

Legal Counsel and Advocacy Services Report – 2019

One Calgary - Service Improvement Initiatives:

- Assistant City Solicitor Jill Floen continues to serve as the service owners for One Calgary's Legal Counsel and Advocacy (LCA) service
- Ongoing review and development of data collection strategies and metrics for LCA
- The Assistant City Solicitor continues to serve as a member of the Infrastructure Calgary team, which focusses on corporate capital projects

Continuous Service Improvement Initiatives:

- Legal Services ZBR and participation on the Shared Services ZBR
- Provision of a resilient Legal Counsel and Advocacy service including succession planning, coaching and mentoring and management of workload to meet client needs. This is increasingly important given the resignation rate from Law and concerns of attracting and retaining lawyers needed to meet The City's ever increasing and changing needs
- Focusing on enhancing our community of practice to support client needs through consistent service delivery and expert advice
- Ongoing identification and implementation of all Sections' service improvement initiatives, such as development of standard practices (e.g. drafting documents, standard agreements and business rules)
- Continue to focus on client relationships and role clarity (both between professionals within Law and as between members of Law and clients) to enhance service efficiency and effectiveness
- Continue participation in the Municipal Benchmarking Network Initiative to measure LCA's cost and the cost of external counsel against that of other municipalities
- Client engagement on the value provided by Legal Counsel and Advocacy services and opportunities for service improvement
- Continue to enhance Law's employee engagement and satisfaction through:
 - employee surveys and feedback sessions;
 - continuing to enhance Law's employee onboarding program;
 - continuing to support professional development by providing or supporting participation in continuing professional development courses, conferences and training opportunities and supporting attendance at City courses; and
 - continuing to provide opportunities for cross-Section and cross-corporate collaboration to foster personal and professional growth
- Involvement within new and emerging industries within Calgary such as the sale of cannabis and e-scooters
- Identifying new and emerging areas of law or proceedings in which City lawyers' involvement would help manage risk for the corporation
- Continued review of ways to mitigate and allocate risks in commercial transactions
- Collaborating with clients to prioritize workloads and focus service delivery in response to changing resources, volume of work, emerging issues and corporate risk tolerance
- Lawyers continue to attend standing meetings with clients and managers conduct one on one outreach with managers, Directors and General Managers to improve service delivery
- Training between lawyers and clients to promote mutual understanding of issues facing the corporation and potential tools to address