



MINUTES
259th MEETING
OF THE
BOARD OF DIRECTORS

9:30 a.m.
December 11, 2007
Legal Aid Alberta
#300, 10320 – 102 Avenue
Edmonton, AB

Members in Attendance

Glenda Graham, Q.C.
Fred Fenwick, Q.C.
Oceanna Hall
Dianne Ireland
Dennis Kalma
Kirk MacDonald
Daniel McKinley, F.C.A
Dr. Perry Sirota

Members Absent

Joan Collins
Colin Kloot
Kristine Robidoux

Staff in Attendance
(for all or part of meeting)

Jacquie Schaffter
Roland Gehrke
Jennifer Fowler
Wanda Fish
Katherine Weaver
Barry McLaren
Helen Greaves
Sarah King D'Souza
Deborah Miller
Russell Agar (CALO)
Pat Bard

The meeting came to order at 9:30 a.m.

1. **Approval of Agenda**

It was duly Moved and Seconded to adopt the agenda as circulated. Carried Unanimously.

Minutes of Strategic Planning Committee

By consensus the Minutes of the Strategic Planning Committee meeting held November 14, 2007 were received for information.

2. Approval of Minutes

It was duly Moved and Seconded that the Minutes of the 258th Directors Meeting be approved. Carried Unanimously.

Meeting Dates

3. Meeting Dates

Tuesday, February 26, 2008
Wednesday, May 7, 2008
June 19-21, 2008 – Sylvan Lake
Tuesday, September 23, 2008
Tuesday, December 9, 2008

By consensus the Meeting Dates for Board meetings in 2008 were received for information.

Financial and Risk management

4. Report on Budget forecast

a) Monthly Financial Statements

Mr. Gehrke, VP Corporate Services, reported that there are three major drivers to Legal Aid Alberta being significantly under budget: additional revenues from higher interest rates and increased recoveries; fewer certificates completed; and staff vacancies. He noted that even though the FEGs were raised 10% in August, 2007, there has been no impact from certificates completed as well as no notable increase in people receiving legal aid certificates which perhaps indicates that the 10% increase was not enough to meet the needs of Albertans.

Mr. McKinley advised that in looking at the trends, he believes that Legal Aid Alberta may well be even further under budget in its private bar expenditures than forecasted. Mr. Gehrke advised that this forecast took into account that the increase in FEG's will have an impact and there is historically a significant increase in March of completed certificates submitted for payment and we should therefore see an increase at that time however he also noted that the finance department may have been overly conservative in its forecast.

By consensus the monthly financial statements were received for information.

b) Budget 2008/09

Mr. Gehrke highlighted the budget and advised that the expenditures are anticipated to increase by \$10.4 million and the revenue is expected to increase by \$11 million. Alberta Justice approved a revenue increase for 2008/09 when it approved the Sustainability Plan. Ms. Schaffter reported that she does not believe Alberta Justice has any intention of rolling back the surplus and is willing to entertain a request for an increase to the FEGs and tariff rates provided Legal Aid's budget remains within the funds provided.

The Board discussed the issue of retention and recruiting roster lawyers in light of the proposed FEGs. Administration advised that recruitment of roster and staff lawyers are part of the Strategic Plan, to be discussed later on the agenda, but that if the roster lawyers cannot be recruited then Legal Aid may be looking at increasing the number of staff lawyers. LAA is experiencing a problem in getting family law lawyers to accept legal aid certificates in the rural regions. In order to attract staff lawyers in the regions, Legal Aid Alberta would have to pay parity with Alberta Justice. Ms. Schaffter pointed out that staff lawyers were brought up to parity however Justice employees received another fairly significant pay increase. It is proposed that Legal Aid staff lawyers will receive a similar raise which has been budgeted for in the 2008/09 budget. Alberta Justice is aware of this.

Mr. Kalma noted there is \$2.2 million dollars for computer hardware and software and asked if there was a thorough IT strategy in place that will support the expenditures. Mr. Gehrke advised that there was and the dollar amount is a placeholder.

Mr. Kalma felt that there are some items that may need stream-lining and suggested that IT not think too conservatively as it makes no sense to continue putting money into something that is not fundamentally solid. He suggested that Legal Aid Alberta not discount the idea of completely rebuilding its IT programs.

By consensus the IT Strategy update will be placed on the February agenda with various options.

Dr. Sirota requested that percentage amounts be included in the variance figures stated in the finance documents, for ease of understanding and Ms. Graham requested that all documents in the agenda package over one page contain page numbers.

It as duly Moved and Seconded that the draft budget be approved and forwarded to Alberta Justice. Carried Unanimously.

5. Recoveries – Travel Costs

Ms. Schaffter reported that clients living in areas lying outside of centres are requested to repay Legal Aid Alberta for the lawyer's travel cost which is not incurred by those living in the larger centres. It is recommended by Administration that the practice of recovering lawyers' travel costs, which recovery is approximately \$55,000 per year, be discontinued.

It was duly Moved and Seconded that recovery of lawyers' travel costs from clients be discontinued. Carried Unanimously.

6. IT Strategies

a) Update on on-line billing

Ms. Schaffter confirmed that the tariff required simplification for ease of use and in order to accommodate an on-line billing system. The Compensation Review Committee submitted recommendations to the Board at a teleconference meeting held October 24, 2007. The Board made a few amendments (fee for opening client files on criminal matters and for written submissions to the Court even if not ordered), and approved the proposed tariff. Ms. Schaffter further reported that at a meeting with Neil Dunne, Q.C. she presented the revised tariff together with the Business Case which was reviewed and accepted without further significant amendments. The tariff has been submitted to the Minister for approval. It is anticipated that the revised tariff will be in effect early in the new year once appropriate changes to LAMA (LAA's case management system) has been completed.

Mr. Gehrke advised that once the revised tariff has been approved, Iomer, the computer programmers contracted for the on-line billing project, can continue further work on this process. Iomer will require the logic on how the tariff works to enable them to program it into the system. Mr. Gehrke anticipates the on-line billing will be available sometime between January and March 2008 at a cost of approximately \$150,000. He cautioned that the on-line billing not be pushed forward without proper testing to minimize any bugs in the program which may frustrate roster lawyers further. Mr. Gehrke also advised that training will be provided and there will be a wide-spread communication of the program to the bar. He further noted that given the Board's decision on recovery of travel costs, roster lawyers will no longer have the burden of tracking mileage.

b) Board of Directors Extranet

The Board discussed the Board Extranet and Mr. Kalma felt it was a good step but found that it was far too complex. It was recommended that the site be simplified. There are

currently too many breakouts for various committees. What is really needed is one place for Board to go for documents, one place to go for discussion; a single thread, single stream. Dr. Sirota agreed, stating that when he was first exposed to it, the site appeared very inviting but when he started using it, he got lost within the site. He suggested that maybe a beta version was required and be sent to two or three members for further testing.

7. Financial Eligibility Guidelines

Ms. Schaffter reported that previously any increases to the FEGs were based on simple percentage increases without analyzing whether this was an appropriate basis for an increase. Administration felt that Legal Aid Alberta should move more towards a needs based approach to financial eligibility rather than gross income which is currently the eligibility criteria. Many other jurisdictions use net income rather than gross income and some jurisdictions use very detailed needs assessments. Legal Aid Alberta is not proposing to conduct an in-depth or time consuming assessment in order to determine eligibility but rather proposes to look at net income after rent and basic need expenses. Rents vary for the different regions of the province and accordingly it is proposed that rent would be a variable that Legal Aid would consider depending upon where the applicant lives. The eligibility criteria should be based upon an analysis of whether an applicant has sufficient income left, after taking into account the cost of basic needs and rent, in order to pay for a private lawyer.

In order to assist LAA in structuring and costing any amendments to the FEG's, LAA Administration has retained Dr David Ryan, an Economist from the University of Alberta. Dr. Ryan has been requested to develop a needs based criteria and to calculate the number of additional clients who would be eligible under the new criteria and the cost implications resulting there from. The request was submitted to Professional Ryan in mid-November and he has provided a verbal update advising that he received data from Stats Canada and is now working on the concept of the cost of basic needs. The deadline for the report is mid-January. Justice is aware we would like to include these changes in the 2008/09 budget. It is anticipated that a report will be prepared for the Board for the February 2008 meeting.

The Board agreed that the proposal was a good approach to the FEG's review and felt that a program similar to Child View could be used to minimize administrative work. Mr. Gehrke will follow-up with Child View.

It was also suggested that the bankruptcy exemptions be reviewed in light of applicants with assets. For example, in bankruptcy cases any equity in a home worth \$40,000 or less cannot be touched. Mr. McKinley undertook to provide a list of bankruptcy exemptions. Dr. Sirota advised that he would like to know the percentage of cases where ownership of assets becomes a concern for eligibility. He felt that perhaps there should be guidelines for the Appeals Committee with respect to assets as opposed to a policy for Legal Aid Alberta. Ms. Schaffter offered to have Administration put together some guidelines for the Appeals Committees.

By consensus the report on financial eligibility guidelines was received for information.

8. Policy & Development

a) Presentation by R. Gehrke

Mr. Gehrke advised that he is a member of the Institute of Corporate Directors and recently completed a course on Governance Essentials and is now enrolled in the completed Corporate Directors Education program. A significant portion of the discussion in this program was on corporate governance and the role of the Board in risk management. He reported that in the past the LAA Board was an Operating Board, very much hands-on, which evolved into a Policy Board. The next step in the evolution would be a Governance Board. He advised that, if interested, he will prepare a brief presentation for the Board.

b) Policy Framework

Ms. Schaffter reported that administration wishes to move forward with policy development. Administration has prepared a policy on the development of policy which draft was included in the Board agenda package. The draft was prepared on the assumption that the LAA Board is a Governance Board. In going through past Board Minutes it has been difficult to find Board policies. The Communications Director has a project to consolidate all policies from LAA in a centralized area. It is a goal for policy development that policies will be created that don't conflict with the policies of other programs. If any Business Unit is proposing a policy, it is proposed that the policy will first be vetted by the Executive Management Committee to ensure that it is not in conflict with any other policies or ensure appropriate reasons for any differences.

It is proposed that all policies including those from YCDO and FLO come to the Executive Management team, of which the Senior Counsel for YCDO and FLO are members, for vetting as well. It is recognized that under the Governance Agreement, Executive Management cannot veto a proposed policy from these two programs but can point out areas where there would be conflict and bring to the issue to the Board for decision, if necessary.

Mr. Kalma pointed out that when making policies it is important not to confuse policy with intent.

Dr. Sirota proposed that administration policy work carry on and that the June Board Training day in Sylvan Lake be used for Board Governance Training and Board policies development.

It was duly Moved and Seconded that the Board authorize Legal Aid Alberta to retain a consultant at a maximum cost of \$50,000 to be available to LAA, FLO and YCDO with a

view to review policies, best practices and to identify gaps. Such review of policies to be presented at the June meeting.

c) Legal Representation Policy

By consensus this item was tabled to be dealt with at the Board policy development sessions.

9. Litigation involving LAA

a) Policy

By consensus this item was tabled to be dealt with at the Board policy development sessions.

Operations/Services

10. Brydges Service

John Glass, Project Manager, attended the meeting to present the Brydges Review Interview Report. The client survey and defence bar survey are currently outstanding however they are in progress. The preliminary findings by Prairie Research Associates (PRA) from the information they have received so far is that some stakeholders have responded that the advice being given by Brydges counsel is not helpful however 82% of clients are satisfied with the advice; 95% found the advice helpful; 82% found that the information and advice allowed them to proceed forward and 64% better understood the charge(s) and why they were charged. He has also been advised that police indicate that once receiving Brydges advice the detainee is often calmer. The client survey also indicates that 73% of detainees got through on the telephone to a lawyer for a Brydges call on the first attempt and 85% found the length of call reasonable (41% of calls are 3-9 minutes and 49% are 10 minutes or more).

The Board questioned if there were plans to interview the judiciary, bail hearing officers as well. Mr. Glass advised that Board members and crown prosecutors were being interviewed. Ms Graham advised that because prosecutors are not at bail hearings, there won't necessarily be the same feedback from prosecutors and bail hearing officers. Mr. McLaren felt that two separate issues may be getting melded together. There are two issues – one is the Brydges advice after being detained and the other is advice or representation at bail hearings which is after being in custody and read rights etc. PRA's review is in regard to the contracted Brydges services and whether the current methods of delivery are meeting the needs of clients or should the services be handled by staff lawyers. There is a review of JP services which is being headed by a committee with representatives from Alberta Justice and Court Services. Mr. Glass advised that on the question directly related to the interview package, LAA is monitoring the proposal that prosecutors be present during bail hearings and will consider whether duty counsel is appropriate.

Mr. Glass pointed out the contract between Mr. Dumonceaux and Legal Aid Alberta for providing night time and week-end Brydges services will expire at the end of March 2008 and notice of renewal must be provided by LAA by the end of December 2007. Mr. Glass is recommending renewal of the contract.

It was duly Moved and Seconded that the Board authorize Legal Aid Alberta to renew the contract with Mr. Dumonceaux for a further year. Carried Unanimously.

11. Needs Assessment

Ms. Schaffter advised that the preliminary Needs Assessment Report had been provided to the Board earlier and attached to the agenda is the Executive Summary.

In view of the upcoming needs assessment and the change in management, Administration felt it was a good opportunity to assess where the organization is currently and where it needs to go in the future and accordingly embarked on a strategic planning process. KESA Consulting was retained to assist and they met with all management staff and identified strengths and weaknesses. Management, including management from YCDO and FLO, then met for two days and identified 17 priorities which were prioritized into 5 key strategies, These strategies are outlined in the Strategic Planning Process document which is attached to the Board agenda package. As well, a questionnaire was sent to all staff seeking input with respect to the key priorities identified. It was an excellent survey and staff responded well with their comments which were of incredible assistance to management.

Ms. Schaffter highlighted the Strategic Planning report as exhibited on the agenda noting that recruitment and retention of roster lawyers was a high priority. Management came to the realization that Legal Aid Alberta was not very friendly user for neither the lawyers nor the clients. The process streamlining strategy will examine ways to improve our processes and to make them more user friendly for both clients and roster counsel. Some possible ways to effect improvement may be to implement further IT strategies or simplify administrative processes etc.

Ms. Graham asked what the process would be to recruit lawyers in light of the increase to FEGs in the next few months.

Ms. Schaffter advised that the processes include:

- changes to tariff with well planned marketing to the lawyers
- Lawyer Appreciation Day in April 2008, targeting all staff and roster lawyers in each centre, to be held in conjunction with Law Day
- in light of the Chair's attendance at Benchers, a follow-up by LAA with the Law Society
- LAA has been invited to present to articling students at the university

- LAA is looking at offering professional development and QuikLaw free to roster lawyers
- hire a lawyer on a contract basis to act as a Legal Aid's ambassador to the legal population. The lawyer could possibly be a retired lawyer who is well respected in the community.

Ms. Graham noted that the Needs Assessment Report includes a number of suggestions and she felt it would be worthwhile for administration to indicate its response on a point by point basis to each of the suggestions.

Ms. Schaffter advised that the strategic planning process will be an on-going process, and regular reporting on the process will be presented to the Board. The reporting will include the suggestions from PRA and LAA's strategies, milestones and if they met targets. There will be a point by point alignment to the suggestions by PRA as well as other strategies developed by Administration.

Ms. Fowler also reported that a survey will be sent out to lawyers across the province seeking information on why they do not accept legal aid certificates, what would it take for the lawyer to accept even one family law certificate per year, and if it's due to remuneration, how much would the notional hourly fees have to be in order for them to accept Legal Aid. This survey will be sent out in January and it is anticipated that the results will be available for the February Board meeting.

Dr. Sirota suggested that the survey questions relating to remuneration need to be worded carefully. Lawyers may indicate that they are willing to take one or two certificates a year at one rate but to be available "full" time on the roster may require a different rate. It may be easier to convince lawyers to take only one or two certificates a year. Administration acknowledges that if each family law lawyer took even one certificate a year, the problem would be resolved. Ms. Schaffter noted that as part of the marketing strategy, LAA needs to acknowledge that the remuneration for legal aid certificates is only covering the lawyers' costs.

By consensus the Board endorsed the strategic planning process of administration.

CEO Report

12. Report from the CEO

Ms. Schaffter highlighted the CEO Report advising she has moved towards a reporting process involving key performance indicators from the various business units which will be a regular part of her reporting to the Board. The initial reporting is included in this meeting package. The Board expressed concern at the high level of turn-over and questioned if exit interviews are conducted in order to track the reasons for leaving employment. Ms. Schaffter advised that the HR Director conducts exit interviews and the majority of the turn-over appears to be in staff offices. The reasons for leaving our employment are

generally in order to receive a higher salary, not a good fit with the office or in need of a change. The Board strongly recommended that all exit interviews be conducted by a third party to allow the staff to feel completely honest in the interview.

Ms. Schaffter highlighted the Clients Services report noting that the move to a non-appointment system in the Calgary office continues to work smoothly. Duty Counsel has been hired to work in Court of Queen's Bench Family Chambers in Edmonton as of December 1, 2007. An Interviewer is being hired for T'suu Tina.

Alberta Law Line is currently operating with 13.4 FTE's with a proposal for additional staff to be hired in the new year. Ms. Weaver reported that the number of clients seeking assistance through the telebail project has increased to 20 cases from September to date. She anticipates preparing a report for the February meeting containing data, identifying what is working or not and recommendations.

Communications Director reported that the advertisement campaign wrapped up at the end of November but that the public services announcements are on-going. During the campaign the number of hits to the website and telephone calls received spiked in September and October respectively.

A Public Awareness Campaign poll will be conducted again in the near future. As well, for the first time ever, Legal Aid Alberta will be hosting a province-wide Lawyer Appreciation Day on April 21st for both roster and staff lawyers. Each region will arrange an event which best suits their needs. The events in Edmonton and Calgary will be much larger and Board members will be encouraged to attend. The communications Director will provide further information.

By consensus the CEO report was received for information.

Family Law Office Report

13. Family Law Office - Operations Report

Ms. Greaves highlighted the Family Law Office report advising that the Edmonton Office has filled the five vacancies that occurred between May and October of 2007. She pointed out that the five left for various reasons (2 for career change, 1 retired, 1 not a good fit with the office and 1 for 6 weeks with Federal Justice- she asked to return to FLO and was welcomed.) Ms. Greaves advised that their office is recruiting by word of mouth rather than advertising.

The Duty Counsel lawyer handling EPOP matters for the last 14 months will be taking a break and working for Alberta Law Line for the next 6 to 8 months and will then return to EPOP.

Ms. King D'Souza reported that the Calgary FLO Office has been sending 7 staff lawyers to the southern regions (3 to Medicine Hat; 3 to Lethbridge and 1 to Drumheller) on a rotation this past year. It has been working well but it becoming stressful and a challenge for the lawyers involved in all the travelling.

FLO is recommending that a satellite office be set up in Lethbridge and is included in the budget. The Lethbridge Legal Aid Office has offered office space on a short term basis and a lawyer in Lethbridge has indicated willingness to accept the position.

It was duly Moved and Seconded that FLO be authorized to proceed with the satellite office in Lethbridge. Carried Unanimously.

By consensus the FLO Operations report was received for information.

Youth Criminal Defence Report

14. Youth Criminal Defence Office – Operations Report

Mr. McLaren highlighted the YCDO Operations Report and noted that the KPI's provided relate to the number of cases and duty counsel. The number of both cases and duty counsel figures provides a proper indicator of the number of youths the YCDO is in contact with. There are no highlight cases to report but he would like to point out that after submitting the written report, two teens charged with murder chose YCDO as their counsel of choice which reflects positively on the services provided. There has been no staff turn-over and an articling student was recently admitted to the Bar after completing her articles at YCDO and FLO in Calgary. Another articling student recently started his rotation with YCDO in Edmonton.

Mr. McLaren confirmed that he has submitted his resignation to the Board and this meeting would be his last meeting with the Board. Prior to leaving for his new position in Nunavut, Mr. McLaren offered any assistance he could be to the Board in the hiring of new Sr. Counsel. Ms. Graham requested that Mr. McLaren prepare exit notes and strategies on where the office is going in order to ease the new Senior Counsel into the position.

The Board thanked Mr. McLaren for his service of 13 years, 3 of which were as Sr. Counsel to the YCDO and for his assistance in ensuring that the YCDO office operated smoothly.

By consensus the YCDO operations report was received for information.

Governance

15. Committees

a) Terms of Reference

Ms. Fish reported that the membership outlined in the Terms of Reference for the Committees has been changed to reflect the Board's view as to who can sit as a committee member. She further recommended the disbanding of the Exceptional Accounts Review Committee and rolling its responsibilities into those responsibilities of the Appeals Committees North and South and to the Exceptional Cases Review Committee. Lastly she recommended that the Exceptional Cases Review Committee be renamed Complex Cases Committee.

It was duly Moved and Seconded that the Board approve the Terms of Reference for the Committees as exhibited. Carried Unanimously.

It was duly Moved and Seconded that the Board approve the name change from Exceptional Cases Review Committee to Complex Cases Committee. Carried Unanimously.

It was duly Moved and Seconded that the Board approve the increase in the allowable discretion of the Appeals Committee North and South to 350 hours. Carried Unanimously.

It was duly Moved and Seconded that the Board disbanded the Exceptional Accounts Review Committee. Carried Unanimously.

b) Appeals Committee South

It was duly Moved, Seconded that the Board appoint Todd LaRochelle as a member of the Appeals Committee South and further moved, seconded that the Board appoint Michael Dinkel and Allan Fay as members subject to the approval by the Appeals Committee South.. Carried Unanimously.

c) Appeals Committee North

It was duly Moved, Seconded that the Board appoint Debbie Sonogo as a member of the Appeals Committee North. Carried Unanimously.

d) *Calgary Regional Legal Aid Committee*

It was duly Moved, Seconded that the Board appoint Mark Walters, Rupert Joshi, Anthony Allyjan and Brian Edy as members of the Calgary Regional Legal Aid Committee. Carried Unanimously.

e) *Lethbridge Regional Legal Aid Committee*

It was duly Moved, Seconded that the Board appoint David Cavilla as a member of the St. Paul Regional Legal Aid Committee. Carried Unanimously.

16. Amendments of the By-Laws

Mr. Fenwick reported that after discussions with Alberta Justice, a change to the draft By-Laws has been agreed upon with respect to the Bylaw relating to conducting an electronic meeting. The paragraph 4.10 will be amended to read “Any meeting of directors may be held by means of such telephone, electronic or other communication facilities...”.

An amended draft has been provided to Alberta Justice and the Law Society and Mr. Fenwick anticipated having an approved copy available for the Board’s formal approval at the February 2008 meeting.

By consensus this item was tabled to the February 2008 meeting.

17. Government Relations

Ms. Fowler reported that a draft Governance Relations Plan with actionable items listed was included in the Board package for this meeting. Key messages were also drafted for the Board’s review and are broken into General Legal Aid, Importance of Legal Aid and Legal Aid Tariff. The key messages are prepared for different audiences. She pointed out that the key messages will change as strategies are implemented and she will update for each Board meeting.

Ms. Fowler thanked the Board members for attending the Media Training sessions on December 11 adding that what was learned at the sessions will come into play when presenting the key messages.

At the request of Board members, Ms. Fowler will prepare a contact list as well as protocol for contact with MLA’s.

By consensus this item was received for information.

18. HR Committee update

It was duly Moved, Seconded that the Board move in camera. Carried Unanimously

This item was dealt with in camera.

It was duly Moved, Seconded that the Board move out of camera. Carried Unanimously

Learning and Growth

19. Board Training

As per discussions under item 8 a) it was agreed that the June Board Training day in Sylvan Lake focus on Board Governance Training and Board policies development. Mr. Gehrke will attempt to retain a ICD graduate who has sat on a Governance Board or one comparable to LAA who will conduct the Board training session .

It was duly Moved and Seconded that Board members who wish to join the Institute of Corporate Directors or the ICD initial training course, may do so at the expense of Legal Aid Alberta. Carried Unanimously.

Board Training Manual

By consensus this item was tabled to the February 2008 meeting.

20. Presentation by CALO

Ms. Schaffter reported that Russell Agar will be making a presentation on the operations of the CALO office and that other Legal Aid programs will be making similar presentations over the course of the next year for the information of Board members.

Mr. Agar, Staff Counsel at CALO attended the Board meeting and highlighted a power-point presentation on the operations of the office. He provided the members with information on the history, current operations, who the clients are, services provided, challenges and opportunities. He indicated that there are currently 3 staff lawyers and 2 legal assistants. Over the past there has been a problem with retaining staff lawyers. This

is largely due to career moves, an unsuccessful fit with a staff lawyer office or may be influenced by the number of various legal issues that the staff lawyers are required to handle in one day, i.e. PChAD, Child Welfare and attendance at Bowden Institute for serious charges.

Mr. Agar reported that the typical fee for a private lawyer in the Red Deer region is \$250 to \$300 per hour and there is enough private work that lawyers don't need to accept legal aid certificates. There is a Central Alberta Bar Association which may be a good contact for the recruitment strategy.

Mr. Agar mentioned that although a new lease was signed in the last year, the office space is becoming too small for the staff. He is exploring his options as the current lease can possibly be sub-let due to the lack of office space in the Red Deer area.

The Board thanked Mr. Agar for his attendance.

21. Information Items

By consensus this item was received for information.

By consensus the meeting adjourned at 3:15 p.m.

Jacqueline Schaffter
President & CEO