

2022 Business Plan & Budget

Approved by the Benchers, December 2, 2021

Table of Contents

Introduction	4
Business Plan	5
Budget Areas	9
Budget Resource Allocation	11
Staff Resource Allocation	12
Budget	13
Budget Structure	13
2022 General Fund Budget Highlights	14
2022 Budget Assumptions	15
Contingency Reserves	16
2022 Management Fee	17
2021 Forecast	18
Capital Budget	19
General Fund Budget	20
Assurance Fund Budget	21
Viscount Bennett Fund Budget	22
Appendix 1 – Membership Growth Analysis	23
Appendix 2 – Business Unit Descriptions	24
Appendix 3 – Detailed 2022 Fee Schedule	28



	2022 Fee	2021 Fee
Professional Corporation Fees		
Professional Corporation application fee	450.00	420.00
Professional Corporation annual renewal fee	220.00	210.00
Limited Liability Partnership Fees		
Limited Liability Partnership (LLP) registration fee (per partner)	140.00	140.00
Limited Liability Partnership (LLP) renewal fee (per partner)	80.00	80.00
Student Fees		
Student application fee (Section 40)	210.00	200.00
Student admission fee (Section 40)	450.00	450.00
Transfer Fees		
Transfer application fee	210.00	200.00
Transfer admission fee	1,160.00	1,160.00
Reinstatement Fees		
Reinstatement, suspended member	870.00	850.00
Reinstatement, retired Judge	620.00	620.00
Reinstatement, suspension transaction fee <small>(returning active)</small>	250.00	230.00
Reinstatement, suspension transaction fee <small>(returning inactive)</small>	100.00	100.00
Reinstatement, inactive member with matters open	850.00	850.00
Reinstatement, inactive member with no matters open	430.00	430.00
Reinstatement, resigned member	1,670.00	1,670.00
Application for reinstatement, disbarred member	10,600.00	10,600.00
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	840.00	820.00
Foreign Legal Consultants annual renewal	170.00	170.00
Reinstatement, suspension transaction fee <small>(returning within 3 months)</small>	250.00	230.00
Document Fees		
Issuing a document	80.00	70.00
Non-negotiable items returned by the bank	60.00	60.00
Certificate of Standing	130.00	130.00
Notarial Certificates	40.00	40.00
Annual Fees (effective March 15, 2022)		
Annual fee, active member	2,340.00	2,340.00
Annual fee, active member practising in Lloydminster, AB and SK	1,170.00	1,170.00
Annual fee, part-time member	1,170.00	1,170.00
Annual fee, active member for pro bono services only	200.00	200.00
Instalment payment admin fee (active status only)	50.00	50.00
Inactive fee (effective March 15, 2022)		
Annual fee, inactive	230.00	220.00

*All fees are exclusive of GST

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Introduction

While COVID-19 presented unprecedented challenges in 2020 that continued into 2021, the Law Society continues to be in a strong position organizationally and financially to meet the objectives of the Strategic Plan while continuing our core operations efficiently and effectively.

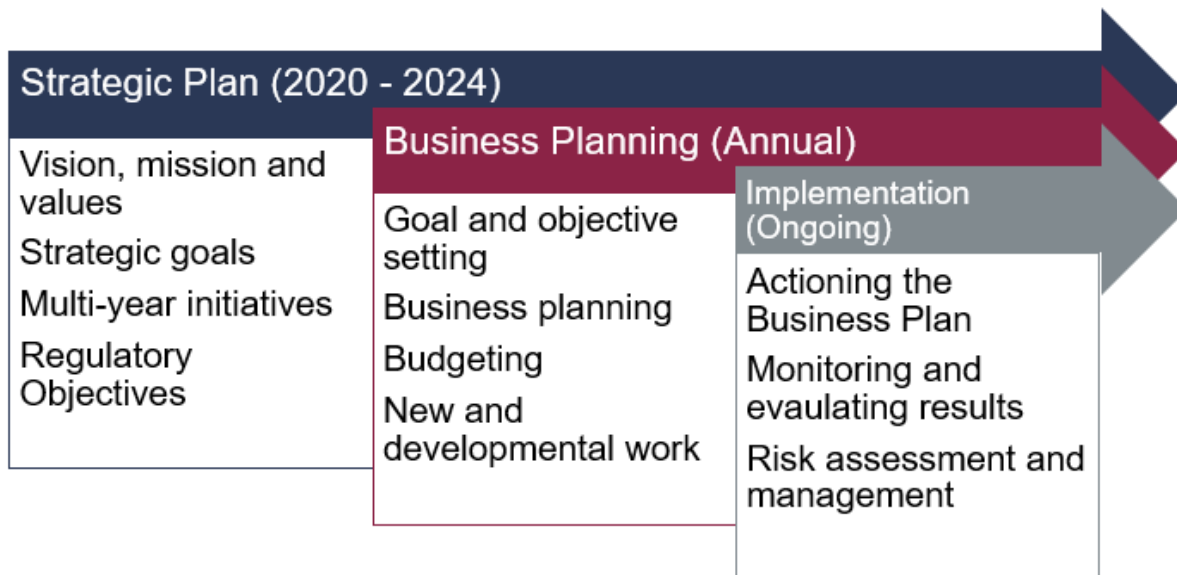
The proposed budget finds a balance between considering the current economic climate as well as focusing on the long-term sustainability of the Law Society both from an operational and strategic perspective.

It is important to note that while the 2022 expenses increase compared to the prior fiscal year's budget, the increase is a reflection of the return to normal operations compared to the uncertainty in 2021. The increase in expenses directly relates to Management's decision to return to completing staff compensation reviews in 2022 as well as resuming our events in 2022. This is consistent with what Management is seeing in other organizations and professional regulators in the marketplace. In addition, while the budget includes an increase in expenses, the practice fee will not increase. Rather, due to the forecasted balance of the Contingency Reserves at the end of 2021, Management recommended that the Benchers draw down the Reserves to fund the operating deficit.

Business Plan

The Business Plan is the vehicle through which the Strategic goals are converted into practical work by turning them into concrete plans to be implemented, which in turn form the foundation for the budget.

Law Society Planning Cycle



The Business Plan describes proposed new or developmental work to be carried out in 2022, in addition to the continued delivery of our core programs. It is designed to give us the ability to respond to emergent situations as they arise.

Four goals are identified within the Strategic Plan. There are several projects currently underway and planned for 2022 supporting these goals.

1. Innovation & Proactive Regulation: The Law Society regulates the legal profession in a manner that is innovative, proactive, transparent and proportionate.

- Review of Rules – This work is ongoing and remains 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 reduce the regulatory burden on the profession and to revise Rules that are too complex, inhibit our ability to be responsive, and are too costly in terms of resources, time and reputation.
- 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 (paperless) organization by 2022. Such improvements include, but are not limited to, the continuing development of SharePoint and Teams sites and collaboration tools; enhancement of our server and network infrastructure to improve security, resilience and performance; and continuing refinement of existing services such as Office365 and Epona to remove inefficient processes.
- Transforming Us – The Law Society, ALIA and CPLED have a complex set of business processes supported by an integrated suite of information systems with InSite (Trade Name, MemberPro, provided by Redesign Technologies) at the core, tightly integrated with Microsoft Great Plains for financial management. Concerns associated with the long-term future and direction of MemberPro, and a requirement to undertake an ‘end of life’ Great Plains upgrade or replacement, along with a desire to simplify business process and enhance the user experience for the public, lawyers, students, firm administrators, staff and other stakeholders has resulted in a recommendation to move forward with a program to examine and simplify business processes and implement new supporting information management systems. This program creates the opportunity to undertake a fundamental review of our current business process, transactions, data and technology architecture to ensure full value is derived.
- Encourage innovation - While legislative change is not on the immediate horizon, we will continue our work in 2021 to explore strategies to encourage innovation in the legal profession using the regulatory tools available to us. The introduction of the Innovation Sandbox is a step towards this goal which will be implemented in 2022. We expect to learn a great deal from this program that will ideally inform future regulatory innovations.

2. Competence & Wellness: The Law Society promotes a broad concept of competency and wellness in the legal profession.

- The new CPLED bar admission program, Practice Readiness Education Program (PREP), is now in its second year of delivery. As a result of feedback from lawyers and students in 2020 and 2021, many improvements have been made to the program. The LSA will continue to support the delivery of the program as appropriate. No tuition increase is expected for the PREP in 2022. The 2022 budget contemplates returning to

the traditional student subsidy and a step back from the increase in the 2021 subsidy that was put in place as an emergency measure as a result of Covid.

- Indigenous Cultural Competence training – The mandatory indigenous cultural competence training program, The Path (Alberta) will continue to be delivered in 2022.
- Lawyer Competence – Guided by the Strategic Plan and in response to the Articling Program Assessment Survey (Articling Survey), considerable work was done in 2020 on developing a framework for improving our licensing processes (i.e. articling) as well as improving and evolving our Continuing Professional Development (CPD) program. In order to implement these changes an Education department was built in 2021 and is now fully staffed. The work of this department will focus on the development of a Competency Framework for lawyers, delivery of a mandatory Principal training program, and the development of an improved CPD interface for lawyers.
- Alternative Pathways to Licensing – Following from the work done at the 2021 Virtual Jasper retreat, stakeholder engagement work will continue in 2022 to investigate alternatives to articling in Alberta.
- Wellness will continue to be a focus in 2022 through ongoing collaboration with ASSIST and other stakeholders. Planning is underway for a virtual wellness conference to be held in the fall of 2022. Once this is done, a proposal will be put to the Benchers for approval.

3. Access: The Law Society promotes affordability of legal services and removes regulatory barriers to access where reasonable and appropriate.

- Lawyer Referral - Lawyer Referral Service (LRS) was transitioned from Calgary Legal Guidance to the Law Society in early 2020. With more than a year of experience in running the program, a survey was conducted in 2021 on the efficacy of the program. Further engagement with the Access to Justice community is expected in Q4 2021 which will likely result in changes to the program in 2022. These changes could involve additional technology to support the delivery of the service with the goal of making the service more efficient and effective.
- Our work on Legal Aid Governance will continue as will our expansion of Pro Bono through approved legal service providers.

4. Equity, Diversity & Inclusion (EDI): The Law Society leads the profession to increase cultural competency and promotes a profession that is representative of the public it serves.

- Part-Time Fees – The financial impact of offering a part-time status option is incorporated into the 2022 budget. Full reporting on the pilot is expected in Q4 2021 for Bencher decision on whether to make the program permanent.
- Staffing – The EDI Counsel will work closely with the Bencher Equity Diversity and Inclusion Committee (EDIC) as well as the Equity Diversity and Inclusion Advisory Committee (EDIAC) to develop regulatory responses to the My Experience Program. Current planning includes the development of programs to support racialized students in their articling process.
- Articling Placement Program – the EDIC and EDIAC developed a program to find replacement articles for students whose articles are dangerous or untenable due to discrimination and/or harassment. This program will roll out at the end of 2021 and continue as a pilot through 2022.

- Internationally Trained Lawyers (ITLs) – A conference planned for ITLs was cancelled in 2020 due to COVID-19. While it was hoped this program may have been rescheduled in 2021, due to COVID-19 that did not happen. As networking is a vital part of this conference, it will be planned for a time when an in-person program is available. In the interim we continue to work on improving the information available to ITLs and believe that all our EDI programs will be of assistance to this group of lawyers.

Budget Areas

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 two core areas of the Law Society including Operations and Organizational Support. The following is a brief overview:

1. Operations

Operations consists of our Investigations, Membership, Trust Safety, Counsel, Conduct, Custodianship, Practice Advisors, Practice Management, Early Intervention, Policy, Education and Governance 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.
- Practice Advisors provide confidential advice to Alberta lawyers with respect to ethical, practice management, and stress-of-practice issues.
- Practice Management and Early Intervention are pro-active programs to support increasing lawyer competence with a goal of reducing risk to the public and reducing the number of complaints that need to go forwards to the formal discipline processes.
- Policy 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 monitors local, national and international regulatory environment to identify potential policy issues to further the strategic goals of the Law Society.
- The Education Department is responsible for the development and enhancement of all competence programs of the Law Society including the evolution of the articling and continuing professional development programs. In addition, the Education department budget includes the legal technology and mentorship.
- Equity, Diversity and Inclusion work along with the Law Society's response to the Truth and Reconciliation Commission Calls to Action falls under the Education Department.
- Governance includes our Secretariat and Governance teams designed to support the Benchers and the ALIA Board.

2. Organizational Support

This core area provides the supports necessary to carry out all our operations 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.

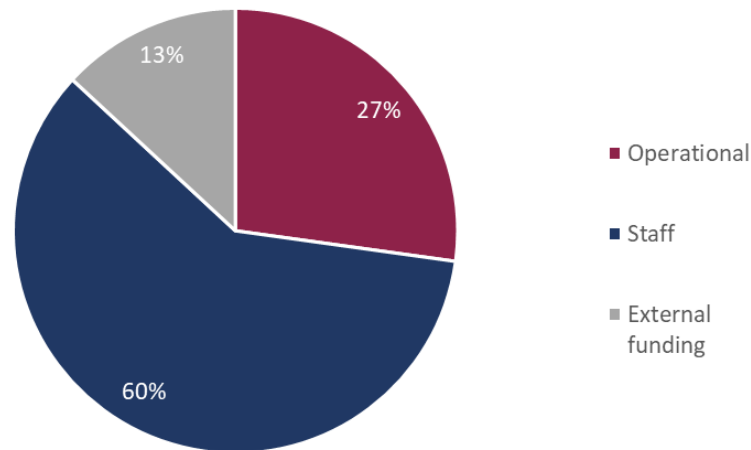
Please refer to Appendix 4 for more information on the business units contained in each core area.

In addition to the two core areas above, the Law Society provides external funding to organizations that support Alberta lawyers including:

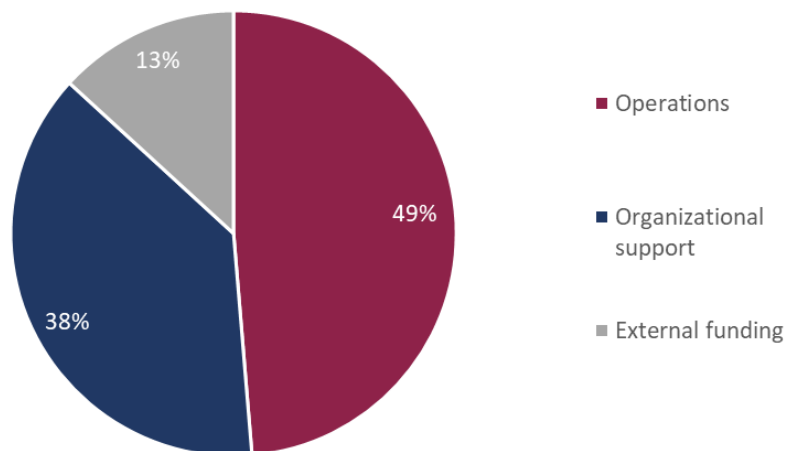
- Alberta Law Libraries is a provincial network of law libraries existing to provide research support and information services to the legal community.
- Continuing Professional Legal Education (CPLED) delivers the bar admission program for law students before being called to the Bar. Funding includes a per student tuition subsidy to reduce the costs to law students.
- Assist enhances the immediate and long-term well-being of Alberta lawyers, articling and law students, and their families, through confidential psychological assistance, peer support, education and community.
- Pro Bono Law Alberta (PBLA) works to engage the legal community and leverage their skills and resources in pro bono services that facilitate access to justice for Albertans.
- Federation of Law Society of Canada (FLSC) membership fees funds the national coordinating body whose mandate is to promote development of national standards and to undertake national initiatives.
- CanLII provides the legal research portal to Alberta lawyers.
- Legal Archives Society of Alberta (LASA) is dedicated to preserving, promoting, and understanding the evolution of law and society in Alberta by establishing and preserving a complete and accurate historical record of the legal profession and judiciary in Alberta.
- Alberta Law Review enables legal practitioners to stay informed of new developments in legislation and jurisprudence by promoting legal research and scholarship and providing a forum for the discussion of contemporary legal issues.

Budget Resource Allocation

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



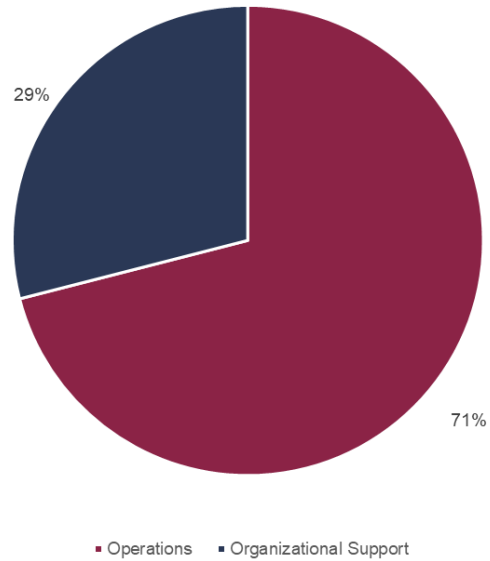
The following chart outlines the cost by organizational area.



Staff Resource Allocation

The 2022 budget provides for 134.5 Full-Time Equivalent (FTE) staff relative to 129.5 in 2021.

FTE by Area



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. In addition, as approved by the Benchers in early 2021, the Assurance Fund is also now a fund of last resort for trust defalcation claims occurring after July 1, 2014;
- The **Viscount Bennett Fund**, a legacy fund, 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 2022** - which means the fiscal year beginning January 1, 2022 and ending December 31, 2022; and
- **Budget 2021** - which means the fiscal year beginning January 1, 2021 and ending December 31, 2021; and
- **Forecast 2021** - which is our forecast of revenue and expenses for the fiscal year beginning January 1, 2021 and ending December 31, 2021, based on management's current estimate of anticipated results to December 31, 2021.

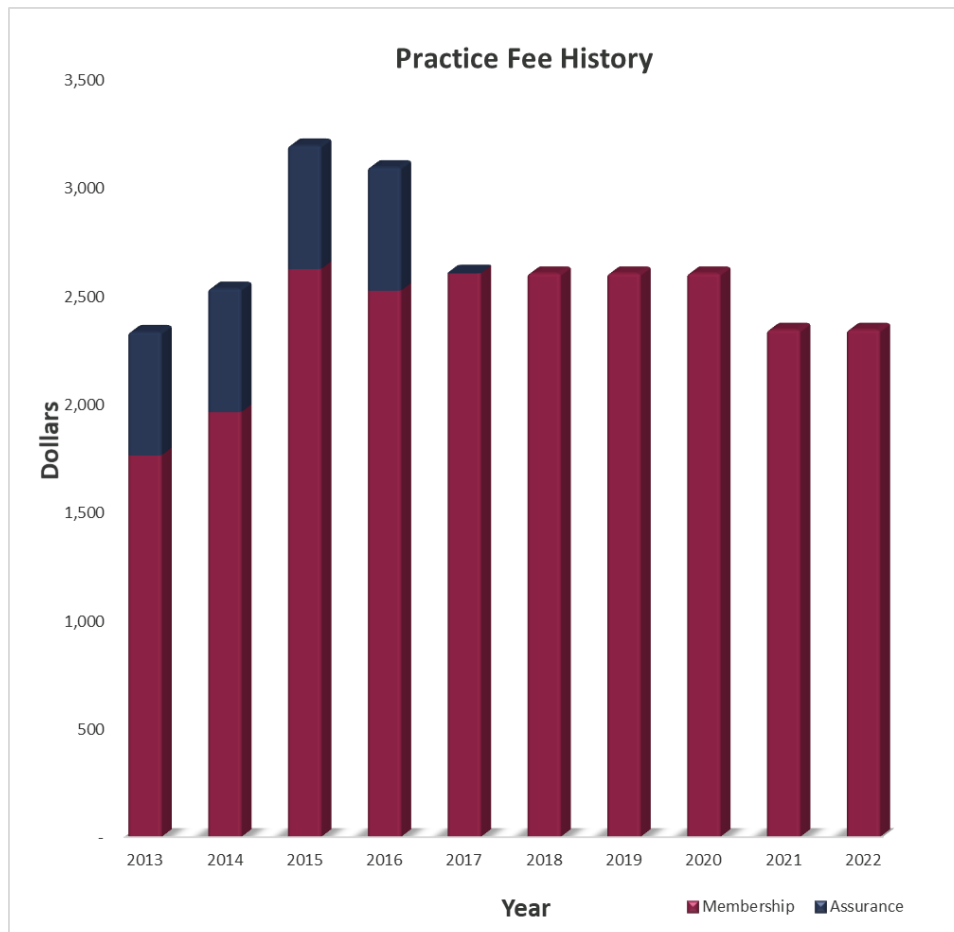
2022 General Fund Budget Highlights

The General Fund budget included in the following pages reflects a deficit of \$862,970.

The annual 2022 Practice Fee will remain the same as the 2021 Practice Fee of \$2,340 per active lawyer. The continued reduced practice fee, compared to the 2020 practice fee, is a result of the one-time cost savings experienced in 2020 and in 2021 which will result in Contingency Reserves above the maximum required based on the Law Society's Contingency Reserves Policy. Based on the Policy, the target minimum reserves is equal to two months of average annual budgeted operating costs and the maximum is equal to three months. Please refer to appendix 2 (Practice Fee Sensitivity Analysis). Management is recommending a measured approach to how the Contingency Reserves Policy is managed given the unique circumstances of the pandemic, the manner in which the cost savings occurred and the long-standing goal of the Benchers to not have a practice fee that swings from year to year.

The Law Society's practice fee had remained the same over a four-year period from 2017 to 2020 and as a result of the savings identified in 2020, the 2021 practice fee was reduced by 10% to \$2,340, and the same fee was approved for 2022.

Considering the estimated Contingency Reserves at the end of 2021, the Law Society is in a position to maintain the current practice fee and utilize some of the Contingency Reserves' surplus to offset the deficit, while ensuring the Law Society's financial position remains healthy.



2022 Budget Assumptions

As we move out of the Covid-19 pandemic, the budget focuses on the long-term sustainability of the organization both from an operational and strategic position. The budget assumptions consider the short, medium and longer-term effects, balanced against the Law Society's commitment to achieving its strategic goals through proactive regulation. As a result, a number of assumptions are reflected in the budget which may impact overall results. The following is a summary of the assumptions:

- Maintain the current annual active practice fee of \$2,340.
- Increase in staff resources by net 5 FTE.
- Return to completing staff compensation reviews in 2022. Increases are based on an organization-wide performance review process and current market data.
- The Law Society's office will be re-opened in early 2022.
- Due to ongoing health and safety concerns, no staff travel is planned until mid-2022 which reduces overall operational costs (compared to 2019 levels).
- Due to the travel restrictions for the first half of 2022, staff will budget for local or on-line professional development.
- Return to in-person events such as the Jasper Retreat.
- No increase in CPLED student subsidy of \$2,600 per student and no waiving of the interest for the loan re-payment due in 2022.
- Capital funding for the Transforming Us project (estimate of \$2 million).
- The Law Society closely monitored active membership growth during 2020 and 2021 during the COVID-19 pandemic and to date has not experienced a decrease. Therefore, the proposed budget is taking a conservative approach and anticipates a growth in active lawyers of 2% based on the current membership numbers. The membership growth rate is depicted in Appendix 3.
- The part time status will continue in 2022 as part of the pilot project and the fee is 50% of the annual active practice fee.
- 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.
- The Assurance Fund budget reflects no provision for claims.

Contingency Reserves

The Law Society approved a Contingency Reserves Policy in 2020 and its purpose is to establish consistent principles, standards and guidelines for the maintenance, management and accounting of the Contingency Reserves. The Policy ensures that the Reserves provide financial stability and mitigate risk for unbudgeted operating revenue requirements and future capital projects that would otherwise cause significant fluctuations in the operating budget and subsequently the practice fee.

With the operating and capital budgets presented below, Management forecasts the Reserves will be just over \$9.7 million by the end of fiscal 2021.

Based on the Policy, the target minimum total Reserves is equal to two months of average annual budgeted operating costs and the maximum is equal to three months of average annual budgeted operating costs. The reserve target based on the average operating expenses is a minimum Reserves of \$5.4 million to a maximum of \$8.1 million. Based on the forecasted reserves balance at the end of 2021 (of \$9.7 million), management recommends maintaining the Practice Fee at \$2,340 for 2022 and to fund the deficit from the Contingency Reserves surplus. Based on an increase in operating expenses, and capital funding required for the Transforming Us project, the Contingency Reserves balance at the end of 2022 will be approximately \$6.9 million, which is within the Reserves target.

2022 Management Fee

The General Fund budget includes management fee revenue totaling \$3,663,600. The management fee is intended to recover costs related to services provided to ALIA, the Assurance Fund and CPLED. An analysis of how the management fee is calculated relative to each of these organizations is included in Appendix 5.

1. ALIA - \$3,124,800 (2021 - \$2,923,200)

The Law Society provides infrastructure, 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 this infrastructure, services and facilities are recovered through the management fee based on approximations of ALIA use of these things. 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 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 2021 by \$201,600 (6.9%) due to an increase in Law Society expenses as a result of assumptions made within this budget.

2. Assurance Fund - \$84,000 (2021 - \$168,000)

The cost of misappropriation claims and related activities is budgeted in the Assurance Fund. The cost of the Law Society's Investigations and Counsel teams are budgeted in the General Fund. A portion of the teams' time is spent investigating and adjudicating 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 effectively 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 - \$454,800 (2021 - \$344,400)

The Law Society provides infrastructure, services and facilities to CPLED including office space, Accounting, Information Technology, Human Resources and Customer Service support. The cost of the infrastructure, service and facilities are recovered through the management fee based on approximations of actual use of these services by CPLED. Cost recovery of services provided to CPLED was new in 2020 with implementation of the PREP program. The CPLED management fee has increased from 2021 by \$110,400 (32%) due to an increase in services required.

2021 Forecast

The overall surplus for 2021 is forecasted to be \$950,000 and it is important to understand the components of the variance to the budgeted deficit of \$246,300.

Forecasted expenses for 2021 are expected to be under budget by approximately \$1,036,300, which reflects an overall 3.4% under spending compared to the 2021 expenditure budget of \$30,802,800. Revenue is expected to be over budget by \$160,000 which reflects an overall increase in revenue of 0.52%.

While management endeavors each year to set a reasonable expenditure budget, the ongoing pandemic impacted overall spending. It is important to note that the savings identified in 2021 are mostly one-time cost savings related to the COVID-19 pandemic. Travel, training, and events were planned to resume mid-2021 however due to continued travel restrictions and social distancing requirements, and more importantly a decision to cancel travel and events to the end of 2021. This decision was taken for the health and safety of staff, Benchers, and volunteers. The continued closure of the Law Society office results in a direct savings for office related costs. In addition, based on preliminary analysis by the Law Society's actuary, pension costs are anticipated to be under budget by \$200,000 due to a change in discount rates.

The 2022 budget assumes that the office will be re-opened in early 2022, however, it also takes into account the ongoing pandemic and assumes that normal office expenses, such as staff, board & volunteer travel will not resume until the second half of the year. However, it is important to understand that certain assumptions are made for 2022 while the duration and results of the pandemic continues to be unknown. Please refer to the 2022 Assumptions.

Based on the one-time cost savings in 2020 and the one-time reduced operational costs in 2021, the Law Society's Contingency Reserves increased, positioning the organization to maintain a reduced practice fee in 2022.

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

Capital Budget

The 2022 capital budget is provided below. The fees 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 2022 Capital Budget is outlined in the table below:

	<u>Budget 2022</u>	<u>Forecast 2021</u>	<u>Budget 2021</u>
Business systems and technology			
E-Business	50,000	150,000	150,000
Enterprise Content Management	250,000	200,000	200,000
Equipment refresh and upgrades	125,000	75,000	75,000
Business continuity and security	125,000	125,000	125,000
	<u>550,000</u>	<u>550,000</u>	<u>550,000</u>
Transforming Us project	2,000,000	-	-
CPD and Articling program	150,000	150,000	150,000
Adjudicator training program	<u>30,000</u>	<u>-</u>	<u>30,000</u>
	<u>\$ 2,730,000</u>	<u>\$ 700,000</u>	<u>\$ 730,000</u>

General Fund Budget

	2022 Budget	2021 Forecast	2021 Budget	Variance 2022 Budget to 2021 Budget	Variance 2022 Budget to 2021 Forecast	Variance 2021 Forecast to 2021 Budget
Revenue						
Practice fees	27,305,000	26,865,000	26,755,000	550,000	440,000	110,000
Management fees	3,663,600	3,435,600	3,435,600	228,000	228,000	
Investment income	140,000	140,000	140,000			
Recovered costs	100,000	73,200	73,200	26,800	26,800	
Other	296,000	202,700	152,700	143,300	93,300	50,000
Total revenue	31,504,600	30,716,500	30,556,500	948,100	788,100	160,000
Expenses						
Operations	15,755,505	13,956,300	14,369,300	1,386,205	1,799,205	(413,000)
Organizational support	12,343,990	11,127,500	11,750,800	593,190	1,216,490	(623,300)
External funding	4,268,075	4,682,700	4,682,700	(414,625)	(414,625)	-
Total expenses	32,367,570	29,766,500	30,802,800	1,564,770	2,601,070	(1,036,300)
Net Income (loss)	(862,970)	950,000	(246,300)	(616,670)	(1,812,970)	1,196,300

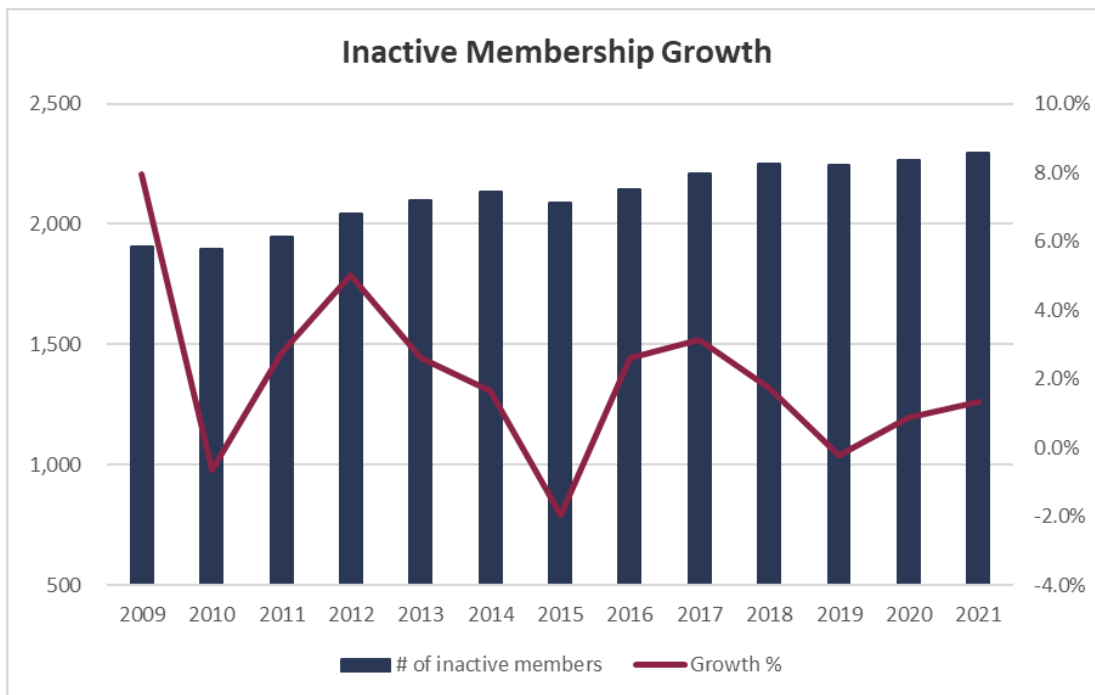
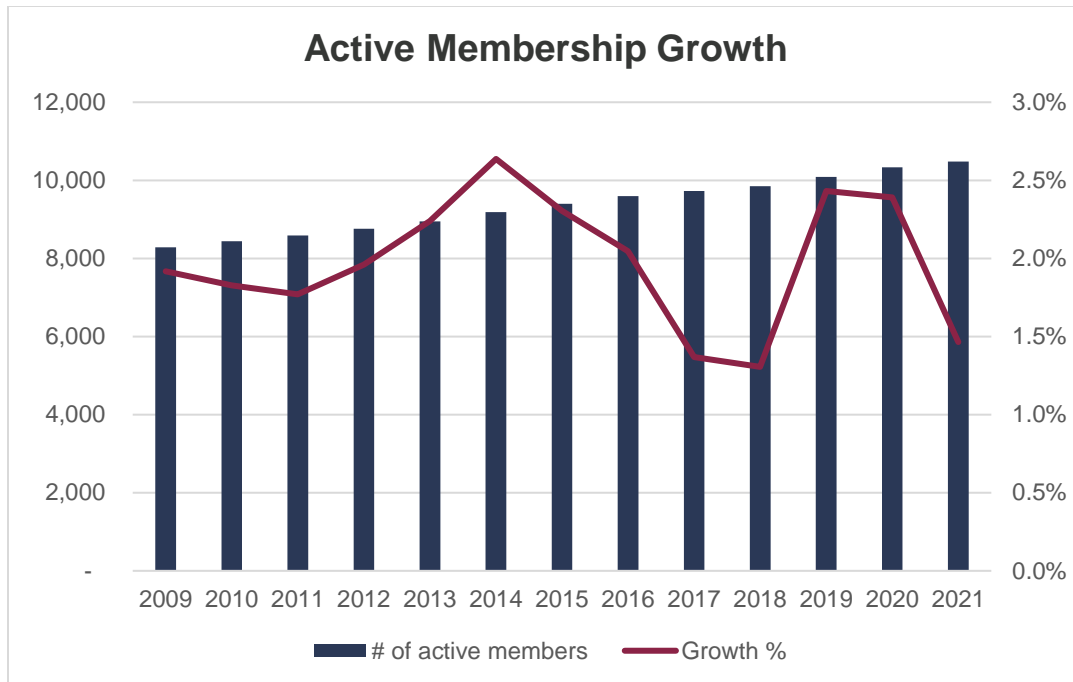
Assurance Fund Budget

	2022 Budget	2021 Forecast	2021 Budget	Variance 2022 Budget to 2021 Budget	Variance 2022 Budget to 2021 Forecast	Variance 2021 Forecast to 2021 Budget
Revenue						
Investment income	282,000	237,000	210,000	72,000	45,000	27,000
Expenses						
Organizational support	42,400	39,000	38,800	3,600	3,400	200
Administration	84,000	168,000	168,000	(84,000)	(84,000)	-
Counsel		70,000			(70,000)	70,000
Total expenses	126,400	277,000	206,800	(80,400)	(150,600)	70,200
Net Income (loss)	155,600	(40,000)	3,200	152,400	195,600	(43,200)

Viscount Bennett Fund Budget

	2022 Budget	2021 Forecast	2021 Budget	Variance 2022 Budget to 2021 Budget	Variance 2022 Budget to 2021 Forecast	Variance 2021 Forecast to 2021 Budget
Revenue						
Investment income	77,000	67,000	67,000	10,000	10,000	-
Expenses						
Organizational support	5,200	5,200	5,200	-	-	-
Scholarships	60,000	60,000	60,000	-	-	-
Total expenses	65,200	65,200	65,200	-	-	-
Net Income (loss)	11,800	1,800	1,800	10,000	10,000	-

Appendix I – Membership Growth Analysis



Appendix 2 – Business Unit Descriptions

Operations

Business unit	Core activities
Investigations	<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	<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	<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	<ul style="list-style-type: none"> • The Counsel team provides corporate counsel support to the Law Society.
Conduct	<ul style="list-style-type: none"> • Review, resolve (where possible), and investigate complaints, refer matters to Practice Management where appropriate, and prosecute when necessary.

Business unit	Core activities
Custodianships	<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.
Practice Advisors	<ul style="list-style-type: none"> • Provides confidential advice to Alberta lawyers with respect to ethical, practice management, and stress-of-practice issues.
Practice Management	<ul style="list-style-type: none"> • Delivers proactive early intervention programs through initiatives such as the Responsible Lawyer program. • Conducts practice assessments as directed through the conduct process. • Directly supports loss prevention initiatives undertaken by ALIA.
Early Intervention	<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.
Policy	<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.
Education	<ul style="list-style-type: none"> • Development of the new Continuing Professional Development program and improvements to articling.

Business unit	Core activities
	<ul style="list-style-type: none"> Focus on enhancing mentorship opportunities within the profession and enhancing expertise on legal technology. Includes the office of the Indigenous Initiatives Liaison and Equity Diversity and Inclusion.
Governance	<ul style="list-style-type: none"> Contains the offices of the Executive Director and the Deputy Executive Director. Provides governance support and services to the Benchers, the ALIA Board and the committees of both boards.
Total Operations	

Organizational Support¹

Business unit	Core activities
Human Resources	<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	<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
Applications and Information Management (formerly Business Technology and Information)	<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.

¹ Except for the Tribunal Office, all the Organizational Support business units provide services to the Law Society and ALIA.

Business unit	Core activities
Management departments)	<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
Finance & Accounting	<ul style="list-style-type: none"> • Provides financial management, reporting, budgeting, payroll, and cash management services to the Law Society, ALIA and CPLED.
Tribunal Office	<ul style="list-style-type: none"> • Coordinates and supports adjudication proceedings. • Designs and delivers adjudicator training. • Manages privacy.
Communications	<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 management.

The Law Society's total planned FTE count for 2022 is 134.5.



Appendix 3 – Detailed 2022 Fee Schedule

	2022 Fee	2021 Fee
Professional Corporation Fees		
Professional Corporation application fee	450.00	420.00
Professional Corporation annual renewal fee	220.00	210.00
Limited Liability Partnership Fees		
Limited Liability Partnership (LLP) registration fee (per partner)	140.00	140.00
Limited Liability Partnership (LLP) renewal fee (per partner)	80.00	80.00
Student Fees		
Student application fee (Section 40)	210.00	200.00
Student admission fee (Section 40)	450.00	450.00
Transfer Fees		
Transfer application fee	210.00	200.00
Transfer admission fee	1,160.00	1,160.00
Reinstatement Fees		
Reinstatement, suspended member	870.00	850.00
Reinstatement, retired Judge	620.00	620.00
Reinstatement, suspension transaction fee <small>(returning active)</small>	250.00	230.00
Reinstatement, suspension transaction fee <small>(returning inactive)</small>	100.00	100.00
Reinstatement, inactive member with matters open	850.00	850.00
Reinstatement, inactive member with no matters open	430.00	430.00
Reinstatement, resigned member	1,670.00	1,670.00
Application for reinstatement, disbarred member	10,600.00	10,600.00
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	840.00	820.00
Foreign Legal Consultants annual renewal	170.00	170.00
Reinstatement, suspension transaction fee <small>(returning within 3 months)</small>	250.00	230.00
Document Fees		
Issuing a document	80.00	70.00
Non-negotiable items returned by the bank	60.00	60.00
Certificate of Standing	130.00	130.00
Notarial Certificates	40.00	40.00
Annual Fees (effective March 15, 2022)		
Annual fee, active member	2,340.00	2,340.00
Annual fee, active member practising in Lloydminster, AB and SK	1,170.00	1,170.00
Annual fee, part-time member	1,170.00	1,170.00
Annual fee, active member for pro bono services only	200.00	200.00
Instalment payment admin fee (active status only)	50.00	50.00
Inactive fee (effective March 15, 2022)		
Annual fee, inactive	230.00	220.00

*All fees are exclusive of GST