

LEGAL SERVICES DIVISION INITIATIVES

Business Process Reviews

- Business process reviews (BPR) were conducted in each Section of the Legal Services Division. Issues and opportunities were identified and will be reviewed further by managers and by Corporate Initiatives as part of Law's ZBR. The BPR has focused additional attention on:
 - opportunities for efficiencies in securing approvals for transactions and preparing, negotiating and executing documents;
 - the need to further consider whether responsibility for drafting, reviewing and processing certain documents should remain with lawyers or paralegals or whether, once appropriate training is provided, additional documents that are more standard in nature and/or deal with lower risk matters can be dealt with by administrative staff in the Law Department or by clients;
 - the need for additional standardization of documents to meet clients' needs and timeframes;
 - the need to provide or support additional training for new employees in the corporation and further training for employees now required to negotiate and document transactions or manage projects much more complex than those they are experienced in handling; and
 - the need to continue to enhance the Law Department's performance indicators and measurements to better demonstrate the Department's value, efficiency and effectiveness;
- A project manager experienced in change management was seconded to the Law Department to serve as the Department's ZBR project manager. He is assessing change readiness in managers and staff and educating managers on effective change management strategies; and
- An employee engagement plan has been developed to provide employees with additional opportunities to provide suggestions about enhancing both the work environment and efficiency and effectiveness.

Continuous Service Improvement Initiatives

- In addition to BPR-related initiatives, all managers are also engaged in continuous service improvement activities. For example:
 - Responsibility for processing 30 to 40 licenses of occupation each year for environmental testing was transferred to a paralegal;
 - Additional responsibility for undertaking title reviews required for a contaminated sites accounting project was transferred to a paralegal;
 - Responsibility for the negotiation, preparation and execution of some agreements was transferred to clients after appropriate training (e.g. the processing and execution of

licenses of occupation for conducting short term due diligence in the case of industrial sales);

- While the Department historically hired four articling students to assist with prosecution services and undertake legal research, only one student is hired now and two prosecuting paralegals have replaced two students. Through largely avoiding the annual turnover that occurred when articling students completed their articles, clients have been provided with more consistent prosecution services and time lawyers had to devote to training articling students has been reduced;
- Standard form letters, expropriation forms, agreements of purchase and sale, and Section 30 Expropriation Act agreements have been developed for the 17th Avenue SE project;
- A standard residential agreement of purchase and sale has been developed for use in the Green Line project and a standard clause bank for other agreements required for this project is being built;
- Checklists of areas of concern in land reports have been developed;
- Clients are being better educated on due diligence requirements and information that must be included when the Law Department is asked to draft documents;
- Lawyers in the Litigation Section involved in land compensation hearings are being involved earlier in the expropriation process both with clients and with lawyers in the Real Estate & Expropriation Section. Education is being provided across Sections and to clients and clients are starting to share information earlier with lawyers. An assessment is underway as to the benefit of having lawyers dealing with land compensation hearings also assume responsibility for inquiry proceedings at the front end of the expropriation process;
- The Prosecution Section continues to take steps to ensure that lawyers are more frequently consulted at the stage at which bylaws and policies are being drafted, rather than their involvement being left to the trial stage. This results in a reduction of time spent by lawyers and clients in trial or withdrawing charges;
- Lawyers are increasingly being embedded within business units (e.g. at the Calgary Parking Authority), with clients as part of project teams (e.g. the Green Line team), are attending at clients' offices more frequently (e.g. at Supply every day), or are being seconded to other business units (e.g. a lawyer now serves as a Procurement Coordinator within Supply). This contributes to ensuring earlier engagement, developing a better understanding of clients' objectives and the earlier provision of advice, all with a view to better addressing risk for the corporation;
- To enhance the consistency, and therefore market acceptance, of procurement documents and the speed of procurement processes, lawyers spent 18 months working with Supply and industry to develop new construction procurement templates that more clearly define obligations and liabilities for both The City and industry. A training program for Law and Supply staff regarding the use and benefits of these templates is underway and increases in turn times for the negotiation, drafting and

execution of procurement documents are being monitored through the use of new technology;

- Due to the high volume and complexity of contracts associated with information technology and systems, additional legal support is being provided to the Information Technology and Supply business units at clients' offices. Questions and issues are being addressed at an earlier stage and efficiencies such as quicker turn times are being achieved as a result of concurrent involvement, review and discussion;
- Lawyers are being cross-trained in emerging areas of law or in areas in which the Department has historically had expertise housed in one or a very small number of lawyers (e.g. expropriations, regulatory matters such as CRTC proceedings, Charter negotiations, the MGA review, and freedom of information matters);
- Practice areas are being reviewed for efficiencies. For example, the Planning & Environment Section undertook a review of services provided to support clients appearing before the Subdivision & Development Appeal Board (SDAB). Providing additional training to planners contributed to reducing time spent by lawyers on SDAB hearings from 664 hours in 2015 to 326 hours in 2016;
- The number of client and lawyer training sessions continues to increase. 43 training sessions were provided within the Department or to clients during 2015 and 63 such sessions were provided in 2016. Increased interaction between lawyers and clients results in a better understanding of the value of each other's services, reductions in document drafting and processing times and helps avoid or at least reduce litigation. Better ways of measuring outcomes from these sessions are being contemplated;
- Better use of technology to assist clients is being examined and implemented. For example, information on the Planning & Environment Section's portal was enhanced in 2016 to include an annexation database linking maps for each annexation with the relevant annexation agreement and order; and
- Administration's Issues Management Policy makes every City employee responsible for protecting and enhancing The City's reputation. The Corporate Issues Management Program is housed in the Law Department. Since 2013, about 1000 employees have completed online issues management training. Since 2012, more than 2000 employees have participated in issues management training workshops. This has helped educate employees on what an "issue" is and has contributed to efforts to ensure the earlier identification and assignment of responsibility for addressing issues, thereby avoiding or at least reducing legal, business, financial, or reputational risk.