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Law Society of Alberta
2016 Business Plan and Budget

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Strategic context – regulating in an uncertain economy

In developing the budget we considered a variety of environmental influences. They include:

- Our internal governance environment (including the Strategic Plan);
- Our internal data about causes and frequency and severity of insurance losses;
- Complaints and other concerns about lawyer performance;
- The state of play of the regulation of the legal profession across the country and around the world; and
- The economic environment.

The economic environment

The economic environment in which we developed the budget could be described as fractious and confused. The most visible stories in the media relate to low petroleum prices, a sense that these will be with us for a while yet, and many energy company employees losing their positions in the industry.

On the other hand, there are a significant number of large new building projects in both Edmonton and Calgary, for both commercial and residential purposes. And some businesses in the oil and gas sectors are beginning to create merger and acquisition deals. Clearly this view is fairly optimistic that the Alberta economy will rebound and all of this work requires the assistance of lawyers and law firms.

The impact of declining energy prices on Alberta lawyers and law firms is, at least for 2016, uncertain as well. The anecdotal evidence we've collected from a variety of sources (small, medium and large firms) suggests that firms are cautiously optimistic about their business activities in 2016 given that their practices tend to be somewhat diversified. The majority of firms expect to remain relatively busy through 2016. As the world unfolds during 2016 and the impact of the current economy on lawyers and law firms becomes clearer, we will need to reassess the business conditions for practitioners as we approach the development of the 2017 budget.

When we compare ourselves as a regulator to other enterprises within the economy, we have to realize that we are not the same as a commodity company or most other for-profit enterprises. When the income stream of for-profit enterprises contracts (and with it, part of the economy), so too does the output of the organization. On the other hand, for the regulator, this contraction of the economy has historically created more work, more expense, and more 'output'.

The treatment of employee compensation is also quite different. When the income stream of for-profit enterprises decreases, they lay off staff, reduce staff compensation, or both. When the income stream of those for-profit enterprises increases, they typically produce more 'product'. They hire more workers, and some of the extra money they earn is 'shared' with employees in the form of significant bonuses. Specifically, we know that average weekly earnings in the Alberta oil & gas sector have increased by 56% over the last 10 years compared to 29% for all industries in Canada¹. Our employee compensation model is much more consistent. Good

¹ Calgary Economic Development 2016 economic outlook presentation.

times or bad, we are committed to paying market rates so that we can hire and retain strong employees. We increase pay by increases in the cost of labour, as measured by governments and a variety of organizations that monitor market costs of labour. We consulted those sources in our budget preparation. Although we anticipated extremely modest increases, and possibly flat line or negative adjustments, the market estimators say that they expect market adjustments in the range of 2.5%, +- 0.75%. In addition, in our research for the budget we spoke to other regulators and their market adjustments track our projected numbers.

Complaints, discipline and insurance claims

Our information about loss and complaint trends leads to four key conclusions:

- Our insurance losses have grown significantly over the last seven or so years, and that has made our lawyers' professional liability program the second most expensive in the country. That expense trend has been significantly (although not entirely) driven by mortgage fraud claims, and that trend may be reversed and is now trending downward. While the initial analyses are optimistic, so far it's too early to determine if we can rely on a downward trend. Given that the mortgage frauds arose in the last economic downturn, we want to be cautious.
- The insurance trends have resulted in the reinsurers for the ALIEX program wanting to see concrete action to address the significant increases in claim numbers and severity. While we have placed responsibility for the program with the ALIEX Board, some of the costs of that program work are reflected in this budget. Those increased costs directly related to loss prevention initiatives have been allocated to ALIEX though the inter-organizational management fee.
- Our disciplinary work (including the complaints that lead to discipline, investigations, interim suspensions, the appointment of custodians and discipline hearings) typically increases when the economy trends downward. Historically, there are two key drivers for this as some lawyers:
 1. Make bad decisions when they find themselves in a financial squeeze because the market for their services changes; and
 2. Are displaced from larger law firms, and then find themselves operating their own firms when they don't have the necessary skills or the infrastructure to do so.
- A downward trending economy tends to uncover errors or misconduct that sometimes goes unnoticed in more economically buoyant circumstances.

Regulators of the legal profession

When we look at other regulators of the legal profession, they echo the analysis above. They also note that scrutiny of the regulation of the profession continues to increase, and with it comes expectations of more sophisticated steps the regulator should take to avoid problems.

2016 budget implications

All of these factors lead us to ask:

- How should the 2016 business plan and budget position the regulator to deal with these circumstances?
- What is the appropriate strategic position of the regulator to ensure that we are meeting our strategic goals? The Benchers are responsible for advancing the strategic goals of the Law Society in the public interest and the question we should be asking ourselves is whether we are successfully doing that with our budget?

We reached the following conclusions, which are incorporated into the business plan and the budget:

- We must maintain our core 'reactive' regulatory programs so that we can respond appropriately to what may be significant amounts of work. This would not be a time to fall behind in dealing with complaints or discipline hearings, and in fact, we need to become more agile in dealing with serious situations should they arise.
- It makes sense to continue to grow our proactive programs. There are two key features that come into play:
 1. A risk identification program that works to identify practitioners in risky situations to intervene as quickly as possible to deal with and, if possible, avoid or minimize risks. This is critical if we are ever going to be able to successfully move away from spending 66% of our budget on 'discipline'. Part of this work will stream practitioners into remedial programs; and part of it will engage the regulatory engine that is intended to protect the public by restricting the ability to practice, or where necessary removing a lawyer from practice.
 2. A more general risk identification program that identifies trends and works to better educate and train lawyers so they avoid those difficulties.

These proactive programs align nicely with the work that ALIEX needs to do, and it will be more effective and efficient for the Law Society and ALIEX to work collaboratively. As a result, some of the cost of this proactive work will be paid by ALIEX through the management fee incorporated into this budget.

- We have some cleanup work to do in areas such as accumulated Assurance Fund claims. These must be completed, and the cost will be paid from the accumulated surplus in the Assurance Fund through the management fee incorporated in this budget.
- For the policy reasons that drove the proposal for a Trust Transaction Fee, we should continue with the plan to implement this fee in 2016. We do not require lawyers in non-firm practice settings to purchase mandatory professional liability insurance. The same logic applies to the costs of regulating the way lawyers handle trust funds – the costs should be largely borne by those who operate trust accounts. The proposal adopted in principle by the Benchers also permits those costs to be forwarded on to the clients who benefit from the use of trust accounts.

- Starting with the 2014 capital and operating budgets, we identified some key business technology issues in which we had fallen quite far beyond acceptable business practices. We've made considerable progress in that work, and are in line with our three year projected costs. If we stop infrastructure and application development work it will likely be more expensive when we resume work at a future date, because some work will have to be reviewed and appropriate changes made. In addition, part of our 2016 operating budget is for resources to mine our existing data, something that both management and the Board recognize as important work so that we can better analyze the work we do, and the impact it has. The remaining Business Technology operating budget increases in 2016 relate to the need to support, through software license costs and technical support costs, the development undertaken during 2014, 2015 and proposed for 2016 in respect of applications including Boardbooks, our core business data base application (InSite), SharePoint and our financial data base application (Great Plains).

Introduction

The Business Plan and Budget contained in this document represents management's plan and funding proposal to carry out the final year of the Benchers' 2014 – 2016 Strategic Plan. The business plan provides an overview of the progress to date relative to the Strategic Plan, a description of the focus of Law Society activities in 2016 to continue the work commenced in 2014 and 2015 and an overview of how the core functional areas of the Law Society accomplish and support our regulatory work. The budget is driven by the business plan and represents the financial requirements to perform the work outlined in the business plan.

The Law Society has made considerable investments in the first two years of the strategic plan designed to:

- Shift from the traditional reactive model of regulation to one that is much more proactive (i.e. one that has a focus on enhancing the competencies of lawyers, improves the overall quality of legal services to the public and helps lawyers to effectively manage their practices and avoid errors);
- Enhance our regulatory processes to meet or exceed the complaint and hearing goals in the National Disciplinary Standards;
- Modernize our business processes and technology to make it easier for lawyers and the public to do business with us and to make our internal work process more efficient; and
- Better manage the risk to the profession of trust misappropriation by enhancing our trust safety audit program and by shifting the risk of compensating the public for trust theft from the Assurance Fund to the Trust Safety Insurance program.

The purpose of the 2016 business plan and budget is to carry on with the work outlined above recognizing that the fees we charge the profession under our traditional funding model have reached a level that cannot continue to increase, particularly as we enter a very challenging economic environment in Alberta. In spite of a declining economy, the pressure on the Law Society to effectively regulate the legal profession in both a proactive and reactive manner will continue unabated in 2016 and beyond. Our experience in the previous economic downturn of 2008/2009 was that our regulatory work actually increased, particularly with respect to addressing mortgage fraud issues that were uncovered as real estate values declined. We may experience the same increase in the demand for our regulatory services in the current economic decline.

To balance the need to maintain or reduce our traditional fees while effectively meeting our obligations as a regulator in an increasingly complex environment, the budget below proposes to:

- Add resources to intensify our focus on becoming a more proactive regulator by enhancing our early intervention and loss prevention programs (particularly in light of recent concerns expressed by our reinsurance providers with respect to our loss experience in the ALIA/ALIEX professional indemnity programs);

- Take steps to wind up the legacy Assurance Fund by adding additional investigative resources to address the existing inventory of theft claims that occurred prior to the introduction of the Trust Safety Insurance program;
- Reduce the practice fee by \$100 per active lawyer while generating additional funding through a Trust Transaction Fee in order to achieve a balanced budget in the General Fund for fiscal 2016; and
- Recover costs borne by the Law Society's General Fund that relate directly to loss prevention initiatives and legacy trust theft claim investigations from ALIA/ALIEX and the Assurance Fund respectively.

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, 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 the business 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 aspirational goal of being a model regulator.

The business plan describes the proposed new or developmental work to be carried out in 2016, in addition to the continuing work of delivering all of our core programs. We will also respond to emergent situations as they arise.

The Strategic Plan 2014 – 2016 drove the development of the 2016 Business Plan. To a large extent, the six themes outlined in the 2015 Business Plan are multi-year activities that carry over into the plan for 2016. In addition to core and ongoing regulatory work, the major themes that were identified in 2015 Business Plan and the work that was completed is described in Appendix 1. For 2016, we plan to carry on with the work commenced in the first two years of the strategic plan with an emphasis on early intervention, loss prevention and addressing legacy Assurance Fund claims to move us closer to the wind up of that fund.

The table below depicts how the above 2016 business plan themes support the achievement of the 2014 – 2016 Strategic Plan:

2016 Business Plan Focus	2014 - 2016 Strategic Goals				
	Model Regulator	Public Confidence	Principles of Justice	Access to Justice	Organizational Support
1. Business systems	✓	✓	✓	✓	✓
2. Model corporation	✓	✓		✓	✓
3. Proactive regulator	✓	✓			
4. Continuing quality improvement	✓	✓			
5. New indemnity program	✓	✓		✓	
6. Accessible legal services	✓	✓			

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 four core areas of the Law Society:

1. Regulation

Regulation consists of our membership, conduct, investigations, counsel, trust safety and custodianship programs.

The membership team deals with all aspects of applications for entry into the profession and for Professional Corporations and Limited Liability Partnerships. This team also 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.

The conduct, investigations and counsel teams work in concert to review, resolve (where possible), and investigate complaints, refer matters to Practice Review where appropriate, and prosecute when necessary.

Our Trust Safety team supports lawyers in the proper management of client trust accounts and operates a trust audit program to mitigate the risk of misappropriation of trust funds.

2. Professionalism and Access (P & A)

P & A bundles together all of our proactive programs that support the professional work of lawyers, including Continuing Professional Development (CPD), practice advice, practice review, pro bono, law libraries, Assist, CanLII, equity ombudsperson, and equity programs. Policy development work is also centered in this core area.

3. Governance

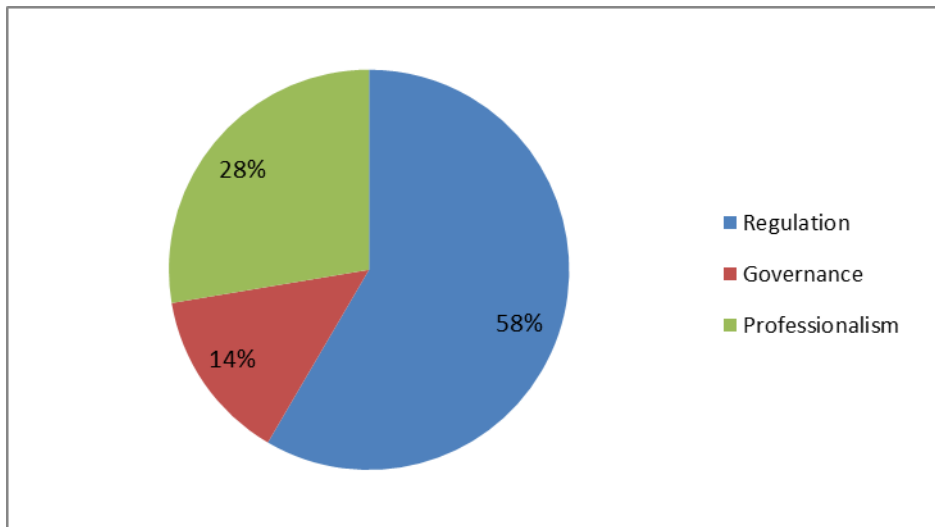
Governance includes our Secretariat and Governance teams designed to support the Benchers and the ALIEX Advisory Board members in their governance role.

4. Organizational Support

This core area provides the supports necessary to carry out all our regulatory work including Corporate Services (consisting of Accounting, Communications and Office Services), Business Technology (including Information Management), Human Resources and the Tribunals Office.

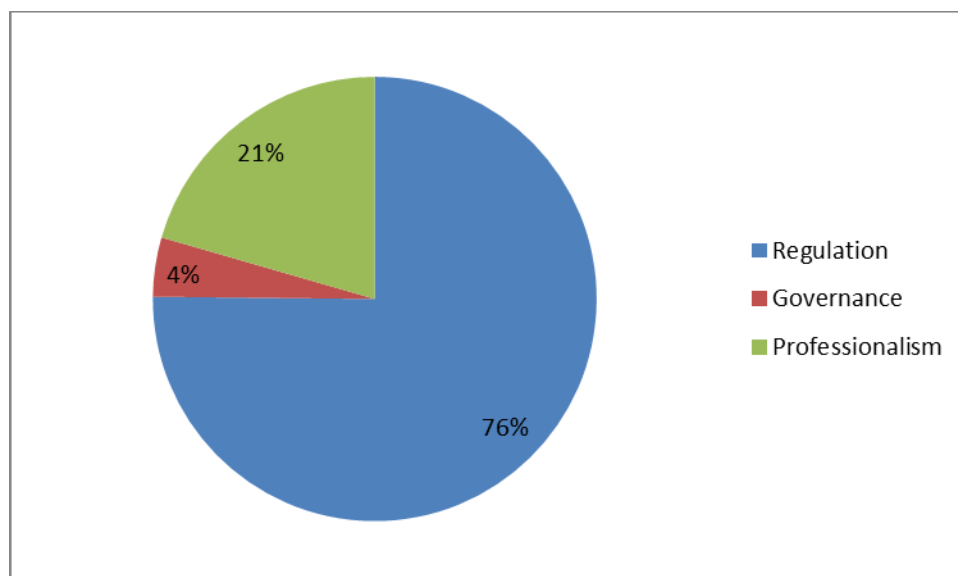
Budget Resource Allocation

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.



Staff Resource Allocation

The 2016 budget provides for 131 full-time equivalent (FTE) staff relative to 123 in 2015. Of the 8 FTE increase from 2015 to 2016, 5 FTE's relate to early intervention and loss prevention initiatives, 2 FTE's to additional investigations staff to address legacy Assurance Fund claims and 1 FTE for added resources in our Human Resources department. Staff costs represent about 60% of the total budget. The following chart depicts how staff resources are deployed. Again, organizational support staff resources (FTE's) are allocated to each of the activity areas based on relative FTE's.



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 activities of our four core areas, area goals and significant initiatives planned in each area.

Regulation

Core Activities:

This area consists of the following inter-related groups that work in close coordination to deliver the core regulatory services of the Law Society designed to protect the public:

Membership

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 (CPLD) is funded through this department.

On an annual basis, this team consisting of 10 FTE's processes renewals for approximately 9,000 active, 2,000 inactive and 6,000 insured lawyers. Over 450 applications for students-at-law are handled by this group. In addition, the Membership department processes annual renewals for about 2,700 Professional Corporations and 190 Limited Liability Partnerships.

Conduct and Investigations

The Conduct and Investigations teams consisting of 30 FTE's reviews, resolves (where possible), and investigates complaints, refers to practice review where appropriate, and prosecutes as necessary. The Conduct 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.

Counsel

This department combines an active litigation role with corporate counsel responsibilities. With 9 FTE's and contract counsel, the Counsel department acts as litigators and counsel on behalf of the Law Society for all types of internal hearings and appeals, including disciplinary hearings. This department monitors challenges and threats to solicitor-client privilege and takes targeted action. The Privacy Officer is contained in this area.

Trust Safety

The purpose of the trust safety program is to support lawyers in the proper management of client trust accounts and to mitigate the risk of lawyer misappropriation of client trust funds. This group consists of 17 FTE's and is supported by the Investigations team.

Custodianships

The custodianship program is designed to protect members of the public in the event 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. This area consists of 2 FTE's and contract custodians.

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 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.
- Deal with every complaint to ensure it is investigated in an effective and timely manner.
- 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.
- Through our trust safety program, effectively protect the public interest with respect to the safety of trust property.

2016 Initiatives:

- Continually improve and monitor our regulatory processes to ensure we meet or exceed National Disciplinary Standards;
- Enhance the transparency and effectiveness of our admissions processes to assist internationally trained lawyers and those holding non-Canadian law degrees to navigate our requirements;
- Transition to an online process for the bar admission program; and
- Migrate to a fully online Trust Safety reporting system.

Professionalism and Access

Core Activities:

This group, consisting of 18 FTE's, bundles together all of our programs that support the professional work of lawyers including, practice advice, practice review, the equity ombudsperson and equity programs and the Continuing Professional Development program.

The Practice Advisor program is delivered by three 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.

In the 3rd quarter of 2015 the Practice Review team transitioned from Regulation to the P & A department. This was in recognition of the evolution of the work of Practice Review to include more proactive early intervention with lawyers. Through initiatives such as the Responsible Lawyer program, the Practice Review team will work through 2016 to develop effective ways to assist lawyers in learning good practice and client management skills.

This group also undertakes the policy work of the Law Society including:

- 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.

This area also funds programs and initiatives designed to enhance lawyer competence and the public's access to legal services including:

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

Goals:

- Support the professionalism and competence of lawyers from licensing through to retirement through the work of the Practice Advisors and Practice Review teams as well as the CPD program and the Alberta Lawyer Assistance Program.,
- Enhance and support Access to Justice for Albertans.
- Enhance and support equity and diversity initiatives through the office of the Equity Ombudsperson.
- Support and facilitate access to legal resources for lawyers and the public through support of the Alberta Law Review and CanLII.
- Identify, research and report on key policy issues for the organization.

2016 Initiatives:

- Continue to increase the range of online practice resources to assist lawyers in achieving excellence in their practices.
- Continue to explore ways to increase consumer access to legal services through refinements to our regulatory structure including the introduction of entity regulation and alternate business structures.
- To support the goal of becoming a more pro-active regulator, a key piece of work in 2016 we will move towards implementing a comprehensive early intervention program utilizing resources from across the organization. These programs are being developed in conjunction with ALIA and will bring focus to our loss prevention and risk management initiatives.
- Collaborate with CPLED, LESA, the Federation of Law Societies and other stakeholders to identify best practices and encourage creative approaches.

Governance

Core Activities:

The governance of the Law Society and ALIEX is the focus of this core area. This business unit consists of 6 FTE's and includes the office of the Executive Director (who is also the CEO of ALIEX), the Director of Regulation and Deputy Executive Director and the Governance department.

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 and ALIEX through the Benchers, the ALIEX Advisory Board and related committees.
- Provide governance training and information to assist the Benchers and the ALIEX Advisory Board in their work.
- Be an active participant in national governance of the profession (primarily through the Federation of Law Societies of Canada).

2016 Initiatives:

- Apply the new governance structure for ALIEX and continue to implement processes to comply with the requirements of the Superintendent of Insurance.

Organizational Support

Corporate Services

Core Activities:

This group provides accounting, communications and general office services to the Law Society and ALIA staff, Benchers, the ALIEX Advisory Board and volunteers. This organizational support group consists of 19 FTE's. The teams that comprise Corporate Services are:

- The Accounting team handles the financial reporting, budgeting, payroll and cash management of the Law Society, ALIA and ALIEX.
- 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 and ALIA management.
- 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, ALIEX and CPLED.
- 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 12 FTE's and an outsourced technology support team design and maintain the information technology infrastructure required to carry out the regulatory work of the Law Society and ALIA. This includes our membership and financial business applications, 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. The Information Management team contained within this group 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.

Goals:

- Provide business technology services to allow the organization to track relevant information and permit effective management of key business processes.
- Support the Law Society's record keeping and knowledge management processes.

Human Resources

Core Activities:

This team, consisting of 5 FTE's, 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 131 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.

Tribunals Office

Core Activities:

This team of 3 FTE's coordinates and supports adjudication proceedings and provides adjudicator training.

Goals:

- Effective support and coordination of adjudicative proceedings.
- Design and provision of adjudicator training.

2016 Organizational Support Initiatives:

- 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 additional online self-service transactions for lawyers and the public designed to enhance customer service and improve internal efficiencies.
- Introduce more collaborative technologies and implement changes to business process, data management and storage systems to increase staff effectiveness and productivity.
- Implement non-Bencher adjudications and deliver the required training and support for all adjudicators.

Budget

Budget Structure

The budget of The Law Society includes three operating funds and a capital budget:

- 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 occurring prior to July 1, 2014 (claims for trust defalcations occurring after July 1, 2014 are covered under the Trust Safety Insurance program in ALIA/ALIE X);
- The **Viscount Bennett Fund**, a donated sum, the income from which funds scholarships for law graduates, articling students and Alberta lawyers pursuing post-graduate legal studies; and
- The **Capital Budget**, which funds investments in assets with an economic life over one year including business technology items, leasehold improvements and furniture.

In discussing the budget structure, we refer to:

- **Budget 2016**, which means the fiscal year beginning January 1, 2016 and ending December 31, 2016;
- **Budget 2015**, which means the fiscal year beginning January 1, 2015 and ending at December 31, 2015; and
- **Forecast 2015**, which is our forecast of the actual revenue and actual spending for the fiscal year beginning January 1, 2015 and ending December 31, 2015 based on actual results to June 30, 2015 plus management's current estimate of anticipated results from July 1, 2015 to December 31, 2015.

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

The business plans and budgets for the indemnity program (ALIA and ALIEX) are not included in this document. Those plans are presented to and approved by the Advisory Board of ALIEX. The Professional Liability and Trust Safety Insurance levies will be approved by the Advisory Board in the spring of 2016 in advance of the insurance policy year commencing July 1, 2016.

Budget Assumptions

This budget is built on the following assumptions:

- a) This budget assumes a decrease from 2015 in the Practice Fee of \$100 to \$2,520 (a 3.8% decrease). This decrease assumes that the Law Society can generate \$1.2 million in Trust Transaction Fee (TTF) revenue in 2016 with an expected implementation date of October 1, 2016.
- b) Practice Fee revenue is based on active and inactive membership growth rates of 2.2% and 2.0% respectively as described in Appendices 4 and 5.
- c) Excluding staff additions and merit increases, we have assumed a 2.5% increase in wage costs. This increase is designed to keep our compensation levels on pace with labour market trends in Alberta. These labour market trends are depicted in Appendix 6.
- 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 under the legacy adjudicative model is very difficult to predict. Consequently, the budget for this item is based on recent historical experience. Actual claims experience may differ significantly from the budget amount.

General Fund Budget

Rounded to the nearest thousand \$					
	2016 Budget	2015 Forecast ¹	2015 Budget	Variance 2016 Budget to 2015 Budget	Variance 2015 Forecast to 2015 Budget
Revenue					
Practice fees	\$ 25,754	\$ 26,152	\$ 25,789	\$ (36)	\$ 363
Trust transaction fee	1,200	-	-	1,200	-
Management fees	3,288	2,208	2,208	1,080	-
Investment income	88	103	93	(5)	10
Recovered costs	200	200	200	-	-
Other	90	117	125	(35)	(8)
Total revenue	30,620	28,780	28,416	2,204	365
Expenses					
Regulation	10,771	9,930	10,127	644	(197)
Professionalism & Access	5,013	4,253	4,371	643	(117)
Governance	2,245	2,143	2,342	(97)	(199)
Organizational support	12,520	11,288	11,670	850	(382)
Total expenses	30,550	27,614	28,509	2,040	(895)
Net Income (loss)	\$ 70	\$ 1,166	\$ (94)	\$ 164	\$ 1,260

¹ The 2015 forecast is based on actual results to June 30, 2015 plus management's current estimate of anticipated results from July 1, 2015 to December 31, 2015

Assurance Fund Budget

	Rounded to the nearest thousand \$				
	2016 Budget	2015 Forecast ¹	2015 Budget	Variance 2016 Budget to 2015 Budget	Variance 2015 Forecast to 2015 Budget
Revenue					
Investment income	\$ 740	\$ 595	\$ 1,002	\$ (262)	\$ (407)
Expenses					
Organizational support	45	45	61	(16)	(16)
Administration	360	154	156	204	(2)
Provision for claims and costs	500	500	500	-	-
Total expenses	905	699	717	188	(18)
Net Income (loss)	\$ (165)	\$ (104)	\$ 285	\$ (450)	\$ (389)

¹ The 2015 forecast is based on actual results to June 30, 2015 plus management's current estimate of anticipated results from July 1, 2015 to December 31, 2015

Viscount Bennett Fund Budget

	Rounded to the nearest thousand \$				
	<u>2016 Budget</u>	<u>2015 Forecast¹</u>	<u>2015 Budget</u>	<u>Variance 2016 Budget to 2015 Budget</u>	<u>Variance 2015 Forecast to 2015 Budget</u>
Revenue					
Investment income	\$ 84	\$ 102	\$ 78	\$ 6	\$ 24
Expenses					
Organizational support	5	5	5	0	0
Scholarships	<u>60</u>	<u>20</u>	<u>60</u>		<u>(40)</u>
Total expenses	<u>65</u>	<u>25</u>	<u>65</u>	<u>0</u>	<u>(40)</u>
Net Income (loss)	<u>\$ 19</u>	<u>\$ 77</u>	<u>\$ 13</u>	<u>\$ 6</u>	<u>\$ 64</u>

¹ The 2015 forecast is based on actual results to June 30, 2015 plus management's current estimate of anticipated results from July 1, 2015 to December 31, 2015

Capital Budget

	<u>Budget 2016</u>	<u>Forecast 2015</u>	<u>Budget 2015</u>
Furniture and equipment			
Edmonton office	\$ 5,000	\$ 5,000	\$ 5,000
Calgary office	135,000	95,000	95,000
	<hr/>	<hr/>	<hr/>
	140,000	100,000	100,000
 Business Systems and Technology			
E-Business	150,000	250,000	250,000
Enterprise Content Management	200,000	250,000	250,000
HR Information System	50,000	150,000	75,000
Collaborative Technologies	50,000	100,000	150,000
Business Continuity and Security	-	50,000	50,000
Equipment refresh and Upgrades	50,000	75,000	75,000
	<hr/>	<hr/>	<hr/>
	500,000	875,000	850,000
 Leasehold improvements			
Calgary office	70,000	381,000	381,000
	<hr/>	<hr/>	<hr/>
	\$ 710,000	\$ 1,356,000	\$ 1,331,000

Appendix 1 – 2015 Business Plan Accomplishments

Business Plan Theme	Accomplishments
<p>1. Continue the work from 2014 to enhance our business systems and processes including:</p>	
<p>a. More online web-based self-service transactions to improve customer service, streamline business processes and reduce cost;</p>	<ul style="list-style-type: none"> • The on-line Lawyer Portal was launched allowing lawyers to pay dues and levies and to update their contact information electronically. • The online Trust Safety Annual Self Report application was launched. • Planning is currently underway for the 2015 LLP and PC renewals to be provided as online services.
<p>b. Develop a roadmap and implementation plan to introduce a more effective enterprise content management system designed to manage information in a more compliant, secure, accessible and useable manner;</p>	<ul style="list-style-type: none"> • The following key initiatives from the roadmap have been undertaken in line with the planned delivery schedule: <ul style="list-style-type: none"> ➤ Content Inventory ➤ Drafting of Information Management Policies ➤ Development of Classification and Retention Schedule ➤ Development of Template and Forms Library ➤ 2013 SharePoint and Infrastructure Upgrades
<p>c. Develop a plan to introduce a revised revenue model for the Law Society that shifts more of the funding burden to lawyers and law firms on the basis of regulatory risk and financial capacity; and</p>	<ul style="list-style-type: none"> • A discussion paper outlining a number of alternate funding concepts was presented to the Benchers in June. • As a significant first step in moving to a new sustainable funding model, a plan to implement a Trust Transaction Fee in the later part of 2016 was approved by the Benchers in September.
<p>d. Introduce enhanced collaborative tools to ensure the Benchers,</p>	<ul style="list-style-type: none"> • The use of Boardbooks has been expanded to include the following committees:

Business Plan Theme	Accomplishments
volunteers and staff can work together in the most effective manner possible.	<ul style="list-style-type: none"> ➤ Hearings ➤ Nominating ➤ ALIEX (including Audit and Executive) ➤ Audit ➤ Budget and Financial Affairs <ul style="list-style-type: none"> • Work has also commenced to include a number of additional committees during the remainder of the year.
2. Become a more business like organization by continuing to:	
a. Instill our values throughout the organization;	<ul style="list-style-type: none"> • While we work on instilling our values throughout the organization on a daily basis through interactions with the public, staff, lawyers and volunteers, we have at least three formal programs that are designed to reinforce our values and focus on the operating principles outlined in the strategic plan: <ul style="list-style-type: none"> ➤ Regular managers' meetings ➤ Quarterly employee town halls ➤ Employee performance management program
b. Enhance our governance model;	<ul style="list-style-type: none"> • Support continues to be provided to the Governance Committee and its sub-committees, as committee structure and board structure are being examined.
c. Become a more inclusive organization as a model for the profession;	<ul style="list-style-type: none"> • Regular managers' meetings continue to be a resource for training and development and to share consistent ideas and information across each business unit. • A review of the performance management program is underway for employee and managers to review the current process, ratings and training for quarterly and annual reviews.

Business Plan Theme	Accomplishments
	<ul style="list-style-type: none"> • HR policies and procedures have been reviewed to reflect inclusive language and images. • Continued implementation and focus of priorities identified by our employee engagement initiative. • The development of an employee feedback methodology to support inclusivity, the mission, vision and core values of the Law Society is underway.
d. Support the development of our staff and volunteers through training;	<ul style="list-style-type: none"> • We are continuing work on the non-Bencher adjudication project, with RFP's completed for the recruitment and education that will be available to all adjudicators. Departmental 101's are continuing with an increased focus on cross training and collaboration.
e. Contribute to the work of the Federation of Law Societies.	<ul style="list-style-type: none"> • We continue to: <ul style="list-style-type: none"> ➤ Contribute to the implementation of National Discipline Standards ➤ Be major contributors to the development and redevelopment of the Model Code of Conduct ➤ Lead the National Admissions Standards Project ➤ Play a leadership role around the Federation Council table ➤ Contribute to the work of the FLSC Governance Committee ➤ Play a leadership role in the CEO group, including organizing the first ever CEO meeting in Vancouver ➤ Contribute to the work of the National Committee on Accreditation ➤ Lend expertise to the FLSC Requirements Review Committee ➤ Contribute to the work of the FLSC Access to Justice Committee, and to its work on the National Action Committee on Access to Justice in Civil and Family Matters ➤ Contribute to the work of the FLSC National Requirements Committee, reviewing law school compliance with the national standards for content of Canadian law degrees ➤ Contribute to the work of the following coordination groups: Discipline Administrators, National Mobility Implementation, Equity

Business Plan Theme	Accomplishments
	Officers, and Law Society Communications group
<p>3. Become a more proactive regulator through:</p>	
<p>a. Enhanced lawyer competency through the quality legal services initiative; and</p>	<ul style="list-style-type: none"> • The Quality Legal Services Advisory Group continues to oversee the development and implementation of an integrated lawyer competency strategy. Work is either completed or ongoing in the following areas: <ul style="list-style-type: none"> ➢ Implementation of a new articling education plan, ➢ Evolution for the 2016 CPD program, ➢ Development of an Early Intervention program ➢ All work in this area will continue to be conducted ensuring that equity/diversity and access to justice goals are considered
<p>b. Augmented risk management through the revised indemnity program (ALIA and ALIEX), ongoing refinements to the trust safety program and improvements in our data collection processes and how we utilize that information.</p>	<ul style="list-style-type: none"> • The online Trust Safety Annual Self Report application was launched allowing responsible lawyers to submit their year-end filing via the lawyer portal. By automating this process data input and accuracy can be better controlled. The process also ensures that data is available in a consistent format for Law Society staff so supporting the production of timely, relevant and accurate reports. • We continue to develop our ALIA risk management strategy through the work of the Quality Legal Services group.
<p>4. Develop a continuing quality improvement program in our regulatory process through:</p>	
<p>a. A plain language initiative for our complaints process:</p>	<ul style="list-style-type: none"> • The first phase of this project is now complete and communications to complainants and lawyers are now in plain language format. Phase two of the project consists of a review of the Counsel written

Business Plan Theme	Accomplishments
	<p>communication to ensure that those are also in plain language. We are on target to complete this initiative by year end 2015.</p> <ul style="list-style-type: none"> • We are also undertaking a review of the Regulation Department's website content with a view to simplifying the content and language and making it more user-friendly.
<p>b. The implementation of the Tribunals office;</p>	<ul style="list-style-type: none"> • The Tribunals Counsel position was filled in early 2015 and the transition of a number services previously provided by the Counsel department commenced during the year. • A new adjudicator training program commenced.
<p>c. Improvements to student-at-law processes.</p>	<ul style="list-style-type: none"> • Membership staff has started to forward call documents to the courts electronically. • Students and transfer applicants were given access to the Lawyer Portal to access invoices, with many taking advantage of the ability to make online payments. • A new Education Plan was introduced representing the first change to the form in more than 30 years. Feedback from the profession and students has been overwhelmingly positive.
<p>d. Migration to an online lawyer Trust Safety self-report; and</p>	<ul style="list-style-type: none"> • Revised specifications for functionality and vetting have been developed with implementation scheduled for January 2016.
<p>e. Implement non-Bencher adjudicators.</p>	<ul style="list-style-type: none"> • We have developed an implementation plan, with recruiting of non-Bencher adjudicators in the fall of 2015 and new adjudicators in place in early 2016.

Business Plan Theme	Accomplishments
<p>5. Make the necessary operational refinements to fully support the new indemnity program (ALIA and ALIEX) through:</p>	
<p>a. Introduce deductibles and surcharges to shift the burden of funding the indemnity program to lawyers who demonstrably pose greater risk; and</p>	<ul style="list-style-type: none"> • Deductibles have been re-instated effective July 1, 2014. We are now finalizing the online collection of these amounts, as part of the online collection of insurance levies. This will entail addressing the rules of surcharges, which is currently under examination.
<p>b. The new governance structure for the indemnity program, and implementation of structures and processes necessary to comply with the requirements of the Superintendent of Insurance.</p>	<ul style="list-style-type: none"> • The ALIEX board has been operating since the fall of 2014, and we are developing governance policies as required by the Superintendent of Insurance.
<p>6. Regulate in a way to make legal services more accessible to the public including:</p>	
<p>a. Continue to explore introducing alternate business structures to our regulatory framework; and</p>	<ul style="list-style-type: none"> • Collaborative work with the law societies of Manitoba and Saskatchewan is continuing and a comprehensive “white paper” is completed. • Planning for consultation with lawyers and other stakeholders is underway for the fall 2015.

Business Plan Theme	Accomplishments
<p>b. Enhance the transparency and effectiveness of our admissions processes to assist internationally trained lawyers and those holding non-Canadian law degrees to navigate our requirements.</p>	<ul style="list-style-type: none"> • The new articling education plan was implemented in June 2015. This plan provides more flexibility to internationally trained students. • The Law Society will host full day conferences in October for internationally trained lawyers. The sessions will include a variety of presenters, including the Executive Director of the National Committee on Accreditation, and internationally trained lawyers. The event will be sponsored in part by Dentons LLP and Imperial Oil, who will also participate.

Appendix 2 - Contingency Reserve Balances

Introduction

In developing a draft budget, management considers what an adequate contingency reserve for the General Fund should be to address unforeseen circumstances. The analysis below provides a recommended target fund balance range for the General Fund.

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 not-for-profit organizations target between one and two months of operating expenses as a financial reserve for contingencies. For the Law Society's General Fund, this represents between \$2.5 million to \$5 million of contingency reserve.

As shown in Appendix 3, the draft budget as presented will result in an estimated contingency reserve in the General Fund of \$4.9 million, at the top of the range described above.

Assurance Fund

The Assurance Fund covers the cost of trust theft claims, investigations of those claims and actuarial fees to annually estimate the liability for claims. Trust defalcation claims that occur after July 1, 2014 will be addressed under the Trust Safety Insurance program administered by ALIA and insured through ALIEX. The legacy Assurance Fund will be wound up over the period of time required to pay for legacy claims. To date, management estimates that the balance in the fund is adequate to deal with legacy claims in 2016 and future years. Management will reassess the fund's adequacy during 2016 as legacy claims experience unfolds.

Appendix 3 - Fund Balances

	Rounded to the nearest thousand \$			
	Budget 2016	Forecast 2015	Actual 2014	Actual 2013
GENERAL FUND				
Unrestricted funds	(816)	(1,536)	(2,638)	(2,249)
Deferred revenue	5,730	6,015	4,677	4,076
Effective contingency reserve	\$ 4,914	\$ 4,479	\$ 2,039	\$ 1,827
ASSURANCE FUND				
Contingency reserve	\$ 3,555	\$ 3,720	\$ 3,824	\$ 4,829
Deferred revenue	-	-	1,126	1,094
Effective contingency reserve	\$ 3,555	\$ 3,720	\$ 4,950	\$ 5,923

Appendix 4 - Active Membership Growth Analysis



	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Jan	7,713	7,963	8,150	8,334	8,455	8,625	8,746	8,980	9,184	9,431
Feb	7,705	7,957	8,153	8,334	8,452	8,624	8,752	8,961	9,182	9,419
Mar	7,703	7,947	8,137	8,304	8,437	8,611	8,723	8,926	9,158	9,395
Apr	7,624	7,829	7,979	8,145	8,303	8,455	8,628	8,790	9,006	9,161
May	7,636	7,841	7,993	8,149	8,308	8,462	8,625	8,789	9,036	9,237
Jun	7,651	7,855	8,007	8,160	8,310	8,468	8,641	8,806	9,051	9,250
Jul	7,669	7,853	8,005	8,162	8,316	8,465	8,639	8,811	9,057	9,253
Aug	7,712	7,883	8,051	8,226	8,378	8,524	8,696	8,897	9,138	9,333
Sep	7,840	7,992	8,188	8,344	8,506	8,638	8,837	9,035	9,258	9,451
Oct	7,893	8,063	8,275	8,414	8,578	8,697	8,890	9,108	9,351	
Nov	7,929	8,113	8,310	8,432	8,604	8,737	8,935	9,157	9,410	
Dec	7,958	8,137	8,329	8,445	8,619	8,753	8,968	9,172	9,434	
Average	7,753	7,953	8,131	8,287	8,439	8,588	8,757	8,953	9,189	9,326

Growth 2.7% 2.6% 2.2% 1.9% 1.8% 1.8% 2.0% 2.2% 2.6% 1.5%

Average Growth Rate over last four years 2.2%

Projected Membership (Average x Average Growth Rate)	9,530	members
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Appendix 5 - Inactive Membership Growth Analysis

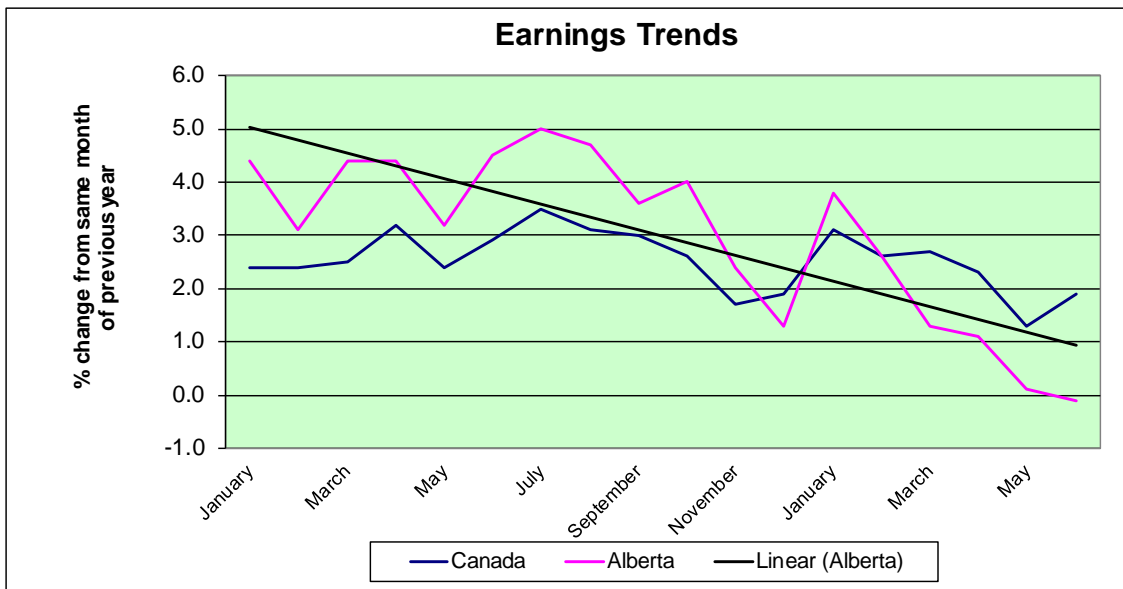


	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Jan	1,699	1,711	1,784	1,795	1,956	1,894	2,003	2,059	2,129	2,157
Feb	1,712	1,718	1,786	1,809	1,957	1,900	2,002	2,069	2,129	2,165
Mar	1,725	1,744	1,806	1,845	1,970	1,908	2,030	2,081	2,151	2,178
Apr	1,678	1,732	1,723	1,922	1,853	1,925	2,094	2,179	2,105	1,960
May	1,680	1,733	1,731	1,927	1,852	1,927	2,024	2,072	2,100	1,979
Jun	1,677	1,738	1,733	1,923	1,858	1,943	2,028	2,068	2,117	2,055
Jul	1,689	1,744	1,750	1,935	1,873	1,964	2,047	2,085	2,137	2,102
Aug	1,699	1,761	1,766	1,932	1,875	1,977	2,055	2,099	2,148	2,102
Sep	1,697	1,767	1,778	1,944	1,884	1,978	2,065	2,104	2,145	2,105
Oct	1,694	1,770	1,778	1,947	1,881	1,978	2,064	2,112	2,137	
Nov	1,695	1,778	1,778	1,952	1,885	1,979	2,057	2,113	2,135	
Dec	1,698	1,777	1,783	1,950	1,886	1,980	2,056	2,123	2,143	
Average	<u>1,695</u>	<u>1,748</u>	<u>1,766</u>	<u>1,907</u>	<u>1,894</u>	<u>1,946</u>	<u>2,044</u>	<u>2,097</u>	<u>2,131</u>	<u>2,089</u>

Growth 0.4% 3.1% 1.1% 7.9% -0.7% 2.7% 5.0% 2.6% 1.6% -2.0%
 Average Growth Rate over last five years | **2.0%**

Projected Inactive members (Average 2015 x Average Growth Rate)	2,130 members
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Appendix 6 - Wage Cost of Market Increase Data



	Canada ¹	Alberta ²
2012 December	2.8	3.9
2013 December	2.9	4.7
2014 January	2.4	4.4
February	2.4	3.1
March	2.5	4.4
April	3.2	4.4
May	2.4	3.2
June	2.9	4.5
July	3.5	5.0
August	3.1	4.7
September	3.0	3.6
October	2.6	4.0
November	1.7	2.4
December	1.9	1.3
2015 January	3.1	3.8
February	2.6	2.6
March	2.7	1.3
April	2.3	1.1
May	1.3	0.1
June	1.9	(0.1)

18 month average ▲ 2.53 ▼ 2.99

12 month average ▲ 2.48 ▼ 2.48

Budget 2016 use	2.50
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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 7 – Detailed Fee Schedule

**The Law Society of Alberta
Fee Schedule
January 1, 2016 to December 31, 2016**

	Budget 2016	Budget 2015	Budget 2014	Budget 2013
<u>Annual Fees</u>				
Annual fee, active member (effective March 15, 2016)	\$ 2,520	\$ 2,620	\$ 1,960	\$ 1,760
Annual fee, active member practising in Lloydminster, AB and SK (effective March 15, 2016)	\$ 1,260	\$ 1,310	\$ 980	\$ 880
Annual fee, active member for pro bono services only (effective March 15, 2016)	\$ 200	\$ 190	\$ 190	\$ 190
Annual fee, inactive (effective March 15, 2016)	\$ 200	\$ 190	\$ 190	\$ 190
Assurance levy	\$ -	\$ -	\$ 570	\$ 570
<u>Professional Corporation Fees</u>				
Professional Corporation application fee	\$ 410	\$ 400	\$ 390	\$ 380
Professional Corporation annual renewal fee	\$ 190	\$ 190	\$ 190	\$ 190
<u>Limited Liability Partnership Fees</u>				
Limited Liability Partnership (LLP) registration fee (per partner)	\$ 120	\$ 120	\$ 120	\$ 120
Limited Liability Partnership (LLP) renewal fee (per partner)	\$ 60	\$ 60	\$ 60	\$ 60
<u>Student Fees</u>				
Application fee, Student (Section 40)	\$ 180	\$ 175	\$ 175	\$ 175
Admission fee, Student (Section 40)	\$ 440	\$ 430	\$ 420	\$ 410
Filing Assignment of Articles fee	\$ 90	\$ 90	\$ 90	\$ 90
<u>Transfer Fees</u>				
Transfer exam fee	\$ 1,210	\$ 1,190	\$ 1,170	\$ 1,150
Application fee, Out of Province transfer	\$ 220	\$ 220	\$ 210	\$ 210
Enrolment as a member, Out of Province transfer	\$ 1,110	\$ 1,090	\$ 1,070	\$ 1,050
<u>Reinstatement Fees</u>				
Reinstatement, suspended member	\$ 780	\$ 770	\$ 750	\$ 740
Reinstatement, retired Judge	\$ 580	\$ 570	\$ 560	\$ 550
Reinstatement, inactive member with matters open ¹	\$ 780	\$ 770	\$ 750	\$ 740
Reinstatement, inactive member with no matters open ² (under 1 year inactive status)	\$ 200	\$ 200	\$ 200	\$ 200
Reinstatement, inactive member with no matters open ³ (under 3 years inactive status)	\$ 370	\$ 360	\$ 350	\$ 340
Reinstatement, inactive member with no matters open ⁴ (over 3 years inactive status)	\$ 580	\$ 570	\$ 560	\$ 550
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	\$ 200	\$ 200
Reinstatement, resigned member	\$ 1,590	\$ 1,560	\$ 1,530	\$ 1,500
Application for reinstatement, disbarred member	\$ 7,900	\$ 7,770	\$ 7,620	\$ 7,470
Reinstatement exam fee	\$ 740	\$ 730	\$ 720	\$ 710
<u>Foreign Legal Consultant Fees</u>				
Foreign Legal Consultants initial permit	\$ 780	\$ 770	\$ 750	\$ 740
Foreign Legal Consultants annual renewal	\$ 150	\$ 150	\$ 150	\$ 150
<u>Document Fees</u>				
Issuing a document	\$ 50	\$ 50	\$ 50	\$ 50
Items returned by the bank	\$ 40	\$ 40	\$ 40	\$ 40
Certificate of Standing	\$ 120	\$ 120	\$ 120	\$ 120
Notarial Certificates (2 free certificates per year)	\$ 30	\$ 30	\$ 30	\$ 25

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