



LAW SOCIETY
of ALBERTA

2024 Budget

Approved by the Benchers
on Nov. 30, 2023



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Budget Vision & Approach

Chief Financial Officer's Message

The Law Society began 2023 in a strong financial position as a result of continuous efforts to re-capture costs during the previous few years. This commitment to careful management of our budget resulted in an increase in the Law Society's Contingency Reserves balance (the 'Reserves'). The increase in our Reserves gives us the flexibility to make necessary capital expenditures in our infrastructure and technology systems. Specifically, Budget 2024 contemplates significant investment in capital expenditures including implementation of a new financial system ('Business Central') and changes to mitigate increasing cyber security concerns (referred to collectively as 'Transforming Us'). As well, enhancements to the recently implemented Continuing Professional Development (CPD) program are planned. Budget 2024 also considers the resources required to deliver the 2024-2026 Strategic Plan.

The Law Society, like many organizations, is experiencing cost increases due to continued significant increases in the inflation rate. As a result, market trends are increasing costs in the areas of Human Resources and professional fees. The Law Society also continues to experience increasing complexity and volume in our regulatory work, resulting in increased demands on Law Society resources within both the Regulatory and Lawyer Support services areas. As a result, expenses within the budget have increased by almost \$2.3 million or 6.6% compared to the 2023 budget.

In addition, Budget 2024 anticipates an increase in active lawyers by 2.2% in 2024 for a total of 11,300, a decrease in inactive lawyers to 2,070, increase in part-time lawyers to 400, and an introduction of the active non-practicing leave status. This results in an overall total of 14,070 lawyers in 2024 including active, inactive, part-time, and active non-practicing which is a 2.3% increase compared to 2023 (13,749 in 2023). The increase in lawyers regulated by the Law Society correspondingly results in an increase in the number of transactions and support provided to the profession.

By taking into account the short, medium and long-term operational, regulatory and strategic goals, Budget 2024 ensures the Law Society's Reserves balance remains in a strong position which supports the long-term sustainability of the Law Society.

Nadine Meade
Chief Financial Officer

Audit and Finance Committee Chair's Message

The Audit and Finance Committee's (the Committee'), role in recommending Budget 2024 to the Law Society Board (the 'Benchers') is an important one. During the budget process, the Committee considered the resources required to meet both the Law Society's core mission and strategic goals while respecting the mandate of the Law Society, which is to regulate the profession in the public interest. The Law Society is committed to ensuring the costs required to accomplish the strategic and operational objectives are reasonable and financially sustainable over the longer term, which Budget 2024 accomplishes.

Ryan Anderson, KC
Chair, Audit and Finance Committee

Budget Oversight



Budget Process and Timeline

July 2023

- Funding applications distributed to external organizations
- Budget templates distributed to LSA Managers



September 2023

- Funding applications due from external organizations
- Executive Leadership Team review of department budgets and plans
- Presentation of Budget Assumptions
- Development of draft budget



November 2023

- Special Benchers Budget meeting early November
- Approval of Budget by Benchers late November



August 2023

- Departmental budgets and resource plans due



October 2023

- Presentation of draft budget to the Audit and Finance Committee



Strategic Goals

The 2024 – 2026 Strategic Plan provides direction and focus to the Benchers and the entire organization, including a framework for decision making, resource allocation and priority setting.



EFFECTIVE REGULATION

The Law Society regulates the legal profession in a transparent, proportionate and efficient manner.



COMPETENCE

The Law Society supports the legal profession in meeting standards of competency and supports the well-being of the legal profession.



PUBLIC CONFIDENCE

The Law Society strives to increase public confidence and trust in the legal profession, the administration of justice and the Rule of Law.

Core Purpose and Values

Core Purpose

The Law Society serves the public interest by independently regulating the legal profession.

Core Values

The Law Society of Alberta values:

- > **Integrity** – Honest and ethical behaviour.
- > **Transparency** – Open, timely and clear processes.
- > **Fairness** – Equitable treatment of people interacting with the Law Society and the profession we govern.
- > **Respect** – Equity, diversity and inclusion in the profession, the Law Society and our interactions with the public.
- > **Independence** – Autonomous regulation of an independent legal profession and commitment to the rule of law.
- > **Visionary Leadership** – Innovation in regulation, governance and business operations.



Budget at a Glance

Budget Structure

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

The **General Fund**, which covers the general operating costs 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;

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

The **Capital Budget**, which funds investments in assets with an economic life over one year including business technology items and improvements to leased premises.

In discussing the budget structure, we refer to:

Budget 2024 – which means the fiscal year beginning January 1, 2024 and ending December 31, 2024;

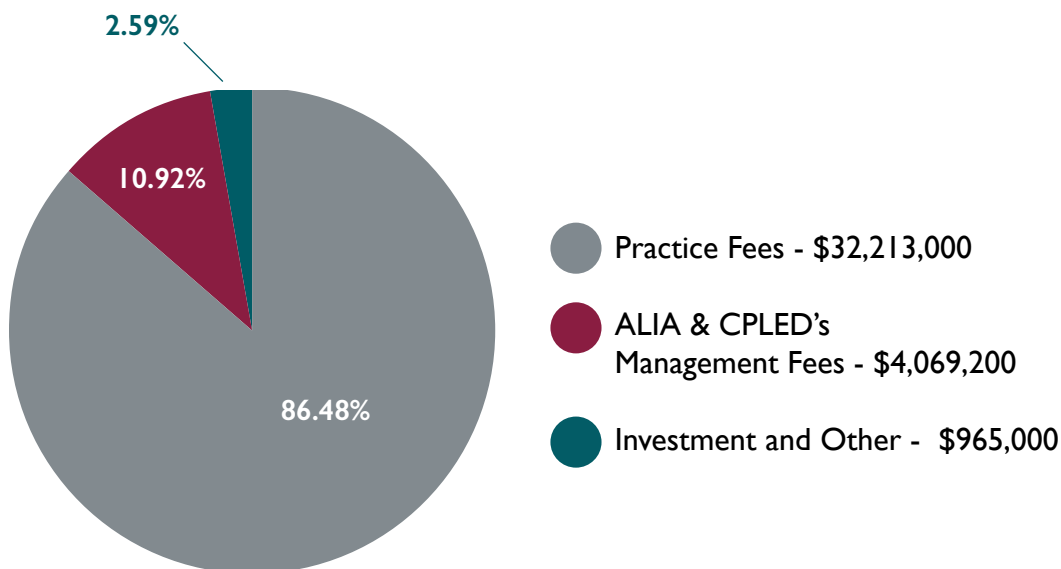
Budget 2023 – which means the fiscal year beginning January 1, 2023 and ending December 31, 2023; and

Forecast 2023 – which is the forecast of revenue and expenses for the fiscal year beginning January 1, 2023 and ending December 31, 2023, based on management's current estimate of anticipated results to December 31, 2023.

Operating Revenues and Expenditures

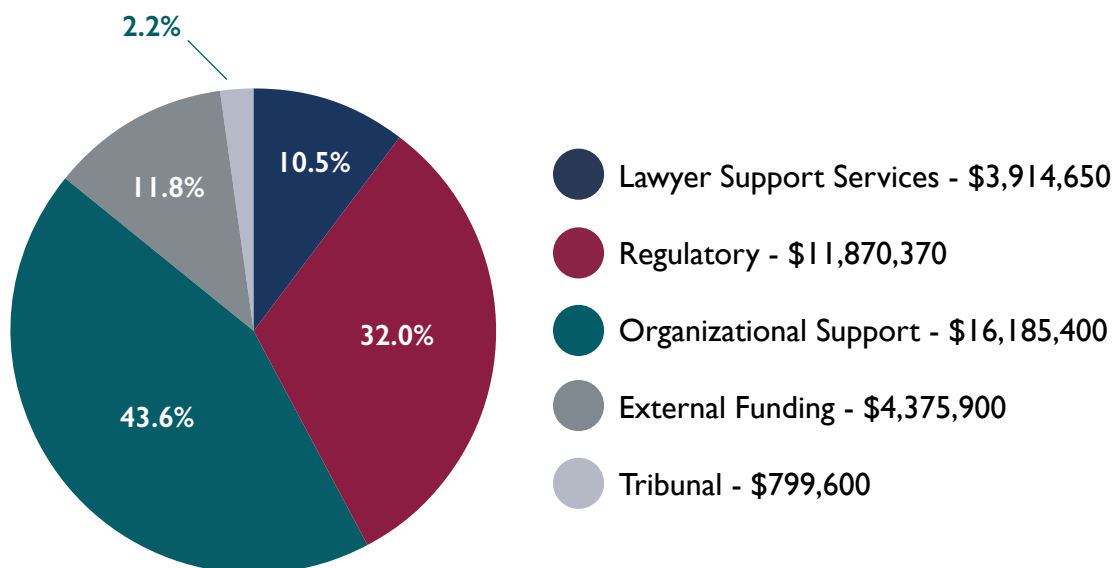
How is the budget funded?

\$37,247,200



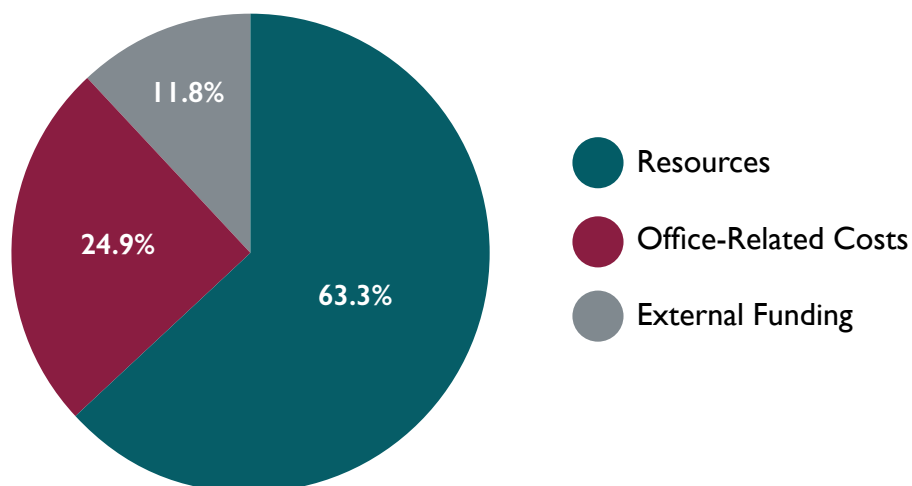
How is the budget spent?

\$37,145,920

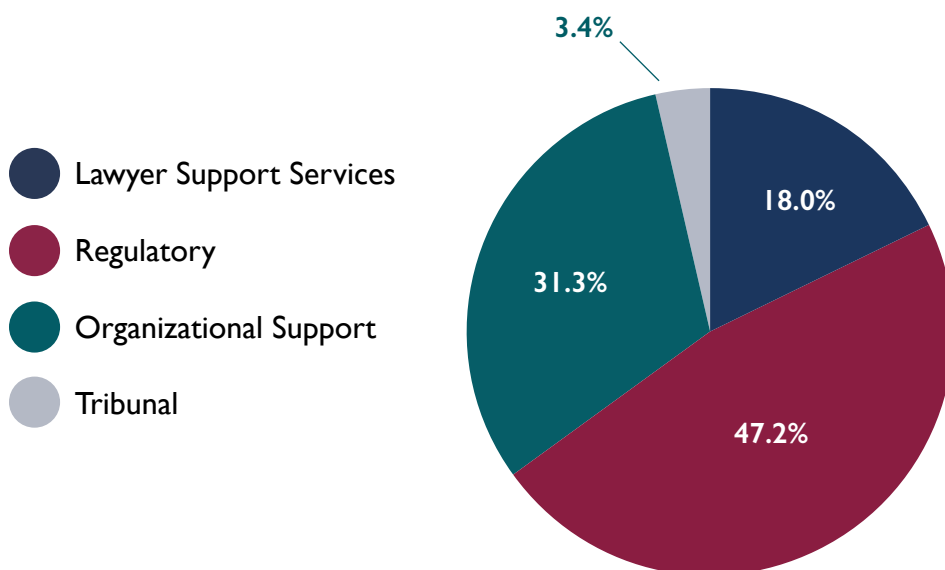


Budget Breakdown

Budget Breakdown by Expenses



Full-Time Employees by Organizational Area



Key Budget Highlights



**Increased
ASSIST funding**

Additional

6

**Full-time
equivalent staff**



CPD
Enhancements



Increase in active lawyers by

2.2%

**Increase in
inflation**

Practice Fee
increase of

\$150

**Increased
regulatory
complexity
and volume**



**Required
Capital
investment
in systems,
applications
and projects**

Budget Assumptions

Budget 2024 considers the goals within the new 2024-2026 strategic plan including effective regulation, competence, and public confidence. Budget 2024 continues the focus on identifying potential areas for process improvements and incorporating efficiencies, as well as on data collection. Budget 2024 also includes plans for significant capital investment in the Law Society's infrastructure to modernize aging and complex systems and to improve the lawyers' experience with the Law Society. In addition, Budget 2024, considers the short, medium, and long term operational and strategic goals and balancing that against the Law Society's long term financial sustainability.

- Increase in practice fee by \$150
- Increase in active lawyers by 2.2% to 11,300
- Decrease in inactive lawyers to 2,070
- Introduction of the active non-practicing leave status (50% of annual practice fee)
- Increase in staff resources by 6
- Market and performance driven staff compensation. Increases are based on an organization-wide performance review process and current market trends, which are experiencing Human Resources cost increases due to continued increases in the inflation rate.
- Market trends, due to inflationary increases, are also impacting costs such as professional fees
- Increased regulatory complexity and volumes
- No increase in CPLED subsidy of \$2,600 per student
- Increase in ASSIST funding
- CPD implementation in 2023 increases costs in 2024
- Introduction of the Practice Fundamentals Program
- Enhancement of the lawyer directory service
- Process improvements and capital funding for systems implementation, including CPD enhancements, finance system and a membership and claims system ("Transforming Us")
- Unrealized gains or losses on changes in the market value of investments 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

Fund Budgets

General Fund Summary

For the year ending December 31, 2024

	2024 Budget	2023 Forecast	2023 Budget	Variance 2024 Budget to 2023 Budget	Variance 2024 Budget to 2023 Forecast	Variance 2023 Forecast to 2023 Budget
Revenue						
Practice fees	\$32,213,000	\$29,480,000	\$29,203,000	\$3,010,000	\$2,733,000	\$277,000
Management fee	4,069,200	3,696,000	3,846,000	223,200	373,200	(150,000)
Investment income	565,000	780,000	200,000	365,000	(215,000)	580,000
Recovered costs	80,000	80,000	100,000	(20,000)	-	(20,000)
Other	320,000	373,000	383,000	(63,000)	(53,000)	(10,000)
Total Revenue	37,247,200	34,409,000	33,732,000	3,515,200	2,838,200	677,000
Expenses						
Regulatory	11,870,370	10,742,700	11,048,500	821,870	1,127,670	(305,800)
Lawyer Support Services	3,914,650	3,422,870	3,545,800	368,850	491,780	(122,930)
Organizational Support	16,185,400	15,081,225	15,371,900	813,500	1,104,175	(290,675)
Tribunals Office	799,600	723,700	788,900	10,700	75,900	(65,200)
External Funding	4,375,900	4,311,400	4,102,400	273,500	64,500	209,000
Total Expenses	37,145,920	34,281,895	34,857,500	2,288,420	2,864,025	(575,605)
Surplus (Deficit)	101,280	127,105	(1,125,500)	1,226,780	(25,825)	1,252,605

Assurance Fund

For the year ending December 31, 2024

	2024 Budget	2023 Forecast	2023 Budget	Variance 2024 Budget to 2023 Budget	Variance 2024 Budget to 2023 Forecast	Variance 2023 Forecast to 2023 Budget
Revenue						
Investment income	290,000	370,000	271,000	19,000	(80,000)	99,000
Expenses						
Organizational support	48,200	44,000	42,800	5,400	4,200	1,200
Administration	90,000	84,000	84,000	6,000	6,000	-
Total expenses	138,200	128,000	126,800	11,400	10,200	1,200
Net Income (loss)	151,800	242,000	144,200	7,600	(90,200)	97,800

Viscount Bennett Fund

For the year ending December 31, 2024

	2024 Budget	2023 Forecast	2023 Budget	Variance 2024 Budget to 2023 Budget	Variance 2024 Budget to 2023 Forecast	Variance 2023 Forecast to 2023 Budget
Revenue						
Investment income	102,500	117,500	76,000	26,500	(15,000)	41,500
Expenses						
Organizational support	7,000	5,000	5,000	2,000	2,000	-
Administration	60,000	60,000	60,000	-	-	-
Total expenses	67,000	65,000	65,000	2,000	2,000	-
Net Income (loss)	35,500	52,500	11,000	24,500	(17,000)	41,500

Capital Fund

For the Year Ending December 31, 2024

	2024 Budget	2023 Forecast	2023 Budget
Business Systems and Technology			
E-Business	100,000	90,000	150,000
Enterprise Content Management	250,000	300,000	395,000
Equipment refresh and upgrades	150,000	215,000	215,000
LSA External Website	147,000	-	-
Investigations Secure Environment & Tools	100,000	-	-
Time Management	-	35,000	105,000
Litigation Management	-	-	110,000
eSignature Solution	-	-	10,500
	747,000	640,000	985,500
Financial System Replacement	300,000	200,000	300,000
Transforming Us (\$6M total 2024 & 2025)	3,000,000	-	-
Education/CPD	450,000	540,000	350,000
Adjudicator training program	10,000	10,000	50,000
Furniture/Leaseholds	200,000	250,000	150,000
	\$4,707,000	\$1,640,000	\$1,835,500

Capital Fund Details

The Law Society invests in business systems, technology infrastructure, and programs to support the delivery of effective and efficient services. A description of the 2024 capital budget planned spending is provided below. Revenue included in the proposed budget funds the annual capital expenditures and the cost of capital assets (items such as computer equipment and improvements to our leased premises) are amortized to operating expenses over the useful life of the asset category. For example, leasehold improvements are expensed evenly over the term of the premises lease. The capital assets of the Law Society also support the operations of ALIA and CPLED including housing the ALIA and CPLED staff in the Law Society offices. The Law Society charges ALIA and CPLED management fees to recover a portion of the amortized cost of such assets as well as a portion of rent and other overhead costs.

Business Systems and Technology

E-Business

Most E-Business activities will take place within the Transforming Us project. A small number of business-critical developments and integrations will be required on existing regulatory and financial systems.

Enterprise Content Management

In recent years, the Law Society undertook a review of Enterprise Content Management (ECM) across the organization. This work led to the production of an information management roadmap. The roadmap provides guidance in respect of systems, processes,

legal, regulatory and business requirements to provide an effective enterprise-wide information management and content management environment. During 2024, the tasks identified within the roadmap will take place. Implementing information management and content management as a multi-year endeavor, permits operational units an opportunity to review, develop, and redesign existing processes, to leverage the move to ECM to test new workflows and to determine where additional business process automation would enhance timeliness and efficiency.

Equipment refresh and upgrades

Routine refresh upgrades and new purchases of network servers, workstations, and mobile devices in accordance with our lifecycle replacement plan and new requirements.

Capital Fund Details *Continued*

LSA Website

Development and implementation of LSA website improvements to enhance user experience and functionality for the public and profession. Changes will include provision of the ability to manage and access resources produced for continuing professional development.

Investigations Secure Environment & Tools

Provision of a technology platform and applications for use by the Investigations department. The platform will be secure and segregated from LSA core networks and information stores and will allow data sourced during investigations, from a wide range of external devices and software services, to be uploaded, searched, and reported on.

Transforming Us Project/ Finance System

In 2024, a review of business processes and systems across the Law Society and ALIA to consider how to improve and simplify the user experience for the profession and staff is planned. A test of the market for a new membership and claims management system, through a request for proposal process, is also planned.

The recommendations made from this process will be used to implement core minimum viable builds of membership and claims management systems in 2025. In addition to enhancing the lawyer user experience through the online Lawyer Portal. This project, when complete, will provide the Law Society and ALIA with a set of core business systems developed with long term sustainability in mind.

In addition, implementation of Microsoft Dynamics Business Central as our financial management tool will continue in 2024. The project requires external contractors including a business partner to provide resources for implementation of the new finance system.

Education

The new Continuing Professional Development (CPD) program went live in July 2023. In 2024, the Education Department will focus on enhancing the CPD tool and also implementation of the Practice Fundamentals Program.

Adjudicator Training Program

Development of online training materials for the expanded pool of adjudicators occurred in 2016. Enhancements to the online adjudicator training materials will be required in 2024 to add to the online resources, necessitating capital resources to prepare the material for continued use.

Furniture/Leaseholds

During 2024 updates to office space to accommodate changing department and operational requirements may be necessary. These changes include improvements to floor access, configuration and security systems.

Management Fees

The management fee recovers costs related to infrastructure, facilities and services provided to ALIA, CPLED and the Assurance Fund. The 2024 General Fund budget includes management fee revenue totaling \$4,069,200 for a 5.8% increase over the prior year (2023 - \$3,846,000).

ALIA - \$3,480,000 (2023 - \$3,282,000)

The Law Society provides infrastructure, services and facilities to its wholly-owned subsidiary, ALIA, including office space, Accounting, Applications and Information Management, Customer Service, Membership, Trust Safety, Human Resources and Governance support. The cost of this infrastructure, services and facilities are recovered through the management fee based on approximations of ALIA's use. The fee also includes a provision for loss prevention services provided to the indemnity program through the Law Society's Practice Advisors, Early Intervention and Practice Management programs. 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 subscribers. The management fee has increased by \$198,000 (6%) in 2024 due to an increase in Law Society expenses as a result of assumptions made within this budget.

CPLED - \$505,200 (2023 - \$480,000)

The Law Society provides infrastructure, services and facilities to CPLED including office space, Accounting, Application and Information Management, Human Resources and Customer Service support. The cost of the infrastructure, services and facilities are recovered through the management fee based on an approximation of use of these services by CPLED. The management fee has increased by \$25,200 (5.25%) in 2024 due to an increase in Law Society expenses as a result of assumptions made within this budget.

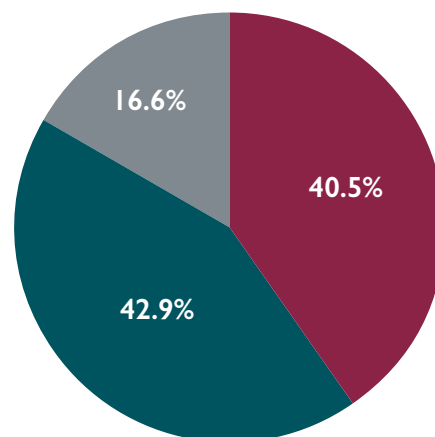
Assurance Fund - \$84,000 (2023 - \$84,000)

The cost of the Law Society's Investigations team is budgeted in the General Fund and 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".



Lawyer Support Services

The Lawyer Support Services area includes the Membership, Practice Advisors, and Education teams. This area proactively assists Alberta lawyers with ethical and competent delivery of legal services through direct communication, resources and programming.



Education

- Development of the new CPD program and improvements to articling.
- Focus on enhancing mentorship opportunities within the profession and enhancing expertise on legal technology.
- Includes the office of the Indigenous Initiatives Counsel and EDI.

Membership

- Administers applications for students-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.
- Provides support to ALIA and CPLED

Practice Advisors

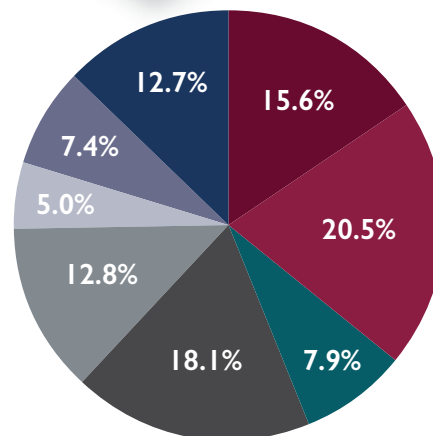
- Provides confidential advice to Alberta lawyers with respect to ethical, practice management, and stress-of practice issues.

Lawyer Support Services

	2024 Budget	2023 Forecast	2023 Budget	Variance 2024 Budget to 2023 Budget	Variance 2024 Budget to 2023 Forecast	Variance 2023 Forecast to 2023 Budget
Salaries, Benefits, Contractors	3,814,150	3,352,400	3,422,600	391,550	461,750	(70,200)
Professional Development, Travel, Dues	78,900	52,700	90,800	(11,900)	26,200	(38,100)
Education Initiatives	11,600	8,500	22,400	(10,800)	3,100	(13,900)
Membership Initiatives	10,000	9,270	10,000	-	730	(730)
	3,914,650	3,422,870	3,545,800	368,850	491,780	(122,930)

Regulatory

The Regulatory area includes the Conduct, Counsel, Custodianships, Early Intervention, Investigations, Policy, Practice Management and Trust Safety teams. This area enforces requirements and standards for the profession with the core purpose of upholding and protecting the public interest.



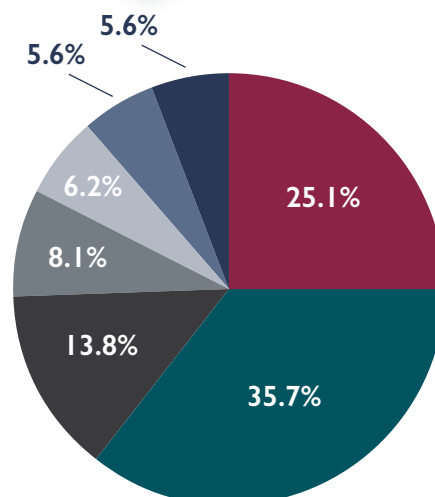
Conduct <ul style="list-style-type: none"> Reviews, resolves, (where possible), and investigates complaints and refers matters to Practice Management. 	Custodianships <ul style="list-style-type: none"> Protects members of the public in the event their lawyer is unable or not allowed to continue the practice of law. Engages contract custodians to assume control of lawyers' practices when required. Conducts custodianships in house where possible. Retains and manages the records and client files of lawyers' practices subject to custodianships. 	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. 	Practice Management <ul style="list-style-type: none"> Conduct practice assessments and oversee conditions imposed on lawyers' practices. Provide practice management supports and tools to lawyers.
Counsel <ul style="list-style-type: none"> Acts as Counsel for the Law Society in conduct hearings, appeals and other adjudicated matters. Provides legal advice internally to other departments. Represents the Law Society before the Courts. 	Early Intervention <ul style="list-style-type: none"> Manages intake and triage of information received about a lawyer to the appropriate department. 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. 	Trust Safety <ul style="list-style-type: none"> Supports lawyers in the proper management of client trust accounts. Administers, reviews, and analyzes annual trust filings from Responsible Lawyers. Through an outsourced service provider (PwC), analyzes trust transaction data. Approves and administers the designation of Responsible Lawyers and provides ongoing education and training opportunities for Responsible Lawyers. Conducts trust audits as required.

Regulatory

	2024 Budget	2023 Forecast	2023 Budget	Variance 2024 Budget to 2023 Budget	Variance 2024 Budget to 2023 Forecast	Variance 2023 Forecast to 2023 Budget
Salaries, Benefits, Contractors	10,969,000	9,837,000	10,115,000	854,000	1,132,000	(278,000)
Custodianships	450,000	470,000	446,000	4,000	(20,000)	24,000
Professional Development, Travel, Dues	222,020	188,850	234,100	(12,080)	33,170	(45,250)
E & O Defence Costs	100,000	125,000	100,000	-	(25,000)	25,000
Independent Counsel	80,000	75,000	100,000	(20,000)	5,000	(25,000)
Hearings and Investigations	49,350	46,850	53,400	(4,050)	2,500	(6,550)
	11,870,370	10,742,700	11,048,500	821,870	1,127,670	(305,800)

Organizational Support

The organizational support area includes Applications & Information Management, Communications, Customer & Office Services, Finance & Accounting, Governance & Secretariat, and Human Resources. This area provides the necessary support to carry out all regulatory, Board and lawyer support functions, as well as additional support for ALIA and CPLED. This area also includes general corporate and overhead costs.



Corporate Costs

- Amortization expenses account for the cost of long-term capital assets (i.e. business equipment) over the lifetime of its use.
- General corporate costs include professional fees such as audit, banking and investment, as well as corporate insurance.
- Premises operating costs includes the rent expense for the Law Society office as well as property insurance.

Applications & Information Management

- Securely manages all the information, in physical and electronic form, that is collected and generated by the organization.
- Designs and maintains the information technology infrastructure including the membership and financial business applications and overall systems including security.
- Provides project management support.
- Provides support to ALIA and CPLED.

Governance & Secretariat

- 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.

Finance and Accounting

- Provides financial management, reporting, budgeting, payroll, and cash management services to the Law Society, ALIA and CPLED.

Customer and Office Services

- Frontline contact for the organization.
- Manages office premises and meeting facilities.
- Operates the document production facility.
- Provides support to ALIA and CPLED.

Communications

- Develops communications tools and techniques to inform key external and internal stakeholders.
- Provides strategic communications advice to the Benchers and Law Society management.

Human Resources

- Provides advice and guidance in the effective recruitment and retention of employees.
- Provides support to ALIA and CPLED.

Organizational Support

	2024 Budget	2023 Forecast	2023 Budget	Variance 2024 Budget to 2023 Budget	Variance 2024 Budget to 2023 Forecast	Variance 2023 Forecast to 2023 Budget
Salaries, Benefits, Contractors	6,553,900	5,906,200	6,171,600	382,300	647,700	(265,400)
Premises, Corporate, Amortization	4,059,050	3,951,300	3,653,600	405,450	107,750	297,700
Software and IT Related Costs	4,050,300	3,758,900	3,892,400	157,900	291,400	(133,500)
Governance	577,600	567,200	600,200	(22,600)	10,400	(33,000)
Professional Development, Travel, Dues	263,150	247,000	245,000	22,950	63,125	(40,175)
Office Supplies	242,000	247,000	245,000	(3,000)	(5,000)	2,000
HR Recruitment	240,000	345,000	200,000	40,000	(105,000)	145,000
Communications Initiatives	199,400	105,600	368,900	(169,500)	93,800	(263,300)
	16,185,400	15,081,225	15,371,900	813,500	1,104,175	(290,675)

Tribunal Office

The Tribunal Office independently coordinates and oversees the Law Society's regulatory hearings. Independent adjudicators, including Benchers and both appointed lawyers and members of the public, ensure that proceedings are fair and conducted in the public interest.

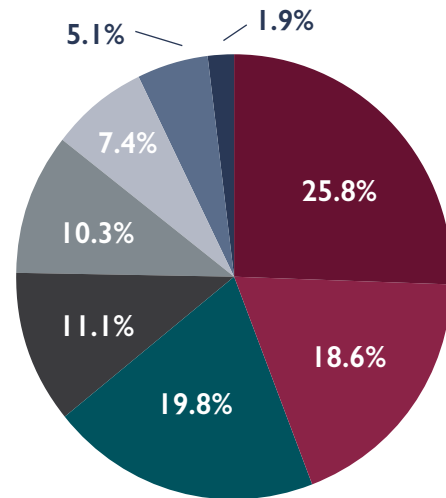
- Provides independent advice and support to the adjudicators.
- Ensures that hearings are impartial and conducted in a manner that is timely, fair and transparent.
- Manages the hearing process, including scheduling pre-hearing conferences, hearings and complaint dismissal appeals.
- Tribunal Counsel also serves as the Law Society's Privacy Officer, overseeing all aspects of its privacy program, including privacy training for the organization, dealing with privacy breaches and access to information requests and advising on all privacy-related issues.

Tribunal Office

	2024 Budget	2023 Forecast	2023 Budget	Variance 2024 Budget to 2023 Budget	Variance 2024 Budget to 2023 Forecast	Variance 2023 Forecast to 2023 Budget
Salaries, Benefits, Contractors	647,600	625,200	619,900	27,700	22,400	5,300
Hearing and Adjudications	140,400	91,000	155,000	(14,600)	49,400	(64,000)
Professional Development, Travel, Dues	11,600	7,500	14,000	(2,400)	4,100	(6,500)
	799,600	723,700	788,900	10,700	75,900	(65,200)

External Funding

The Law Society provides external funding to organizations that support Alberta lawyers including Alberta Law Review, Alberta Law Libraries, Assist, CanLII, CPLED, Federation of Law Societies of Canada, Legal Archives Society of Alberta and Pro Bono Law Alberta.



CPLED 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 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.	CanLII CanLII is an online research portal providing access to legal information for Alberta lawyers.	Legal Archives Society of Alberta 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 Libraries Alberta Law Libraries is a provincial network of law libraries existing to provide research support and information services to the legal community.	Pro Bono Law Alberta 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 Societies of Canada Federation of Law Societies of Canada (FLSC) membership fees fund the national coordinating body whose mandate is to promote development of national standards and to undertake national initiatives.	Alberta Law Review 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.

External Funding

	2024 Budget	2023 Forecast	2023 Budget	Variance 2024 Budget to 2023 Budget	Variance 2024 Budget to 2023 Forecast	Variance 2023 Forecast to 2023 Budget
CPLED	1,129,300	1,405,000	1,223,800	(94,500)	(275,700)	181,200
Alberta Law Libraries	814,200	779,300	779,300	34,900	34,900	-
ASSIST	865,000	585,000	585,000	280,000	280,000	-
PBLA	484,600	498,300	498,300	(13,700)	(13,700)	-
CanLII	452,800	452,500	448,000	4,800	300	4,500
FLSC	322,000	293,300	270,000	52,000	28,700	23,300
LASA	225,000	220,000	220,000	5,000	5,000	-
Alberta Law Review	83,000	78,000	78,000	5,000	5,000	-
	4,375,900	4,311,400	4,102,400	273,500	64,500	209,000



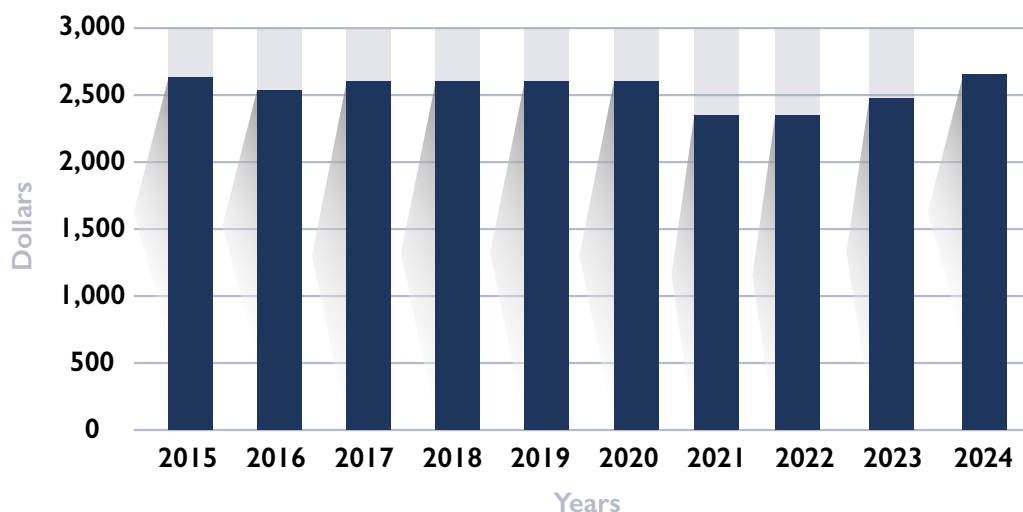
Practice Fee

Practice Fee

While the Law Society's Reserves are forecasted to be above the maximum required at the end of 2023, significant investment in the Law Society's infrastructure is expected in 2024 and 2025. The capital investment in infrastructure is required to update aging and complex systems, which is expected to decrease the Law Society's Contingency Reserves over the next few years. As a result, Budget 2024 proposes an increase in the annual 2024 practice fee by \$150 to \$2,640. The Law Society is experiencing an increase in costs due mainly to inflationary factors resulting in higher costs to run the organization. The budget has a continued focus on data collection, systems and process improvements in an effort to reduce costs, create efficiencies and minimize risk to the organization. This includes implementation of the Business Central financial system and proceeding with the implementation of Transforming Us. In addition, Budget 2024 supports the goals set out in the 2024-2026 Strategic Plan.

The Law Society's Contingency Reserves Policy states that the target minimum reserves are equal to two months of average annual budgeted operating costs and the maximum is equal to three months. For Budget 2024, the minimum is \$6.2 million and the maximum is \$9.3 million. At the end of 2023 the reserves are forecasted to be approximately \$11 million and at the end of 2024 it is expected to decrease to \$8.6 million due to the required capital investments.

Practice Fee History



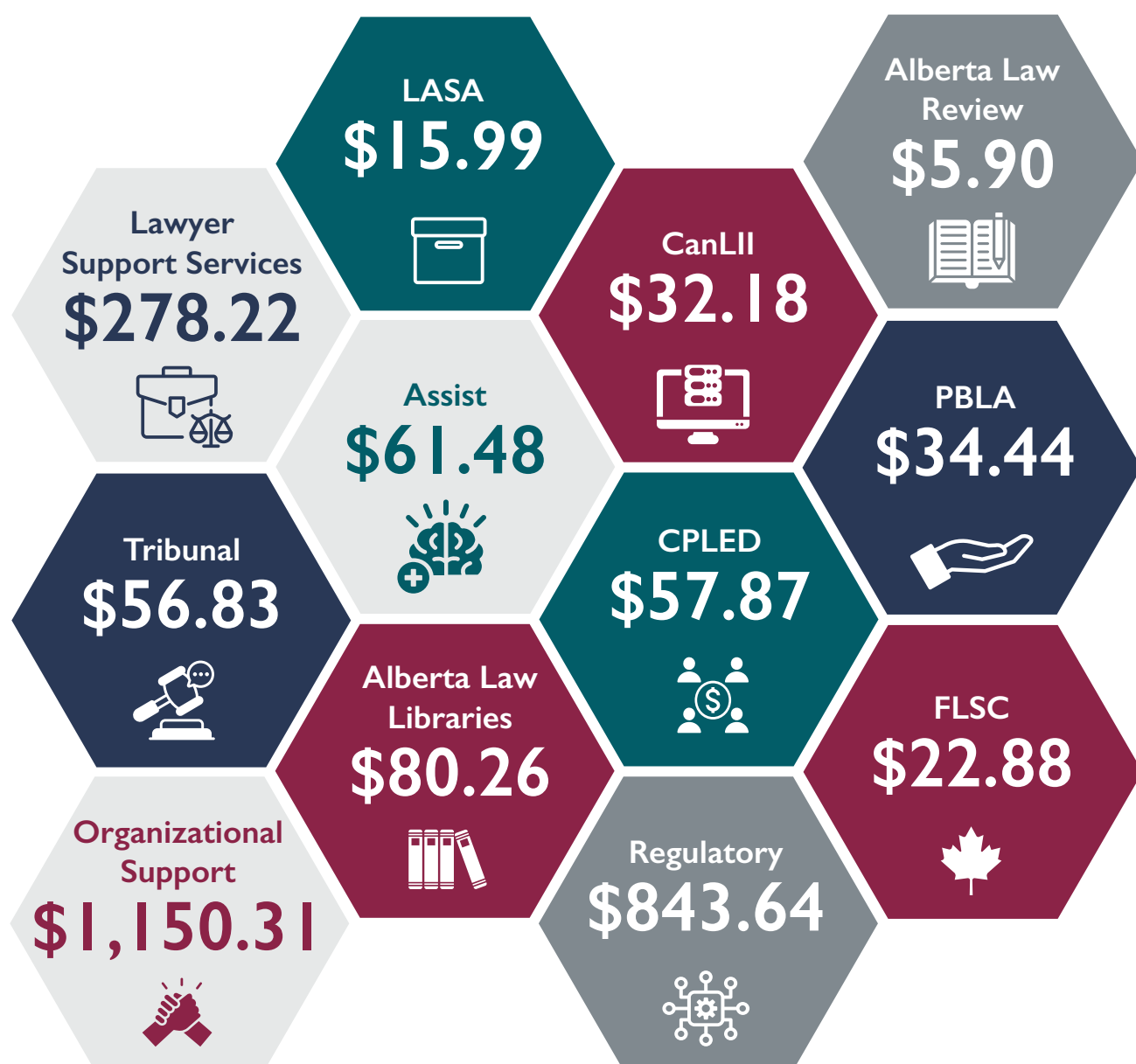
Fee Schedule

January 1, 2024 to December 31, 2024

	Fee	5% GST	Total
Professional Corporation Fees			
Professional Corporation application fee	470.00	23.50	493.50
Professional Corporation annual renewal fee	240.00	12.00	252.00
Limited Liability Partnership Fees			
Limited Liability Partnership (LLP) registration fee (per partner)	150.00	7.50	157.50
Limited Liability Partnership (LLP) renewal fee (per partner)	90.00	4.50	94.50
Student Fees			
Student application fee (Section 40)	230.00	11.50	241.50
Student admission fee (Section 40)	470.00	23.50	493.50
Transfer Fees			
Transfer application fee	230.00	11.50	241.50
Transfer admission fee	1,170.00	58.50	1,228.50
Reinstatement Fees			
Reinstatement, suspended member	930.00	46.50	976.50
Reinstatement, retired Judge (<i>returning active</i>)	660.00	33.00	693.00
Reinstatement, suspension transaction fee (<i>returning active</i>)	270.00	13.50	283.50
Reinstatement, suspension transaction fee (<i>returning inactive</i>)	120.00	6.00	126.00
Reinstatement, inactive member with matters open	910.00	45.50	955.50
Reinstatement, inactive member with no matters open	470.00	23.50	493.50
Reinstatement, resigned member	1,790.00	89.50	1,879.50
Application for reinstatement, disbarred member	11,250.00	562.50	11,812.50
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	900.00	45.00	945.00
Foreign Legal Consultants annual renewal	200.00	10.00	210.00
Reinstatement, suspension transaction fee (<i>returning within 3 months</i>)	270.00	13.50	283.50
Document Fees			
Issuing a document	100.00	5.00	105.00
Non-negotiable items returned by the bank	60.00	-	60.00
Certificate of Standing	150.00	7.50	157.50
Notarial Certificates	50.00	2.50	52.50
Annual Fees (<i>effective March 15, 2024</i>)			
Annual fee, active member	2,640.00	132.00	2,772.00
Annual fee, active member practising in Lloydminster, AB and SK	1,320.00	66.00	1,386.00
Annual fee, part-time member	1,320.00	66.00	1,386.00
Annual fee, active member non-practising leave	1,320.00	66.00	1,386.00
Annual fee, active member for pro bono services only	230.00	11.50	241.50
Instalment payment admin fee (active status only)	50.00	2.50	52.50
Inactive Fee (<i>effective March 15, 2024</i>)			
Annual fee, inactive	230.00	11.50	241.50

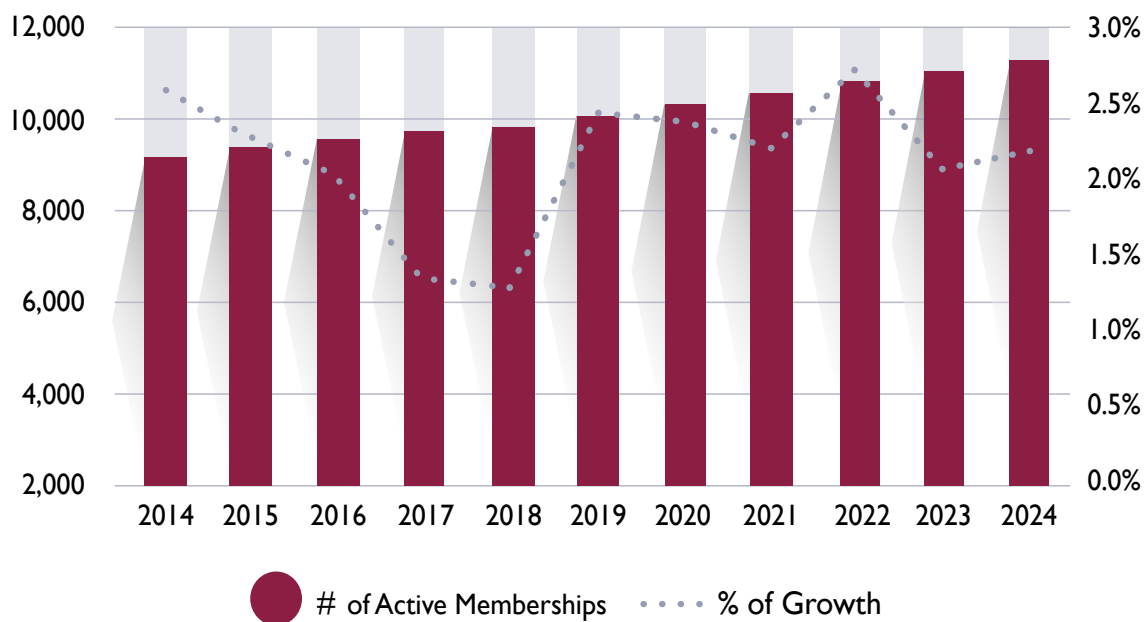
Where the Practice Fee Goes

\$2,640



Our Membership

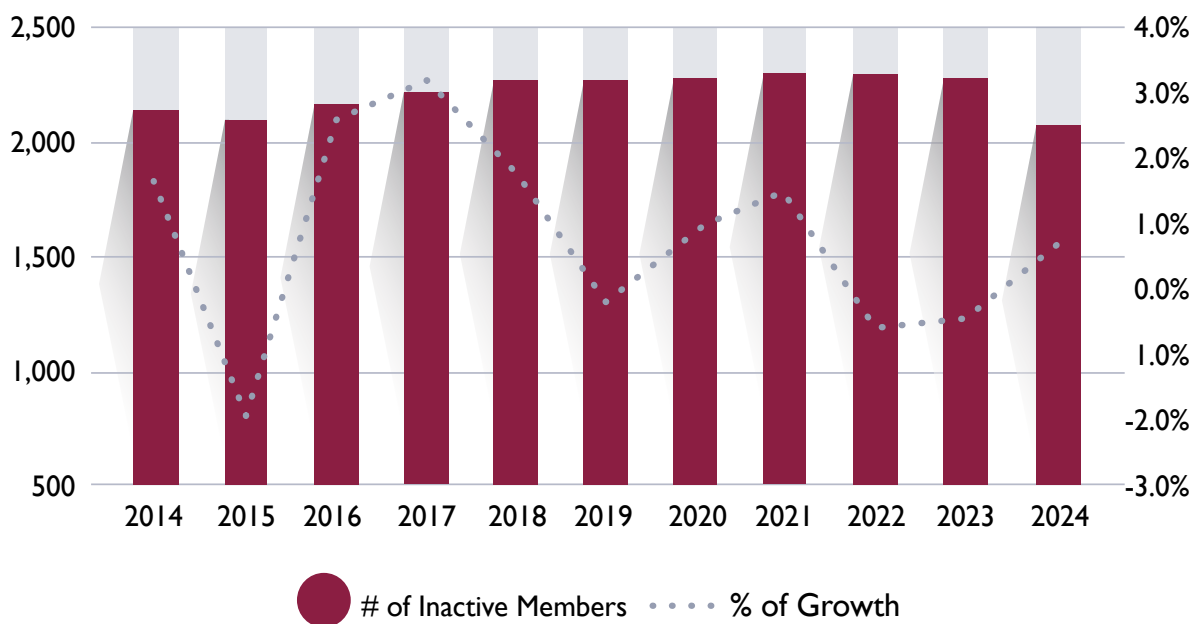
Active Membership Growth



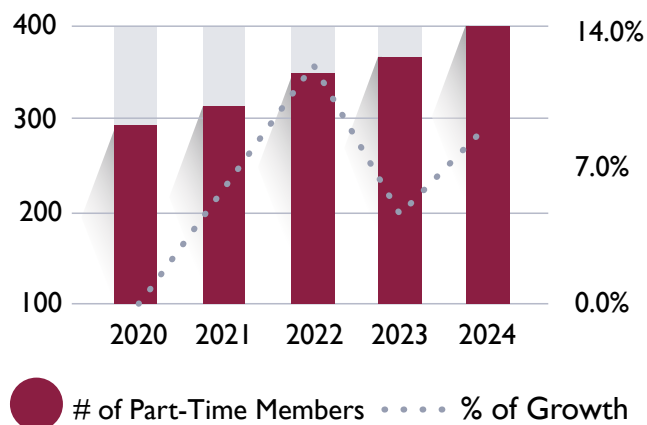
11,300

Current Active
Membership

Inactive Membership Growth



Part-Time Membership Growth





LAW SOCIETY
of ALBERTA