



Legal Services

Re: EX12.2n

Service Level Review

Executive Committee Presentation
June 30, 2015



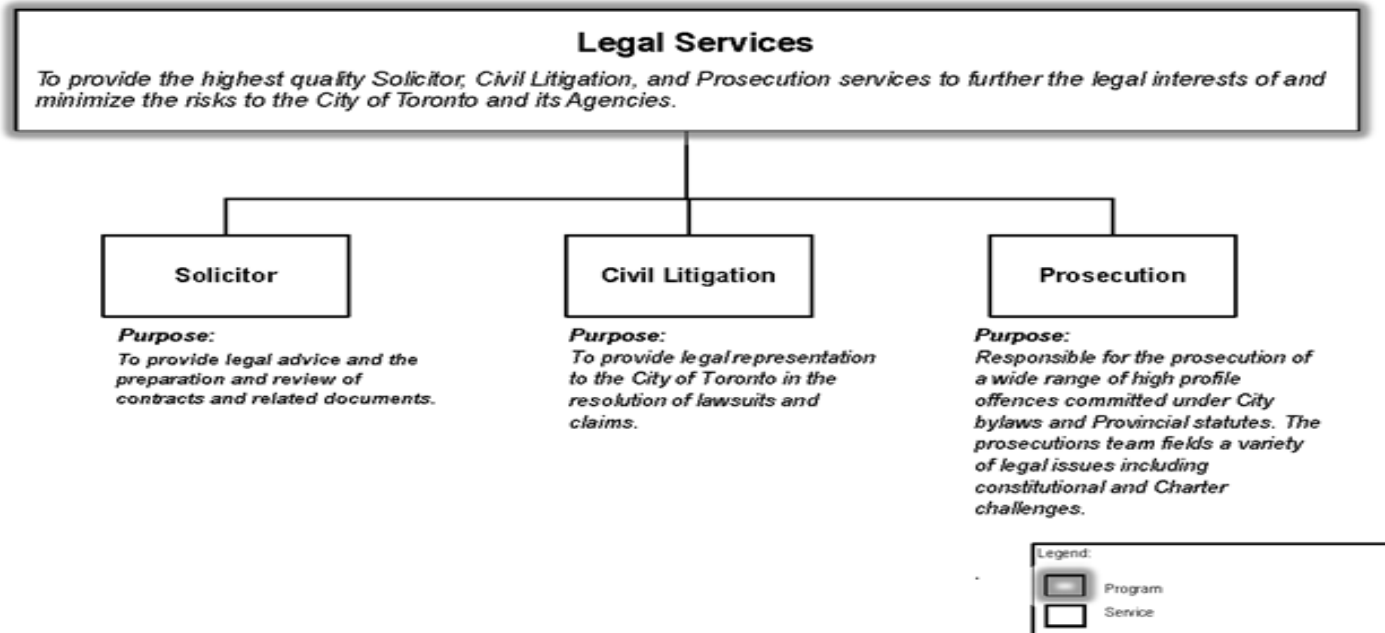
Overview

- Recommended Service Levels by Program
 - Program Map
 - Service Levels and Service Performance
 - Service Challenges and Opportunities
 - Strategies to Address Issues/Opportunities
 - Priority Actions to Achieve Results



Legal Services

2015 Program Map



Service Customer

Solicitor

- Mayor and City Council
- City Divisions
- Agencies

Civil Litigation

- Mayor and City Council
- City Divisions
- Agencies

Prosecution

- Mayor and City Council
- City Divisions
- Agencies
- Municipal Bylaw offender
- Provincial Statute offender



Key Service Levels – 2012 - 2015

Service Levels

Service Level Description		2012	2013	2014	2015
Prosecutions					
# of enforcement training sessions conducted by prosecution staff	Approved	NA	NA	15.0	15.0
	Actual	NA	NA	20.0	NA
# of charges dealt with at early resolution	Approved	NA	NA	88,113.0	58,000.0
	Actual	NA	88,113.0	58,071.0	NA
% of parking ticket charges with fines imposed after prosecutor action	Approved	NA	45.0	45.0	45.0
	Actual	NA	45.4	45.1	NA
% of cases resolved after prosecutor action through early resolution	Approved	NA	80.0	80.0	80.0
	Actual	NA	88.5	88.9	NA
Civil Litigation					
# of OMB hearing assigned	Approved				
	Actual	105.0	171.0	199.0	NA
# of client training sessions conducted by lawyers	Approved				
	Actual	4.0	7.0	21.0	NA
# of OMB/Discoveries/Mediation/hearing hours	Approved				
	Actual	2,551.50	2,961.0	3,521.0	NA
% of employment law matters referred to Legal that are handled by in house counsel	Approved				
	Actual	98.8	98.8	98.4	NA



Key Service Levels – 2012 - 2015

Solicitor Services		2012	2013	2014	2015
# of client training sessions conducted by lawyers	Approved				
	Actual	NA	NA	27.0	NA
# of solicitor hours spent providing advice to clients	Approved				
	Actual	8,623.8	10,511.9	13,952.1	NA
# of hours spent on drafting opinions/contracts/agreements	Approved				
	Actual	39,996.9	36,433.5	34,958.5	NA
# of hours spent reviewing contracts, agreements and other legal documentation	Approved				
	Actual	80,114.7	81,632.6	86,842.2	NA



Service Challenges & Opportunities

■ Challenges

- ✓ Increasing demand for legal services from City Council and City Divisions while reducing costs
- ✓ Salary-based – 85% of expenditures are salaries and difficult to find further efficiencies
- ✓ Increasing number of Ontario Municipal Board and Alcohol and Gaming Commission of Ontario hearings
- ✓ Increase in complex Prosecutions requiring more investigation, court time and staff resources
- ✓ Succession Planning (approximately 20% of staff eligible to retire within 5 years)
- ✓ Increasing costs of research materials (ie. books, online reference materials, etc.)



Service Challenges & Opportunities

■ Opportunities

- ✓ Bring more claims work in-house for Corporate savings as in-house lawyer costs are far less than external lawyer costs
- ✓ To provide legal advice and seminars to operating Divisions to reduce potential liabilities
- ✓ Early involvement by Legal Services prevents future problems and costs
- ✓ Province considering regulatory change which would move parking offences out of provincial courts freeing up court time for more serious municipal offences
- ✓ Participate in Divisional fee reviews to ensure an appropriate proportion of fee is for legal services



Strategies to Address Challenges & Opportunities:

Priority Actions Taken or Underway

Continue to contain expenditures in 2015 without reducing service levels	
Educate clients in the various practice areas to minimize City liabilities	Conduct education seminars to clients by practice area groups with aim of reducing liabilities
Working with Finance and Risk Management Division to increase claims work capacity	Council approval of new staff resulting in more claims work being done in-house
Educate clients in enforcement divisions in proper courts process and procedures	Better success in prosecuting by-law offences
Maximize court room trial time by rebalancing case loads	To reduce time needed to resolve disputes and rebalancing of court resources
Continued successful implementation of the early resolution process	Reduction in the number offences going to trial have decreased significantly freeing up courts for more serious by-law offences



Strategies to Address Challenges & Opportunities: *New Strategies*

■ Strategies

- ✓ Assist City Manager with 5 year City of Toronto Act review to obtain desired changes to legislation
- ✓ Prosecution staff to work with Municipal Licensing and Standards staff to begin managing more complex cases and provide guidance to ensure proper evidence is obtained
- ✓ Increase communication between enforcement agencies and review existing mechanisms for improvement





Thank You

