

Law

CORPORATE SERVICES

Branch Manager:
Anne Jarman

2016-2018 Business Plan

Edmonton



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Message from the Manager

“With a strong alignment to Council’s strategic objectives, we ensure that the City’s interests are protected and that employees and citizens are safe as they access municipal facilities and services.”

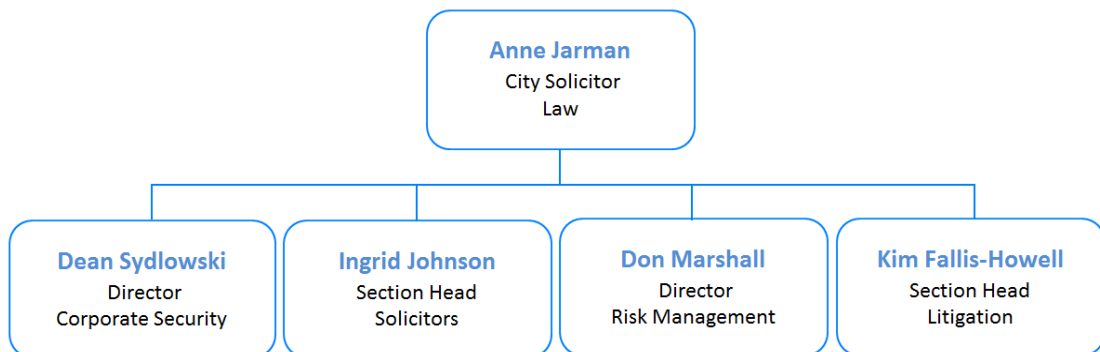
Highlighted throughout the 2016-2018 Law Branch Business Plan is a commitment to providing excellent advice and service to clients. Like other branches within Corporate Services, the Law Branch continues to support the core business, projects, and initiatives led by other areas of the City of Edmonton. This model keeps client satisfaction at the heart of our work, whether we are supporting the greater good

through expropriations, keeping the needs of citizens in mind through Risk Management and Corporate Security, or continuing to build relationships and processes that support the One City approach. Our Law Branch staff are highly engaged in providing the best support possible through expertise, creativity, and a positive manner.

A focus throughout 2016-2018 will be to modernize the operations of the Branch. With initiatives such as empowering clients to engage in forms of self-service and leveraging technology to support more efficient service, the Law Branch will continue to meet the needs of its clients in new and exciting ways.

Together with our clients, we look forward to continuing to build a great city.

Anne Jarman, City Solicitor



Our Branch

The 2016-2018 Law Branch Business Plan highlights how we leverage close working relationships with clients, knowledge of the City's organization and operations, and expertise in municipal law, risk management and security to provide valued advice and support throughout the organization. Innovating our core business is essential in providing the excellent service and support needed to enable success in the City's many projects, initiatives, and day to day operations.

The Legal Section initiates legal action, prosecutes bylaws, and provides legal defence in actions brought against the City. Our solicitors review and draft bylaws and contracts and work closely with the program areas providing daily ongoing legal support.

To protect City assets and reduce the cost of insurance, the Law Branch is responsible for security and risk assessments of both new and existing public facilities. The Risk Management and Corporate Security sections work directly with other departments on daily oversight of security and risk issues. The Claims/Risk area is responsible for placing insurance for the corporation and adjudicating claims for the City as a whole.

Success for the Law Branch is achieved when we have a client satisfaction rate and an employee engagement rate of over 75%.

**Please see Branch Structure & Programs for more information.*






| FOCUS AREAS | OUTCOMES | METRIC CATEGORY |
|---|--|---|
| Building Capacity and Enabling Success | The Law Branch is an essential partner in clients' success. | Effectiveness measures (e.g., client satisfaction) |
| Core Service Delivery | City operations are safe for the public and employees. Legal risks are managed. | Efficiency/ Productivity measures. |
| Facilitating and Cultivating Innovation | Law Branch operations reflect both innovative and modern best practices. | Innovation and improvement measures (e.g., service improvements, potential cost savings, adoption of new business models) |

Contribution to the City's Vision

THE WAY AHEAD

The Law Branch plays a key supporting role in the following initiatives as part of the Ways Implementation Plan:



| | |
|---|---|
| <p>THE WAY WE GROW - EDMONTON IS ATTRACTIVE AND COMPACT</p>  | <p>In order to achieve a clean and attractive city, the Law Branch provides enforcement advice and bylaw prosecutions for graffiti, littering, dumping, property clean-up, and unauthorized tree cutting.</p> |
| <p>THE WAY WE MOVE - EDMONTONIANS USE PUBLIC TRANSIT AND ACTIVE MODES OF TRANSPORTATION</p>  | <p>The Law Branch is supporting the <i>LRT Planning</i> tactic by assembling the land and ensuring that the City's risks are managed in the P3 agreement, led by Transportation Planning.</p> |
| <p>THE WAY WE LIVE - EDMONTON IS A SAFE CITY</p>  | <p>The Law Branch enables a safer city for the public and staff through supporting clients with security and risk management recommendations and advice.</p> |
| <p>CONDITIONS OF SUCCESS - SOUND MANAGEMENT PRACTICES</p> | <p>With sound management practices and processes, service delivery is made more effective through ongoing assessment and enhancement of operations. The Law Branch makes specific and direct contributions through support to projects such as the 2017 Civic election, Blatchford Redevelopment, and Edmonton Civic Tower.</p> |

The Law Branch supports Council Initiatives by supporting the corporate areas that are charged with leading this work



COUNCIL INITIATIVES

Council Initiatives include a number of key priority projects for the City of Edmonton. The Law Branch supports all of these projects through day-to-day operations, supporting the corporate areas that are charged with leading this work.

CORPORATE LEADERSHIP TEAM - STRATEGIC FOCUS AREAS

To support the City's *Vision* and Council Priorities, the Corporate Leadership Team has developed strategic focus areas to ensure that the organization has the operational capacity to deliver on the projects, initiatives and tactics that support the objectives. The Law Branch provides expertise and support for the following transformative Major Initiatives:

| | |
|--|--|
| <p>CORPORATE OVERSIGHT: PERFORMANCE OF THE ORGANIZATION</p> | <p>The Law Branch provides information through reporting to support good and informed decision making across the corporation.</p> |
| <p>MAJOR INITIATIVES</p> | <p>A key member of many projects, the Law Branch advises and guides clients in the formation and delivery of corporate programs, including: Blatchford, The Quarters, and Rossdale Redevelopments LRT expansion Downtown Arena Edmonton Civic Tower Annexations Municipal Government Act review Big City Charter Galleria/Downtown CRL projects Municipal Land Development Corporation</p> |

BRANCH INITIATIVES

BUILDING CAPACITY AND ENABLING SUCCESS

The Law Branch is an essential partner in clients' success.

The Law Branch primarily supports the core business, projects, and initiatives of clients throughout the City of Edmonton. Of utmost importance is the ability to facilitate the vision and direction held by clients with the best service possible. Continuing to modernize approach, tools, and infrastructure ensures that this service will meet needs in an ever changing industry.

Highlight Projects

- Legal document production and records keeping is key to the success of the litigation process. By leveraging new technology (Eclipse), the Law Branch continues to enable a more efficient litigation process, saving time and resources for clients and legal services staff.
- While our expertise should always be sought in high risk scenarios and projects, there are numerous occasions where clients may be able to independently assess risk, access standard wording, and find answers to commonly asked questions. To this end, the Law Branch will put in place a number of resources and supports to enable clients to perform low risk work independently.
- Training and support will be offered to Law Branch staff on Google platform tools to increase ease of collaboration, develop skill sets, and streamline processes. While primarily of internal benefit, this initiative will reduce time spent managing administration and enable staff to provide better service to clients.
- In order to realign the clerical work being done at various levels of the Branch, an organizational review of structure and positions will result in ensuring that work is being done by the appropriate staff person. This will allow the Branch to modernize its work and support clients more efficiently. This review is queued by a need for additional administrative staff.
 - (Requires additional resources)



The Law Branch provides legal expertise and support for major initiatives, and provides legal advice and direction for daily operations

CORE SERVICE DELIVERY

Legal risks are managed.

By managing legal risks, the Law Branch is able to advance and protect the City's interests and enable success in the business of other areas.



Highlight Projects

- Provide legal expertise and support for major initiatives, ensuring that appropriate advice is provided to clients while enabling their project goals. In the case of the Downtown Arena project, support has included land assembly, legal advice on financing, construction, and ultimate operation of the Arena, review of contracts for risk/insurance issues, and security planning.
- Represent the interests of the City in matters of litigation, including areas such as expropriations, tax and assessment, bylaw enforcement, and human resources.
- Develop a corporate course of construction insurance policy to help promote efficiency and affordability in the construction insurance process. Currently, contractors procure insurance to protect parties during the course of construction. Insurance procured by the City for City projects would allow us to avoid costly surcharges applied by contractors and have better control of the type of insurance coverage we need.
- Work with the Insurance Bureau of Canada to make sure that homeowners' insurance is available and affordable to citizens impacted by flood, helping to protect citizens in critical situations.

City operations are safe for citizens and employees.

Safety is a topic at the forefront of many peoples' minds - in particular, those in the Law Branch. Ensuring that events, facilities, and day to day operations of the City are safe allows for the work of other areas to be successful and enjoyed by citizens and employees alike.

Highlight Projects

- Proactively planning and providing advice to clients in order to reducing the frequency and severity of security incidents at City of Edmonton facilities.
- The safety of the City of Edmonton community is of vital importance. To this end, the implementation of Active Intruder Training will ensure that employees are aware of best safety practices in the event that this rare situation arises.
- Due to the increased use and availability of aerial drones within the municipality, a formalized corporate policy will be created to mitigate risk and provide guidance to the public.
- Provide risk analysis services for City recreational facilities to ensure that activities and facilities are safe for citizens.



INNOVATIVE PROCESSES

"The past two years have seen significant decrease in the rate of alarms triggered by human error, thanks to a new process put in place by our Corporate Security team. This initiative included motivating facility managers to raise awareness and educate employees about nuisance alarms and instituting deterrents for triggering alarms. The One-City approach initiated between Corporate Security, City Electricians, and facility management has led to increased awareness, added safety and security for City facilities, accountability, and reduction in alarm fees."



The Law Branch provides legal expertise and support for major initiatives, and provides legal advice and direction for daily operations

BUILDING A GREAT CITY

FACILITATING AND CULTIVATING INNOVATION

Working together with colleagues throughout the City, the Law Branch will work towards streamlining and developing operations that reflect innovative and modern best practices. The Law Branch facilitates and cultivates innovation in the following ways:

| | |
|---|--|
| <p>STREAMLINE CLAIMS PROCESS WITH 311 (2016)</p> | <p>Service Improvement-Partnering with Customer Information Services to develop a claim process which will allow for 311 staff to take claims from citizens on a real time basis. This allows for excellent public customer service and reduces the administrative requirements of the current process.</p> |
| <p>IMPLEMENT A WEB-BASED INCIDENT MANAGEMENT MECHANISM (2016)</p> | <p>Service Improvement/Potential Cost Savings - Implement a web based incident reporting mechanism that can be used for claims and incidents in multiple client areas.</p> |
| <p>IMPLEMENT ONLINE CLIENT TOOLS AND FAQS (2017)</p> | <p>Service Improvement - Provide resources and training to clients to complete low risk work independently. This includes developing and making available online resources such as “Standard Form” agreements and FAQs.</p> |
| <p>ADOPT ANALYTICS APPROACH TO REVIEW AND INTERPRET DOCUMENTS (2017)</p> | <p>Potential Cost Savings - Receive documents directly from client departments and through the analytics tool, cull and remove duplicates and reduce the amount of email chains within our paper and electronic files. Will be used for document production in lawsuits and potentially for FOIP requests.</p> |
| <p>ATTACH ACCESS CLEARANCE TO THE ON-BOARDING PROCESS (2017)</p> | <p>Service Improvement - Develop process in which an online card access request form is provided to clients, resulting in an automatically populated POSSE job. Additionally, job titles will be connected to access clearances, improving the onboarding process.</p> |

| | |
|---|--|
| <p>IMPLEMENT TRANSIT COMPUTER AIDED DISPATCH (CAD) IN THE CITY HALL MONITOR ROOM (2016)</p> | <p>Service Improvement - Partner with Edmonton Transit security to have CAD in the City Hall Monitor Room. Will provide real time information on location of the downtown peace officers to improve incident response time.</p> |
| <p>IMPLEMENT UNDERWATER CAMERA SYSTEM WITH SUBMERSION DETECTORS (2016)</p> | <p>Service Improvement - The Law Branch will be putting in place a number of initiatives in order to address the number of incidents in City pool facilities, including underwater cameras will be implemented that feature a split screen to provide lifeguards with a real time view. This will lead to more readily identifying swimmers who are having difficulties.</p> |
| <p>IMPLEMENT AUTOMATED SECURITY PLANNING TOOL (2017)</p> | <p>Service Improvement/Potential Cost Savings - Corporate Security provides significant support when events are being planned for Churchill Square. Identifying, developing, and implementing an automated security planning tool will create efficiencies and consistency, and reduce the amount of staff time devoted to planning for low-risk events.</p> |



Law Branch employees know the City's organization, and are experts in municipal law, risk management and security

CYBER RISK MANAGEMENT

“Cyber attacks on large corporations have become increasingly frequent. Given the amount of personal and financial data housed within the City's data repositories, the Law Branch undertook a review of the Corporation's cyber risk profile.

As a result, a corporation-wide cyber insurance policy has been procured to provide financing to help identify and remove intrusions, resurrect lost data, notify citizens who had personal information compromised, and provide indemnity should the City be sued as a result of the breach. The insurer will also provide in house expertise to help protect the City from similar issues in the future.”

LAW CULTURE ACTION PLAN

The Law Branch is dedicated to and passionate about public service. High levels of professionalism, integrity and ethical behavior characterize relationships, both internally and externally. Collaboration and teamwork are valued through a shared corporate vision and common goals. To be successful, our organization needs engaged employees, effective leadership, collaborative workplaces, high performance and a citizen-centric focus.

| | |
|---|--|
| Areas of Focus (based on results from the Employee Engagement and Diversity Survey) | <ul style="list-style-type: none">● "I see a clear linkage between my work and the City's long-term vision"● "I have trust and confidence in my Department's leadership team's ability to achieve the City's goals"● "In the last six months, my immediate supervisor has talked to me formally about my performance"● "In my Branch, information is widely shared so that everyone can get the information when it's needed."● "My career aspirations can be achieved at the City." |
| Actions to be Taken | <ul style="list-style-type: none">● Branch and Department Strategic Coordinators to work together to create and deliver presentations on linkage between day-to-day Branch operations and The Ways Implementation Plans.● Implement Strategic Coordinator position to support awareness and engagement of Branch work with City's vision.● Develop and implement Branch communications plan to effectively share information.● Engage employees in creating plan to better support development toward career aspirations.● Engage employees in developing and implementing specialized Culture sub-plans for each section. |

| Measures (% favourable survey response) | 2012 (Actual) | 2014 (Actual) | 2016 (Target) |
|--|------------------|------------------|------------------|
| Overall Engagement | 73.4 | 74.7 | Maintain |
| Overall Culture | 76.7 | 80.3 | Maintain |
| Overall Workplace | 77.4 | 80.6 | Maintain |
| Overall Immediate Supervisor | 82.6 | 86.5 | Maintain |

Risk Identification and Emerging Opportunities

RISK IDENTIFICATION

| Risk Factor | Likelihood (1 to 5) | Impact (1 to 5) | Mitigation Strategy | Risk Owner |
|---|------------------------|--------------------|--|--------------------|
| Service demands based on unpredictable events. | 3 | 3 | Planning is put in place to ensure appropriate responses and actions are taken when unpredictable events occur. | Branch Manager |
| Increased likelihood of security threats. | 3 | 4 | Develop and implement Active Intruder training and threat escalation protocol in City Hall. Complete security audits on facilities. | Corporate Security |
| Impact of climate change on the Corporation's risk financing and citizen property loss. | 3 | 3 | Continually work towards securing the best insurance terms possible for the Corporation given the effects of climate change. Continue to work with the Insurance Bureau of Canada to make sure that citizens can procure affordable Homeowners' insurance. | Risk Management |

EMERGING OPPORTUNITIES

1. **Annexation:** As Edmonton continues to look for room to grow, the Law Branch will be involved in providing legal advice and representation in annexation applications the City may pursue and in responding to annexation applications brought by surrounding municipalities.
2. **Big City Charter:** We have a unique opportunity to participate in the co-creation of a Big City Charter, in partnership with Government of Alberta and City of Calgary. The Law Branch will provide legal advice to City Council as they consider the opportunity to pass "made in Edmonton" legislative provisions.
3. **Increasing security threats in Canada:** will have citizens and employees looking for reassurance that our City facilities and events are safe. Corporate Security will provide security support to clients to ensure that city facilities remain safe.

4. **Civic Events:** The planned increase in the number and complexity of civic events in and out of Churchill Square will require additional security advice. In addition, the rise in number of unplanned events (protests/rallies) presents a resource challenge.
5. **Technology:** Alternative business structures and technology are becoming more prevalent in today's law firm. While keeping current on the practices within the City of Edmonton is important, the Law Branch must look externally to law firms to identify how they are operating and integrate these practices and tools in core business.

Branch Structure and Programs

The following table identifies the Branch Programs and the functions within the Programs:

| Legal Services | Risk Management | Corporate Security |
|--|----------------------------|---|
| Provide legal advice and interpret legislation | Procure Insurance | Security Investigations and Penetration Testing |
| Draft/review contracts, bylaws, policies/directives/procedures | Adjudicate Claims | Physical Security Design |
| Bring and defend lawsuits on behalf of the City | Risk Reviews | Guard Contract Administration |
| Represent the City before various tribunals | Track Financial Guarantees | VIP Executive Protection |
| Prosecute bylaws | Risk Control Inspections | Security Audits and security Awareness Training |

Program 1: Legal Services

Legal Services in the Law Branch is comprised of two sections: Solicitors and Litigation.

The *Solicitors Section* provides legal advice to safeguard the City's legal interests and financial position. The solicitors work closely with their client contacts in the City administration to provide expertise in municipal law and governance. These lawyers, together with their support staff, play a major role in the transformative major initiatives the City is undertaking.

The *Litigation Section* represents the City before courts and other tribunals to safeguard the City's legal interests and financial position. These lawyers and their support staff handle bylaw prosecutions, employment disputes, tax and assessment hearings, expropriation proceedings, and civil litigation.

SERVICE STANDARDS

In order to protect the interests of the City and advance its vision and goals, the Litigation Section pursues fair processes that pay out appropriate amounts claimed against the City, resolve lawsuits within established reserves, and maintain a high conviction rate on bylaw prosecutions. The solicitors seek to provide their advice in a timely manner, communicating in a way that is clear and useful to their client contacts.

BUSINESS / COST DRIVERS

- Complexity and number of City projects.

Program 2: Risk Management

Risk Management provides insurance for the City as a whole and project specific insurance as required. It undertakes risk analysis reviews and risk control inspections of City facilities to enable clients to achieve business objectives. Claims adjusters investigate and resolve claims made by and against the City before they go to litigation. Our Risk Management staff take on specific areas of support such as working with the Insurance Bureau of Canada to ensure that Homeowners' insurance is available and affordable to citizens impacted by floods.



SERVICE STANDARDS

Risk Management assists client areas with risk analysis to help achieve their business goals in a timely manner with the best risk advice available. Claims are adjudicated equitably and insurance needs are evaluated annually with insurance procured that is effective from a cost and coverage perspective. Other standards include the number of cases settled without proceeding to litigation and the adoption of risk control inspection recommendations.

BUSINESS / COST DRIVERS

- Complexity and number of City projects and events.
- Availability and affordability of insurance in the market.
- Number of claims - influenced by numerous factors including City's maintenance program and severe weather events.

Program 3: Corporate Security

Enjoying the safety and security of person, place, and community is an objective identified in *The Way We Live*. Corporate Security supports this objective by conducting investigations, providing security awareness training, performing security audits, conducting security penetration testing, reviewing physical security designs and providing special event security planning.

SERVICE STANDARDS

Corporate Security aims to reduce the number of security incidents, including alarms. They seek to reach an ever increasing number of employees with their security awareness training and have a high percentage of their security audit recommendations adopted.

BUSINESS / COST DRIVERS

- Number of facilities and employees to protect.
- Number of special events to secure.
- Demand for contracted guard services.
- Changes in policies that require Corporate Security involvement.



Planned Changes 2016 - 2018 Financial Impact

The following Branch Summary Table includes the planned changes, as summarized on the following pages, to deliver the services described in the Business Plan.

Law

2016-2018 Plan - Branch Summary

| (\$000) | 2015 Budget | 2016 Plan | 2017 Plan | 2018 Plan |
|--|-----------------|-----------------|-----------------|-----------------|
| Revenue & Transfers | | | | |
| User Fees, Fines, and Permits | - | - | - | - |
| Grants | - | - | - | - |
| Transfer from Reserves | - | - | - | - |
| Total Revenue & Transfers | - | - | - | - |
| Expenditure & Transfers | | | | |
| Personnel | 11,500 | 12,000 | 12,300 | 12,600 |
| Non-Personnel | 3,100 | 3,100 | 3,100 | 3,200 |
| Intra-municipal Recoveries | (4,000) | (4,000) | (4,000) | (4,100) |
| Total Expenditure & Transfers | \$10,600 | \$11,100 | \$11,400 | \$11,700 |
| Net Operating Requirement | \$10,600 | \$11,100 | \$11,400 | \$11,700 |
| Full-time Equivalents | 94.0 | 94.0 | 94.0 | 94.0 |

CHANGES TO MAINTAIN CURRENT SERVICE LEVELS

Personnel Inflation

Personnel inflation includes settlements of union contracts, benefit adjustments, and step/merit increases.

Contract Costs

Increase in Securiguard contract to provide security services to various departments. (\$25,000)

Computing and Materials

Increase to address historic shortfall in funds which could not be realized from other cost categories due to tight annual variances. (\$78,000)

Intra-Municipal Recoveries

Inflationary increases of Shared Service recoveries from Utilities and Enterprises.

Appendix

APPENDIX I - SUMMARY ALIGNMENT OF OUTCOMES & PERFORMANCE MEASURES

The following table is a summary of how the work of the Branch aligns to a Corporate Outcome and/or to a Corporate Leadership Team (CLT) Strategic Focus Area as well as the associated performance measures. The performance measures are intended to provide a summary of the measures that the Branch is currently monitoring and are identified throughout this business plan.

| Corporate Outcome or Conditions of Success | Branch Outcomes | Branch Performance Measures | Branch Target | | | | Branch Strategies, Tactics or Actions |
|---|---|---|---------------|-------|-------|-----------|---|
| | | | Baseline | 2016 | 2017 | 2018 | |
| The Way Ahead | | | | | | | |
| Edmonton is attractive and compact | Legal risks are managed. | % of Perception Survey respondents who are satisfied or very satisfied that Edmonton is a well-designed, attractive city. | - | - | - | 55.0% | <ul style="list-style-type: none"> ● Bylaw prosecutions for graffiti, littering, dumping and unauthorized tree cutting ● Attend court for property clean up orders for untidy and unsightly properties. |
| Edmontonians use public transit and active modes of transportation | The Law Branch is an essential partner in clients' success. | Annual total transit ridership / population | - | - | - | 105 rides | <ul style="list-style-type: none"> ● Land assembly and Development of P3 documentation for the Valley Line P3 project |
| Edmonton is a safe city | City operations are safe for the public and employees. | % of Perception Survey respondents who agree Edmonton is a safe city | - | 68.0% | 68.0% | 68.0% | <ul style="list-style-type: none"> ● Risk Inspections and Security Audits for City Facilities on a regular cycle ● CAD System in the City Hall Monitoring Centre ● Implement Active Intruder Training ● Legal advice on the Brownfield Remediation and Redevelopment Grant Program to facilitate cleanup/redevelopment of contaminated land |

| Corporate Outcome or Conditions of Success | Branch Outcomes | Branch Performance Measures | Branch Target | | | | Branch Strategies, Tactics or Actions |
|--|---|--|---|---|---|---|---|
| | | | Baseline | 2016 | 2017 | 2018 | |
| CLT Focus Areas | | | | | | | |
| Corporate Oversight | <p>Legal Risks are managed.</p> <p>Law Branch operations reflect both innovative and modern best practices.</p> | <p>% of lawsuits resolved in favour of the City within settlement range.</p> <p>Claims settled without proceeding to litigation.</p> <p>Internal Legal cost per \$1,000 of Capital and Operating expenditures.</p> <p>Reduction of Security Incidents including Alarms (#)</p> | <p>> 85.0%</p> <p>> 95.0%</p> <p>< median OMBI¹</p> <p>8431</p> | <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Reduce</p> | <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Reduce</p> | <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Reduce</p> | <ul style="list-style-type: none"> ● Streamline processing of claims ● Streamline reporting of incidents ● Provide clients with tools to complete low-risk tasks independently ● Ensure work is being done at the right level within the Law Branch ● Enhance card access ● Use analytics / software to interpret documents |
| Major Initiatives | The Law Branch is an essential partner in clients' success. | Client Satisfaction. | >75.0% | Maintain | Maintain | Maintain | <ul style="list-style-type: none"> ● Downtown Arena ● LRT expansion ● Edmonton Civic Tower ● Blatchford Redevelopment ● Rossdale Redevelopment ● Big City Charter ● MGA review ● Annexation |

¹ Ontario Municipal Benchmarking Initiative

| Corporate Outcome or Conditions of Success | Branch Outcomes | Branch Performance Measures | Branch Target | | | | Branch Strategies, Tactics or Actions |
|---|--|--|---|---|---|---|---|
| | | | Baseline | 2016 | 2017 | 2018 | |
| Conditions of Success | | | | | | | |
| Building Capacity and Enabling Success | <p>Legal risks are managed.</p> <p>City operations are safe for the public and employees.</p> | <p>Client Satisfaction.</p> <p>Citizen injury claims in recreation facilities (#).</p> <p>Risk Control recommendations adopted.</p> <p>Security Audit recommendations adopted.</p> | <p>>75.0%</p> <p>32</p> <p>>75.0%</p> <p>>75.0%</p> | <p>Maintain</p> <p>Reduce</p> <p>Maintain</p> <p>Maintain</p> | <p>Maintain</p> <p>Reduce</p> <p>Maintain</p> <p>Maintain</p> | <p>Maintain</p> <p>Reduce</p> <p>Maintain</p> <p>Maintain</p> | <ul style="list-style-type: none"> ● Risk Inspections and Security Audits for City Facilities on a regular cycle ● Partner with Community Services in implementing underwater camera and detection systems for submersions in swimming pools |
| Core Service Delivery | <p>The Law Branch is an essential partner in clients' success.</p> <p>Legal risks are managed.</p> | <p>Client Satisfaction.</p> <p>Amount of claim paid in Statements of Claim served on City.</p> <p>Lawsuits resolved in favor of the City or within settlement range.</p> <p>Insurance premium as percentage of total assets.</p> <p>Claims settled without proceeding to Litigation.</p> <p>Conviction rate on Bylaw prosecutions.</p> <p>City employees having received Active Intruder Alert training (#).</p> | <p>>75.0%</p> <p>< 10.0%</p> <p>>85.0%</p> <p>< 0.5%</p> <p>>95.0%</p> <p>>90.0%</p> <p>650</p> | <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Increase</p> | <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Increase</p> | <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Increase</p> | <ul style="list-style-type: none"> ● Legal representation and risk management advice for major City initiatives and municipal operations ● Land assembly, legal representation and risk management advice for major City initiatives ● Legal representation in lawsuits and other legal actions ● Legal review and drafting of contracts and bylaws ● Legal advice and interpretation of legislation ● Adjusting claims ● Purchasing insurance ● Develop a corporate course of construction insurance program |