



Law Society of Alberta

2018 Business Plan & Budget

Approved by the Benchers on November 30, 2017

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Introduction

The Business Plan and Budget¹ contained in this document represents management's plan and funding proposal to carry out the second year of the 2017 - 2019 Strategic Plan. The Business Plan describes the focus of Law Society activities in 2018 in alignment with the Strategic Plan and an overview of how the core functional areas of the Law Society accomplish and support our regulatory work. The draft budget is driven by the Business Plan and represents the financial requirements to perform the work outlined in the Plan.

As contemplated in the Strategic Plan, we are maturing as a regulator. While this journey never really ends, we have made great strides in recent years in becoming more proactive and innovative in our regulatory approach. A revised *Legal Profession Act* will open more doors for us to encourage innovation in the delivery of legal services while continuing to effectively protect the public interest. Investments in our business systems in recent years have allowed us to provide services to the public and lawyers in a much more efficient and responsive manner and capture data for making more informed strategic decisions.

We are in good shape organizationally and financially to address future challenges and opportunities to the end of the current strategic planning cycle and beyond. The 2018 financial plan reflects a robust Contingency Reserve. While this Reserve mitigates the immediate need for increased fees, we are facing three major capital requirements in the next two to five years that will require significant capital investment:

1. The revitalization and restructuring of the bar admission program - Canadian Centre for Professional Legal Education (CPLED);
2. The relocation of the Law Society's office premises after 2019 with the expiration of our existing lease;
3. Possible replacement of our membership database – our core business and regulatory application; and

The document that follows describes the initiatives we plan to undertake and resources required in 2018 to successfully move along the path set out in the 2017 - 2019 Strategic Plan. Further discussion about management's recommendations with respect to the Reserve is also included in this document.

¹ This plan does not include the indemnity program. The 2018 business plans and budgets for Alberta Lawyers Insurance Association (ALIA) and Alberta Lawyers' Insurance Exchange (ALIEX) will be approved by the ALIEX Advisory Board.

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 2018, in addition to the continuing work of delivering all our core programs. We will also respond to emergent situations as they arise.

The following three key themes and the underlying areas of activity arose from our business planning process leading up to the development of the budget:

1. Become a more sophisticated and nuanced regulator:

- a. Intensify our efforts to become more proactive in our regulatory approach including expanded support for loss prevention initiatives in the indemnity program;
- b. Work closely with the Government of Alberta to secure changes to the *Legal Profession Act* and begin the process to implement requisite changes to the Rules;
- c. Continue to explore ways to reconceptualise how we regulate to facilitate innovation in the delivery of legal services;
- d. Continue to engage with lawyers about issues of importance to them and the future of the profession; and
- e. Further enhance our trust safety program to better manage risk to the public and by providing more support to lawyers in the safe operation of their trust accounts.

2. Become more resourceful and efficient in how we manage our regulatory work:

- a. Continue to improve our ability to make decisions based on sound data through enhancements to our business processes and technology infrastructure;
- b. Reduce complexity in our regulatory and related processes to further rationalize our cost structure and to enhance our responsiveness;
- c. Implement planned changes to our customer service delivery model to better meet the service expectations of our external and internal customers; and
- d. Further examine our traditional revenue model, particularly with respect to reduced fees for lawyers who practice on a part time basis.

3. Execute the following special projects that will support the aspirations of the Strategic Plan:

- a. In collaboration with our Manitoba and Saskatchewan Law Society partners, carry on the work started in 2017 to redesign CPLED;
- b. Continue with initiatives to address the recommendations of the Truth and Reconciliation Commission; and
- c. Continue to take steps necessary to facilitate the ultimate wind up of the legacy Assurance Fund.

The table on the following page depicts how the above 2018 Business Plan themes support the achievement of the 2017 - 2019 Strategic Plan.

2018 Business Plan Focus	2017 - 2019 Strategic Goals			
	Model Regulator	Stakeholder Confidence	Access to Justice and the Rule of Law	Governance & Culture
1. More sophisticated and nuanced regulator	✓	✓	✓	
2. More resourceful and efficient management	✓	✓		✓
3. Special projects	✓	✓	✓	

The Budget

The budget pursues the initiatives outlined above – both the strategic and 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 lawyer fees 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, Counsel & Conduct, Investigations, Trust Safety and Custodianship teams.

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 (CPLED) is funded through this department.

The Investigations and Counsel & Conduct teams work in concert to review, resolve (where possible), and investigate complaints, refer matters to Practice Management where appropriate, and prosecute when necessary. The Counsel team provides corporate counsel support to the Law Society and ALIA. In addition to dealing with lawyer conduct complaints, our investigative team supports our Early Intervention, Trust Safety and Membership units. Investigators also support in the examination of trust misappropriation claims under the Trust Safety Insurance program administered through ALIA and ALIEX.

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.

The Custodianship unit protects members of the public in the event their lawyer is unable or not allowed to continue the practice of law.

2. Professionalism and Policy

This core area bundles together all of our proactive programs that support the professional work of lawyers, including Continuing Professional Development (CPD), early intervention, practice advice, practice management, 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.

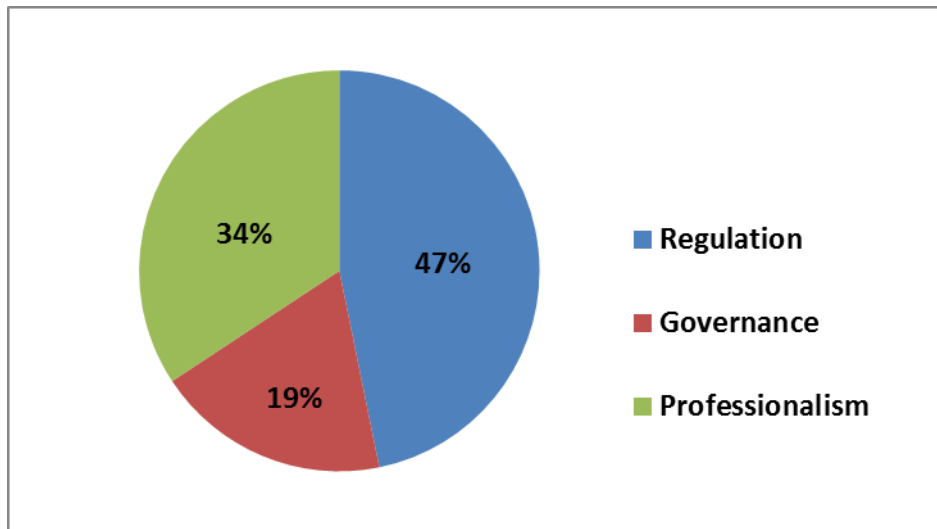
4. Organizational Support

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

Please refer to Appendix 3 for more information on the business units contained in each core area.

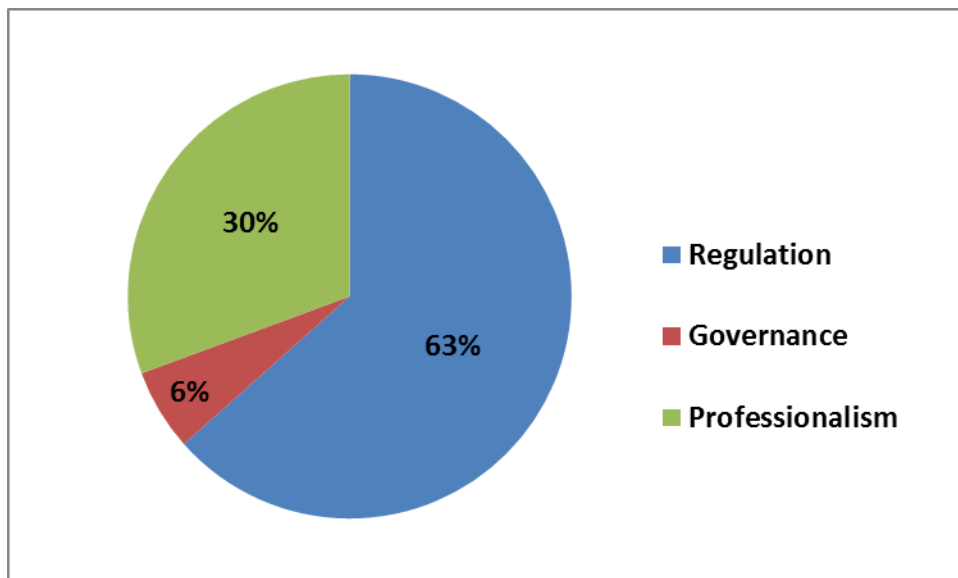
Budget Resource Allocation

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 2018 budget provides for 120 Full-Time Equivalent (FTE) staff relative to 124 in 2017.



Budget

Budget Structure

The Law Society budget 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/ALIEX);
- 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 2018** - which means the fiscal year beginning January 1, 2018 and ending December 31, 2018;
- **Budget 2017** - which means the fiscal year beginning January 1, 2017 and ending at December 31, 2017; and,
- **Forecast 2017** - which is our forecast of revenue and expenses for the fiscal year beginning January 1, 2017 and ending December 31, 2017 based on management's current estimate of anticipated results to December 31, 2017.

2018 General Fund Budget Highlights

The General Fund budget included in the following pages reflects an operating surplus of \$209,000 (2017 - \$148,000).

Practice Fee revenue reflects a fee unchanged from 2017 at \$2,600 per active lawyer (please refer to Appendix 4 for a full listing of fees). The growth in revenue of \$524,000 reflects an assumed rate of growth in active lawyers of 2.2% based on the average growth rate in active lawyers over the last five years. This growth rate is depicted in Appendix 2.

The General Fund budget includes management fee revenue of \$3,852,000 – an increase of \$360,000 from 2017. The management fee has two components:

1. **ALIA - \$3,696,000 (2017 - \$3,348,000)**

The Law Society provides several services and facilities to its wholly-owned subsidiary, ALIA, including office space, accounting, information technology, human resources and governance support. The cost of these facilities and services is recovered through the management fee based

on approximations of actual use of these services by ALIA. The fee also includes a provision for loss prevention services provided to the indemnity program through the Law Society's proactive Early Intervention and Practice Management programs. Management estimates that if ALIA sourced these services independently, the cost would be significantly higher. The management fee is accounted for in the budgeted operating costs of ALIA and is factored into the determination of the annual insurance levy paid by Alberta lawyers in private practice.

2. Assurance Fund - \$156,000 (2017 - \$144,000)

The cost of misappropriation claims and related activities is budgeted in the Assurance Fund. The cost of the Law Society's Investigations team is budgeted in the General Fund. A portion of that team's time is spent investigating trust misappropriation claims. Consequently, the General Fund budget includes management fee revenue charged to the Assurance Fund to recover the estimated portion of investigation costs dedicated to trust fund misappropriation claims. A corresponding amount is reflected in the Assurance Fund operating expense budget entitled "Administration".

General Fund budgeted operating expenses reflect an increase of \$785,000 (or 2.6%) from the 2017 budget. The major components of this increase are:

1. Increases in staff compensation levels - \$368,000

We anticipate an increase in overall compensation levels by 2% in early 2018 to keep pace with the Alberta labour market as wage levels are trending upwards in the latter half of 2017 (please refer to Appendix 2). The 2018 budget also reflects planned increases to keep some of our roles competitive within the labour market.

2. Net staff increases - \$92,000

Excluding the Trust Safety area as explained in the next section, we plan to add 5 new FTE's offset by the elimination of 4 FTE's. The new roles² that are designed to support the business plan focus described earlier in this document are:

- An Indigenous Liaison to support our work in addressing the recommendations of the Truth and Reconciliation Commission.
- A new Counsel and Customer Service role to increase our capacity in the Membership department with respect to customer service. The Counsel role will absorb the work related to legal aspects of Membership transactions currently handled by the Membership Manager. The addition of these two new roles is designed to build greater organizational capacity to better improve business processes and customer service for lawyers and the public.
- An additional FTE to support the governance requirements of the Law Society and ALIEX Advisory Board.
- A manager role in Professionalism and Policy In the last 2.5 years our Policy team has made tremendous progress and has been able to effectively steward many needed proactive policy initiatives through to approval. We are now at the stage of development

² Some new roles are partial FTE's as they may be filled part way through 2018.

in the policy work that we need to re-visit our organizational structure as well as our policy processes to ensure we are set up to tackle the many issues that are currently in front of us and will continue to be in the coming years. The increasing complexity and volume of policy matters necessitates the hands-on support of a direct manager to ensure that proper triage and approval processes are followed and the quality of policy work remains high.

- One additional administrative assistant role to support the expanding work of the Early Intervention program.

3. Trust Safety - \$469,700

The 2017 Trust Safety budget included funding for 17 FTE's with a small provision for contract services. While the total budget for this area was adequate to fund our Trust Safety operations, we were uncertain as to the mix of contract services relative to full time staff that we would deploy through the year at the time the budget was drafted. With the arrival of the new Trust Safety manager in the last quarter of 2016, 2017 was a building year for this department. We utilized the outsourced services of Deloitte to support our trust audit and data analytics functions in place of 10 of the 17 budgeted FTE's. The plan for 2018 is to bring the field trust audit work in-house (five FTE's) and continue to outsource the data analytics function. The combined resource requirement for staff and outsourced services for Trust Safety has increased by \$219,700 from 2017 to 2018. Also, we provided \$250,000 in funding for the development and implementation of field audit and analytics software to enhance the effectiveness of our audit process and to provide better reporting tools. This increase is designed to ensure that our trust safety monitoring activities adequately address the risk to the public of trust misappropriation.

4. Legal Profession Act (LPA) initiative - \$100,000

The LPA initiative commenced in the latter half of 2017 when the Government of Alberta expressed a desire to work with the Law Society to modernize the *Act*. This work was not anticipated in the 2017 budget. To see this work to a successful conclusion, the 2018 budget includes funding for activities including consultations with the profession, Bencher and staff travel, communications and legislative drafting consultants.

5. Technology enhancements- \$110,000

Our technology costs will increase due to anticipated increases in the cost of outsourced services to manage our computer systems environment and the introduction of an outsourced Human Resources Information System in 2017.

The above budget increases have been offset by planned reductions in spending on contractors (primarily in the Counsel and Conduct area) and a decrease in computer equipment amortization expense.

Other assumptions reflected in the draft budget include:

1. While we are actively pursuing a sub-tenant for our Edmonton office premises, this draft budget assumes no cost recovery on this space through a sub-lease.
2. The cost of changes to the CPLED program and structure are not included in the 2018 General Fund operating or capital budget. Pending further discussions with the Benchers, the Law Society's share of the design and start-up costs of the renewed program can be funded from the Contingency Reserve in the General Fund (as described in the following section). These costs may ultimately be recovered through student tuition fees over several years of delivering the new program.
3. 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.
4. The Assurance Fund budget reflects no provision for claims. At this point in time and as we wind up the legacy Assurance Fund, it is unlikely that we will receive new claims for trust misappropriations that occurred prior to July 1, 2014 (the date the fund was closed with subsequent claims addressed under the Trust Safety Insurance program in ALIA/ALIEX). All existing claims have been provided for in previous years' provisions.

Summary budgets for the General, Assurance and Viscount Bennett Funds are included below.

Contingency Reserve

The Law Society maintains a Contingency Reserve (the Reserve) in the General Fund of between \$2.5 and \$5 million. This Reserve represents between one to two months of annual operating costs. The Reserve is designed to fund unanticipated costs or major projects without the need to significantly increase fees in a given year. The projected level of the Reserve is an important consideration in the setting of the Practice Fee through the annual budget process.

As outlined in the table below, the Reserve is projected to exceed the top of our target range by about \$2.0 million based on the draft 2018 budget and the 2017 forecast for the General Fund. The excess in the reserve has arisen through lower than anticipated spending in 2016 and 2017.

	Rounded to the nearest \$1,000		
	Budget	Forecast	Actual
	2018	2017	2016
Unrestricted funds	\$ 552	\$ 91	\$ (1,791)
Deferred revenue	6,378	6,235	5,901
Contingency reserve	<u>\$ 6,930</u>	<u>\$ 6,326</u>	<u>\$ 4,110</u>

There are two fundamental options to address the excess reserve:

1. Reduce the Practice Fee and run operating deficits in the General Fund over time to reduce the Reserve below \$5 million; or
2. Retain some or all the Reserve to fund major projects that are anticipated and relatively certain over the next two to five-year planning horizon.

The Law Society is facing three major, non-recurring capital intensive initiatives over the next few years:

1. CPLED redesign

Initial projections for the Alberta share of the start-up costs to redesign CPLED are \$1.8 million. While some or all of this amount may be recovered through tuition fees over several years, we will need to initially fund our share of the costs to rebuild the CPLED bar admission program.

2. Law Society office premises

With our Calgary lease expiring at the end of 2019, the organization has the opportunity to relocate and design new premises in a very tenant-friendly commercial real estate market in Calgary. We are in the very early stages of our search, but we estimate our space design and build costs will be between \$2 to \$3 million. Some of this cost could be funded through a landlord's tenant improvement allowance, but that will depend upon the kind of deal we negotiate.

3. Membership data base replacement

The membership data base is our core business application that stores all regulatory information about lawyers including contact information, conduct and insurance claim history. We anticipate the need to replace it over the next few years. This will be a multi year project and will require significant capital investment.

In addition to the above items, we may need to utilize the Reserve in future years if we introduce reduced fees for lawyers practicing on a part time basis. A fee reduction for this segment of the profession will put upward pressure on the fees of all other lawyers. A draw down on the Reserve could help alleviate this upward pressure.

The CPLED investment is reasonably certain in terms of amount and timing. Assuming this investment is made in 2018, the potential impact on the Reserve is outlined below:

	Rounded to the nearest \$1,000
Contingency Reserve before expected drawdown	\$ 6,930
Estimated CPLED investment	<u>1,800</u>
Contingency Reserve after expected drawdown	<u>\$ 5,130</u>

Given the above anticipated capital requirements and to maintain the Reserve at a level designed to fund these initiatives, the Practice Fee will remain at \$2,600 for 2018.

General Fund Budget

Rounded to the nearest thousand \$

	2018 Budget	2017 Forecast	2017 Budget	Variance 2018 Budget to 2017 Budget	Variance 2018 Budget to 2017 Forecast	Variance 2017 Forecast to 2017 Budget
Revenue						
Practice fees	\$ 27,301	\$ 26,809	\$ 26,777	\$ 524	\$ 492	\$ 32
Management fees	3,852	3,485	3,492	360	367	(7)
Investment income	95	95	92	3	-	3
Recovered costs	100	100	100	-	-	-
Other	100	126	142	(42)	(26)	(16)
Total revenue	31,448	30,615	30,603	845	833	12
Expenses						
Regulation	10,309	9,562	9,949	360	747	(387)
Professionalism and Policy	6,313	5,856	6,006	307	457	(150)
Governance	2,441	2,458	2,333	108	(17)	125
Organizational support	12,176	11,619	12,166	10	557	(548)
Total expenses	31,239	29,495	30,454	785	1,744	(960)
Surplus (Deficit)	\$ 209	\$ 1,120	\$ 148	\$ 60	\$ (912)	\$ 972

Assurance Fund Budget

Rounded to the nearest thousand \$

	2018 Budget	2017 Forecast	2017 Budget	Variance 2018 Budget to 2017 Budget	Variance 2018 Budget to 2017 Forecast	Variance 2017 Forecast to 2017 Budget
Revenue						
Investment income	\$ 276	\$ 366	\$ 201	\$ 75	\$ (90)	\$ 165
Expenses						
Organizational support	46	43	46	-	3	(3)
Administration	156	144	144	12	12	-
Counsel		38	47	(47)	(38)	(9)
Total expenses	202	225	237	(35)	(23)	(12)
Surplus (Deficit)	\$ 74	\$ 141	\$ (36)	\$ 110	\$ (67)	\$ 177

Viscount Bennett Fund Budget

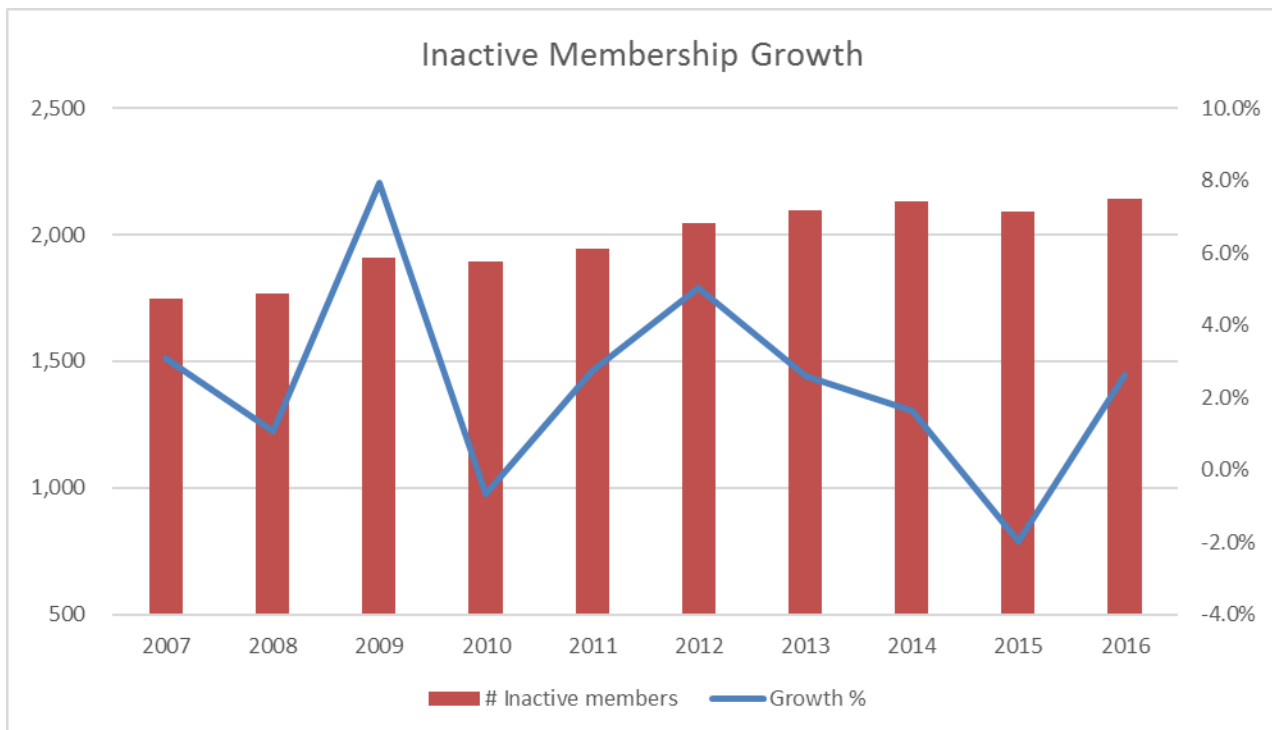
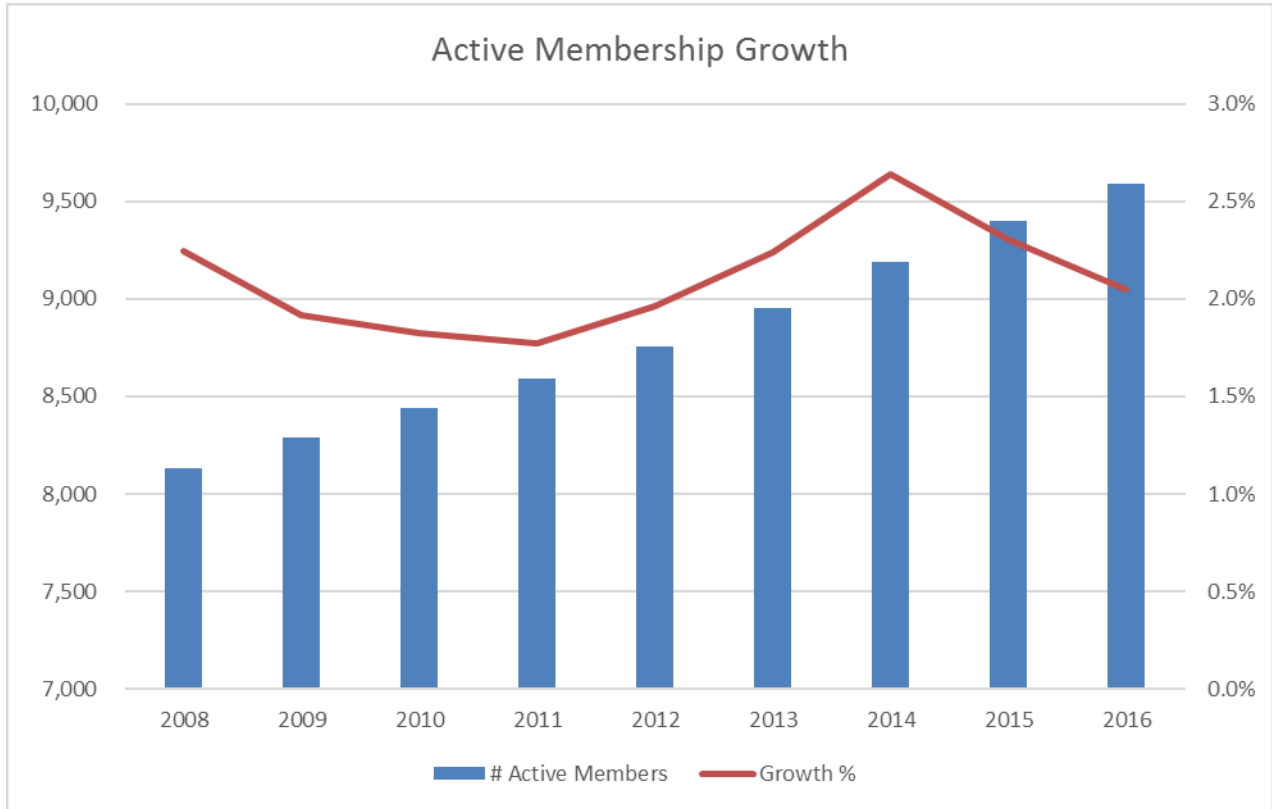
Rounded to the nearest thousand \$

	<u>2018 Budget</u>	<u>2017 Forecast</u>	<u>2017 Budget</u>	<u>Variance 2018 Budget to 2017 Budget</u>	<u>Variance 2018 Budget to 2017 Forecast</u>	<u>Variance 2017 Forecast to 2017 Budget</u>
Revenue						
Investment income	\$ 66	\$ 66	\$ 51	\$ 15	-	\$ 15
Expenses						
Organizational support	5	5	5	-	-	-
Scholarships	40	40	40	-	-	-
Total expenses	45	45	45	-	-	-
Surplus (Deficit)	<u>\$ 21</u>	<u>\$ 21</u>	<u>\$ 6</u>	<u>\$ 15</u>	<u>-</u>	<u>\$ 15</u>

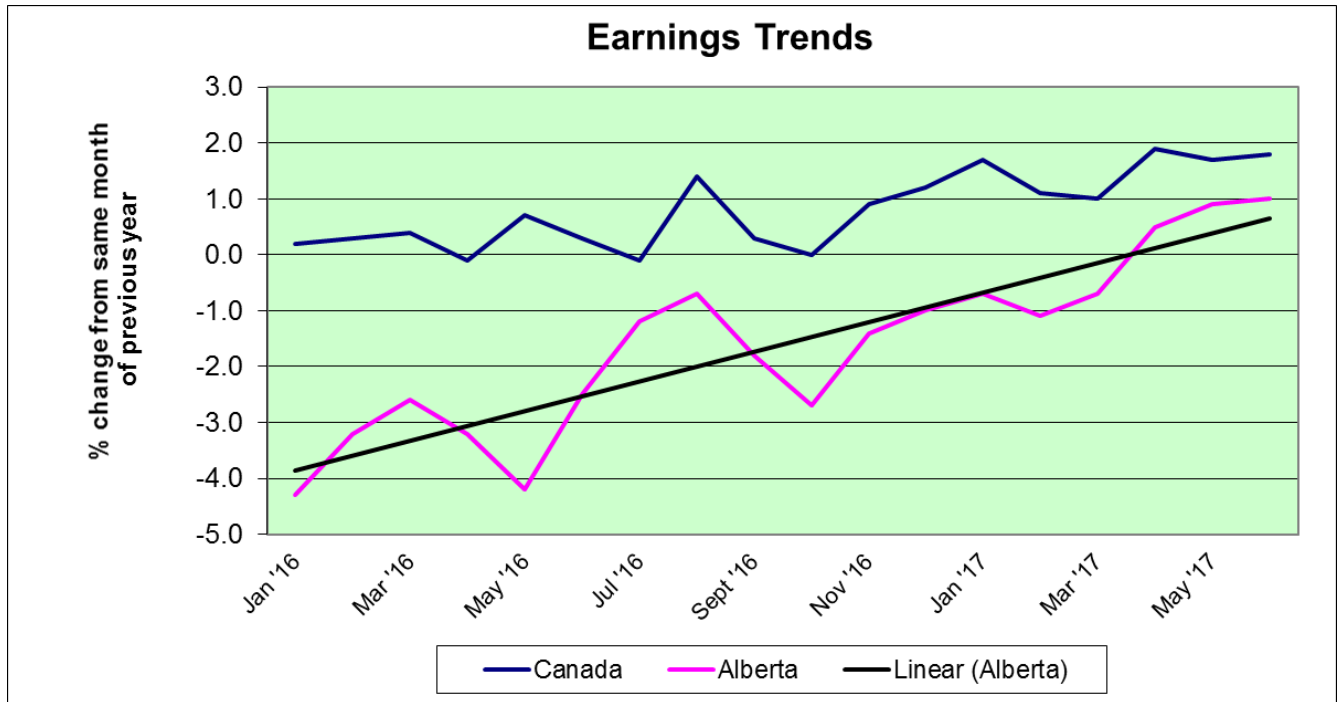
Capital Budget

	<u>Budget 2018</u>	<u>Forecast 2017</u>	<u>Budget 2017</u>
Leased premises			
Furniture and equipment	\$ 35,000	\$ 45,000	\$ 65,000
Leasehold improvements	200,000	-	-
	<u>235,000</u>	<u>45,000</u>	<u>65,000</u>
Business systems and technology			
E-Business	150,000	175,000	150,000
Enterprise Content Management	200,000	200,000	200,000
Collaborative technologies	-	25,000	50,000
Equipment refresh and upgrades	50,000	50,000	50,000
Security	50,000	-	-
Customer service technology upgrades	100,000	-	-
	<u>550,000</u>	<u>450,000</u>	<u>450,000</u>
Adjudicator training program materials	<u>50,000</u>	<u>55,000</u>	<u>67,000</u>
	<u>\$ 835,000</u>	<u>\$ 550,000</u>	<u>\$ 582,000</u>

Appendix 1 – Membership Growth Analysis



Appendix 2 – Wage Cost of Market Increase Data



Appendix 3 – Business Unit Descriptions

Regulation

Business unit	FTE's	Description
Investigations	9	<ul style="list-style-type: none"> Provides investigative services to Counsel/Conduct, Membership (new applicants and principals), Early Intervention, and Trust Safety departments. Investigates Trust Safety Insurance claims in the ALIA/ALIEX insurance program.
Membership	11	<ul style="list-style-type: none"> Administers applications for student-at-law, enrolment and reinstatement of lawyers, inter-jurisdictional transfers, professional corporations and limited liability partnerships. Provides customer service including inquiries regarding lawyer status, address changes, certificates of standing, insurance changes, and membership renewals. Processes annual renewals for about 9,600 active, 2,000 inactive, and 6,500 insured lawyers.
Trust Safety	12	<ul style="list-style-type: none"> Supports lawyers in the proper management of client trust accounts. Administers, reviews, and analyses annual trust filings from Responsible Lawyers. Conducts trust audits as required. Approves and administers the designation of Responsible Lawyers.
Counsel and Conduct	18	<ul style="list-style-type: none"> Review, resolve (where possible), and investigate complaints, refer matters to Practice Management where appropriate, and prosecute when necessary. The Counsel team provides corporate counsel support to the Law Society and ALIA.
Custodianships	2	<ul style="list-style-type: none"> Protects members of the public in the event their lawyer is unable or not allowed to continue the practice of law.

Professionalism and Policy

Business unit	FTE's	Core activities
Professionalism & Policy dept.	10	<ul style="list-style-type: none"> • Undertakes the policy work of the Law Society including maintenance of the policy development inventory which sets out the Benchers 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 Practice Advisor program included in this area is delivered by staff lawyers who 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 and the Code of Professional Conduct. • Administers the Continuing Professional Development (CPD) program.
Practice Management	6	<ul style="list-style-type: none"> • Delivers proactive early intervention programs through initiatives such as the Responsible Lawyer program.
Early Intervention	10	<ul style="list-style-type: none"> • Develops and delivers programs that identify practitioners in risky situations and streams them into remedial programs before more serious conduct situations arise. • Directly supports loss prevention initiatives undertaken in the indemnity program (ALIA and ALIEX).

Governance

Business unit	FTE's	Core activities
Secretariat	4	<ul style="list-style-type: none"> Contains the offices of the Executive Director (who is also the CEO of ALIEX) and the Director of Regulation and Deputy Executive Director.
Governance	3	<ul style="list-style-type: none"> Provides governance support and services to the Benchers, the ALIEX Advisory Board and the committees of both boards.

Organizational Support³

Business unit	FTE's	Core activities
Human Resources	2	<ul style="list-style-type: none"> Provides advice and guidance in the effective recruitment and retention of employees who ultimately possess the necessary skills, characteristics, and qualifications needed to achieve strategic and operational objectives.
Administration	6	<ul style="list-style-type: none"> Manages our leased office premises, including our meeting facilities. Operates our document production facility that produces information materials, particularly for our regulatory and adjudication activities.
Information Management	5	<ul style="list-style-type: none"> Securely manages all the information, in physical and electronic form, that is collected and generated by the organization, including internally-generated records and records collected from lawyers through our regulatory processes.
Accounting	5	<ul style="list-style-type: none"> Provides financial reporting, budgeting, payroll, and cash management services. Provides accounting services to CPLED.

³ Except for the Tribunal Office, all the Organizational Support business units provide services to the Law Society and ALIA/ALIEX.

Business unit	FTE's	Core activities
Business Technology	6	<ul style="list-style-type: none"> • Designs and maintains the information technology infrastructure required to carry out the regulatory work of the Law Society and ALIA/ALIEX including our membership and financial business applications, remote access, electronic collaboration tools, computer hardware, and overall systems security. • Provides project management and business process expertise to the many change projects currently underway.
Tribunal Office	3	<ul style="list-style-type: none"> • Coordinates and supports adjudication proceedings. • Designs and delivers adjudicator training.
Communications	5	<ul style="list-style-type: none"> • Develops communications tools and techniques to inform key external and internal stakeholders. • Provides strategic communications advice to the Benchers and Law Society and ALIA/ALIEX management.

With the addition of 3 FTE's for summer students planned for 2018, the Law Society's total planned FTE count for 2018 is 120.

Appendix 4 – Detailed 2018 Fee Schedule

	Fee	5% GST	Total
<u>Professional Corporation Fees</u>			
Professional Corporation application fee	420.00	21.00	441.00
Professional Corporation annual renewal fee	200.00	10.00	210.00
<u>Limited Liability Partnership Fees</u>			
Limited Liability Partnership (LLP) registration fee (per partner)	130.00	6.50	136.50
Limited Liability Partnership (LLP) renewal fee (per partner)	70.00	3.50	73.50
<u>Student Fees</u>			
Application fee, Student (Section 40)	200.00	10.00	210.00
Admission fee, Student (Section 40)	450.00	22.50	472.50
CPLED Fee (2017/18 Sessions)	3,090.00	154.50	3,244.50
<u>Transfer Fees</u>			
Transfer exam fee	1,240.00	62.00	1,302.00
Application fee, Out of Province transfer	200.00	10.00	210.00
Enrolment as a member, Out of Province transfer	1,140.00	57.00	1,197.00
<u>Reinstatement Fees</u>			
Reinstatement, suspended member	810.00	40.50	850.50
Reinstatement, retired Judge	600.00	30.00	630.00
Reinstatement, suspension transaction fee <small>(returning active within 3 months)</small>	230.00	11.50	241.50
Reinstatement, suspension transaction fee <small>(returning inactive within 3 months)</small>	100.00	5.00	105.00
Reinstatement, inactive member with matters open	810.00	40.50	850.50
Reinstatement, inactive member with no matters open	410.00	20.50	430.50
Reinstatement, resigned member	1,640.00	82.00	1,722.00
Application for reinstatement, disbarred member	10,200.00	510.00	10,710.00
<u>Foreign Legal Consultant Fees</u>			
Foreign Legal Consultants initial permit	810.00	40.50	850.50
Foreign Legal Consultants annual renewal	160.00	8.00	168.00
<u>Document Fees</u>			
Issuing a document	60.00	3.00	63.00
Non-negotiable items returned by the bank	50.00	-	50.00
Certificate of Standing	130.00	6.50	136.50
Notarial Certificates	40.00	2.00	42.00
<u>Annual Fees (effective March 15, 2017)</u>			
Annual fee, active member	2,600.00	130.00	2,730.00
Annual fee, active member practising in Lloydminster, AB and SK	1,300.00	65.00	1,365.00
Annual fee, active member for pro bono services only	200.00	10.00	210.00
<u>Inactive fee (effective March 15, 2017)</u>			
Annual fee, inactive	200.00	10.00	210.00