

Continuous Service Improvement Initiatives

One Calgary-Related Initiatives:

- Assistant City Solicitor Jill Floen and Manager, Risk Management and Claims Division Fazal Ashraf served as service owners for One Calgary's legal counsel and advocacy (LCA) and insurance and claims (IC) service lines, respectively
- Reviewed, enhanced and educated service owners throughout the corporation on the value proposition of the LCA and IC service lines
- Enhanced the preliminary performance metrics for LCA and IC services and developed data collection strategies
- The Assistant City Solicitor served as a member of the Infrastructure Calgary team and helped prioritize corporate capital submissions
- Conducted a client survey with highest volume clients; result was a 100% satisfaction rate
- Completed a strategic planning session and SWOT analysis in Q1 2018 and updated that analysis in Q3
- Contributed to the work of the enabling services' One Calgary budget presentation team

Continuous Service Improvement Initiatives:

- Continue to implement all Sections' business process review recommendations intended to implement efficiency and effectiveness opportunities through the development of, for example, common standards, 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
- A new IT strategy has resulted in more flexible, collaborative and efficient workplace practices
- Continue to enhance Law's employee engagement and satisfaction program through:
 - continuing employee suggestion boxes;
 - continuing to conduct employee survey 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 in corporate programs such as the Supervisory Leadership Development Program and the emerging leaders program; and
 - continuing to provide opportunities for cross-Section and cross-corporate collaboration to foster personal and professional growth
- Identifying new and emerging areas of law or proceedings in which City lawyers' involvement would help manage risk for the corporation
- The Real Estate and Expropriation Section is developing and revising standard form agreements to better address clients' needs in a more timely manner and intentionally manage new and emerging risk
- The Real Estate and Expropriation Section increased awareness of how to mitigate and allocate risks in commercial transactions

- The Research, Legislative Services and Administrative Law (RLSA) Section is continuing with the implementation of its collaborative service delivery review with the Assessment business unit. Process improvement opportunities have been identified and are in a pilot phase and additional improvement opportunities will be considered in the next review of process improvement initiatives
- Administrative law lawyers have been equipped with mobile technology to enable cost and productivity efficiencies through changes in the way they prepare for, conduct and manage assessment hearings and associated documents
- 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
- Managers are continually assessing the competencies required of lawyers and staff and discussing where work is best positioned within Law. Lawyers and staff are being cross-trained or work is being transferred between Sections to enhance Law's ability to deal with the increased volume, velocity and complexity of work it is required to address
- In anticipation of additional capital project-related work and for succession planning purposes, Law has added another litigator to focus on possible expropriations and to advise clients pre-expropriation on compensation issues
- The Litigation Section has modernized the software it uses for document storage and production in larger lawsuits, for use by both City and opposing counsel
- The Litigation Section is partnering junior and mid-level litigators with senior litigators to ensure that trial expertise is in place when senior litigators retire
- The Litigation Section worked with the Roads business unit to transition from a single corporate representative on Roads-related lawsuits to quadrant-based corporate representatives
- All members of the Litigation Section, with the exception of labour and employment lawyers (who are co-located in the Human Resources business unit), are required to handle files covering all aspects of municipal litigation, including planning litigation, police service-related litigation, transit-related litigation, breach of contract litigation, motor vehicle accident litigation etc.
- The Corporate Services Section continues to standardize procurement templates with Supply and contract templates with Information Technology. Standardization benefits both City staff and those wishing to do business with The City. Lawyers also train clients on the use of new templates
- All Corporate Services lawyers are receiving additional training in modern municipal procurement procedures
- The Corporate Services Section provided training to assist Freedom of Information and Protection of Privacy Office staff
- A Corporate Services Section lawyer provides services on a full-time basis to the Calgary Housing business unit
- Lawyers provide full-time service to and are co-located with the Calgary Parking Authority and with the Green Line business unit
- Two lawyers in Corporate Services were devoted to the 2026 Olympic and Paralympic Winter Games bid project
- The Prosecution Section continues to become more efficient through ensuring the proper distribution of work as between lawyers and municipal prosecutors
- The RLSA Section is actively promoting and fostering opportunities for cross-Section collaboration, including working with others to assemble teams to address various corporate issues such as livery matters, intermunicipal appeals, offsite levies, and urban growth issues

- All RLSA Section members are responsible for leading discussions within Section meetings on various corporate issues and policies including The City's Code of Conduct and the 4C's
- The City Solicitor and General Counsel has provided presentations to all Sections and Divisions within the Law and Legislative Services Department on valuing people, the importance of the 4Cs and the importance of ensuring that The City is a safe, inclusive and respectful workplace for all City employees
- The Planning and Environment Section has created team norms, focused on team building within the Section and conducted a "team effectiveness" study
- All managers participated in the Corporate Workforce Planning program, assessing staffing needs and undertaking succession planning analysis

Legal Compliance and Risk

Law provides legal counsel and advocacy (LCA) services to the Mayor and Council, City Manager and General Managers, Directors, and managers and employees of every business unit. In most cases, LCA's effectiveness is directly linked to the timeliness of its involvement. LCA's goal is to serve as its clients' strategic partner, helping clients make informed decisions to ensure that they capitalize on their opportunities on time and on budget and within risk tolerances acceptable for The City. However, LCA's advice is not always sought in sufficient time to allow a strategy to be developed or action to be taken on a proactive basis, resulting in the corporation having to react to issues or lawsuits. This can impair The City's ability to complete projects and conclude transactions on time and on budget and can result in unnecessary business, legal, financial or reputational risk or loss for The City. Responsibility for ensuring legal compliance rests with every manager in the corporation and LCA works with its clients throughout the corporation to help minimize the potential for non-compliance.

Risk Rating



High

Risk Owner

**Glenda Cole, Q.C.
City Solicitor and
General Counsel**

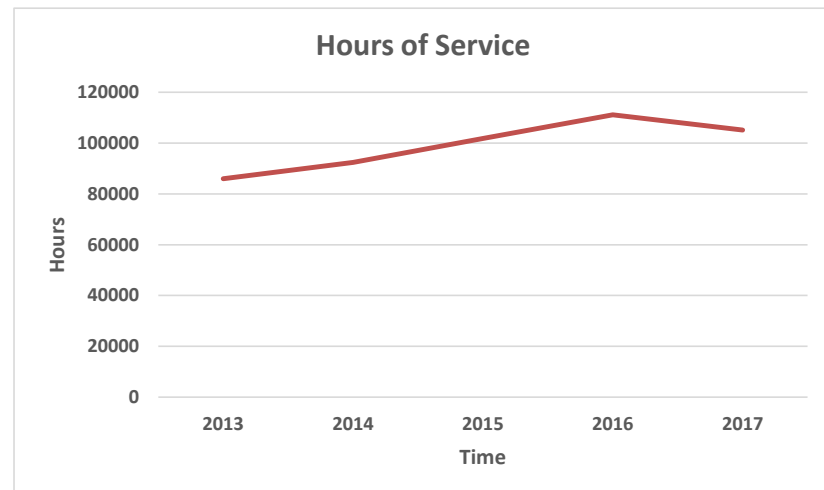
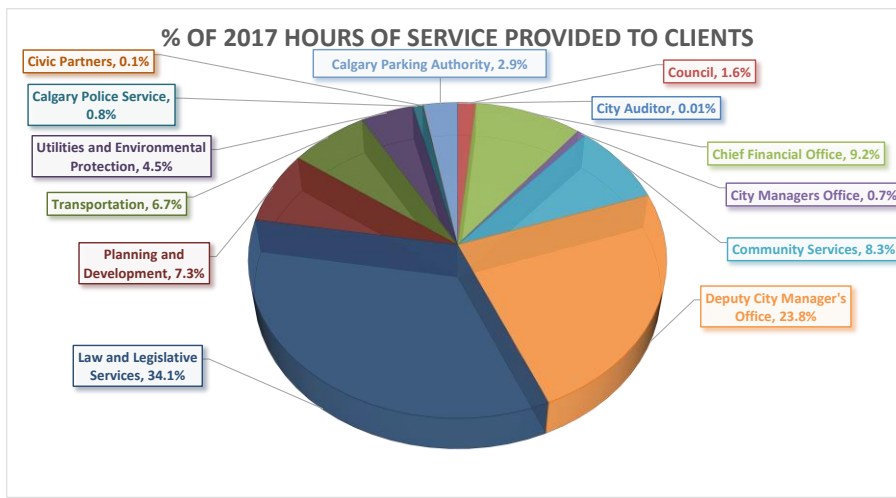
List the Citizen Priority and Council Directive the Risk most impacts - Well-run City

Key Partners

Internal: Mayor and Council, Administrative Leadership Team (ALT), Directors, all business units

External: Citizens, some civic partners

Key Risk Indicators & Measures



Summary of Risk Rating (the story behind the numbers)

The increasing complexity, volume, velocity, value, and risk profile of projects, transactions and initiatives at The City, coupled with recent amendments to the Municipal Government Act and other legislation all contribute to an increased risk profile for The City. This creates the need for LCA and clients to anticipate and proactively engage on emerging issues and projects to support informed decision making that intentionally manages risk.

Given the number of City service lines, LCA is unable to provide assurance of corporate legal compliance. Rather, ensuring that service lines are familiar with, and operating within, the applicable regulatory regime is the responsibility of the ALT and Directors and managers throughout the corporation with LCA's support. This reduces The City's exposure to legal, financial, and reputational risk.

Existing Controls or Treatment Techniques

- Proactive involvement in matters including but not limited to:
- Attend ALT meetings, all Council meetings and various Council Committee meetings
 - Serve on executive and other steering committees for major initiatives and participate on corporate and business unit project teams
 - Conduct client relationship meetings
 - Provide client education

Risk Response Strategies (improvement activities)

- Continue to enhance clients' understanding of the value of early engagement.
- Identify opportunities to participate in the early phases of client initiatives, participate in steering, oversight and advisory committees and bring a legal and corporate perspective to support clients in making informed decisions and intentionally manage risk.
- Support the development of corporate RBA performance measures and indicators. This will require participation across all service lines as responsibility for ensuring legal compliance and managing corporate risk is shared with all City managers.