



LAW SOCIETY
of ALBERTA

2025 Budget

Approved by the Benchers on
November 28, 2024



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Budget at a Glance

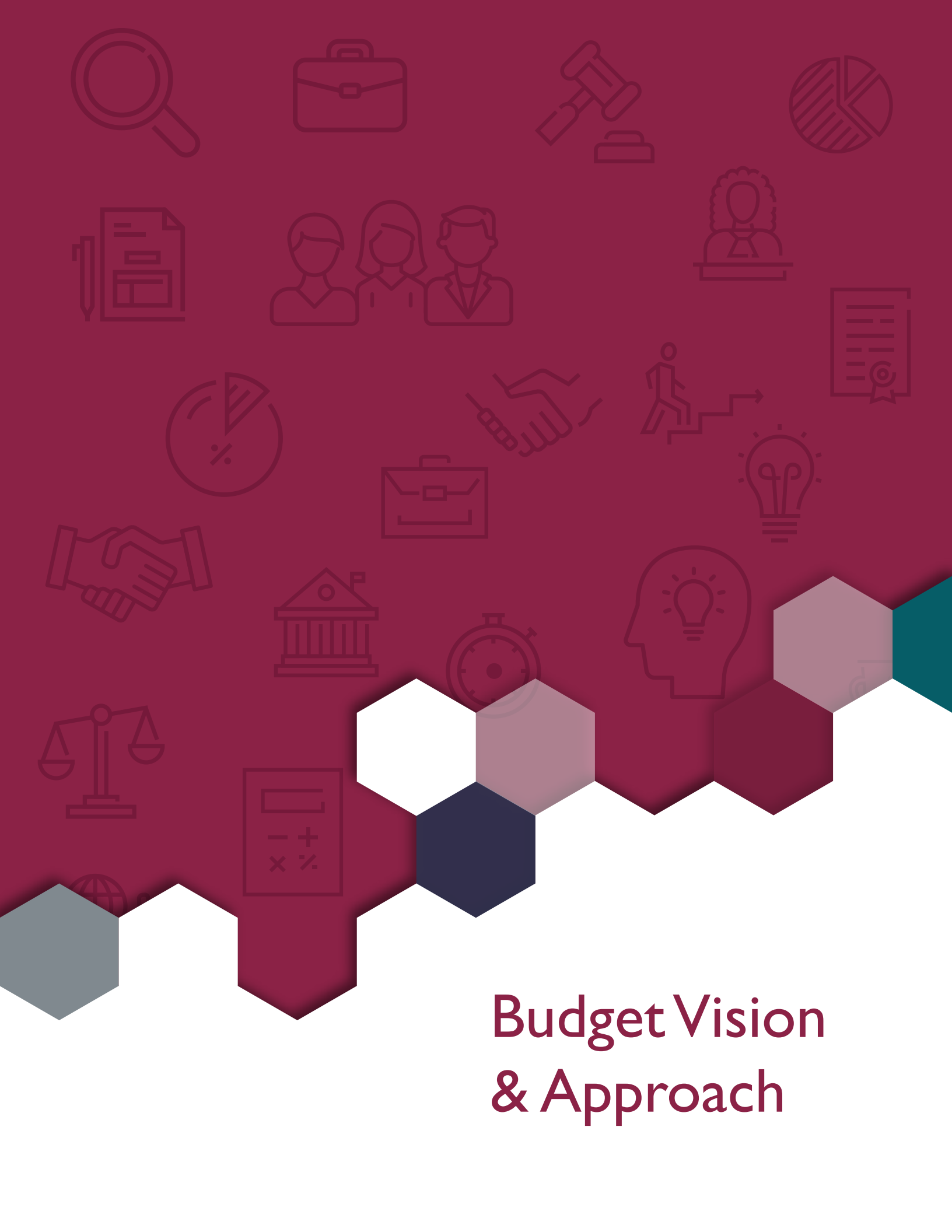
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Budget Vision & Approach

Chief Financial Officer's Message

The Law Society of Alberta (the Law Society) is in a strong financial position, as a result of the organization's continued commitment to careful management of its budget as well as savings related to the COVID years, resulting in an increase in the Law Society's Contingency Reserves balance (the Reserves). The increase in the Reserves provides an opportunity for the organization to make necessary capital expenditures in its infrastructure and technology systems.

Budget 2025 requires significant investment in capital expenditures with the implementation of a new technology architecture and improved business processes. This project is referred to as 'Transforming Us' and the project's goal is to enhance service delivery to the profession and to the public. Budget 2025 also contemplates capital expenditures for additional office space to accommodate growth within the Law Society, its wholly-owned subsidiary Alberta Lawyers Indemnity Association (ALIA), as well as the Canadian Centre for Professional Legal Education (CPLED).

Budget 2025 anticipates an increase in active lawyers by 2.6% in 2025 for a total of 11,970 (including active-non practising), a slight increase of 0.2% in inactive lawyers to 2,240, and an increase in part-time lawyers by 9.7% to 440, resulting in an overall total of 14,650 lawyers in 2025. An increase in lawyers regulated by the Law Society correspondingly results in an increase in operational costs due to an increase in the number of transactions and support provided to the profession. Budget 2025 also considers the resources required to deliver the goals within the 2024-2026 Strategic Plan.

By taking into account the short, medium and long-term operational, regulatory and strategic goals, Budget 2025 ensures the Reserves balance remains in a strong position to support the long-term sustainability of the Law Society's finances.

Nadine Meade
Chief Financial Officer

Audit and Finance Committee Chair's Message

The Audit and Finance Committee's (the Committee), role in recommending Budget 2025 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 goals and operational requirements are reasonable and financially sustainable over the longer term, which Budget 2025 accomplishes.

Jim Lutz, KC
Chair, Audit and Finance Committee

Budget Oversight



Budget Process and Timeline

July 2024

- Funding applications distributed to external organizations
- Budget templates distributed to Law Society Managers

September 2024

- Executive Leadership Team review of department budgets and plans
- Presentation of Budget Assumptions to Benchers
- Development of draft budget

November 2024

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



August 2024

- Departmental budgets and resource plans due
- Funding applications due from external organizations

October 2024

- 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



COMPETENCE



PUBLIC CONFIDENCE

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 2025 – which means the fiscal year beginning January 1, 2025 and ending December 31, 2025;

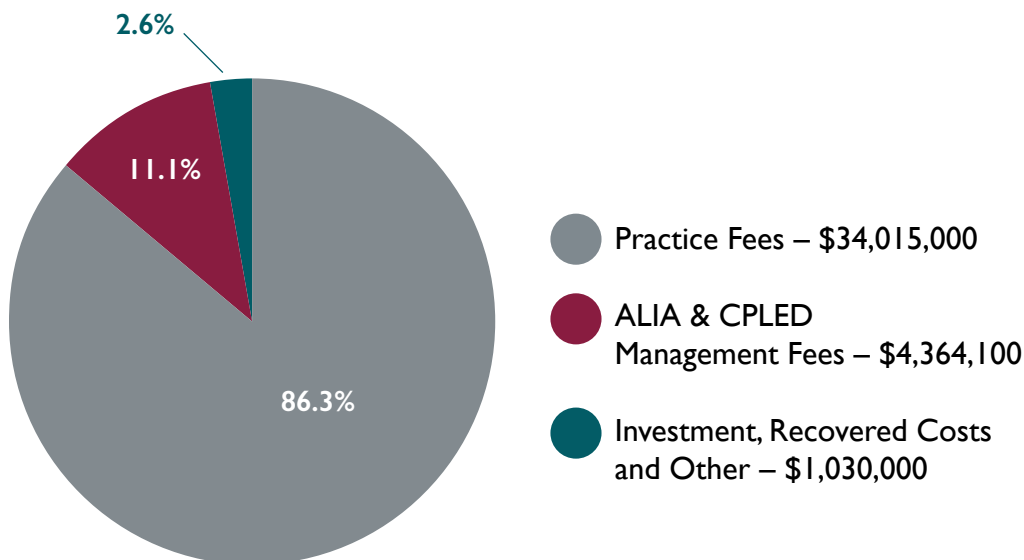
Budget 2024 – which means the fiscal year beginning January 1, 2024 and ending December 31, 2024; and

Forecast 2024 – which is the forecast of revenue and expenses for the fiscal year beginning January 1, 2024 and ending December 31, 2024, based on management's current estimate of anticipated results to December 31, 2024.

Operating Revenues and Expenditures

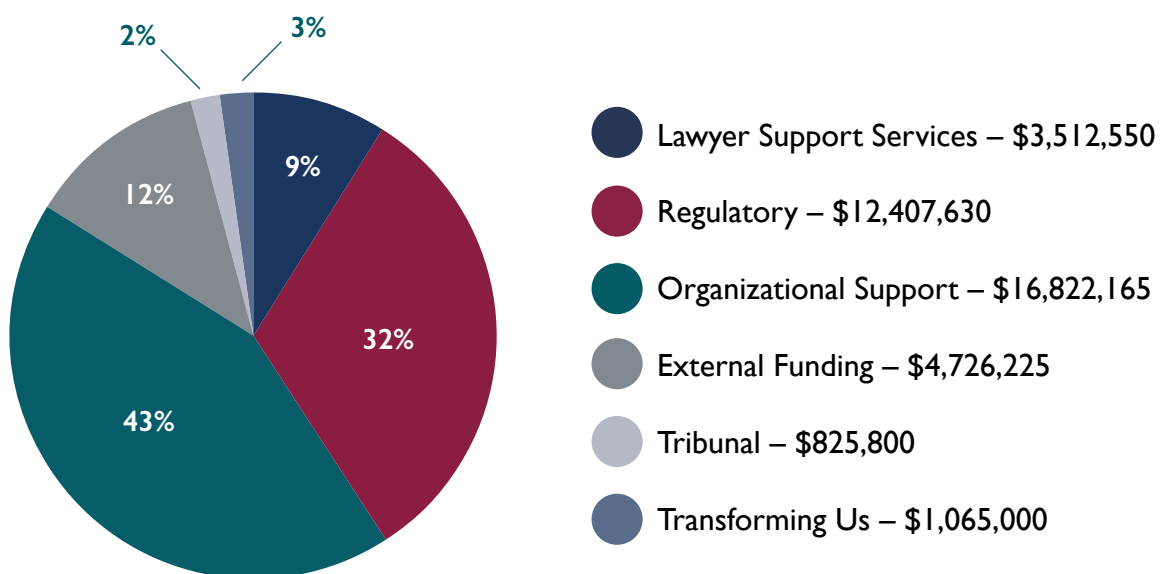
How is the budget funded?

\$39,409,100



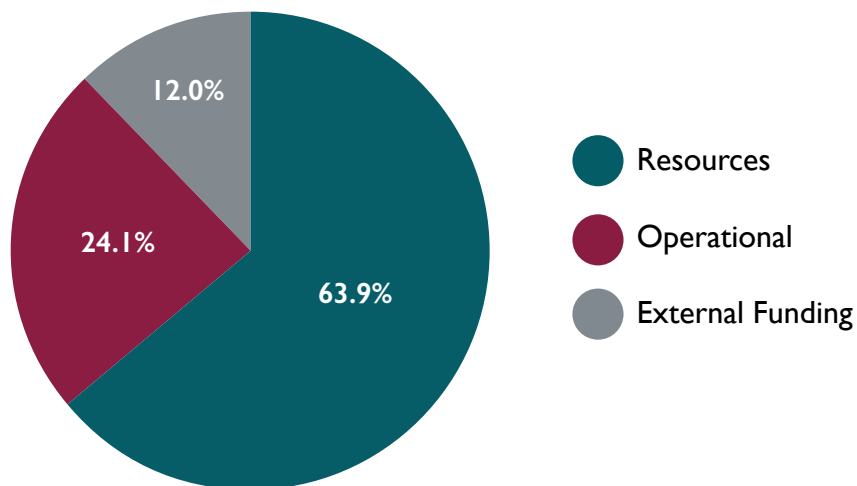
How is the budget spent?

\$39,359,370

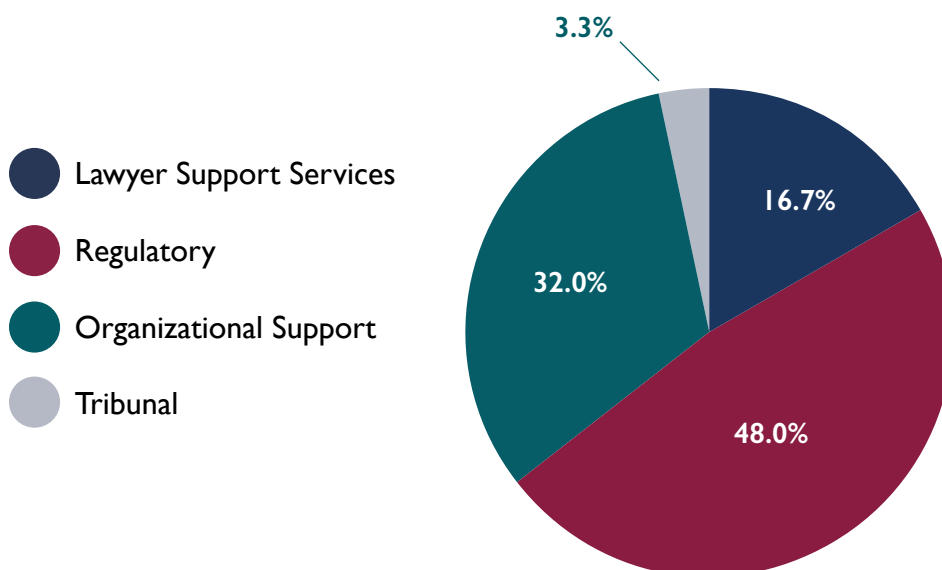


Budget Breakdown

Budget Breakdown by Expenses



Full-Time Employees by Organizational Area



Key Budget Highlights

Increase in active
lawyers by

2.6%

Additional
office space

Increased
CPLED funding

Additional

5.5

Full-time
equivalent staff

Increased
regulatory
complexity
and volume

No increase
in the
practice fee

Required
capital
investment in
infrastructure
and technology
systems.

Budget Assumptions

Budget 2025 requires significant investment in capital expenditures with the implementation of a new technology architecture and improved business processes. Budget 2025 also contemplates capital expenditures for additional office space to accommodate growth within the Law Society, its wholly-owned subsidiary ALIA, as well as CPLED. Budget 2025 also anticipates an increase in the number of lawyers, which correspondingly results in an increase in operational costs. Budget 2025 also considers the resources required to deliver the goals within the 2024–2026 Strategic Plan.

- No increase in the practice fee.
- Increase in active lawyers by 2.6% to 11,970 (including active non-practising) .
- Increase in inactive lawyers by 0.2% to 2,240.
- Increase in part-time lawyers by 9.7% to 440.
- Increase in staff resources by 5.5.
- Market and performance driven staff compensation. Increases are based on an organization-wide performance review process and current market data.
- Increased regulatory complexity and volume.
- Increases to corporate insurance costs.
- Additional office space to accommodate growth within the Law Society, ALIA and CPLED.
- CPLED subsidy will remain at \$2,600 per student.
- Investment in capital expenditures with the implementation of a new and simplified technology architecture and improved business processes (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, 2025

	2025 Budget	2024 Forecast	2024 Budget	Variance 2025 Budget to 2024 Budget	Variance 2025 Budget to 2024 Forecast	Variance 2024 Forecast to 2024 Budget
Revenue						
Practice fees	\$34,015,000	\$32,540,000	\$32,328,000	\$1,687,000	\$1,475,000	\$212,000
Management fee	4,364,100	4,048,200	4,069,200	294,900	315,900	(21,000)
Investment income	750,000	1,055,000	565,000	185,000	(305,000)	490,000
Recovered costs	100,000	120,000	80,000	20,000	(20,000)	40,000
Other	180,000	195,000	205,000	(25,000)	(15,000)	(10,000)
Total Revenue	39,409,100	37,958,200	37,247,200	2,161,900	1,450,900	711,000
Expenses						
Lawyer Support Services	3,512,550	3,536,430	3,914,650	(402,100)	(23,880)	(378,220)
Regulatory	12,407,630	11,742,555	11,770,370	637,260	665,075	(27,815)
Organizational Support	16,822,165	16,458,080	16,285,400	536,765	364,085	172,680
Tribunals Office	825,800	840,905	799,600	26,200	(15,105)	41,305
Transforming Us	1,065,000	-	-	1,065,000	1,065,000	-
External Funding	4,726,225	4,410,100	4,375,900	350,325	316,125	34,200
Total Expenses	39,359,370	36,988,070	37,145,920	2,213,450	2,371,300	(157,850)
Surplus (Deficit)	49,730	970,130	101,280	(51,550)	(920,400)	868,850

General Fund Detailed

For the year ending December 31, 2025

	2025 Budget	2024 Forecast	2024 Budget	Variance 2025 Budget to 2024 Budget	Variance 2025 Budget to 2024 Forecast	Variance 2024 Forecast to 2024 Budget
Revenue						
Practice fees	\$34,015,000	\$32,540,000	\$32,328,000	\$1,687,000	\$1,475,000	\$212,000
Management fee	4,364,100	4,048,200	4,069,200	294,900	315,900	(21,000)
Investment income	750,000	1,055,000	565,000	185,000	(305,000)	490,000
Recovered costs	100,000	120,000	80,000	20,000	(20,000)	40,000
Other	180,000	195,000	205,000	(25,000)	(15,000)	(10,000)
Total revenue	39,409,100	37,958,200	37,247,200	2,161,900	1,450,900	711,000
Expenses						
Lawyer Support Services						
Education	1,349,950	1,326,045	1,586,650	(236,700)	23,905	(260,605)
Membership	1,453,000	1,492,310	1,677,800	(224,800)	(39,310)	(185,490)
Practice Advisors	709,600	718,075	650,200	59,400	(8,475)	67,875
	3,512,550	3,536,430	3,914,650	(402,100)	(23,880)	(378,220)
Regulatory						
Conduct	2,055,530	1,922,525	1,854,700	200,830	133,005	67,825
Counsel	2,662,550	2,436,635	2,335,200	327,350	225,915	101,435
Custodianships	935,220	861,790	932,100	3,120	73,430	(70,310)
Early Intervention	2,145,300	2,044,780	2,152,400	(7,100)	100,520	(107,620)
Investigations	1,552,200	1,561,610	1,515,800	36,400	(9,410)	45,810
Policy	616,170	580,165	593,370	22,800	36,005	(13,205)
Practice Management	902,500	840,530	880,600	21,900	61,970	(40,070)
Trust Safety	1,538,160	1,494,520	1,506,200	31,960	43,640	(11,680)
	12,407,630	11,742,555	11,770,370	637,260	665,075	(27,815)
Organizational Support						
Applications & Info Mgmt	5,603,575	5,990,680	5,774,400	(170,825)	(387,105)	216,280
Communications	901,500	791,205	911,700	(10,200)	110,295	(120,495)
Customer Service	720,700	704,100	755,800	(35,100)	16,600	(51,700)
Finance & Accounting	1,412,660	1,450,850	1,304,500	108,160	(38,190)	146,350
Governance	2,582,250	2,282,310	2,229,450	352,800	299,940	52,860
Human Resources	968,100	938,820	908,500	59,600	29,280	30,320
Amortization	1,690,180	1,653,000	1,749,500	(59,320)	37,180	(96,500)
Insurance	422,200	325,610	301,600	120,600	96,590	24,010
General corporate costs	363,000	328,730	327,950	35,050	34,270	780
Office operating costs	203,000	203,000	242,000	(39,000)	-	(39,000)
Premises operating costs	1,955,000	1,789,775	1,780,000	175,000	165,225	9,775
	16,822,165	16,458,080	16,285,400	536,765	364,085	172,680
Tribunals Office	825,800	840,905	799,600	26,200	(15,105)	41,305
Transforming Us	1,065,000	-	-	1,065,000	1,065,000	-
External Funding						
Alberta Law Libraries	842,700	814,200	814,200	28,500	28,500	-
Alberta Law Review	69,000	83,000	83,000	(14,000)	(14,000)	-
ASSIST	735,000	865,000	865,000	(130,000)	(130,000)	-
CanLII	457,600	452,800	452,800	4,800	4,800	-
CPLED	1,476,800	1,163,500	1,129,300	347,500	313,300	34,200
FLSC	347,100	322,000	322,000	25,100	25,100	-
LASA	230,000	225,000	225,000	5,000	5,000	-
PBLA	568,025	484,600	484,600	83,425	83,425	-
	4,726,225	4,410,100	4,375,900	350,325	316,125	34,200
Total Expenses	39,359,370	36,988,070	37,145,920	2,213,450	2,371,300	(157,850)
Surplus (Deficit)	49,730	970,130	101,280	(51,550)	(920,400)	868,850

Assurance Fund

For the year ending December 31, 2025

	2025 Budget	2024 Forecast	2024 Budget	Variance 2025 Budget to 2024 Budget	Variance 2025 Budget to 2024 Forecast	Variance 2024 Forecast to 2024 Budget
Revenue						
Investment income	264,000	500,000	290,000	(26,000)	(236,000)	210,000
Expenses						
Organizational support	43,200	40,000	48,200	(5,000)	3,200	(8,200)
Administration	80,000	84,000	90,000	(10,000)	(4,000)	-
Total expenses	123,200	124,000	138,200	(15,000)	(800)	(14,200)
Net Income (loss)	140,800	376,000	151,800	(11,000)	(235,200)	224,200

Viscount Bennett Fund

For the year ending December 31, 2025

	2025 Budget	2024 Forecast	2024 Budget	Variance 2025 Budget to 2024 Budget	Variance 2025 Budget to 2024 Forecast	Variance 2024 Forecast to 2024 Budget
Revenue						
Investment income	76,000	130,000	102,500	(26,500)	(54,000)	27,500
Expenses						
Organizational support	5,200	5,000	7,000	(1,800)	200	(2,000)
Scholarships	60,000	50,000	60,000	-	10,000	(10,000)
Total expenses	65,200	55,000	67,000	(1,800)	10,200	(12,000)
Net Income (loss)	10,800	75,000	35,500	(24,700)	(64,200)	39,500

Capital Fund

For the year ending December 31, 2025

	2025 Budget	2024 Forecast	2024 Budget
Transforming Us	3,800,000	-	3,000,000
Furniture/Leaseholds (lease of 15th floor)	2,300,000	195,000	200,000
Business Systems and Technology			
Enterprise Content Management	110,000	125,000	250,000
Equipment refresh and upgrades	250,000	160,000	150,000
External Website	135,000	-	147,000
E-Business	-	60,000	100,000
Investigations Secure Environment & Tools	-	-	100,000
	495,000	345,000	747,000
Education/CPD			
Practice Fundamentals Program (PFP)	50,000	50,000	75,000
CPD Application	-	355,000	355,000
Practice Management Assessment (PMAT)	-	-	5,000
Western Canada Competency (WCCP)	-	15,000	15,000
	50,000	420,000	450,000
Financial System Replacement	-	500,000	300,000
Adjudicator Training Program	-	-	10,000
	\$6,645,000	\$1,460,000	\$4,707,000

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 2025 capital budget planned spending is provided below. Revenue included in the proposed budget also 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.

Transforming Us Project

In 2024, a request for proposals (RFP) process was undertaken. Recommendations from the RFP will be used to implement a membership, regulatory and claims management system 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 business systems to support enhanced business processes and efficiencies.

Furniture/Leaseholds

During 2025 the Law Society plans to secure additional office space to accommodate growth within the Law Society, ALIA and CPLED. Within the management agreement, the Law Society provides office space to CPLED, and capital expenditures will be required to lease and renovate additional office space of which CPLED will occupy the majority of the space. The costs will be recovered through the management fee. Securing additional office space will also prepare for anticipated future growth.

Capital Fund Details *Continued*

Business Systems and Technology

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. 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 while streamlining existing processes.

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.

External website

Development and implementation of a new Law Society website to enhance user experience and functionality for the public and the profession.

Education

In 2025, the Education Department will continue focus on enhancing the Practice Fundamentals Program.

Management Fees

The management fee recovers costs related to infrastructure, facilities and services provided to ALIA and CPLED. The 2025 General Fund budget includes management fee revenue totaling \$4,364,100 for a 7.2% increase over 2024 – \$4,069,200.

ALIA – \$3,681,100 (2024 – \$3,480,000)

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, Investigations, 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 \$201,100 (5.8%) in 2025 due to an increase in Law Society expenses.

CPLED – \$603,000 (2024 – \$505,200)

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 \$97,800 (19.3%) in 2025 due to an increase in Law Society expenses as a result of assumptions made within this budget, in particular, the assumption that the Law Society will lease additional office space starting in August 2025, the majority of which CPLED will occupy.

Assurance Fund – \$80,000 (2024 – \$84,000)

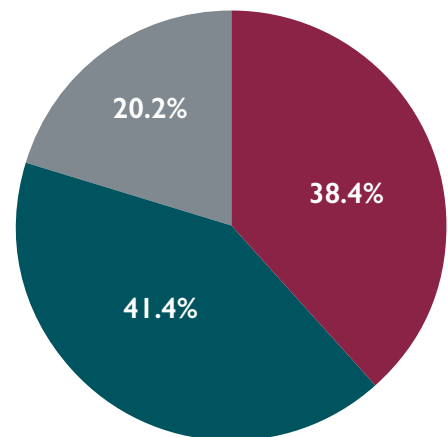
The cost of the Law Society's Investigations team is budgeted in the General Fund and a portion of the teams' time is spent investigating and adjudicating trust misappropriation claims. Consequently, the General Fund budget includes management fee revenue charged to the Assurance Fund to recover the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



Expense Breakdown by Organizational Area

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

- Delivery of the new CPD program.
- Focus on enhancing mentorship opportunities within the profession. Enhance expertise on legal technology.
- Includes the office of the EDI Counsel.

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.
- Provides support to ALIA and CPLED

Practice Advisors

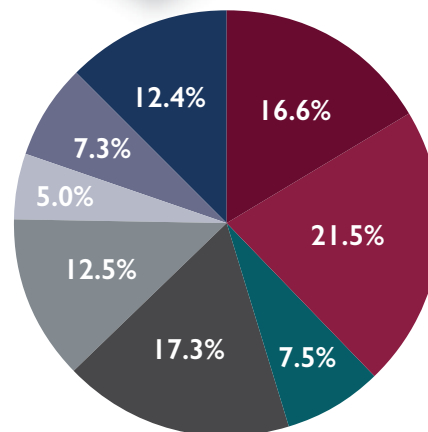
- Provides confidential advice to Alberta lawyers with respect to ethical, practice management, and stress-of practice issues.

Lawyer Support Services

	2025 Budget	2024 Forecast	2024 Budget	Variance 2025 Budget to 2024 Budget	Variance 2025 Budget to 2024 Forecast	Variance 2024 Forecast to 2024 Budget
Salaries, Benefits, Contractors	3,423,400	3,465,580	3,814,150	(390,750)	(42,180)	(348,570)
Professional Development, Travel, Dues	69,250	56,350	78,900	(9,650)	12,900	(22,550)
Education Initiatives	9,900	4,500	11,600	(1,700)	5,400	(7,100)
Membership Initiatives	10,000	10,000	10,000	-	-	-
	3,512,550	3,536,430	3,914,650	(402,100)	(23,880)	(378,220)

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

- Reviews, resolves, (where possible), and investigates complaints and refers matters to Practice Management.

Counsel

- 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.

Custodianships

- 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.

Early Intervention

- 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.

Investigations

- 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.

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 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.

Practice Management

- Conduct practice assessments and oversee conditions imposed on lawyers' practices. Provide practice management supports and tools to lawyers.

Trust Safety

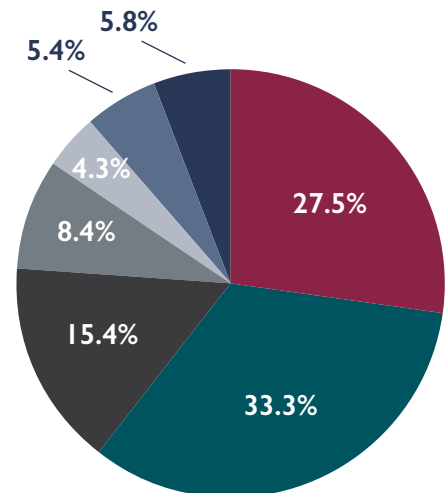
- Supports lawyers in the proper management of client trust accounts.
- Administers, reviews, and analyzes annual trust filings from Responsible Lawyers.
- Through an outsourced service provider (PwC), analyzes trust transaction data.
- Approves and administers the designation of Responsible Lawyers and provides ongoing education and training opportunities for Responsible Lawyers.
- Conducts trust audits as required.

Regulatory

	2025 Budget	2024 Forecast	2024 Budget	Variance 2025 Budget to 2024 Budget	Variance 2025 Budget to 2024 Forecast	Variance 2024 Forecast to 2024 Budget
Salaries, Benefits, Contractors	11,661,200	11,074,155	10,969,000	692,200	587,045	105,155
Professional Development, Travel, Dues	218,480	161,850	222,020	(3,540)	56,630	(60,170)
Custodianships	400,000	400,000	450,000	(50,000)	-	(50,000)
Independent Counsel	70,000	60,000	80,000	(10,000)	10,000	(20,000)
Hearings and Investigations	57,950	46,550	49,350	8,600	11,400	(2,800)
	12,407,630	11,742,555	11,770,370	637,260	665,075	(27,815)

Organizational Support

The organizational support area includes Applications & Information Management, Communications, Customer Services, Finance & Accounting, Governance, 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.
- Insurance includes premiums for all corporate insurance policies.
- General corporate costs include professional fees such as audit, banking and investment.
- Office operating costs includes office and kitchen supplies, stationery, courier, and janitorial services.
- Premises operating costs includes the lease expense for the Law Society office.

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, the Deputy Executive Director, and the General Counsel.
- 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.
- Coordinates and processes all Law Society and ALIA billings including annual fees, PC/LLP, indemnity, CLFL, etc.

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

	2025 Budget	2024 Forecast	2024 Budget	Variance 2025 Budget to 2024 Budget	Variance 2025 Budget to 2024 Forecast	Variance 2024 Forecast to 2024 Budget
Salaries, Benefits, Contractors	7,068,500	6,576,032	6,513,900	554,600	492,468	62,132
Premises, Corporate, Office, Insurance	2,943,200	2,647,115	2,651,550	291,650	296,085	(4,435)
Amortization	1,690,180	1,653,000	1,749,500	(59,320)	37,180	(96,500)
Software and IT Related Costs	3,825,085	4,309,400	4,050,300	(225,215)	(484,315)	259,100
Governance	598,690	591,095	577,600	21,090	7,595	13,495
Professional Development, Travel, Dues	293,210	247,038	303,150	(9,940)	46,172	(56,112)
HR Recruitment	240,000	295,000	240,000	-	(55,000)	55,000
Communications Initiatives	163,300	139,400	199,400	(36,100)	23,900	(60,000)
	16,822,165	16,458,080	16,285,400	536,765	364,085	172,680

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

	2025 Budget	2024 Forecast	2024 Budget	Variance 2025 Budget to 2024 Budget	Variance 2025 Budget to 2024 Forecast	Variance 2024 Forecast to 2024 Budget
Salaries, Benefits, Contractors	675,100	690,205	647,600	27,500	(15,105)	42,605
Professional Development, Travel, Dues	8,700	8,700	11,600	(2,900)	-	(2,900)
Hearing and Adjudications	142,000	142,000	140,400	1,600	-	1,600
	825,800	840,905	799,600	26,200	(15,105)	41,305



Transforming Us

The Transforming Us project was initiated with the goal of enhancing the user experience between the Law Society, our wholly-owned subsidiary, ALIA, the legal profession, and the public based on effective, efficient, sustainable, secure, and adaptable business transactions, processes, and a simplified technology architecture.

This project includes enhancing the Lawyer Portal to provide for a more enhanced and user-friendly experience for Alberta lawyers in its interactions with the Law Society and ALIA.

When complete, this project will provide the Law Society and ALIA with a set of core business systems to support enhanced business processes and efficiencies.

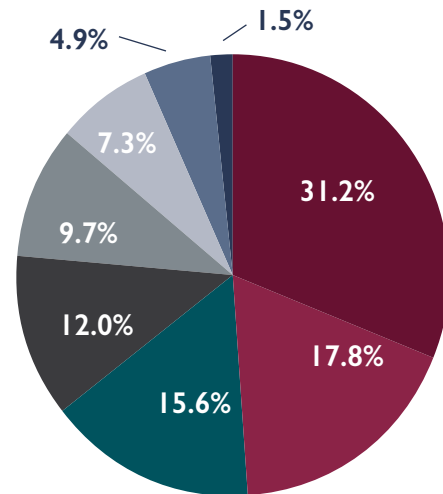
While the majority of expenditures are capital, some costs will be operational.

Transforming Us

	2025 Budget	2024 Forecast	2024 Budget	Variance 2025 Budget to 2024 Budget	Variance 2025 Budget to 2024 Forecast	Variance 2024 Forecast to 2024 Budget
Contractors	490,000	-	-	-	-	-
Discovery phase	540,000	-	-	-	-	-
Audit	25,000	-	-	-	-	-
Meals	10,000	-	-	-	-	-
	1,065,000	-	-	-	-	-

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 all Canadian 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 providing 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 the development of national standards 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

	2025 Budget	2024 Forecast	2024 Budget	Variance 2025 Budget to 2024 Budget	Variance 2025 Budget to 2024 Forecast	Variance 2024 Forecast to 2024 Budget
CPLED	1,476,800	1,163,500	1,129,300	347,500	313,300	34,200
Alberta Law Libraries	842,700	814,200	814,200	28,500	28,500	-
ASSIST	735,000	865,000	865,000	(130,000)	(130,000)	-
PBLA	568,025	484,600	484,600	83,425	83,425	-
CanLII	457,600	452,800	452,800	4,800	4,800	-
FLSC	347,100	322,000	322,000	25,100	25,100	-
LASA	230,000	225,000	225,000	5,000	5,000	-
Alberta Law Review	69,000	83,000	83,000	(14,000)	(14,000)	-
	4,726,225	4,410,100	4,375,900	350,325	316,125	34,200



Practice Fee

Practice Fee

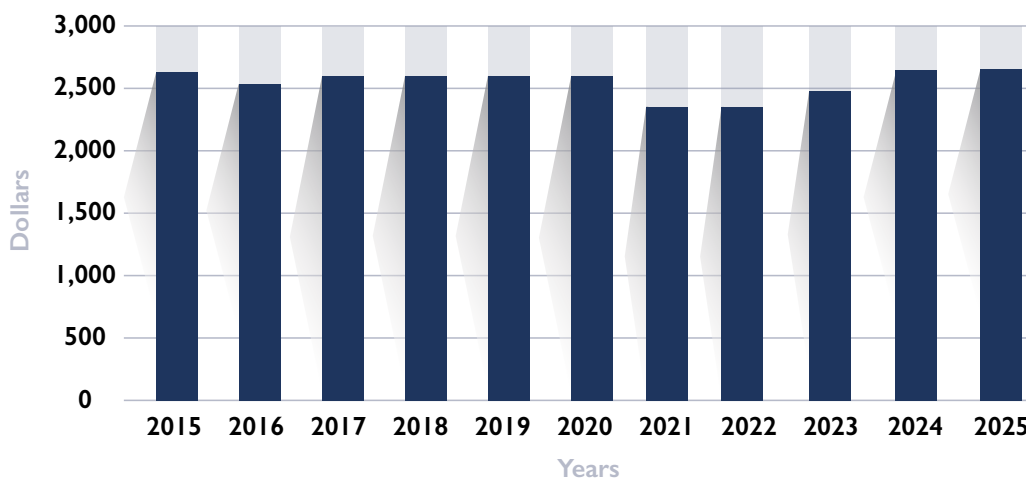
The Law Society is in a strong financial position, resulting in an increase in the Contingency Reserves balance. The Reserves are forecasted to be above the maximum required at the end of 2024, providing an opportunity for the organization to make necessary capital expenditures in its infrastructure and technology systems. The capital investment in infrastructure is required to update aging and complex systems, which the budget proposes to use available reserves over the next few years to fund the investment.

While the Law Society anticipates an increase in operational costs post Transforming Us go-live, Budget 2025 does not propose an increase in the 2025 practice fee, as the organization will obtain more information regarding those costs as the project progresses in 2025. However, estimates have been made in the organization's long-term planning to ensure continued financial sustainability.

In addition, the budget contemplates securing additional office space to accommodate growth, particularly for CPLED, which will be recovered from the management fee. The costs for renovation of the space, and additional lease costs, as well as increased management fees, have been provided for within the practice fee and budget.

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 2025, the minimum is \$6.5 million and the maximum is \$9.8 million. At the end of 2024 the reserves are forecasted to be approximately \$13.2 million and at the end of 2025 it is expected to decrease to \$7.8 million due to the required capital investments (please refer to the Practice Fee Sensitivity Analysis in the following page).

Practice Fee History



Fee Schedule

January 1, 2025 to December 31, 2025

	Fee	5% GST	Total
Professional Corporation Fees			
Professional Corporation application fee	490.00	24.50	514.50
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	960.00	48.00	1,008.00
Reinstatement, retired Judge (<i>returning active</i>)	680.00	34.00	714.00
Reinstatement, suspension transaction fee (<i>returning active</i>)	280.00	14.00	294.00
Reinstatement, suspension transaction fee (<i>returning inactive</i>)	130.00	6.50	136.50
Reinstatement, inactive member with matters open	940.00	47.00	987.00
Reinstatement, inactive member with no matters open	490.00	24.50	514.50
Reinstatement, resigned member	1,850.00	92.50	1,942.50
Application for reinstatement, disbarred member	11,590.00	579.50	12,169.50
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	930.00	46.50	976.50
Foreign Legal Consultants annual renewal	200.00	10.00	210.00
Reinstatement, suspension transaction fee (<i>returning within 3 months</i>)	280.00	14.00	294.00
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, 2025</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	240.00	12.00	252.00
Instalment payment admin fee (active status only)	50.00	2.50	52.50
Inactive Fee (<i>effective March 15, 2025</i>)			
Annual fee, inactive	240.00	12.00	252.00

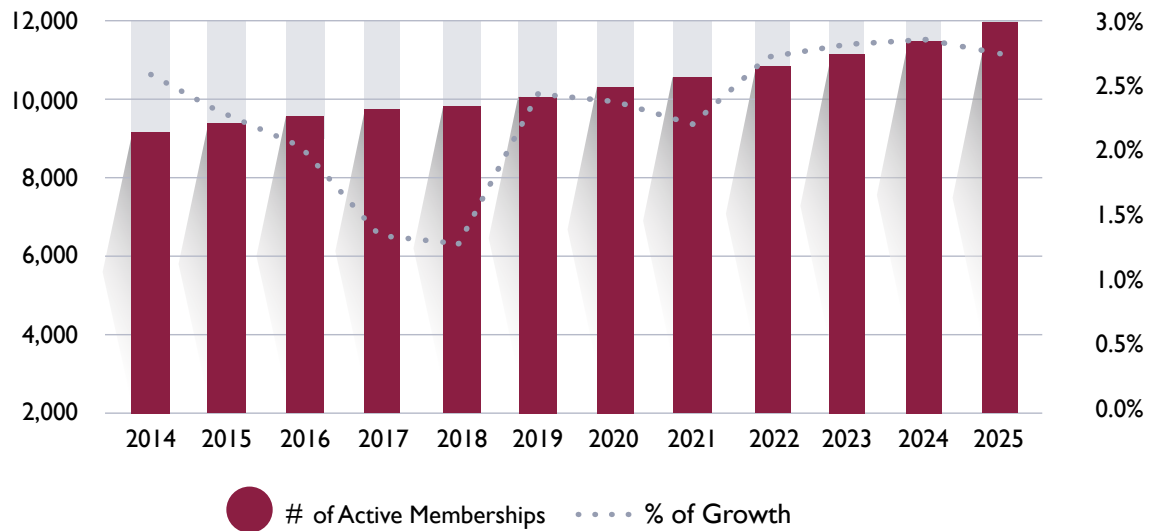
Where the Practice Fee Goes

\$2,640



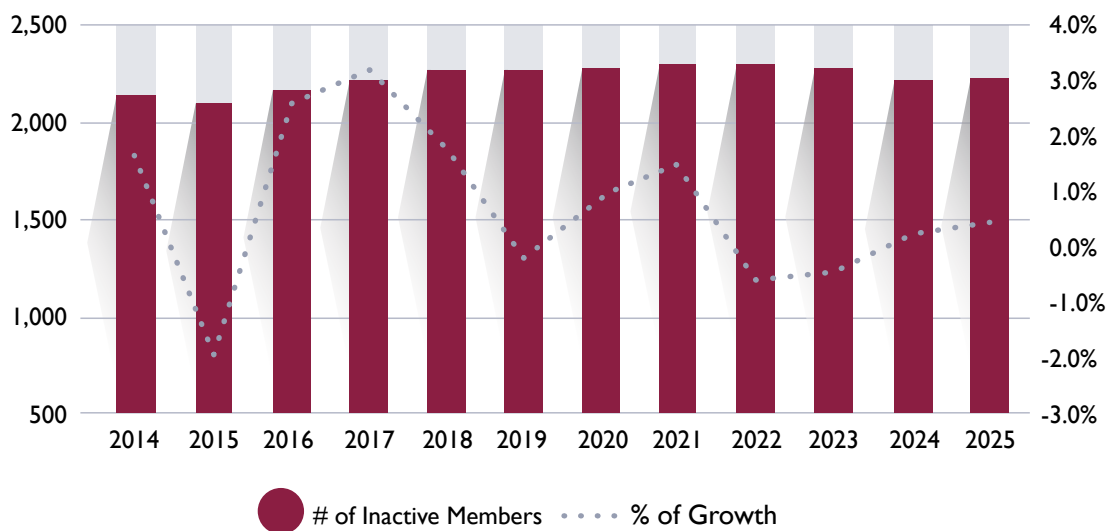
Membership Numbers

Active Membership Growth

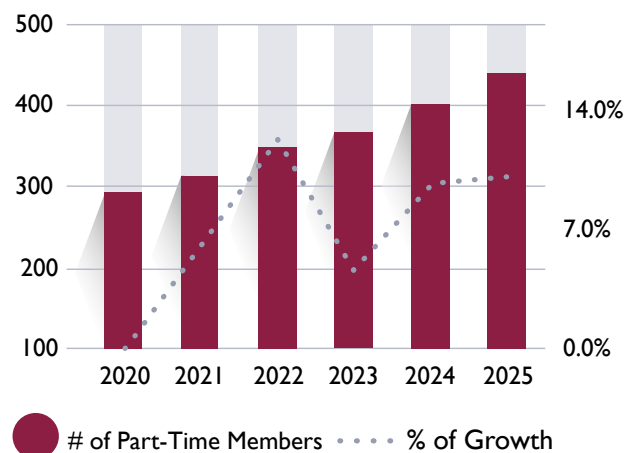


11,970
Total Active Memberships
(including active-non practising)

Inactive Membership Growth



Part-Time Membership Growth





LAW SOCIETY
of ALBERTA