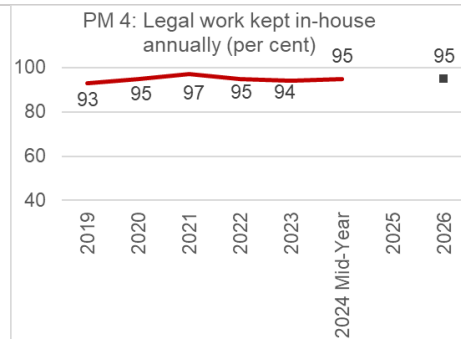
Law's retention rate had a small decrease for the period January 1 – May 31, 2024. This is in part due to intentional resource allocation and business planning.

Please note that 96.1 is for the entire Business Unit, and not just Legal Services.



Law has seen a decrease in the average number of S & A days per employee for the period January 1 – May 31, 2024. This may be attributed to our continued focus on staff wellness and engagement.

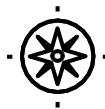
Please note that 2.8 is for the entire Business Unit, and not just Legal Services



The amount of work kept in-house increased from the previous year. During the first half of 2024, external counsel continued to provide services on high priority capital matters such as Green Line and Event Centre, in addition to other matters.

Engaging external counsel is an effective tool to address capacity limitations, meet demand for legal resources where conflicts exist, ensure appropriate expertise when not available internally, and increase staff knowledge.





Progress on Service Delivery

PROGRESS STATUS



Completed



Progressing as planned



Not progressing as planned



Not started









FUNDING TYPE















Capital



Operating

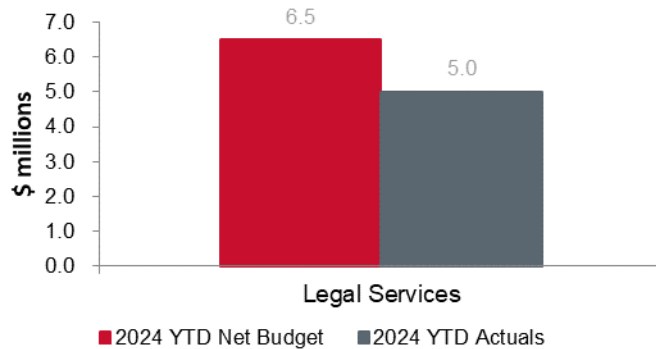
Initiative 1		Impact Area: City-wide	Funding Type:  
Continue to work on initiatives identified through the Legal Service's Zero-based Review (ZBR).			
UPDATE 	Assess and adjust resource needs for business operations, and continued implementation of technology strategy.		
Initiative 2		Impact Area: City-wide	Funding Type: 
Refocus resources to support Council priorities including climate change & resiliency initiatives.			
UPDATE 	Legal Services was actively involved in many Council priorities, such as: <ul style="list-style-type: none"> • City-wide blanket rezoning hearing • Municipal Bond bylaw • Affordable Housing/'Home is Here – The City of Calgary's Housing Strategy' • Downtown Revitalization initiative and safety • Green Line • Event Centre • 16th Avenue Watermain Break 		
Initiative 3		Impact Area: City-wide	Funding Type: 
Remain focused on employee wellness, retention and equity, diversity and inclusion.			
UPDATE 	<ul style="list-style-type: none"> • Encouraged staff to take vacation • Opening of Wellness Room • Continued focus on physical and psychological safety • EDIB committee, monthly article in newsletter, quarterly events, book/movie club events 		
Initiative 4		Impact Area: City-wide	Funding Type:  
Implement technology advancements to modernize and streamline operations in accordance with Council approved ZBR commitments.			
UPDATE 	Significant progress continues to be made on Legal Service's IT modernization project and implementation is planned for Q2 2025.		
Initiative 5		Impact Area: City-wide	Funding Type: 
Continue efforts to increase proactive involvement on priority Corporate issues.			
UPDATE	Legal Services was actively involved in many priority Corporate issues, such as: <ul style="list-style-type: none"> • City-wide blanket rezoning hearing • Municipal Bond bylaw • Affordable Housing/'Home is Here – The City of Calgary's Housing Strategy' 		

	<ul style="list-style-type: none"> Downtown Revitalization initiative and safety Green Line Event Centre 16th Avenue Watermain Break 	
Initiative 6	Impact Area: City-wide	Funding Type: 
Continued engagement with customers on prioritization of service and service needs.		
UPDATE 	Legal Services continues to engage with clients to ensure the right level of service is being provided.	
Initiative 7	Impact Area: Not applicable	Funding Type:  
Refine data collection and performance measures that support informed decision making.		
UPDATE 	Continuing work on data needs and collection in anticipation of IT replacement software	
Initiative 8	Impact Area: City-wide	Funding Type: 
Review the resources required to support a resilient legal service.		
UPDATE 	<ul style="list-style-type: none"> Continued review of position reconciliation reinstatement of articling program intentional succession planning various recruitment activities targeting succession planning objectives Implementing service adjustments as a result of legal support services review 	
Initiative 9	Impact Area: City-wide	Funding Type: 
Contribute to Corporate initiatives that explore the use of technology to increase overall efficiency and effectiveness.		
UPDATE 	<ul style="list-style-type: none"> Law is a member of the Corporate Technology Committee and AI Strategy oversight group. Law is participating in and providing feedback on Microsoft Co-Pilot testing program 	
Initiative 10	Impact Area: City-wide	Funding Type: 
Support Corporate initiatives to advance anti-racism.		
UPDATE 	<ul style="list-style-type: none"> Ongoing support of Law's EDIB committee Intentional EDIB and anti-racism focus at Law Leadership Team meetings 	



Service Updates on Financial Performance

Net Operating Budget and Actuals as of June 30, 2024

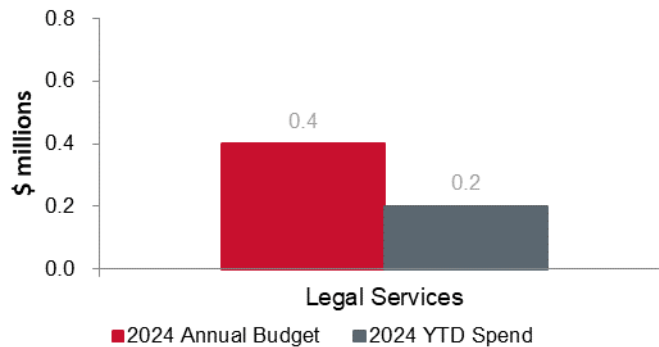


Operating Budget Updates - 2024 YTD net operating budget vs actuals:

Legal Services has a favourable operating variance of \$1.4 million. The main reasons that have contributed to the variance are savings in salary and wages resulting from intentionally managing workforce.

As of June 2024, Legal Services was challenged with the number of recruitments and time required to complete recruitments.

Capital Budget and Spend as of June 30, 2024



Capital Budget Updates - 2024 total capital budget vs 2024 YTD spend:

Legal Services has spent 41.2 per cent of the 2024 approved capital budget. In 2024, the capital expenditures have been used to deliver: IT initiative - ProLaw replacement. It is anticipated that the remaining capital will be spent by the end of 2024.