

SERVING
the PUBLIC
INTEREST

Law Society of Alberta

2014 Business Plan and Budget

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Introduction

The business plan and budget are critical planning documents in implementing the 2014-2016 Strategic Plan. Management creates this document by engaging the Executive Leadership Team (ELT) and, through them, many of the other managers and staff of the Law Society. We analyzed the work completed in 2013 and considered the work required in 2014. Several common themes were identified to guide the preparation of the budget.

1. The Law Society continues to face increased responsibilities because of the environment in which we regulate. We have more lawyers than ever before, more complex complaints, and an increasingly litigious environment. Consequently, we are having more hearings and are experiencing an increase in the workload of the membership, conduct and counsel departments.
2. The public and the media are paying increased attention to our work, and they are frequently critical. This means we must do the work better than ever.
3. Alberta's strong economy and high cost of living continue to drive up the cost of doing business, and there is the additional expense of maintaining offices in two cities.
4. Timeliness continues to be an issue throughout our regulatory processes. Although we have made considerable progress in our complaints and investigations throughput, challenges remain in moving matters through to hearings.
5. Good management practices and expectations of the profession and the public require us to be more up-to-date with our business technology. We need to continue the updating process begun in 2012.

Each of the above environmental factors affecting the Law Society's work is local, but not unique to Alberta. These challenges exist in the world-wide regulatory environment and are causing professional legal regulators to reconsider, and in some cases, re-tool their regulatory processes. Governments in much of the Commonwealth are requiring legal professional regulators to be aware of their role of protecting clients as "consumers".

The new strategic plan calls for increased focus on education and support for lawyers so that they perform better, provide higher quality legal services, avoid negligence, manage risk more effectively, properly manage trust funds and demonstrate high levels of ethical behaviour. We will develop an organizational strategy to support this focus and for measuring our progress, recognizing that, in our current organizational model, our activities are housed in a variety of different departments and related external organizations.

This is a budget for an organization required to move forward, and to do so in a planned and deliberate manner.

Business Plan

The business plan is the vehicle through which the strategic plan adopted by the Benchers is converted into practical work. It takes the aspirations in the strategic plan, and turns them into concrete plans to be implemented, and uses those plans as the foundation for the budget.

The Law Society Comprehensive Governance Plan includes this process diagram:

Law Society Planning Cycle



In formulating this plan, we considered the aspirations in the strategic plan. Because one of the Law Society's strategic goals is to be a model regulator, we also considered what is taking place in the world of professional regulation. We can then test our planned work against the work being carried out by leading regulators in Canada and the rest of the world to determine if we are achieving the goal of being a model regulator.

The business plan describes the proposed new or developmental work to be carried out in 2014, in addition to the continuing work of delivering all of our core programs. The plan is built around the structure of the strategic plan. In addition to the work described here, we will respond to emergent situations as they arise.

Strategic Goal 1: Model regulator

We will continue to deliver the following core programs:

- Admissions, CPLED and other membership matters
- Complaints and investigations
- Hearings
- Practice review
- CPD
- Practice advice, practice management advice and equity ombudsperson
- Equity programs
- Pro bono
- Libraries and CanLII
- Maintenance of the code of professional conduct
- Trust safety
- Unclaimed trust funds
- Assurance Fund
- Mandatory professional liability insurance (ALIA)
- Leadership and support to national projects dealing with standards for the operation of law society regulatory programs

The strategic initiatives we also plan for 2014 are described below:

Continuing redevelopment of Conduct processes

As a model regulator, we recognize the need to continuously improve the processes through which we identify professional conduct that may be questionable through our complaints and adjudication programs. Public and governmental expectations of professional regulators continue to grow, and issues of speed, appropriate remedies for consumers and transparency are present worldwide. Dealing with lawyer conduct is already one of our most resource-intensive activities, so we must find a way of meeting those expectations without incurring substantial additional cost. These factors influenced the Benchers to embark in 2010 on changes to the conduct process.

At the same time, the staff have been working on improvements to internal processes. The proposed work in 2014 is to:

- a) Continue our work to reduce the number and length of hearings through resignations, settlements, early identification and remediation of practice issues, and single adjudicator consideration of matters that proceed by way of agreement.
- b) Continue to refine the complaints management model to achieve better risk management and, at the same time, optimize complainant outcomes. This work began in 2012 and focussed on examining the performance of lawyers instead of focussing on complaints as separate transactions. In 2014 we will continue that work and renew our focus on gaining better information from lawyers and complainants through more face to

face and telephone contact. As required by the new strategic plan, we will also consider how to intervene even earlier, so that we can assist lawyers to identify and remediate issues before they begin to have more significant impacts. We will also aim to resolve complaints earlier in the process, if that is consistent with serving the consumer protection aspect of the public interest. We will also continue to improve complaints throughput, and propose other key measures of effectiveness of the complaints program.

- c) Continue the multi-year implementation plan for changes to the conduct process, including:
- Pre-hearing conference enhancement;
 - Practice review early intervention pilot; and
 - Expedited admission of guilt before single adjudicator hearings.

We plan to carry out this work within the existing funding envelope. Theory says these process changes will result in more effective and less expensive processes. We cannot say at this time whether there will be any significant transition costs.

Continue implementation of the Trust Safety process

In 2013 we conducted a program evaluation of the Trust Safety program and began to explore a new funding mechanism based on the premise that primary funding for this program should be from those who use or operate trust accounts. In 2014 we plan to continue implementing the program refinements stemming from the evaluation. In conjunction with our plan to deliver an insurance model for trust defalcation to the public and Alberta lawyers, we will also provide the Benchers with recommendations as to a new funding model for regulatory activities related to lawyers holding trust funds.

Alternate business structures

One of the significant changes in the regulation of the legal profession is the introduction of new forms of regulation to increase consumer access to legal services. Already present in England and Australia, these alternate business structures are currently under review in a number of Canadian jurisdictions.

In 2014 we plan to commence consideration (working closely with other western law societies) of alternate business structures in Alberta by developing a backgrounder and discussion paper.

Tribunals office

One of the high profile, important and high risk tasks carried out in many of our regulatory processes is adjudication of conduct, credentialing, practice, assurance, trust safety, and the appeal processes for each of these. Currently, the processes for administering the different adjudications are spread across the organization. Many similar organizations provide both extensive and structured training, as well as support for activities such as the drafting of decisions.

To be considered a model regulator, we should provide this support to our adjudicators. In 2013 we began to re-align the hearing coordinator and counsel assistants' roles to create a tribunals office. In 2014 we plan to extend this support to all of the Law Society's adjudicative processes, including additional resources for Law Society adjudicators.

Online practice resources

One of our heavily used supports for professional competence is the services provided by the practice advisors, practice management advisor and equity ombudsperson. The number of calls to these advisors has grown consistently over the last few years. This work is made more effective by providing online resources that will assist practitioners, either in addition to individual advice, or as a substitute for it. Effectively assisting practitioners to avoid unethical or incompetent conduct is an important priority, and making these materials available online means we can increase the use of these resources without necessarily increasing staff. Accordingly, in 2014 we propose to continue to enhance online practice resources.

Restructuring the compensation of victims of lawyer theft of trust money

The Law Society's program for compensating victims of lawyer theft of trust money is built around a model in which the payment of compensation is a discretionary remedy of the Benchers, with each case adjudicated on its merits. Before payment can be made under the current program, a finding of misappropriation by the lawyer must be made. This makes it very difficult to engage in the kind of timely and fair resolutions that are common in insurance programs.

The Benchers in 2008 deferred considering a program more like an insurance model, to be dealt with once the Trust Safety program was in place. In December 2013 the Benchers will receive a report outlining management's recommendations for moving to an insurance model instead of a discretionary model for deciding assurance fund claims.

Subject to Bencher approval, we plan to deliver an insurance model for trust defalcation to the public and Alberta lawyers.

Integrated competence strategy

Competence lies at the heart of the work of a regulator of professionals. The mission of the Law Society calls for a high standard of legal services and professional conduct. We provide a variety of competence-related programs. Some of these are available on demand, such as libraries and practice advice. We also have compulsory programs, such as CPD and Trust Safety. There are many other possible programs, both on demand and mandatory. One that has been discussed is practice audits. We need an overall strategy for how we support and regulate competence, before engaging in any additional programs. As a result, this year's Continuing Competence Committee has begun work on an integrated competence strategy, which will be presented to the Benchers before the end of the year.

One of the important programs to engage lawyers in managing their professional competence is a CPD program, which we have been operating for a number of years now. We have engaged in an external program evaluation, and have plans to add additional features to have each lawyer consider their previous year's CPD program and whether it was successful, and to streamline our administrative process for determining that practitioners have complied with the CPD program regulations.

To continue our work in this key area, we propose to:

- Respond to direction arising from consideration of the integrated competence strategy; and
- Implement changes to the CPD program so that a) lawyers report on their success in achieving their CPD goals for the previous year, and b) filing a CPD declaration is a pre-condition to renewing the annual practice certificate.

In 2014 we will proceed to hire the new director and support staff; that director will then develop and guide the strategy.

Digital signatures

The government initiated a 3 year plan to redevelop the Land Titles Registry electronic database. One of the key features of the new system will be e-filing of land titles documents. For this to function, lawyers will need a form of digital signature. This facility will demonstrate that the lawyer e-filing a land title document has the appropriate status with the Law Society.

In 2013 we planned to develop a proposal to provide this service to lawyers. The initiative was deferred pending clarity on the over-riding issue of privatization of the Land Titles Office. We need to be in a position to respond if digital signatures are required.

Strategic Goals 2: Public confidence

As part of our core program work we have continued to improve our regulatory programs and enhance programs that communicate our regulatory work to government, the public, and lawyers, as well as providing communications support for individual programs. In 2014 we will develop and begin to implement a new communications plan; to deliver that plan we have reorganized the communications staff, creating a flatter structure with more staff delivery of communications products.

In accordance with the new strategic plan, we will develop strategies for measuring our performance in achieving government satisfaction with the effectiveness of the Law Society, and measuring stakeholder confidence in the organization. We will also take steps to increase the involvement of public representatives in adjudication panels.

Strategic Goal 3: Principles of justice

As part of our core program work we will continue to:

- Communicate the importance of protecting the independence of the courts, the rule of law, and lawyer client privilege; and
- Monitor for threats to the rule of law and intervene as necessary regarding those threats.

There are no new business plan priorities relative to this strategic goal.

Strategic Goal 4: Access to justice

As part of our core program work we will continue to deliver existing programs such as: libraries and CanLII as sources of public legal information, lawyer referral, Justicia, Pro Bono Law Alberta and Law Day.

As a strategic initiative, with a view to available resources and authority and acknowledging that the access to justice issue cannot be solved by the legal profession alone, we plan to articulate the Law Society's role in access to justice, develop a plan to implement that role and begin implementation. The implementation phase will address which of the varied existing projects will be continued, and whether new work should be undertaken.

We will provide the Benchers with an analysis of demographics of the profession, Law Society employees and volunteers as the start to developing our strategy around diversity and inclusion.

We cannot at this time estimate whether there will be any additional costs, although we expect to have a better sense of costs based on Bencher discussion of the Access to Justice Strategy.

Strategic Goal 5: Organizational culture and capacity

As part of our core program work we will continue to deliver the following core support programs:

- Support for committees and governance activities, including developing and delivering online support as is feasible and affordable
- Accounting services
- Record keeping and privacy services
- Communications, both internal and external
- Office services
- Offices in Calgary and Edmonton
- Business technology services
- Legal services
- Human resource management services

As strategic initiatives we also plan the following:

- a) In 2011 the Benchers started a program to develop comprehensive governance policies. Completion of this work was delayed in 2013 as the Governance Committee focused on the Bencher Evaluation pilot project. We expect to complete the work on comprehensive governance policies in 2014 using existing organizational resources.
- b) The strategic plan sets as an aspirational and ultimate goal that the Law Society of Alberta is a model regulator. To evaluate our success in achieving that goal, we need to compare ourselves to other regulators. To assist in this ongoing work, we have been benchmarking new and innovative regulatory mechanisms used in England and Australia but not Canada, and we will provide a discussion paper about whether these forms of regulation would be useful in Alberta. This will be carried out using existing organizational resources.
- c) In anticipation of the Bencher election in November 2014, an internal project team has been working during 2013 to lay the ground work for an exclusively online Bencher election.
- d) The Law Society maintains a sophisticated database containing all of the regulatory information about lawyers and related parties. In 2012 we upgraded our ten year old regulatory database; that brings our software up to date, and permits us to begin offering online transactions. This multi-year project will ultimately enable us to provide better customer service for lawyers and the public, to simplify our processes, and to reduce costs. In 2013 we took a number of steps to develop the capacity to evaluate and change our business processes. In 2014 we plan to build on work done in 2012 and 2013 to develop capacity and infrastructure to do more business online, introduce additional collaborative technologies and enhance our data quality and decision support tools. The costs associated with this work are included in our capital budget presented later in this document and we expect there will be continuing capital costs for this work through 2015 and 2016. In our view we cannot avoid making this investment. If delayed, we will simply pay more to make these changes in the future.
- e) The Law Society has secured additional space in its current Calgary location and, at this point, anticipates extending our existing lease to the end of 2019. We have provided for increased rent and capital spending on leasehold improvements and furniture in the 2014 operating and capital budgets.
- f) To assess the human resource capacity of the organization relative to what we need to accomplish in the 2014-2016 strategic plan, we intend to conduct an organizational capacity review of the organization in 2014.

- g) Conduct an evaluation of the operating principles contained in the 2014-2016 strategic plan, and develop a process for continuing review designed to improve organizational performance.
- h) Develop ongoing health and safety processes to minimize workplace risk, including developing incident reporting standards.
- i) Conduct a review of the Law Society's committee structure to identify opportunities to enhance the volunteer experience.

The budget

The budget pursues the initiatives outlined above – both the strategic ones and the statutory ones – within a context in which we recognize our continuing need to balance our obligation to be the steward of the funds raised through taxation and our obligation to protect the public interest.

This year's budget preparation began with developing a business plan, which forms the foundation for this budget.

In organizing the business plan we broke down our work into five core areas of the Law Society:

Membership – this group deals with all aspects of applications for new membership, Professional Corporations (PCs) and Limited Liability Partnerships (LLPs), and deals with all changes in membership and annual renewals. The bar admission program (Canadian Centre for Professional Legal Education - CPLED) is funded through this department.

Conduct – in which we review, resolve (where possible), and investigate complaints, refer to Practice Review where appropriate, and prosecute when necessary.

Public Protection – includes the trust safety program, custodianship program and Assurance Fund program that compensates those suffering losses from misappropriated trust funds.

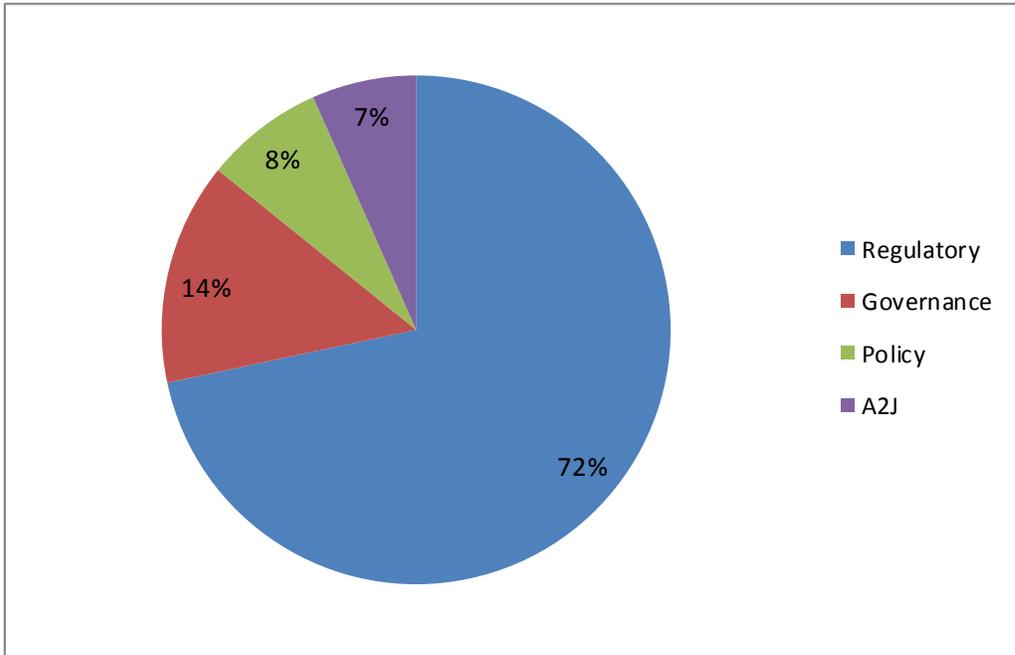
Professionalism, Competence & Access – this bundles together all of our programs that support the professional work of lawyers, namely Continuing Professional Development (CPD), practice advice, pro bono, libraries, CanLII, equity ombudsperson, and equity programs.

Governance – the governance of the organization including the development of best practices in governance and of policy for consideration by the Benchers.

Organizational Support – the supports necessary to carry out all our regulatory work including Corporate Services (consisting of Accounting, Communications, Records and Information Management Services and Office Services), Business Technology, Counsel and Human Resources.

Budget resource allocation

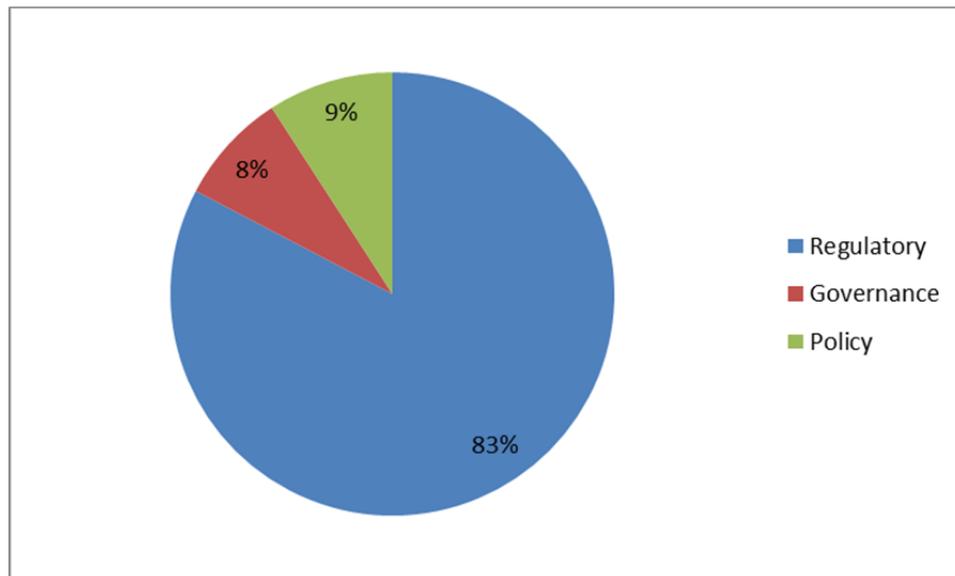
While we organize our work in the above areas, the following chart illustrates where our budget resources are focused. In this analysis, organizational support costs are allocated to each of these activity areas based on relative cost.



Of our policy work, about 2/3rds of the work relates to regulatory issues and the remaining 1/3rd is dedicated to the access to justice initiative and governance.

Staff resource allocation

The 2014 budget provides for 122 full-time equivalent (FTE) staff relative to 119 in 2013. The increase of 3 FTE's relate to the new Tribunals Office (1.5 FTE's), the establishment of permanent staff in Custodianships (1 FTE) and additional staff in Communications and Human Recourses (1 FTE in each area). These increases are offset by small staff reductions in Conduct, Investigations and Business Technology. Staff costs represent about 60% of the total budget. The following chart depicts how staff resources are deployed. Again, organizational support staff resources (FTEs) are allocated to each of the activity areas based on relative FTE's.



About 2/3rds of our policy work relates to regulatory issues and the remaining 1/3rd is dedicated to the access to justice initiative and governance.

Core area plans

In our strategic planning the Benchers made it clear we must do a first class job of our core regulatory work. That encompasses credentials and education, complaints and hearings processes, and ensuring that lawyers are professionally competent. We also include the operation of the Assurance Fund in this work. The business plan that follows includes work in all of these areas and reflects the following operational goals:

- Be highly trusted;
- Be recognized for excellence in management and leadership in service;
- Manage risk and stand up for the public interest and the principles of justice; and
- Be a leader organization of choice for staff and volunteers.

The following analysis describes the core activities of our five business units, area goals, significant initiatives planned in each area and a discussion of the corresponding budget implications for 2014.

Membership

Core activities:

This group is responsible for the administration of various applications including students-at-law, enrolment and reinstatement of members, the transfer of inter-jurisdictional members, Professional Corporations and Limited Liability Partnerships. The Membership department also manages inquiries regarding membership status and address changes, insurance changes, and membership renewals. The bar admission program (CPLED) is funded through this department.

On an annual basis, this group of 9 employees processes renewals for approximately 9,000 active, 2,000 inactive and 6,000 insured lawyers. Over 400 applications for students-at-law are handled by this group. In addition, the Membership department processes annual renewals for about 2,300 Professional Corporations and 170 Limited Liability Partnerships.

Goals:

- Serve the public interest by ensuring high standards of competence and good character for applicants seeking admission to and practicing law in our jurisdiction.
- Provide a high level of customer service (internal and external customers).
- Provide service to lawyers while facilitating annual regulatory requirements, such as annual renewal of membership, insurance, Professional Corporation and LLP registrations.
- Continue to enhance risk assessment management within the department as well as in conjunction with the Law Society as a whole.
- Continue to evolve business practices, policies and documentation to accommodate expectations of our customers and to operate as a model regulator.
- Enhance our corporate departmental image and knowledge about our services to our customers (lawyers, students, etc.). This includes improvements to the website, forms and an increased number of presentations to our customers.
- Enhance our relationship and productivity with the CPLED team in order to provide a more cohesive service to students-at-law.

Conduct

Core activities:

This core area (consisting of 34 staff) reviews, resolves (where possible), and investigates complaints, refers to Practice Review where appropriate, and prosecutes as necessary. The Complaints team handles about 3,500 contacts annually from the public, financial institutions, government departments, other regulatory bodies and lawyers. The majority of the contacts received are resolved to the satisfaction of the complainant through an informal process. This informal process includes Law Society staff providing information, referral to other agencies, mediation or other alternate resolution services. Typically, 15% (about 500) of these contacts relate to complaints that are serious enough to require formal investigation and review by Law Society staff. Of these serious (or formal) complaints, about 10% (roughly 50) ultimately result in a conduct hearing.

Goals:

- Deal with every complaint to ensure it is investigated in an effective and timely manner.
- Deal with matters in Practice Review when risk appears remediable.
- Prosecute matters in an effective and timely manner.
- Maintain a risk assessment program that supports and furthers the goals and objectives identified in the strategic plan.

2014 initiatives:

- Continue our work to reduce the number and length of hearings through resignation, settlements, early identification and remediation of practice issues, and single adjudicator consideration of matters that proceed by way of agreement.
- Continue to refine the complaints management model to achieve better risk management and, at the same time, optimize complainant outcomes. This work began in 2012 and focussed on examining the performance of lawyers instead of focussing on complaints as separate transactions. In 2014 we will continue that work, and will renew our focus on gaining better information from lawyers and complainants through more face-to-face and telephone contact. As required by the new strategic plan, we will also consider how to intervene earlier, so that we can assist lawyers to identify and remediate issues before they begin to have more significant impacts. We have recognized that improving our process requires consideration of “upstream” issues. We will aim to resolve complaints earlier in the process, but only if we are still serving the consumer protection aspect of the public interest. We will also continue our attempt to achieve complaints goals for throughput while proposing other key measures of effectiveness of the complaints program.

- Continue the multi-year implementation plan for changes to the conduct process, including:
 - Pre-hearing conference enhancement;
 - Practice review (early intervention) pilot; and
 - Expedited admission of guilt before a single adjudicator.

Public Protection (Trust Safety and the Assurance Fund)

Core business:

This area operates the trust safety program, our custodianship program and the Assurance (or compensation) Fund established to compensate those who suffer financial loss through lawyer misappropriation of trust funds.

The purpose of the trust safety program is to mitigate the risk of lawyer misappropriation of client trust funds. In 2014, this group will consist of 16 employees and is supported by the investigative team in the Conduct group.

We operate the Assurance Fund (AF) to respond to allegations of lawyer misappropriation of trust funds and to compensate (or protect) members of the public who have been victims of such misappropriation. Assurance Fund claims received from the public are reviewed by our Senior AF Claims Examiner and are referred to our trust audit staff to perform a complete review of the trust account of the lawyer concerned. The trust audit process, in cases of misappropriation, can be quite lengthy and intensive as trust records in these circumstances are often falsified or destroyed. The total number of open AF claims is normally under 200. On average, we open about three AF files monthly, typically two of which require a formal investigation, including a related conduct complaint.

The custodianship program is designed to protect members of the public in the event that their lawyer is unable or not allowed to continue the practice of law. In these circumstances, our custodians (lawyers contracted by the Law Society) protect the interests of the client and their trust property until the client is able to arrange appropriate representation. The number of active custodianships is typically around 50.

Goals:

- Through our trust safety program, effectively protect the public interest with respect to the safety of trust property.
- Manage every claim to ensure a fair and timely outcome.
- Finance the Assurance Fund in an economically sustainable manner.
- Fairly compensate those who lose money when trust account defalcations occur.
- Identify areas of potential loss and develop programs to assist lawyers to avoid such loss.

2014 initiatives:

- Deliver an insurance model for trust defalcation to the public and Alberta lawyers.
- Explore a new staff model to more effectively plan, coordinate and monitor the work done by contract custodians.
- Implement refinements to the Trust Safety program as outlined in the 2013 program evaluation.

Professionalism, Competence and Access

Core activities:

This group bundles together all of our programs that support the professional work of lawyers including CPD and practice advice, the equity ombudsperson and equity programs. This area also funds programs and initiatives designed to enhance lawyer competence and the public's access to legal services including:

- The Joint Library Committee (Alberta Law Libraries);
- Assist;
- The Lawyer Referral Service;
- Pro Bono Law Alberta;
- The Alberta Law Review;
- CanLII; and
- The CBA's Legislative Review.

A key element of the Law Society's support of the professional work lawyers perform is our Practice Advisor program. This program is delivered by 3 lawyers who are supported by an administrative assistant. These individuals provide confidential advice to Alberta lawyers with respect to ethical, practice management, and stress-of-practice issues. This group also advises and assists the Benchers and Law Society staff on professionalism issues generally and the Code of Professional Conduct in particular. On an annual basis, the Practice Advisors handle in the neighbourhood of 5,000 inquiries from lawyers seeking advice. As in 2013, this budget provides for a Director (the Practice Advisors currently report directly to the Executive Director) and a dedicated administrative position to manage the CPD program.

Goals:

- Support the professionalism and competence of lawyers through Practice Advisors providing ethics and practice management, the Alberta Law Review, CPD, independence of the legal profession, access to justice, Equity Ombudsperson, Access to Justice Committee, Pro Bono Law Alberta (PBLA), Practice Advisory committees, Alberta Lawyer Assistance Program (Assist), and the Western Conveyancing Protocol.
- Provide legal research resources through libraries and the Canadian Legal Information Institute (CanLII).

2014 initiatives:

- Continue to increase the range of online practice resources to assist lawyers in achieving excellence in their practices.

- Hire the Director to facilitate the increased focus on education and support for lawyers as contained in the 2014 – 2016 strategic plan. This position was included in the 2013 budget. Consequently, there are no budget implications to this initiative in 2014.

Governance

Core activities:

The governance of the organization, including the development of policy for consideration by the Benchers, is the focus of this core area. This business unit includes the office of the Executive Director (2 employees), the Director of Regulation (2 employees), the Policy and Research department (6 employees) and the Tribunals Office (planned for 3 employees).

Ongoing policy work includes:

- Maintenance of the policy development inventory which sets out the Bencher priorities on strategic, process, and potential policy projects;
- Maintenance of the administrative policy inventory which sets out administrative policy projects; and
- Monitoring of the local, national, and international regulatory environment to identify potential policy issues, questions, and future policy projects to further the strategic goals of the Law Society.

The cost of the Law Society's membership in the Federation of Law Societies of Canada and funding for the Legal Archives Society of Alberta are contained in this core area.

Goals:

- Sustain effective governance of the Law Society through committees and the Benchers.
- Provide training and information to assist the Benchers in their work.
- Manage policy issues and prepare policy matters for Bencher discussion.
- Be an active participant in national governance of the profession (primarily through the Federation of Law Societies of Canada).

2014 initiatives:

- Monitor best practices for the regulation of the legal profession and provide a report to the Benchers as requested.
- Prepare a discussion paper for Bencher consideration of an integrated competence strategy including admissions, reinstatement, continuing professional development, and quality assurance.
- Develop evaluative and reporting processes for regulatory programs as part of a multi-year plan.

- Articulate the Law Society's role in access to justice, develop a plan to implement that role, and begin implementation. Implementation will address the question of which of the varied existing projects will be continued, and whether there should be any additions.
- Implement a Tribunals Office to enhance the coordination of adjudications and adjudicator training.

Organizational Support

Counsel

Core activities:

This department combines an active litigation role with corporate counsel responsibilities. With a team of 10 staff and contract counsel, the Counsel department actively supports the Law Society's goal of being a model regulator in protecting the public interest and preserving the fundamental principles of justice. This department monitors challenges and threats to solicitor-client privilege and takes targeted action.

Counsel act as professional advisors in the following areas:

- Work with knowledgeable professionals and paraprofessionals to provide legal and strategic expertise to all Law Society departments, the Benchers and committees.
- Provide advice on operational and public policy matters including assisting in the analysis, drafting and implementation of initiatives.

Counsel act as litigators and counsel on behalf of the Law Society in the following matters:

- For all types of internal hearings and appeals, including disciplinary hearings.
- Before all levels of court.

Goals:

- Monitor challenges and threats to solicitor-client privilege and take targeted action.
- Move caseload in accordance with timeliness benchmarks.
- Provide excellent legal advice to clients.
- Identify, analyze and manage risks to the effectiveness and operations of the Law Society.
- Provide excellent counsel support to strategic initiatives requiring counsel input.
- Maintain expertise as a resource on solicitor-client privilege.
- Be recognized as a model counsel department for all law societies.

Corporate Services

Core activities:

This group provides accounting, communications, records management and general office services to the Law Society and ALIA staff, Benchers and volunteers. This organizational support group consists of 25 employees. The teams that comprise Corporate Services are:

- The Accounting team handles the financial reporting, budgeting, payroll and cash management of the Law Society and ALIA.
- Our Communications group develops communications tools and techniques to inform key external and internal stakeholders. In addition, this group provides strategic communications advice to the Benchers and Law Society management.
- The Records and Information Management Services team securely manages all of the information that is collected and generated by the organization. This includes internally-generated records and records the Law Society collects from lawyers through our regulatory processes. The Privacy Officer is contained in this area.
- The Office Services group manages the physical office locations of our Edmonton and Calgary premises, including our very busy meeting facilities. This team also operates our document production facility that produces information materials, particularly for our regulatory and adjudication activities.

Goals:

- Provide accounting services to the Law Society, ALIA and affiliated organizations.
- Support the Law Society's record keeping, knowledge management and privacy responsibilities.
- Provide effective support for communications to the public, the profession, stakeholders and staff.
- Provide office services support including leased premises management and document production services.

Business Technology

Core activities:

This group of employees and an outsourced technology support team design and maintain the information technology infrastructure required to carry out the regulatory work of the Law Society. This includes our membership and financial databases, data/video/voice links between our two offices, remote access, electronic collaboration tools, computer hardware and overall

systems security. This team also provides project management and business process expertise to the many change projects currently underway at the Law Society.

Goals:

- Provide business technology services to allow the organization to track relevant information and permit effective management of key business processes.

Human Resources

Core activities:

This team, consisting of 3 employees, provides advice and guidance in the effective recruitment and retention of employees who ultimately possess the necessary skills, characteristics and qualifications needed to achieve the Law Society's strategic and operational objectives. This team supports the human resource needs of approximately 125 Law Society and 18 ALIA employees.

Goals:

- Operate a model HR business unit to ensure HR policies and practices are integrated and aligned with our organizational mission, vision, goals, objectives, and strategic initiatives.
- Support all departments in meeting their goals, objectives, and strategic initiatives as they relate to human resources.
- Provide timely and efficient service to our customers.
- Support our organization in realizing our goal of becoming a model regulator and to be a leader organization of choice for staff by continuing to build and focus on strategic recruiting, hiring, developing, and retaining a competent and dedicated workforce.

2014 Organizational Support initiatives:

- For the Counsel group, develop a sustainable staffing model including full time staff and outside counsel to address the increasing hearing load.
- Implement an enhanced Human Resource Information System designed to streamline processes and improve staff performance management and development.
- Further refine training and performance management related to core competencies for Law Society management and front line staff.
- Implement a series of business system upgrades to introduce a number of online self-service transactions for lawyers and the public designed to enhance customer service and improve internal efficiencies (and, ultimately, to reduce cost).
- Introduce more collaborative technologies and implement changes to business process, data management and storage systems to increase staff effectiveness and productivity (and, ultimately, to reduce cost).
- Redesign and refresh the recently expanded Calgary office space to facilitate planned growth.
- Conduct an initial organizational capacity review to assess the human resource capacity of the organization relative to what we need to accomplish over the longer term.

Budget

Budget Structure

The budget of The Law Society includes three funds:

- The **General Fund**, which covers the general operating costs of the regulatory function and other work of the Law Society;
- The **Assurance Fund**, which covers the costs of compensating clients and others who are the victims of trust defalcations, as well as the cost of our loss prevention audit and custodianship programs; and
- The **Viscount Bennett Fund**, a donated sum, the income from which funds scholarships for law students.

In discussing the budget structure, we refer to:

- **Budget 2014**, which means the fiscal year beginning January 1, 2014 and ending December 31, 2014;
- **Budget 2013**, which means the fiscal year beginning January 1, 2013 and ending at December 31, 2013; and
- **Forecast 2013** which is our forecast of the actual revenue and actual spending for the fiscal year beginning January 1, 2013 and ending December 31, 2013 including actual spending to the end of June 2013.

Summary budgets for the General, Assurance and Viscount Bennett funds are provided in the following pages.

The proposed Capital Budget is provided in Appendix 2.

An analysis of General and Assurance Fund target fund balances is outlined in Appendix 1.

The operations of the Alberta Lawyers Insurance Association (ALIA) are not included in this budget. ALIA's budget for the year ending December 31, 2014 is presented in a separate document.

Budget Assumptions

This budget is built on the following assumptions:

- a) This draft budget assumes an increase in the practice fee of \$200 to \$1,960 (an 11.4% increase) and no change in the Assurance Fund levy from 2013. This proposed increase provides the amount of funding required to support the business plan as presented and maintain the contingency reserve in the General Fund (please refer to Appendix 4) at a level approaching the recommended range as outlined in Appendix 1. In combination with the proposed increase in the insurance levy as described in the ALIA business plan

and budget, the total fee package increase for an active Alberta lawyer is 5.6% over 2013. Please refer to Appendix 3 for an historical comparison of fees and levies and Appendix 8 for a detailed fee schedule.

- b) Excluding staff additions and merit increases, we have assumed a 3.5% increase in wage costs. This increase is designed to keep our compensation levels on pace with labour market trends in Alberta. As outlined in Appendix 9, these trends have been determined with reference to average weekly earnings in the Alberta labour market over a two year period as collected by Statistics Canada.
- c) Fee revenue is based on an active and inactive membership growth rate of 1.7% and 3.5% respectively (see Appendices 6 and 7).
- d) Unrealized gains or losses on changes in the market value of investments related to the Assurance and Viscount Bennett funds have not been budgeted for as these amounts are virtually impossible to predict and are non-cash items by nature.
- e) The provision for Assurance Fund claims and costs is very difficult to predict. Consequently, the budget for this item is based on recent historical experience (refer to Appendix 5 for an historical analysis of actual claims reserve and provision experience). Actual claims experience may differ significantly from the budget amount.

General Fund Budget

**The Law Society of Alberta
Summary General Fund Budget
For the Year Ending December 31, 2014
(000's)**

	2013 Budget	2013 Forecast	Variance 2013 Forecast to 2013 Budget	2014 Budget	Variance 2014 Budget to 2013 Budget
Revenue					
Fees	\$ 16,916	\$ 17,067	\$ 151	\$ 19,057	\$ 2,141
Management fees	4,188	4,188		4,752	564
Investment income	100	65	(35)	105	5
Other	129	160	31	141	12
Total revenue	<u>21,333</u>	<u>21,479</u>	<u>146</u>	<u>24,055</u>	<u>2,722</u>
Expenses					
Membership	1,546	1,665	119	1,648	103
Conduct	3,523	3,655	132	3,646	123
Professionalism and competence	2,801	2,631	(170)	3,020	219
Governance	2,791	2,768	(23)	3,118	326
Organizational support	10,310	11,145	835	12,078	1,768
Total expenses	<u>20,971</u>	<u>21,864</u>	<u>894</u>	<u>23,510</u>	<u>2,540</u>
Net Income (loss)	<u>\$ 362</u>	<u>\$ (385)</u>	<u>\$ (747)</u>	<u>\$ 545</u>	<u>\$ 183</u>

Assurance Fund Budget

**The Law Society of Alberta
Summary Assurance Fund Budget
For the Year Ending December 31, 2014
(000's)**

	2013 Budget	2013 Forecast	Variance 2013 Forecast to 2013 Budget	2014 Budget	Variance 2014 Budget to 2013 Budget
Revenue					
Fees	\$ 5,039	\$ 5,060	\$ 21	\$ 5,141	\$ 103
Investment income	800	968	168	725	(75)
Total revenue	<u>5,839</u>	<u>6,028</u>	<u>189</u>	<u>5,866</u>	<u>28</u>
Expenses					
Organizational support	61	70	9	61	
Administration	2,756	2,748	(8)	3,242	486
Trust safety and custodianship costs	3,233	2,634	(599)	3,378	145
Provision for claims and costs	600	1,500	900	1,000	400
Total expenses	<u>6,650</u>	<u>6,953</u>	<u>303</u>	<u>7,681</u>	<u>1,031</u>
Net Income (loss)	<u>\$ (811)</u>	<u>\$ (925)</u>	<u>\$ (113)</u>	<u>\$ (1,815)</u>	<u>\$ (1,003)</u>

Viscount Bennett Fund Budget

**The Law Society of Alberta
Summary Viscount Bennett Fund Budget
For the Twelve Months Ended December 31, 2014
(000's)**

	2013 Budget	2013 Forecast	Variance 2013 Forecast to 2013 Budget	2014 Budget	Variance 2014 Budget to 2013 Budget
Revenue					
Investment income	\$ 73	\$ 104	\$ 31	\$ 71	\$ (2)
Total revenue	73	104	31	71	(2)
Expenses					
Organizational support	4	4		4	
Scholarships	60	40	(20)	60	
Total expenses	64	44	(20)	64	
Net Income (loss)	\$ 9	\$ 60	\$ 51	\$ 7	\$ (2)

Appendix 1 - Contingency Reserve Balances

Introduction

In setting the practice fee each budget year, the Benchers need to consider what a target contingency reserve for the General Fund should be to maintain a safe (or comfortable) contingency reserve in the event of unforeseen circumstances. The analysis below provides a recommended target fund balance range for the General Fund.

Please note that the methodology described below to determine the appropriate level of contingency reserve in the General Fund has been revised from preceding years. However, the amount recommended provides the same level of protection as suggested previously.

A discussion as to the estimated amount of the contingency reserve in the Assurance Fund is also provided below.

General Fund

Our research indicates that most organizations target between one and two months of operating expenses as a financial reserve for contingencies. For the Law Society's General Fund, this translates into roughly \$2 to \$3 million of contingency reserve.

As shown in Appendix 4, the draft budget as presented will result in an estimated contingency reserve in the General Fund of \$1.9 million, just below the low end of the target range of \$2 million as described above.

Assurance Fund

The Assurance Fund finances a significant portion of our Trust Safety operations, as well as custodianships and the processing and paying of Assurance Fund claims. Trust Safety and custodianships are funded as programs and are relatively stable.

Claims against the Assurance Fund are funded in a manner similar to the funding of an insurance program: we use a consulting actuary to provide advice about how much money to put aside to fund claims and that advice is incorporated into the budget. The structure of the fund of money to pay claims is this:

First \$1.5 million	Law Society
\$1.5 - \$11.5 Million	Bond
More than \$11.5 million	Law Society

The bond operates somewhat like insurance. We purchase the bond and then make claims against it if claims are made against the Fund.

As indicated in Appendix 4, the projected Assurance Fund (or contingency reserve) balance is \$3,511,000. This represents the financial resources available in the Assurance Fund for contingencies after taking into account our estimated liability for claims and costs (the net claims reserve).

The risk that we would need to utilize a significant portion of the Assurance Fund contingency reserve relate to the following circumstances:

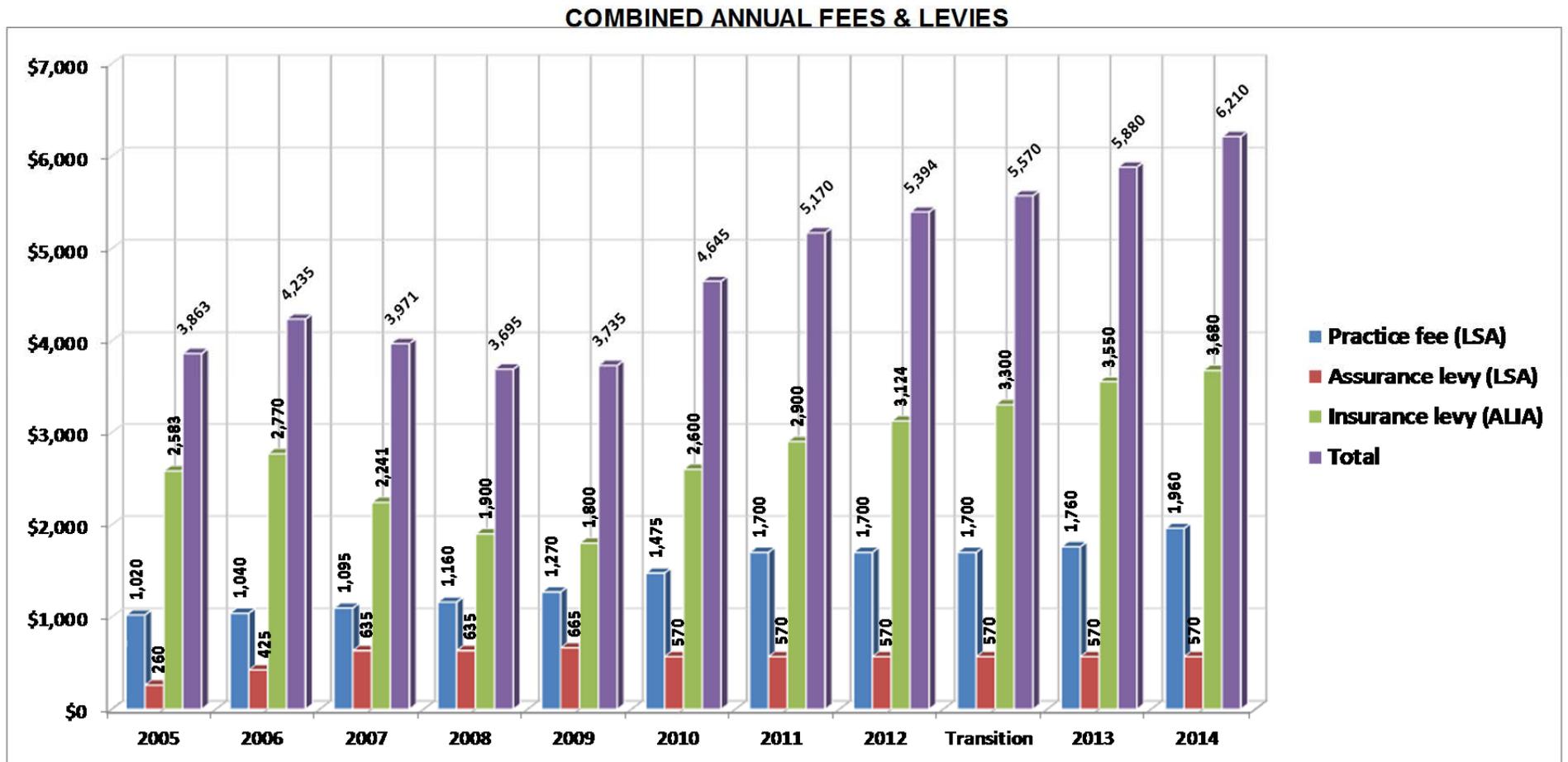
- There is a catastrophic loss that puts us over the \$10 million insured level covered by our indemnity bond.
- We incur extraordinary investigation costs to deal with trust defalcations.
- There are additional major related claims that come to light after the year in which the initial claim was covered by our indemnity bond. Such subsequent claims may not be covered by our bond.

Appendix 2 – Capital Budget

**The Law Society of Alberta
Capital Budget
For the Year Ending December 31, 2014**

	<u>Budget 2014</u>	<u>Forecast 2013</u>	<u>Budget 2013</u>
Furniture and equipment			
Edmonton office	\$ 15,000	\$ 12,000	\$ 15,000
Calgary office	194,000	82,000	20,000
Document production equipment lease	-	-	65,000
	<u>209,000</u>	<u>94,000</u>	<u>100,000</u>
Computer equipment			
E-Business	240,000	-	-
Enterprise Content Management	340,000	-	-
HR Information System	240,000	-	-
Collaborative Technologies	165,000	-	-
Business Continuity and Security	50,000	-	-
Video Conference Equipment	190,000	-	-
Desktop refresh	75,000	-	75,000
Network servers	100,000	250,000	182,000
Software	-	70,000	10,000
Business intelligence & reporting	-	20,000	112,000
Application development	-	50,000	25,000
Membership database upgrade project	-	200,000	324,000
	<u>1,400,000</u>	<u>590,000</u>	<u>728,000</u>
Leasehold improvements			
Calgary office	500,000	-	-
	<u>\$ 2,109,000</u>	<u>\$ 684,000</u>	<u>\$ 828,000</u>

Appendix 3 – Historical Fee Comparison



Appendix 4 – Fund Balances

The Law Society of Alberta
Fund Balances
December 31st
(000's)

GENERAL FUND	Budget 2014	Forecast 2013	Actual 2012	Actual 2011
Invested in capital assets	\$ 2,914	\$ 1,889	\$ 2,061	\$ 1,985
Unrestricted funds	(2,660)	(2,180)	(1,967)	(3,356)
Fund balance	254	(291)	94	(1,371)
Unrestricted funds	(2,660)	(2,180)	(1,967)	(3,356)
Deferred revenue	4,563	3,950	3,787	5,708
Effective contingency reserve	\$ 1,903	\$ 1,770	\$ 1,820	\$ 2,351
ASSURANCE FUND	Budget 2014	Forecast 2013	Actual 2012	Actual 2011
Contingency reserve	\$ 2,418	\$ 4,233	\$ 5,158	\$ 5,574
Deferred revenue	1,093	1,075	1,048	1,851
Effective contingency reserve	\$ 3,511	\$ 5,308	\$ 6,206	\$ 7,425

Appendix 5 – Assurance Fund Reserve Summary

**The Law Society of Alberta
Assurance Fund Reserve Summary
December 31st
(000's)**

	2012	2011	2010	2009	2008	2007	2006	2005	2004
Net Reserve - beginning of year	\$ 5,402	\$ 5,693	\$ 4,185	\$ 2,760	\$ 3,292	\$ 2,975	\$ 3,335	\$ 2,937	\$ 2,216
Less: Claims Paid	(537)	(605)	(45)	(101)	(321)	(201)	(853)	(1,531)	(48)
Add: Current Provision	1,924	314	1,553	1,526	(211)	518	493	1,929	769
Net Reserve - end of year	<u>\$ 6,789</u>	<u>\$ 5,402</u>	<u>\$ 5,693</u>	<u>\$ 4,185</u>	<u>\$ 2,760</u>	<u>\$ 3,292</u>	<u>\$ 2,975</u>	<u>\$ 3,335</u>	<u>\$ 2,937</u>

Appendix 6 – Active Membership Growth Analysis

The Law Society of Alberta Membership Growth Rate - Active Members Budget 2014



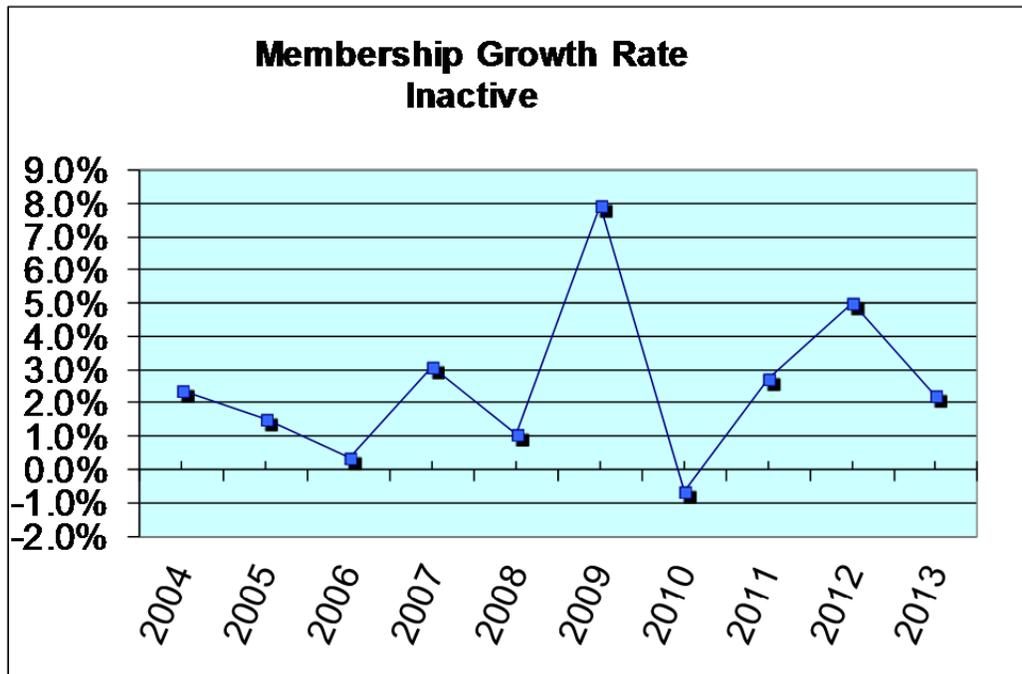
	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Jan	7,347	7,553	7,713	7,963	8,150	8,334	8,455	8,625	8,746	8,980
Feb	7,359	7,564	7,705	7,957	8,153	8,334	8,452	8,624	8,752	8,961
Mar	7,362	7,558	7,703	7,947	8,137	8,304	8,437	8,611	8,723	8,926
Apr	7,257	7,421	7,624	7,829	7,979	8,145	8,303	8,455	8,628	8,790
May	7,268	7,428	7,636	7,841	7,993	8,149	8,308	8,462	8,625	8,789
Jun	7,299	7,438	7,651	7,855	8,007	8,160	8,310	8,468	8,641	8,806
Jul	7,319	7,446	7,669	7,853	8,005	8,162	8,316	8,465	8,639	8,812
Aug	7,370	7,500	7,712	7,883	8,051	8,226	8,378	8,524	8,696	8,869
Sep	7,439	7,593	7,840	7,992	8,188	8,344	8,506	8,638	8,837	
Oct	7,491	7,644	7,893	8,063	8,275	8,414	8,578	8,697	8,890	
Nov	7,535	7,689	7,929	8,113	8,310	8,432	8,604	8,737	8,935	
Dec	7,553	7,710	7,958	8,137	8,329	8,445	8,619	8,753	8,968	
Average	7,383	7,545	7,753	7,953	8,131	8,287	8,439	8,588	8,757	8,867

Growth	3.3%	2.2%	2.7%	2.6%	2.2%	1.9%	1.8%	1.8%	2.0%	1.3%
	<i>Average Growth Rate over last four years</i>								1.7%	

- Projected Membership (Average 2013 x Average Growth Rate) **9,020 members**

Appendix 7 – Inactive Membership Growth Analysis

The Law Society of Alberta Membership Growth Rate - Inactive Budget 2014



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Jan	1,670	1,661	1,699	1,711	1,784	1,795	1,956	1,894	2,003	2,060
Feb	1,668	1,663	1,712	1,718	1,786	1,809	1,957	1,900	2,002	2,070
Mar	1,680	1,674	1,725	1,744	1,806	1,845	1,970	1,908	2,030	2,083
Apr	1,729	1,762	1,678	1,732	1,723	1,922	1,853	1,925	2,094	2,181
May	1,649	1,665	1,680	1,733	1,731	1,927	1,852	1,927	2,024	2,074
Jun	1,639	1,664	1,677	1,738	1,733	1,923	1,858	1,943	2,028	2,070
Jul	1,651	1,686	1,689	1,744	1,750	1,935	1,873	1,964	2,047	2,087
Aug	1,657	1,696	1,699	1,761	1,766	1,932	1,875	1,977	2,055	
Sep	1,661	1,700	1,697	1,767	1,778	1,944	1,884	1,978	2,065	
Oct	1,653	1,702	1,694	1,770	1,778	1,947	1,881	1,978	2,064	
Nov	1,656	1,698	1,695	1,778	1,778	1,952	1,885	1,979	2,057	
Dec	1,654	1,695	1,698	1,777	1,783	1,950	1,886	1,980	2,056	
Average	1,664	1,689	1,695	1,748	1,766	1,907	1,894	1,946	2,044	2,089
Growth	2.4%	1.5%	0.4%	3.1%	1.1%	7.9%	-0.7%	2.7%	5.0%	2.2%
<i>Average Growth Rate over last five years</i>									3.5%	

Projected Inactive members (Average 2013 x Average Growth Rate) 2,160 members

Appendix 8 – Detailed Fee Schedule

**The Law Society of Alberta
Fee Schedule
January 1, 2014 to December 31, 2014**

	Budget 2014	Budget 2013	Budget 2012	Budget 2011
<u>Annual Fees</u>				
Annual fee, active member (effective March 15, 2014)	\$ 1,960	\$ 1,760	\$ 1,700	\$ 1,700
Annual fee, active member practising in Lloydminster, AB and SK (effective March 15, 2014)	\$ 980	\$ 880	\$ 850	\$ 850
Annual fee, active member for pro bono services only (effective March 15, 2014)	\$ 190	\$ 190	\$ 180	\$ 180
Annual fee, inactive (effective March 15, 2014)	\$ 190	\$ 190	\$ 180	\$ 180
Assurance levy (effective March 15, 2014)	\$ 570	\$ 570	\$ 570	\$ 570
<u>Professional Corporation Fees</u>				
Professional Corporation application fee	\$ 390	\$ 380	\$ 370	\$ 360
Professional Corporation annual renewal fee	\$ 190	\$ 190	\$ 190	\$ 185
<u>Limited Liability Partnership Fees</u>				
Limited Liability Partnership (LLP) registration fee (per partner)	\$ 120	\$ 120	\$ 110	\$ 110
Limited Liability Partnership (LLP) renewal fee (per partner)	\$ 60	\$ 60	\$ 50	\$ 50
<u>Student Fees</u>				
Application fee, Student (Section 40)	\$ 175	\$ 175	\$ 160	\$ 160
Admission fee, Student (Section 40)	\$ 420	\$ 410	\$ 400	\$ 390
Filing Assignment of Articles fee	\$ 90	\$ 90	\$ 80	\$ 80
<u>Transfer Fees</u>				
Transfer exam fee	\$ 1,170	\$ 1,150	\$ 1,130	\$ 1,110
Application fee, Out of Province transfer	\$ 210	\$ 210	\$ 200	\$ 200
Enrolment as a member, Out of Province transfer	\$ 1,070	\$ 1,050	\$ 1,030	\$ 1,010
<u>Reinstatement Fees</u>				
Reinstatement, suspended member	\$ 750	\$ 740	\$ 730	\$ 720
Reinstatement, retired Judge	\$ 560	\$ 550	\$ 540	\$ 530
Reinstatement, inactive member with matters open ¹	\$ 750	\$ 740	\$ 730	\$ 720
Reinstatement, inactive member with no matters open ² (under 1 year inactive status)	\$ 200	\$ 200	\$ 190	\$ 190
Reinstatement, inactive member with no matters open ³ (under 3 years inactive status)	\$ 350	\$ 340	\$ 330	\$ 330
Reinstatement, inactive member with no matters open ⁴ (over 3 years inactive status)	\$ 560	\$ 550	\$ 540	\$ 530
Reinstatement, suspended for non-payment of fees - applies to inactive members who are suspended and are reinstating to inactive status within 6 months of suspension	\$ 200	\$ 200	\$ 190	\$ 190
Reinstatement, resigned member	\$ 1,530	\$ 1,500	\$ 1,470	\$ 1,450
Application for reinstatement, disbarred member	\$ 7,620	\$ 7,470	\$ 7,320	\$ 7,210
Reinstatement exam fee	\$ 720	\$ 710	\$ 700	\$ 690
<u>Foreign Legal Consultant Fees</u>				
Foreign Legal Consultants initial permit	\$ 750	\$ 740	\$ 730	\$ 720
Foreign Legal Consultants annual renewal	\$ 150	\$ 150	\$ 140	\$ 140
<u>Document Fees</u>				
Issuing a document	\$ 50	\$ 50	\$ 40	\$ 40
Items returned by the bank	\$ 40	\$ 40	\$ 25	\$ 25
Certificate of Standing	\$ 120	\$ 120	\$ 110	\$ 110
Notarial Certificates (2 free certificates per year)	\$ 30	\$ 25	\$ 20	\$ 20

¹Inactive with any conduct, audit, practice review or insurance matters open at any time from the time they went inactive to the time of their reinstatement application

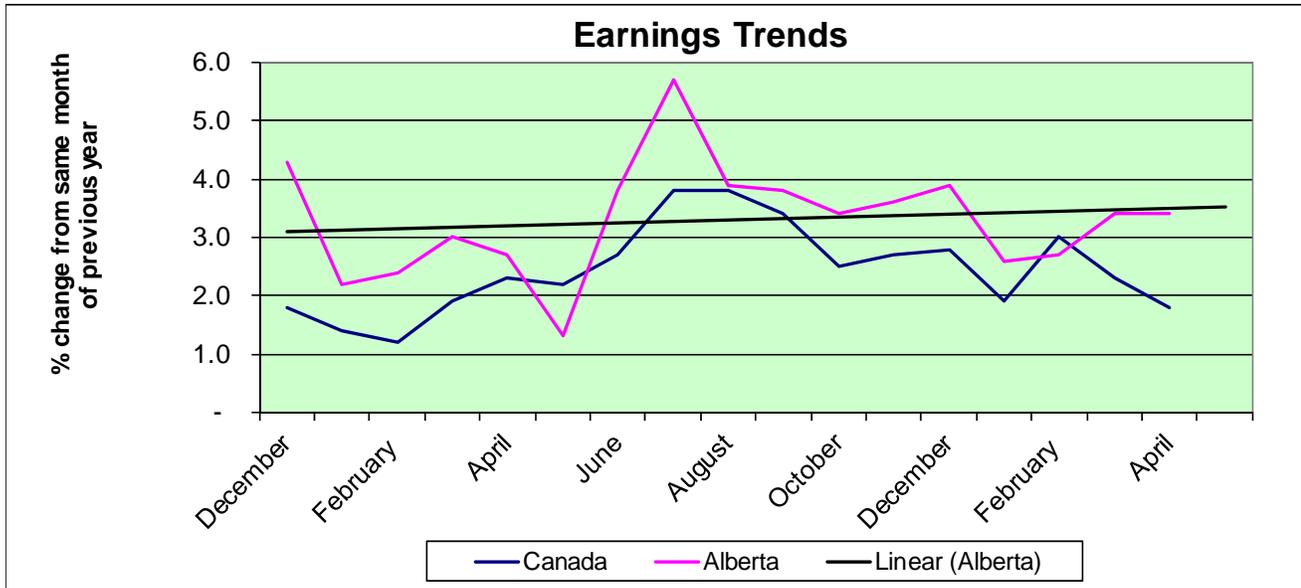
²Inactive with no open conduct, audit, practice review or insurance matters from the time they went inactive to the time of their reinstatement application and have practised law in Canada within the previous 12 months

³Inactive with no open conduct, audit, practice review or insurance matters from the time they went inactive to the time of their reinstatement application and have not practised law in Canada within the previous 12 months

⁴Inactive with no open conduct, audit, practice review or insurance matters from the time they went inactive to the time of their reinstatement application and have not practised law in Canada for at least 12 of the past 48 months

Appendix 9 - Wage Cost of Market Increase Data

Average weekly earnings



	Canada ¹	Alberta ²
2011 December	1.8	4.3
2012 January	1.4	2.2
February	1.2	2.4
March	1.9	3.0
April	2.3	2.7
May	2.2	1.3
June	2.7	3.8
July	3.8	5.7
August	3.8	3.9
September	3.4	3.8
October	2.5	3.4
November	2.7	3.6
December	2.8	3.9
2013 January	1.9	2.6
February	3.0	2.7
March	2.3	3.4
April	1.8	3.4

18 month average 2.4 3.3

12 month average 2.8 3.5

Budget 2014 use **3.00%**

¹ Average weekly earnings for all employees - Industrial aggregate, <http://www.statcan.ca>, % change from same month of previous year

² Average weekly earnings for all employees - provinces and territories, <http://www.statcan.ca>, % change from same month of previous year

Appendix 10 - Table of Abbreviations

ADLS	Alternate Delivery of Legal Services
ALIA	Alberta Lawyers Insurance Association
Assist	Alberta Lawyer Assist Program
CanLII	Canadian Legal Information Institute
CBA	Canadian Bar Association
CLIA	Canadian Lawyers Insurance Association
CPD	Continuing Professional Development
CPI	Consumer Price Index
CPLED	Canadian Centre for Professional Legal Education
FLSC	Federation of Law Societies of Canada
HR	Human Resources
LASA	Legal Archives Society of Alberta
LSA	Law Society of Alberta
LLP	Limited Liability Partnership
PBLA	Pro Bono Law Alberta
PC	Professional Corporation