

2020 Business Plan & Budget

Approved by the Benchers, December 5, 2019

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LAW SOCIETY
of ALBERTA

Introduction

The Business Plan and Budget¹ contained in this document represents management's plan and funding proposal to carry out the first year of the 2020 - 2024 Strategic Plan.

While the Strategic Plan is currently in draft form management anticipates that the activities described within the Business Plan and resources required within the 2020 Budget aligns us well to proceed with the first year of the Strategic Plan.

Changes implemented across the organization over the past few years have modernized the organization and allowed for significant regulatory reform. What do we mean by regulatory reform? In order to be a proactive regulator, we realized that we needed to become a Model Business in order to successfully support that vision.

How have we done that? In particular, we have improved the efficiency and effectiveness of our work through better data and improved policy work both of which support sound strategic decision making.

Operational effectiveness including modernized online services (technology), execution of best HR practices, improved customer service, sound financial management, greater communications and stakeholder engagement, as well as good governance practices have allowed us to improve services provided to our stakeholders.

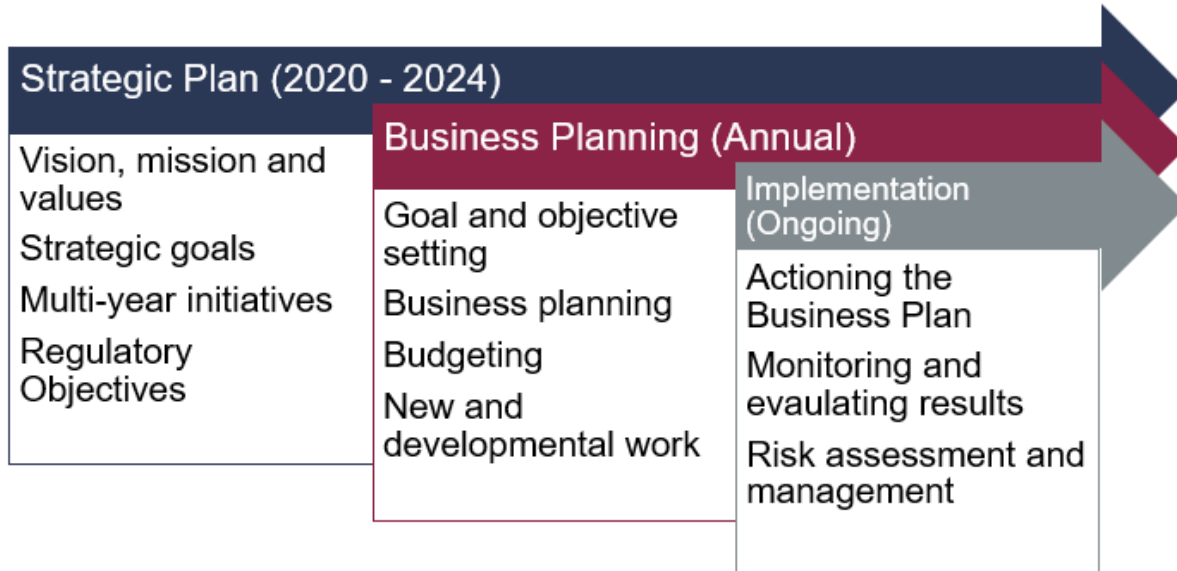
The strategic decisions taken by the Benchers have positioned us well to be both a proactive regulator and model business. We are in a good position organizationally and financially to successfully initiate the first year of the 2020-2024 Strategic Plan.

¹ This plan does not include the indemnity program. The 2020 business plans and budgets for Alberta Lawyers Indemnity Association (ALIA) will be approved by the ALIA Board.

Business Plan

The Business Plan is the vehicle through which the Strategic Plan is converted into practical work. It takes the goals in the Strategic Plan, turns them into concrete plans to be implemented, and uses those plans as the foundation for the budget.

Law Society Planning Cycle



The Business Plan describes the proposed new or developmental work to be carried out in 2020, in addition to the continuing work of delivering all our core programs. In addition, it is designed to give us the ability to respond to emergent situations as they arise.

Four goals are identified within the draft 2020-2024 Strategic Plan and the following projects and areas of activity arose from our business planning process leading up to the development of the budget. This work is the foundation to achieve the aspirations of the Strategic Plan:

- 1. Innovation & Proactive Regulation: The Law Society regulates the legal profession in a manner that is innovative, proactive, transparent and appropriate.**
 - **Review of Rules** - In line with our drive to reduce complexity in our regulatory processes, rationalize our cost structure, enhance our responsiveness and to make decisions based on sound data, we continue to review Part 3, 4 and 6 of the Rules to identify processes that place too heavy a regulatory burden on our stakeholders, are too complex, inhibit our ability to be responsive, and are too costly in terms of resources, time and reputation. In 2020, we will prioritize the changes needed based on this review and develop a four-year road map that will set time frames to accomplish these changes.
 - **Digital by 2022** - In line with our drive to reduce complexity in our processes, rationalize our cost structure, enhance our responsiveness and to make decisions based on sound data, we have set a goal to become a fully digital organization by 2022. During 2020 we will continue with technology and information management improvements including the streamlining of business processes and the provision enhanced on-line services to our stakeholders.
 - **New Legal Profession Act** – While this is years away from being a reality, we will continue to work towards the goal of having a modern legal services statute.
 - **Encourage innovation** - While legislative change is not on the immediate horizon, we will continue our work in 2020 to explore strategies to encourage innovation in the legal profession using the regulatory tools available to us. This work will include development of an incremental plan to expand the ways in which legal services can be delivered to the public.

- 2. Competence & Wellness: The Law Society promotes a broad concept of competency and wellness in the legal profession.**
 - **Implementation of the CPLED Practice Readiness Education Program (PREP)** - Full rollout of the program is planned for 2020 and the budget assumes an increase in the annual student tuition subsidies as the program transitions from Legal Education Society (LESA) to CPLED. Subsidy options under the new program will be presented for consideration.
 - **Response to Articling Program Assessment Survey (Articling Survey)** - In the wake of the Articling Program Assessment survey conducted last spring, work will begin in earnest in 2020 on responding to the competence challenges faced by young lawyers identified in the survey. Further consultation with the profession will form part of this work.
 - **Assessment of CPD** - A critical assessment of our current CPD program and an exploration of revisions to the program will form part of this work.

- Apply a holistic wellness lens to all programming including an assessment of CPD and the connection between competence and wellness.
- 3. Access: The Law Society promotes affordability of legal services and removes regulatory barriers to access where reasonable and appropriate.**
- **Lawyer Referral** - During Spring 2020 the Lawyer Referral program will be transitioned back to the Law Society. The addition of a Customer Service department has expanded our expertise and capacity to deliver this program ourselves, with the full cooperation of Calgary Legal Guidance (CLG). There will be some costs associated with bringing the program back to the Law Society, which will be partially offset by ceasing to pay CLG to deliver the program.
 - Our work on Legal Aid Governance will continue as will our expansion of Pro Bono through approved legal service providers.
- 4. Equity, Diversity & Inclusion: The Law Society leads the profession to increase cultural competency and promotes a profession that is representative of the public it services.**
- **Part-Time Fees** - A part-time membership fee program, on a pilot project basis, will be implemented in 2020. During the pilot period the goal is to absorb the cost of a part time membership fee into the proposed budget with no change in fees.
 - **Response to Articling Survey** - The Practice Foundations Task Force and the Practice Foundations Advisory Committee will work together to develop further responses to the Articling Survey aimed at providing better education to the legal profession on discrimination and harassment as well as better strategies for responding to these circumstances when they arise.
 - **Education Programs** - In 2020 Law Society staff are planning two conferences in addition to other seminars:
 - A conference directed at Internationally Trained Lawyers will provide information, support and advice on getting called to the bar in Alberta.
 - We are also planning a second Indigenous Conference to build on the success of last year's conference. The intention of the conference is to continue our response to the TRC calls to action by providing cultural awareness training and education on indigenous issues to Alberta lawyers.
 - **Bencher Election** - The Bencher Election Task Force will work to develop strategies for increasing the number and diversity of candidates for the 2020 Bencher Election and to increase voter engagement and turnout.

The Budget

The budget pursues the initiatives outlined above within the context of balancing our obligations to protect the public interest and being a model business.

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

Regulation

Regulation consists of our Membership, Counsel, Conduct, Investigations, 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 status and annual renewals.

The Investigations, Counsel and Conduct teams work in concert to review, resolve (where possible), investigate complaints, and refer matters to Practice Management where appropriate.

The Counsel team provides legal support to the Law Society and the Alberta Lawyers Indemnity Association (ALIA). In addition to dealing with lawyer conduct complaints, our investigative team supports our Early Intervention, Trust Safety and Membership departments. Investigators also support the examination of trust misappropriation claims under the Misappropriation Indemnity program administered through ALIA.

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

Professionalism and Policy

This core area bundles together all our proactive programs that support the professional work of lawyers, including Early Intervention, Practice Advisors, Trust Safety and Practice Management. It also includes the strategic policy work and regulatory reform work of our policy team. Finally, this area encompasses work related to equity, diversity and inclusion and our response to the recommendations of the Truth and Reconciliation Commission.

Governance

Governance includes our Secretariat and Governance teams designed to support the Benchers and the ALIA Board.

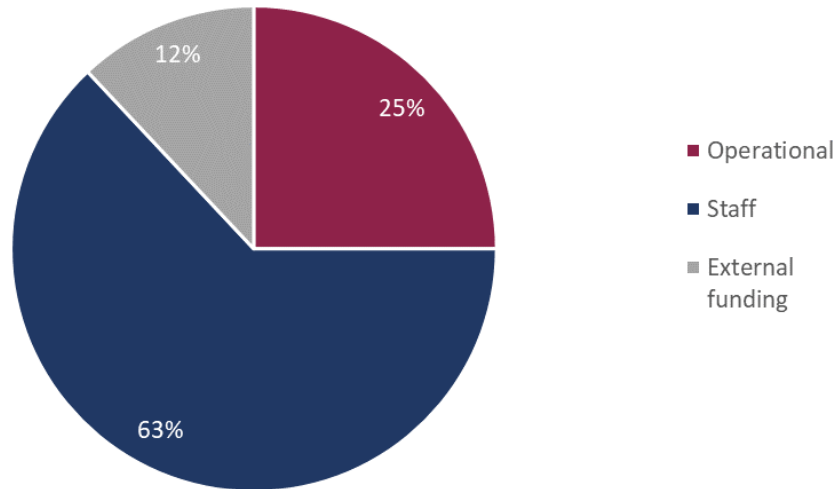
Organizational Support

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

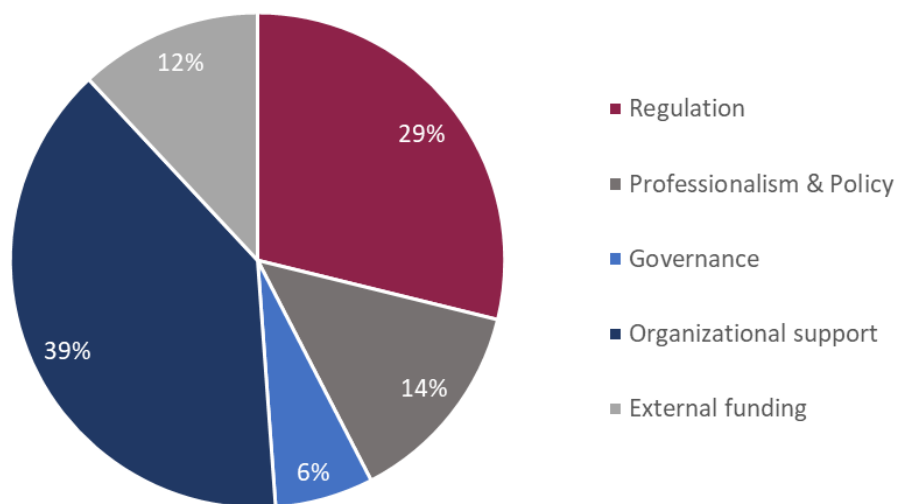
Please refer to Appendix 3 for more information on the business units contained in each core area.

Budget Resource Allocation

While we organize our work in the above areas, the following chart illustrates where our budget resources are focused.

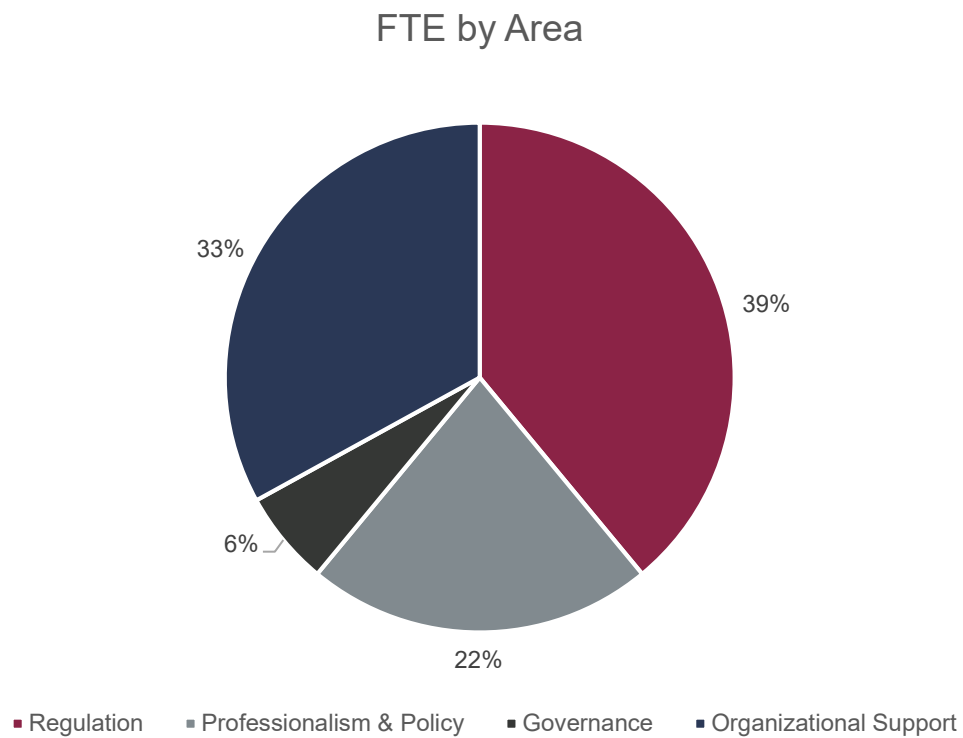


The following chart outlines the cost by organizational area.



Staff Resource Allocation

The 2020 budget provides for 126.5 Full-Time Equivalent (FTE) staff relative to 124 in 2019. The staff addition includes:



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 **Capital Budget**, which funds investments in assets with an economic life over one year including business technology items and improvements to leased premises.
- 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 Misappropriation Indemnity program in ALIA);
- 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

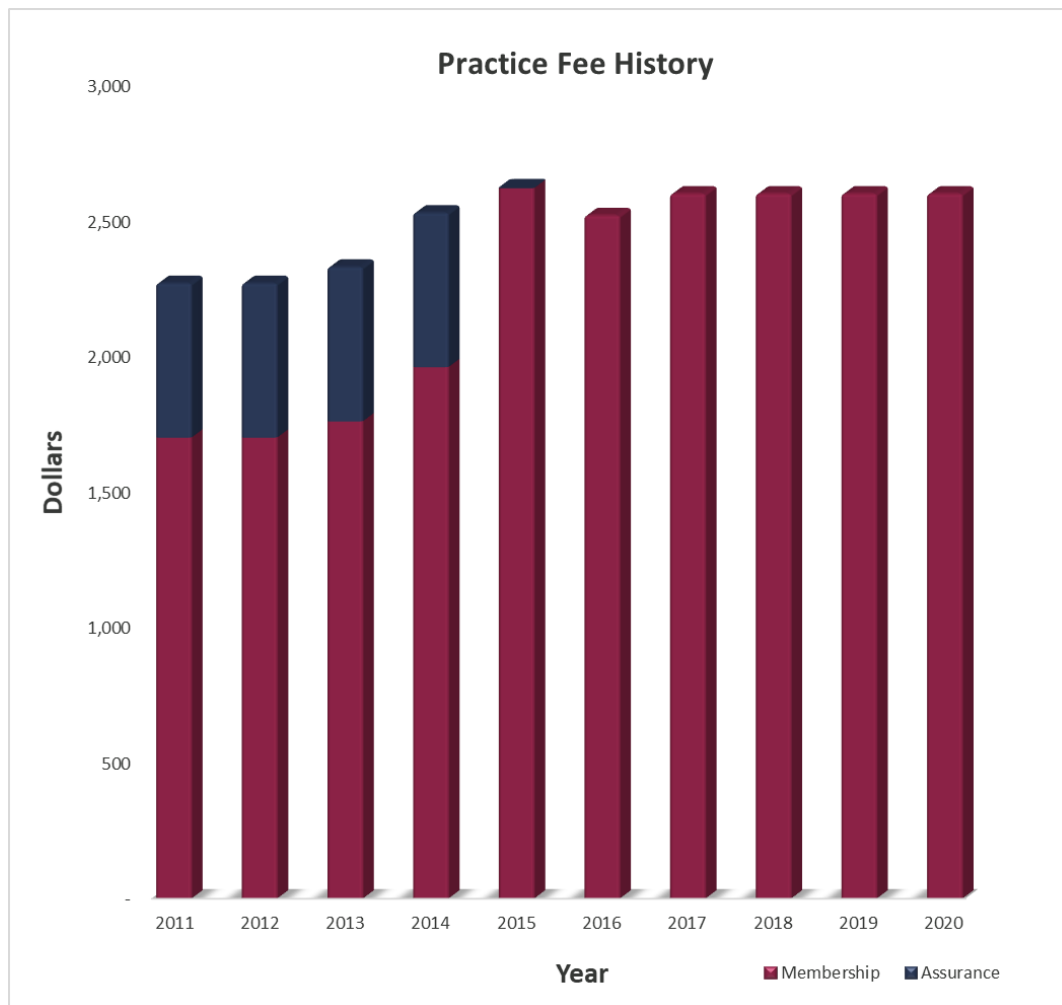
In discussing the budget structure, we refer to:

- **Budget 2020** - which means the fiscal year beginning January 1, 2020 and ending December 31, 2020;
- **Budget 2019** - which means the fiscal year beginning January 1, 2019 and ending December 31, 2019; and
- **Forecast 2019** - which is our forecast of revenue and expenses for the fiscal year beginning January 1, 2019 and ending December 31, 2019 based on management's current estimate of anticipated results to December 31, 2019.

2020 General Fund Budget Highlights

The General Fund budget included in the following pages reflects a surplus of \$354,510.

Practice Fee revenue assumes the annual 2020 Practice Fee remains unchanged from 2019 at \$2,600 per active lawyer. The Law Society has maintained the same practice fee (\$2,600) over the last three years (2017-2019) and is recommending the same practice fee for 2020. In addition, the Law Society's practice fee is currently lower than in 2015 (\$2,620) as depicted in the Law Society practice fee history graph below.



The growth in revenue from the 2019 forecast and budget reflects an assumed rate of growth in active lawyers of 1.9% based on the average growth rate over the last five years less an assumed participation in the part-time pilot project. Based on participation across other jurisdictions as well as information obtained from the part-time fee survey, the budget assumes that 6% of active and 5% of inactive lawyers will change their status to Part-Time. The membership growth rate is depicted in Appendix 1.

The General Fund budget includes management fee revenue totaling \$3,631,200. The management fee is intended to recover costs related to services provided to ALIA, the Assurance Fund and CPLED.

1. ALIA - \$3,151,200 (2019 - \$3,012,000)

The Law Society provides several services and facilities to its wholly-owned subsidiary, ALIA, including office space, Accounting, Information Technology, Customer Service, Information Management, Human Resources and Governance support. The cost of these facilities and services are recovered through the management fee based on approximations of 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 believes that based on a detailed analysis of services provided and associated costs the fee fairly represents the cost if services were sourced independently.

The management fee is accounted for in the budgeted operating costs of ALIA and is factored into the determination of the annual levy paid by Alberta lawyers in private practice. The ALIA management fee has increased from 2019 by \$139,200 (5%) due to refinements in the allocation of costs to better estimate actual utilization of Law Society services.

The Law Society and ALIA are mutually working towards implementing a management agreement regarding the terms and provision of services which we anticipate to be in place by the end of 2019. This management agreement will formalize our processes and allow both organizations clearer oversight of our respective resources.

2. Assurance Fund - \$168,000 (2019 - \$168,000)

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 misappropriation claims.

A corresponding amount is reflected in the Assurance Fund operating expense budget entitled "Administration". While we have worked diligently over the last few years to wind down the Assurance Fund claims, the requirement to maintain an Assurance Fund comes from the *Legal Profession Act* and so it will continue to exist until we have a new statute.

3. CPLED - \$312,000 (2019 - \$0)

The Law Society provides several services and facilities to CPLED including office space, accounting, information technology, human resources and customer service support. The cost of these facilities and services are recovered through the management fee based on approximations of actual use of these services by CPLED.

Cost recovery of services provided to CPLED is new in 2020 with implementation of the PREP program. Recently a management agreement was established between the Law Society and CPLED regarding the terms and provision of services. This management agreement will

formalize our processes and allow both organizations clearer oversight of our respective resources.

2019 Forecast

While the overall surplus for 2019 is forecasted to be \$1,394,600 it is important to understand the components of the variance to the budgeted deficit of \$22,850.

Forecasted expenses for 2019 are under budget by approximately \$809,400, which reflects an overall 2.57% under spending compared to the 2019 expenditure budget of \$31,422,850. Revenue is over budget by \$585,200 which reflects an overall increase in revenue of 1.86%. Revenue is over budget mainly due to investment markets rebounding in 2019 and while this was good news for 2019 the trend is not anticipated which is reflected within the 2020 budget.

While management endeavours each year to set a reasonable expenditure budget, a 2.57% variance is considered reasonable from an accounting perspective and reflects an overall improvement in our budgeting process. Further, investment market returns are difficult to predict and if we exclude the investment income variance of \$331,500 the revenue variance is lower and sits at approximately 0.81%.

Other assumptions reflected in the budget include:

- 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 not possible to predict and are non-cash items by nature; and
- A 2% average salary increase. **It is important to note that while the budget assumes an average salary increase of 2%, this is a placeholder, as the Executive Leadership Team completes a thorough analysis in January annually of all of the salary survey results and data received regarding market trends, which will impact salary decisions at that time.**
- The Assurance Fund budget reflects no provision for claims. 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. 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) designed to act as a financial reserve to support a stable fee structure over time. The Reserve can absorb unforeseen changes in planned spending and act as a fund for significant, one-time non-recurring expenditures to mitigate the need to make dramatic changes in the Practice Fee.

With the operating and capital budgets presented below, we forecast the Reserve will be just over \$5.1 million by the end of fiscal 2020. This forecast reflects the budgeted surplus in the General Fund and is net of investments in capital assets. Further, we anticipate receipt of the tenant improvement allowance related to construction of the new office space in early 2020. As previously approved, the loan to CPLED will also be funded through the cash reserves provided within the Reserve. The CPLED loan will be repaid with interest over 10 years, so Law Society cash reserves will be replenished by about \$222,000 annually over that period.

Historically, we have targeted a Reserve at one to two months of annual operating expenses or between \$2.7 and \$5.3 million. Consequently, management recommends maintaining the Practice Fee unchanged at \$2,600 for 2020.

Going forward, as we continue to look for ways to improve our budgeting work, we will be creating a Reserve Policy which is in keeping with our commitment to be a model business.

General Fund Budget

	2020 Budget	2019 Forecast	2019 Budget	Variance 2020 Budget to 2019 Budget	Variance 2020 Budget to 2019 Forecast	Variance 2019 Forecast to 2019 Budget
Revenue						
Practice fees	\$ 28,190,000	\$ 28,288,300	\$ 27,910,000	\$ 280,000	\$ (98,300)	\$ 378,300
Management fees	3,631,200	2,980,000	3,180,000	451,200	651,200	(200,000)
Investment income	170,000	431,500	100,000	70,000	(261,500)	331,500
Recovered costs	126,000	122,900	100,000	26,000	3,100	22,900
Other	218,700	162,500	110,000	108,700	56,200	52,500
Total revenue	32,335,900	31,985,200	31,400,000	935,900	350,700	585,200
Expenses						
Regulation	9,388,440	8,576,500	9,110,500	277,940	811,940	(534,000)
Professionalism and Policy	4,459,200	3,985,700	4,474,000	(14,800)	473,500	(488,300)
Governance	2,069,100	1,974,350	2,051,950	17,150	94,750	(77,600)
Organizational support	12,213,900	12,797,400	12,198,100	15,800	(583,500)	599,300
External funding	3,850,750	3,279,500	3,588,300	262,450	571,250	(308,800)
Total expenses	31,981,390	30,613,450	31,422,850	558,540	1,367,940	(809,400)
Surplus (Deficit)	\$ 354,510	\$ 1,371,750	\$ (22,850)	\$ 377,360	\$ (1,017,240)	\$ 1,394,600

Assurance Fund Budget

	2020 Budget	2019 Forecast	2019 Budget	Variance 2020 Budget to 2019 Budget	Variance 2020 Budget to 2019 Forecast	Variance 2019 Forecast to 2019 Budget
Revenue						
Investment income	\$ 375,000	\$ 1,053,000	\$ 336,000	\$ 39,000	\$ (678,000)	\$ 717,000
Expenses						
Organizational support	42,800	42,700	51,000	(8,200)	100	(8,300)
Administration	168,000	168,000	168,000			
Total expenses	210,800	210,700	219,000	(8,200)	100	(8,300)
Surplus (Deficit)	\$ 164,200	\$ 842,300	\$ 117,000	\$ 47,200	\$ (678,100)	\$ 725,300

Viscount Bennett Fund Budget

	2020 Budget	2019 Forecast	2019 Budget	Variance 2020 Budget to 2019 Budget	Variance 2020 Budget to 2019 Forecast	Variance 2019 Forecast to 2019 Budget
Revenue						
Investment income	\$ 88,500	\$ 258,500	\$ 86,200	\$ 2,300	\$ (170,000)	\$ 172,300
Expenses						
Organizational support	5,300	5,100	5,000	300	200	100
Scholarships	60,000	20,000	60,000		40,000	(40,000)
Total expenses	65,300	25,100	65,000	300	40,200	(39,900)
Surplus (Deficit)	<u>\$ 23,200</u>	<u>\$ 233,400</u>	<u>\$ 21,200</u>	<u>\$ 2,000</u>	<u>\$ (210,200)</u>	<u>\$ 212,200</u>

Capital Budget

The 2020 capital budget and a brief description of planned spending in specific areas is provided below. The fees proposed in this budget also fund the annual capital budget.

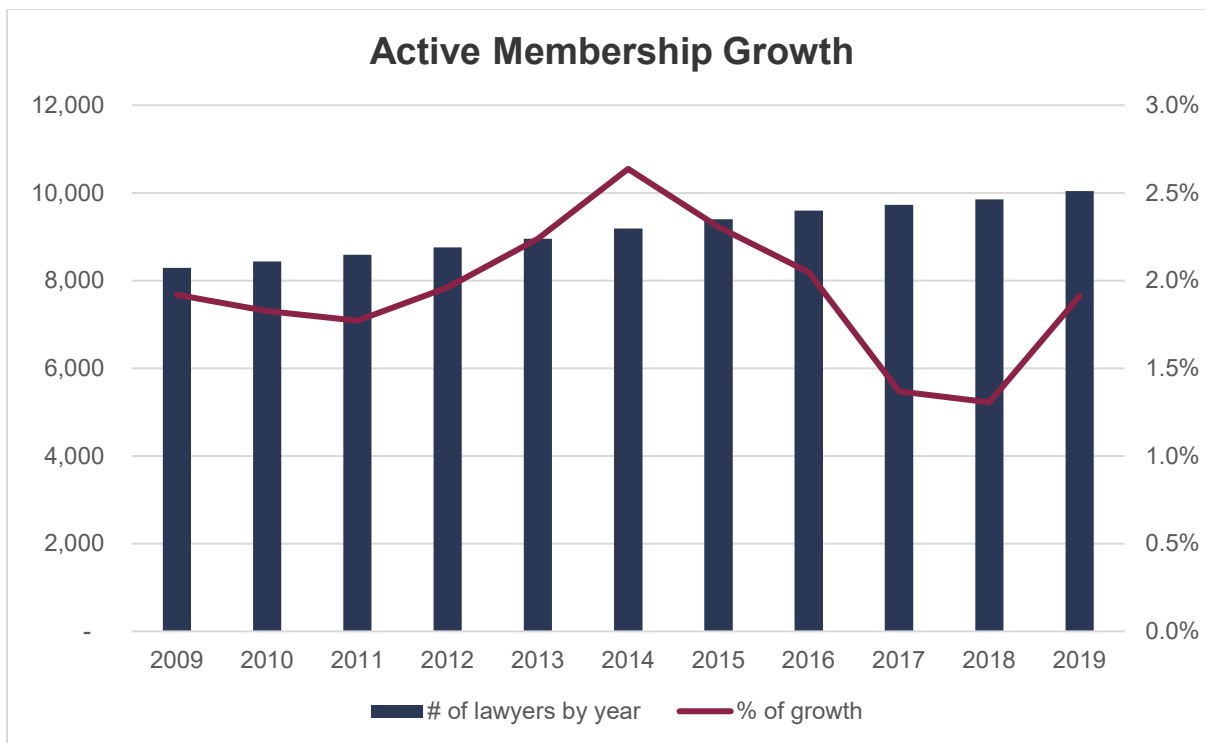
The cost of capital assets (items such as computer equipment, improvements to our leased premises) are written off (or amortized) to operating expenses over the useful life of the asset category. For example, leased premises improvements are expensed evenly over the term of the applicable premises lease.

The capital assets of the Law Society also support the operations of ALIA and CPLED including housing the ALIA and CPLED staff. The Law Society charges ALIA and CPLED a management fee to recover a portion of the amortized cost of such assets as well as a portion of rent and other overhead costs.

The proposed 2020 Capital Budget is outlined in the table below:

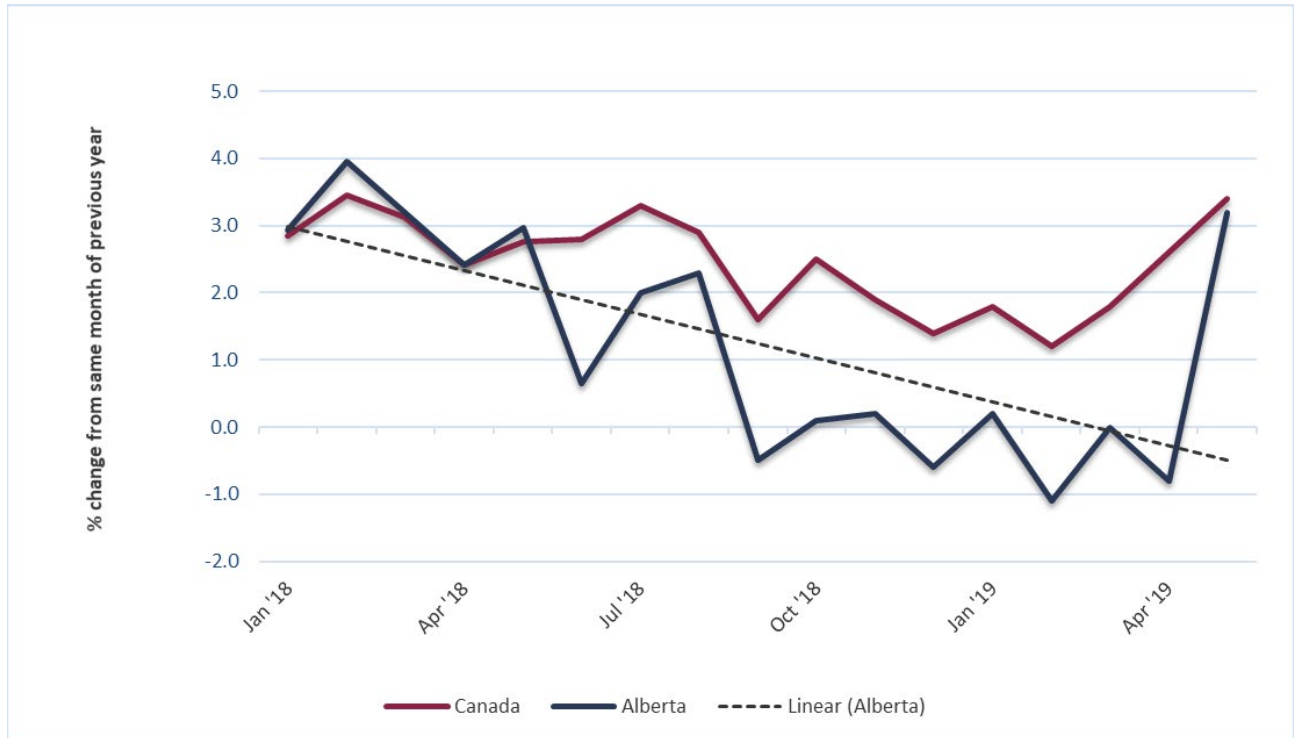
	<u>Budget 2020</u>	<u>Forecast 2019</u>	<u>Budget 2019</u>
Leased premises improvements		\$ 8,674,000	\$ 8,674,000
Business systems and technology			
E-Business	150,000	150,000	150,000
Enterprise Content Management	200,000	200,000	200,000
Equipment refresh and upgrades	75,000	100,000	100,000
Business continuity and security	125,000	100,000	100,000
	<u>550,000</u>	<u>550,000</u>	<u>550,000</u>
Adjudicator training program materials			
Additional video content for materials	40,000	35,000	62,000
	<u>40,000</u>	<u>35,000</u>	<u>62,000</u>
	<u>\$ 590,000</u>	<u>\$ 9,259,000</u>	<u>\$ 9,286,000</u>

Appendix I – Membership Growth Analysis





Appendix 2 – Earnings Trends



Appendix 3 – Business Unit Descriptions

Regulation

Business unit	2020 FTE's	Core activities
Investigations	9.5	<ul style="list-style-type: none"> • Provides investigative services to Counsel/Conduct, Membership (new applicants and principals), Early Intervention, and Trust Safety departments. • Investigates Misappropriation Indemnity claims in the ALIA 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, and membership renewals. • Processes annual membership and indemnity renewals for about 10,200 active, 2,000 inactive, and 6,800 indemnified lawyers. • Provides support to ALIA and CPLED
Trust Safety	7	<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. • Through an outsourced service provider (PwC), analyzes trust transaction data and conducts trust audits as required. • Approves and administers the designation of Responsible Lawyers and provides ongoing education and training opportunities for Responsible Lawyers.
Counsel & Conduct	19.5	<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. • Manages privacy.



Business unit	2020 FTE's	Core activities
Custodianships	3	<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. • Engages contract custodians to assume control of lawyers' practices when required. • Conducts simple custodianships. • Retains and manages the records and client files of lawyers' practices subject to custodianships.

Professionalism and Policy

Business unit	FTE's	Core activities
Policy & Ethics	11	<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 goals, processes, 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 program. • Includes the office of the Indigenous Initiatives Liaison and Equity Ombudsperson.
Practice Management	7	<ul style="list-style-type: none"> • Delivers proactive early intervention programs through initiatives such as the Responsible Lawyer program. • Directly supports loss prevention initiatives undertaken by ALIA. • Conducts practice assessments as directed through the conduct process.



Business unit	FTE's	Core activities
Early Intervention	11	<ul style="list-style-type: none"> Manages intake and triage of complaints to ensure matters are directed appropriately to conduct where necessary and that proper and proportionate resources are applied to each complaint. 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 by ALIA.

Governance

Business unit	FTE's	Core activities
Secretariat	4	<ul style="list-style-type: none"> Contains the offices of the Executive Director 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 ALIA Board and the committees of both boards.

Organizational Support²

Business unit	FTE's	Core activities
Human Resources	3	<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. Provides support to ALIA and CPLED
Customer & Office Services	9	<ul style="list-style-type: none"> A centralized customer service function was introduced in 2018 to provide “one stop,” user-friendly and high-quality customer service. The customer service group strives for efficient resolution of most frontline contacts allowing for overall improvements in operational effectiveness and efficiency. Manages our office premises, including our meeting facilities. Operates our document production facility that provides information materials, particularly for our regulatory and adjudication activities. Provides support to ALIA and CPLED

² Except for the Tribunal Office, all the Organizational Support business units provide services to the Law Society and ALIA.



Business unit	FTE's	Core activities
Information Management	6	<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.• Provides support to ALIA and CPLED
Finance & Accounting	8	<ul style="list-style-type: none">• Provides financial management, reporting, budgeting, payroll, and cash management services to the Law Society and ALIA.• Provides accounting services to CPLED.
Business Technology	5	<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 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.• Provides support to ALIA and CPLED
Tribunal Office	5	<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 management.

The Law Society's total planned FTE count for 2020 is 126.

Appendix 4 – Detailed 2020 Fee Schedule

	Fee	5% GST	Total
Professional Corporation Fees			
Professional Corporation application fee	420.00	21.00	441.00
Professional Corporation annual renewal fee	210.00	10.50	220.50
Limited Liability Partnership Fees			
Limited Liability Partnership (LLP) registration fee (per partner)	140.00	7.00	147.00
Limited Liability Partnership (LLP) renewal fee (per partner)	80.00	4.00	84.00
Student Fees			
Student application fee (Section 40)	200.00	10.00	210.00
Student admission fee (Section 40)	450.00	22.50	472.50
CPLIED Fee (2019/20 Sessions)	3,064.00	153.20	3,217.20
Transfer Fees			
Transfer exam fee* if applicable	1,250.00	62.50	1,312.50
Transfer application fee	200.00	10.00	210.00
Transfer admission fee	1,180.00	59.00	1,239.00
Reinstatement Fees			
Reinstatement, suspended member	850.00	42.50	892.50
Reinstatement, retired Judge	620.00	31.00	651.00
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	850.00	42.50	892.50
Reinstatement, inactive member with no matters open	430.00	21.50	451.50
Reinstatement, resigned member	1,650.00	82.50	1,732.50
Application for reinstatement, disbarred member	10,600.00	530.00	11,130.00
Trust Safety Late Filing Fee			
Late filing fee - April	250.00	-	250.00
Late filing fee - May	500.00	-	500.00
Late filing fee - June	750.00	-	750.00
Foreign Legal Consultant Fees			
Foreign Legal Consultants initial permit	820.00	41.00	861.00
Foreign Legal Consultants annual renewal	170.00	8.50	178.50
Document Fees			
Issuing a document	70.00	3.50	73.50
Non-negotiable items returned by the bank	60.00	-	60.00
Certificate of Standing	130.00	6.50	136.50
Notarial Certificates	40.00	2.00	42.00
Annual Fees (effective March 15, 2019)			
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, part-time member	1,300.00	65.00	1,365.00
Annual fee, active member for pro bono services only	220.00	11.00	231.00
Inactive fee (effective March 15, 2019)			
Annual fee, inactive	220.00	11.00	231.00