

Alberta **LAW**
FOUNDATION

45th
Annual Report
2018

Fiscal Year ended March 31, 2018

MESSAGE FROM THE CHAIR

I am pleased to be writing this message as Chair of the Board of the Alberta Law Foundation. In 2017-18, the Foundation welcomed three new directors, bringing the board to a full complement of seven members.

Karen Gallagher-Burt joined us from the Calgary non-profit sector and brings with her a background in social work and knowledge of the Calgary community.

Monica Kreiner, from Northwestern Alberta, has been an educator, specializing in Indigenous education, and currently works as a mediator and Gladue report writer.

Cindy Lang, appointed as the representative of the Minister of Justice and Solicitor General, is a lawyer with the Ministry of Justice, currently assigned to the Community and Social Services / Children's Services Legal Team in Edmonton.

All three new directors bring to the board table a diversity of perspectives and enhance the overall capacity of the Foundation to achieve our vision of *Accessible Justice for All Albertans*.

One of the first orders of business was to review the Foundation's strategic plan and update strategic priorities for 2017-20. We recognize that more can be done in supporting research and law reform, generally and in specific areas of law, especially family law. We also see opportunities for greater coordination and collaboration among legal service providers, including providers of public legal education and information and legal advice. In furtherance of the Calls to Action from the Report of the Truth and Reconciliation Commission, the Foundation seeks to build additional relationships with Indigenous communities to help understand and address their legal needs in the context of both western laws and Indigenous legal traditions.

Understanding the impact of programs and initiatives funded by the Foundation continues to be a focus. Results from the recent evaluation feedback on the summary legal advice model of service delivery at the community legal clinics are promising. We are working with the clinics to extend similar evaluative processes to the follow-up advice services provided by clinic staff lawyers. The Foundation will also continue to work with all funded programs around the design

and implementation of appropriate evaluation strategies to help them demonstrate the impact of their work for Albertans.

The strategic priorities are being further refined with feedback from our stakeholder engagement: *Bridging the Gaps*. We have added capacity to our staff team to ensure we stay abreast of new research and developments in access to justice, and engage with stakeholders to share this knowledge, identify and prioritize needs in the community, and create opportunities for further communication, coordination and collaboration among service providers to address the needs. Additional priorities have already been identified through this exercise in the areas of legal support for newcomers and legal services needed in the remote communities of our province.

2017-18 proved to be a year of economic growth in Alberta and across Canada, leading to an increase in interest rates. This, in turn, had a positive impact on the Foundation's revenues from interest on lawyers' trust accounts in 2017-18, and will enable us to support more programs and initiatives in line with our strategic priorities. While this is a welcome and timely development following a number of years of depressed revenues, it reminds us of the inherent volatility of this revenue stream and the need for the Foundation to carefully steward these resources now and into the future.

The current board of directors and staff of the Foundation look forward to the opportunities that lie ahead to provide leadership and support to continually improve access to justice in Alberta.

Darlene W. Scott, Q.C.

ABOUT THE FOUNDATION

The Alberta Law Foundation was created under the Legal Profession Act in 1973. It is governed by an independent board of seven directors, three of whom are appointed by the Minister of Justice & Solicitor General, two by the Law Society of Alberta and two by the Board. The Foundation is the recipient of the interest which financial institutions pay on clients' funds held in Alberta lawyers' pooled trust Accounts.

This does not include interest paid on specific trust investments held for individual clients. The interest on lawyers' pooled trust accounts ("IOLTA") together with investment and other income of the Foundation is allocated by the Board to organizations engaged in activities which will advance the objects of the Foundation.

VISION AND MISSION

VISION



ACCESSIBLE JUSTICE FOR ALL ALBERTANS

MISSION



LEAD AND SUPPORT EFFORTS TO BUILD A BETTER JUSTICE COMMUNITY IN ALBERTA

STATUTORY OBJECTS

- i. Legal Research and Law Reform
- ii. Law Libraries
- iii. Public Legal Education
- iv. Native People's Legal Programs, Student Legal Aid Programs and programs of like nature
- v. Contributing to the costs of Legal Aid Alberta (legislated to be 25% of IOLTA received by the Foundation in the previous year)

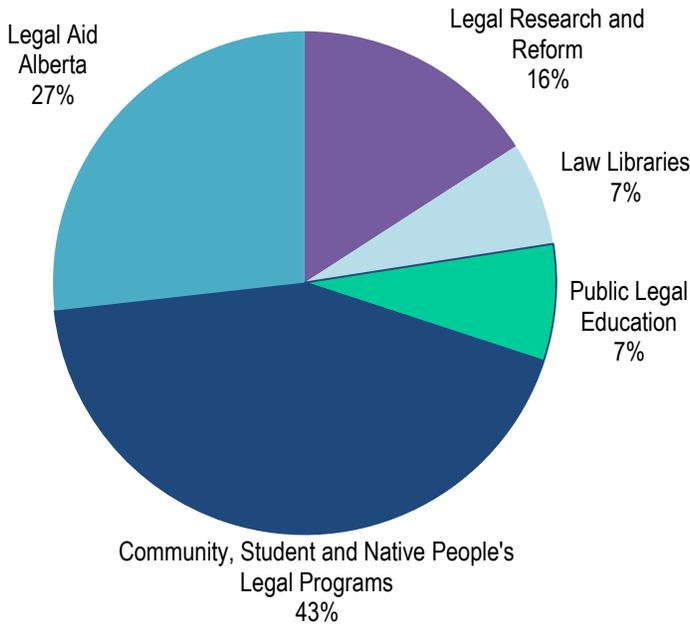
ORGANIZATIONAL ENDS AND STRATEGIC PRIORITIES

In 2014, the Foundation undertook a strategic planning session which included revisiting its statutory objects and reframing them in terms of intended outcomes or “ends”. Thus came about the four Organizational Ends as described below. At the same time, the Foundation Board identified strategic priorities that would be pursued over the next three years to achieve those Ends. This past year, the Foundation reviewed its strategic plan and reaffirmed the Organizational Ends, which are enduring. The Board also updated its strategic priorities under each End for the next three years, to 2020.

ORGANIZATIONAL END I	The law and the administration of justice reflect Albertans’ current values.
Strategic Priorities	<ol style="list-style-type: none"> 1. Engage organizations to develop practical applied research and law reform proposals to meet ALF’s Vision and Mission. 2. Focus on family law matters and processes.
ORGANIZATIONAL END II	Albertans are aware of and understand the law and their legal rights and obligations.
Strategic Priorities	<ol style="list-style-type: none"> 1. Promote collaboration among providers of Public Legal Education and Information. 2. Build evaluation capacity among providers of Public Legal Education and Information.
ORGANIZATIONAL END III	Albertans can effectively exercise their rights under the law.
Strategic Priorities	<ol style="list-style-type: none"> 1. Build effective capacity among direct legal service providers to identify and demonstrate achievement of outcomes. 2. Build relationships with Indigenous peoples to better understand legal needs and build capacity. 3. Promote collaboration and coordination among legal service providers, including LAA and Community Legal Clinics.
ORGANIZATIONAL END IV	Excel as an organization that identifies and addresses key justice sector issues and concerns.
Strategic Priorities	<p>A. Governance</p> <ol style="list-style-type: none"> 1. Have and manage an effective Board succession plan. 2. Focus on oversight and governance, including strategic planning. 3. Foster and leverage working relationships with key justice stakeholders. 4. Collaborate and benchmark with other foundations.
	<p>B. Grant-making</p> <ol style="list-style-type: none"> 1. Use robust data gathering, needs assessment and prioritization processes. 2. Support high impact programs and initiatives that meet legal service needs of vulnerable Albertans at a reasonable cost.
	<p>C. Operations</p> <ol style="list-style-type: none"> 1. Ensure organizational capacity to achieve the Strategic Plan. 2. Oversee continuity planning: staff recruitment, development and succession. 3. Ensure fiscal responsibility and accountability.

2017-18 IN REVIEW

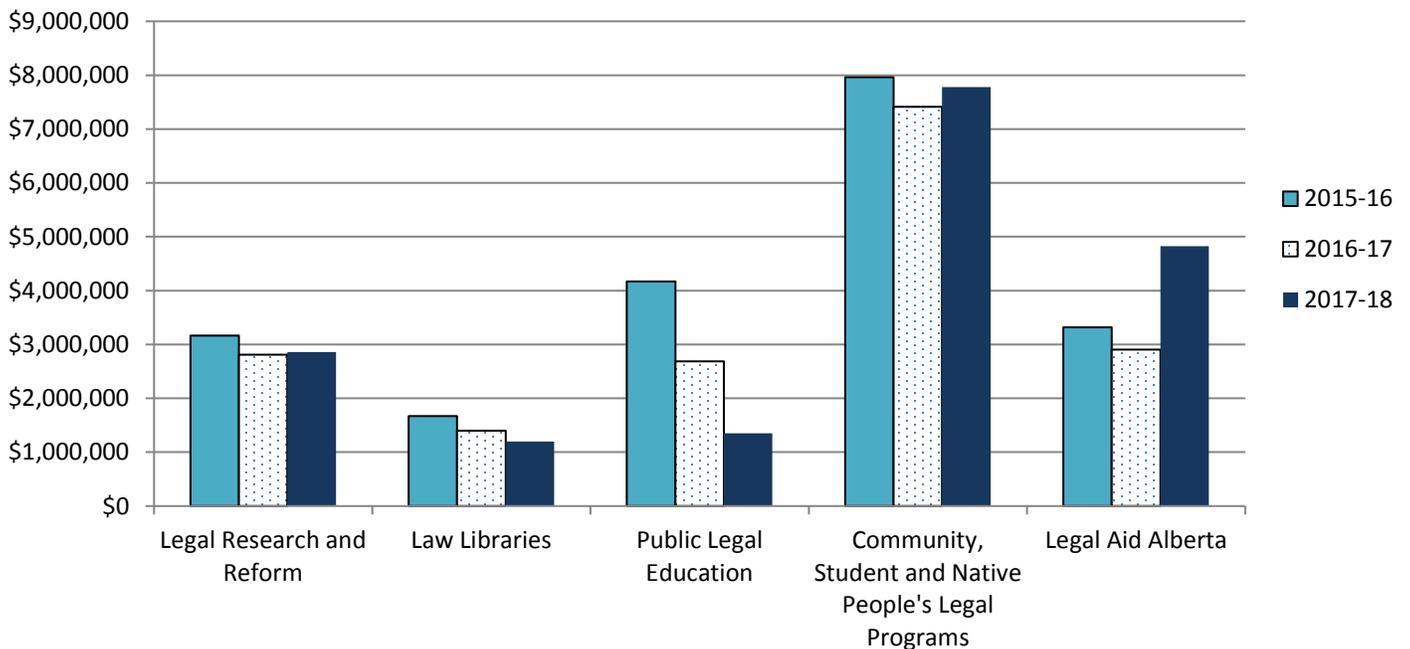
2017-18 Funding Allocations



Grants and Contributions

Applications reviewed	50
Applications approved	47
30 Operating grants awarded	
17 Projects grants awarded	
Funds allocated	\$13.2 million
\$11.7 million in Operating grants	
\$ 1.5 million in Project grants	
Legal Aid contribution	\$4.8 million

Funding Allocations 2015-18



GRANTEE SERVICE OUTPUTS AND OUTCOMES

In recent years, the Alberta Law Foundation has placed a particular emphasis on understanding not only the outputs but also the outcomes and impact of funded programs. Greater staff capacity at the Foundation has enabled us to work more closely with grantees to help them articulate the intended outcomes of their work and develop a plan to assess their progress toward meeting those outcomes.

In 2014-15 the Foundation worked with the four community legal clinic organizations to develop a logic model for the summary legal advice clinics operated at six locations across Alberta. The logic model describes the inputs and activities involved in the delivery of summary legal advice, as well as the outputs expected in terms of number of clients served, areas of law and types of legal issues addressed. It also identifies the short-term, intermediate and long-term outcomes expected to be achieved as a consequence of providing the summary legal advice. Progress toward the short-term and intermediate outcomes is measured by surveys administered to clients immediately following a clinic appointment and two months later. Each individual clinic utilizes the survey data to support their decision-making around what works, what doesn't work and what can be adjusted to achieve improved outcomes for clinic clients.

Survey data from all the clinic operations collected in 2016 and 2017 was analyzed by the Canadian Research Institute for Law and the Family in early 2018. The logic model, survey instruments and detailed analysis of the survey results are available in the Report published at: http://www.crlf.ca/Documents/ALF_Clinic_Survey_Year_2_-_May_2018.pdf

The analysis of 2016 and 2017 clinic outcomes data reveals that the summary legal advice model is meeting the intended short-term outcomes for the vast majority of the 7,900 clients surveyed following their clinic appointment, and meeting the intermediate outcomes for most of the 411 clients surveyed 2 months after their appointment. (see the side-bar to the right) Further in-depth and on-going analysis of the evaluation results will enable the clinics to identify particular types of clients or legal issues that could be better served through modifications to the current service delivery model and make appropriate adjustments to their programs in the future.

Grantee Service Outputs

Total service contacts **270,915**

Including:

- Legal advice, representation or other direct legal services **109,027**
- Public legal education
Attendees at **2,052** presentations **60,899**
- Legal information & referral **100,989**

In addition to the service numbers noted above, numerous individuals benefitted from other programs funded by ALF including Legal Aid Alberta, legal research and reform programs, and public legal information accessed through online resources.

Community Legal Clinic Summary Advice Client Outcomes 2016 and 2017

Client Outcome	% of clients who agree or strongly agree immediately after clinic	% of clients who agree or strongly agree 2 months later
Better understanding of legal rights	91.1	84.9
Better understanding of legal responsibilities	90.4	81.9
Better understanding of legal options	91.6	81.6
Better understanding of pros and cons of legal options	88.8	77.1
Know what to do next	90.9	
% who followed all or some of the advice received		77.7

GRANTS AWARDED

Legal Research and Law Reform

ALBERTA CIVIL LIBERTIES RESEARCH CENTRE Legal research and education on civil liberties and human rights Strategic Planning Workshop	\$624,300 \$6,897
ALBERTA LAW REFORM INSTITUTE Research into law and the administration of justice and proposing law reform	\$828,000
CANADIAN BAR ASSOCIATION, ALBERTA Legislative Review Officer – assists the Committee to review all bills prior to first reading and summarize bills passing through the Legislature	\$15,000
CANADIAN INSTITUTE OF RESOURCES LAW Legal research, education and publication activities	\$204,945
CANADIAN RESEARCH INSTITUTE FOR LAW AND THE FAMILY Legal research, education and publication activities	\$470,724
CENTRE FOR CONSTITUTIONAL STUDIES Legal research, education and publication activities Vriend Symposium Project	\$359,127 \$12,000
ENVIRONMENTAL LAW CENTRE Environmental Bill of Rights Project Climate Change Project Habitat Protection Project	\$116,765 \$117,580 \$102,730

Law Libraries

ALBERTA LAW LIBRARIES Maintenance of Alberta Law Libraries collections	\$1,200,000
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Public Legal Education

ALBERTA SEVENTH STEP SOCIETY Education in the schools about the criminal justice system from the viewpoint of the ex-offender	\$146,764
ALBERTA WORKERS' HEALTH CENTRE Work Plays Program – dramatic presentations to school audiences about Employment and Workplace Health and Safety law	\$194,000
CALGARY CHINESE COMMUNITY SERVICE ASSOCIATION Law & Advocacy Project	\$75,470
CANADIAN BAR ASSOCIATION, ALBERTA Law Day 2018 – partial funding for public legal education events held across the province	\$35,700
LEGAL RESOURCE CENTRE Print and web-based public legal education and information resources; legal referrals and presentations to the public	\$588,000
PORTAGE COLLEGE, LAC LA BICHE Provision of public legal education workshops	\$67,885
WORKERS' RESOURCE CENTRE Public Legal Education Program Case Work Program	\$85,347 \$160,458

Native People's Legal Programs

NATIVE COUNSELLING SERVICES OF ALBERTA BearPaw Media Productions BearPaw Legal Education and Resource Centre	\$119,371 \$345,238
University of Saskatchewan, NATIVE LAW CENTRE Indigenous Custom Adoption Project	\$20,000
UNIVERSITY OF ALBERTA, FACULTY OF LAW Indigenous Law Students Association Speaker Series	\$9,745

Community and Student Legal Assistance

CALGARY LEGAL GUIDANCE

Volunteer lawyer clinical services; follow-up legal advice and representation; public legal education, information and referral; Homeless Outreach program; related administration costs \$2,263,000

Server Project \$27,268

CENTRAL ALBERTA LEGAL CLINIC FOUNDATION

Volunteer lawyer clinical services; follow-up legal advice and representation; public legal education, information and referral; related administration costs \$511,100

Medicine Hat Legal Help Centre Project \$80,315

Moving Costs Project \$26,232

CENTRAL ALBERTA WOMEN'S OUTREACH SOCIETY

Provision of legal information, assistance and referral in Red Deer and surrounding communities \$151,402

CROWSNEST PASS WOMEN'S RESOURCE AND CRISIS CENTRE

Legal information, support and referral services \$21,850

EDMONTON COMMUNITY LEGAL CENTRE

Volunteer lawyer clinic services; follow-up legal advice and representation; public legal education, information and referral; related administration costs \$1,370,894

Grande Prairie Legal Guidance (volunteer lawyer clinic services; information and referral; public legal education) \$66,967

Family Law Project (volunteer lawyer clinic services; follow-up legal advice and representation; public legal education) \$470,535

Family Law Booklets Printing Project \$8,312

Moving Costs Project \$159,028

ELIZABETH FRY SOCIETY, CALGARY

Calgary Adult and Youth Court Program – information, referral and support to persons in Adult and Youth Criminal Courts in Calgary \$119,082

Regional Court Project – information, referral and support to persons in Adult and Youth Criminal Courts in regions surrounding Calgary \$71,309

ELIZABETH FRY SOCIETY, EDMONTON

Edmonton and Surrounding Area Adult and Youth Criminal, and Family Court programs – information, referral and support to persons in Edmonton Provincial Court; Volunteer lawyer clinic at the Edmonton Institution for Women; \$310,593

Satellite Court #3 project in Wetaskiwin, Camrose and Ponoka \$74,200

Satellite Court #4 project in Red Deer \$64,136

LETHBRIDGE LEGAL GUIDANCE

Volunteer lawyer clinical services; follow-up legal advice and representation; public legal education, information and referral; related administration costs \$379,170

PRO BONO LAW ALBERTA

Partial funding of operations costs to assist delivery of pro bono legal services \$210,544

STUDENT LEGAL ASSISTANCE, UNIVERSITY OF CALGARY

Provision of legal information and assistance to the community by law students \$390,605

STUDENT LEGAL SERVICES OF EDMONTON

Provision of legal information and assistance to the community by law students, including Pro Bono Students Canada at the University of Alberta \$436,842

UNIVERSITY OF CALGARY, FACULTY OF LAW, PRO BONO STUDENTS CANADA

Funding for student coordination of volunteer programs \$31,290

WOMEN'S CENTRE OF CALGARY

Legal Clinic Volunteer Coordinator \$37,797

2017-18 FINANCIAL RESULTS

Revenue

After two years of declining revenue, IOLTA revenue for 2017-18 was \$19.3 million, up \$7.7 million or 66% compared to the previous year. The abrupt and significant increase was attributable almost entirely to the fact that the Bank of Canada raised interest rates three times during the fiscal period for a total rate increase of .75%. This represents a significant increase relative to the net effective interest rate paid by financial institutions in June 2017, which was less than .6%. Another factor contributing to greater revenue in 2017-18 was a modest increase in average lawyers' trust balances across the province.

Investment and other revenue in 2017-18 was \$4.4 million, similar to the prior year, resulting in total revenue of \$23.7 million in 2017-18. This represents an increase in total revenue of \$7.6 million or 47% over the prior year, and is well above the amount anticipated for the year.

The attached Figure 1 is a graph showing the amount of annual IOLTA revenue received by the Foundation over the last 45 years and the running average.

Legal Aid Allocation

The 2017-18 allocation to Legal Aid Alberta is \$4,822,898, equal to 25% of the Foundation's IOLTA revenue, as required under the Legal Profession Act. This amount represents 27% of all funding allocations made by the Foundation in 2017-18. Total contributions by the Foundation to Legal Aid Alberta between 1991 and 2018 amount to over \$112 million.

2017-18 Funding Allocations

The Foundation Board approved 47 of 50 grant applications reviewed in 2017-18, compared to 61 of 66 reviewed in 2016-17. Grant allocations in 2017-18 for programs and projects conducted by non-profit grantees totalled \$13.2 million compared to \$14.3 million in 2016-17 and \$17 million in 2015-16. The Foundation had undertaken a grant prioritization process over the two previous years to identify programs and projects that were most closely aligned with the Foundation's objects and priorities, and which demonstrated the greatest impact at a reasonable cost. These efforts were intended to maximize the impact of Foundation grant funding and to bring the level of annual grants closer to the Foundation's annual IOLTA revenue, as part of the continuing effort to balance the revenue-grant budget by 2020.

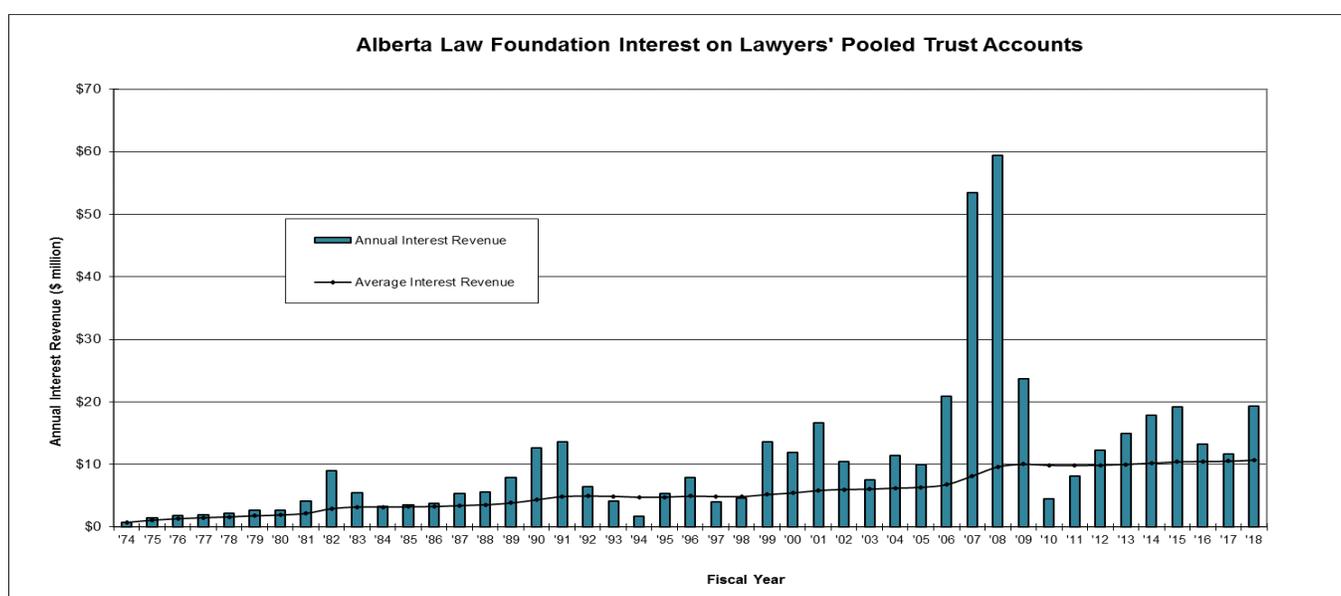
Net Financial Result

The unanticipated increase in interest rates in 2017-18 resulted in net operating income of \$5.2 million for the year ended March 31, 2018. After taking into account the unrealized loss on investments at March 31, 2018, the Foundation's overall net income was \$2.6 million, compared to a net loss of \$1.1 million in 2016-17. The revenue-grant budget has been balanced ahead of schedule.

FISCAL OUTLOOK FOR 2018-19

The Alberta economy showed marked improvement over the last year with real GDP increasing at the rate of 4.5%. Alberta government forecasts to 2020, however, indicate that the rate of growth in real GDP will be more moderate. There continues to be uncertainty around the extent to which transactions will flow through lawyers' pooled trust accounts in the future, and we are monitoring developments in this area so that we can better understand how balances in the trust accounts may be affected. For 2018-19, we anticipate only modest growth in lawyers' pooled trust accounts. With at least one increase in the bank prime interest rate in 2018-19, the Foundation anticipates that IOLTA revenue will be higher in the next fiscal year.

As evidenced by the graph below, the IOLTA revenue stream is highly volatile, making it difficult to predict with any certainty what the Foundation's capacity to fund grants will be from year to year. In years when revenues exceed expenses the surpluses are added to the Foundation's reserves, to be drawn on in years when annual revenues are not sufficient to sustain program grants, as was done in the two prior years.



THE FOUNDATION'S RESPONSE FOR THE FUTURE

At this time, the Foundation is in a healthy financial position with the prospect of some growth in the coming years. Anticipating an improvement in grant-making capacity, in early 2018 the Foundation embarked on a needs assessment initiative, called *Bridging the Gaps*. The purposes of this initiative were to review the recent access to justice literature, take stock of the needs and recommendations noted in the literature, identify what the current legal needs and existing services are in Alberta, where the gaps are and what the solutions might be to bridge the gaps. This initiative has involved 21 organizations including Foundation grantees from across the province, as well as Legal Aid Alberta and representatives from the Resolution and Court Administration Services Division within the Ministry of Justice. Participants completed written questionnaires and surveys and then came together for a full-day workshop to discuss solutions to bridge the gaps in access to justice. The results of this initiative have been shared with the participants who are encouraged to use the feedback and ideas from this exercise to develop programs or projects to meet identified needs in their community. The Foundation has budgeted an additional amount for the coming year to fund new proposals to be brought forward in response.

We plan to host similar sessions on a regular basis to help sustain the dialogue among legal service providers, create opportunities to share ideas and promising practices, and enhance the coordination and collaboration of legal services across the province to ensure better access to justice for disadvantaged Albertans.

ALBERTA LAW FOUNDATION

Statement of Financial Position

March 31, 2018, with comparative information for 2017

	2018	2017
Assets		
Current assets:		
Cash	\$ 4,357,590	\$ 2,916,986
Accrued interest - bank accounts	5,042	1,751
Interest receivable:		
Lawyers' pooled trust accounts (note 1(b))	2,476,478	1,054,086
Prepaid expenses	8,160	—
	6,847,270	3,972,823
Investments (note 2)	82,623,989	81,766,020
	\$ 89,471,259	\$ 85,738,843
Liabilities and Net Assets		
Accounts payable and accrued liabilities	\$ 81,166	49,676
Grants payable (note 6)	11,245,298	12,086,816
Payable to Legal Aid Alberta (note 7)	4,822,898	2,905,137
	16,149,362	15,041,629
Net Assets:		
Grant stabilization fund (note 5)	39,699,849	36,621,360
Strategic reserve fund (note 5)	32,622,048	32,622,048
Unrestricted	1,000,000	1,453,806
	73,321,897	70,697,214
Commitments (note 8)		
	\$ 89,471,259	\$ 85,738,843

A complete copy of the audited financial statements, including the notes and the auditor's report, is available on the ALF web site:
www.albertalawfoundation.org

ALBERTA LAW FOUNDATION

Statement of Operations

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Revenues:		
Interest earned on lawyers' pooled trust accounts	\$ 19,291,591	\$ 11,620,549
Investment Income (note 2)	4,255,149	3,959,494
Income recognized from deferred revenue (note 3)	–	205,171
Undisbursable trust balances from Law Society of Alberta	170,134	347,246
	23,716,874	16,132,460
Expenses:		
Salaries	535,790	521,121
Investment advisory fee	207,828	213,093
Rent and parking	85,702	123,661
Travel and meetings	54,722	32,223
Computing and web services	28,206	31,573
Professional fees	20,223	22,529
Contract fees	20,179	5,110
General administration	15,531	18,210
Insurance	3,580	10,837
	971,761	978,357
Allocation to Legal Aid Alberta (note 7)	4,822,898	2,905,137
Project payments related to deferred revenue (note 3)	–	205,171
Excess of revenues over expenses before grant allocations	17,922,215	12,043,795
Deduct:		
Project grant allocations (note 6)	1,442,522	2,096,102
Program grant allocations (note 6)	11,745,995	12,207,120
Total grant allocations	13,188,517	14,303,222
Add:		
Grant refunds (note 4)	446,459	436,941
Allocations withdrawn (notes 4 and 6)	54,776	172,776
	501,235	609,717
Net grant allocations:	12,687,282	13,693,505
Excess of revenues over expenses before unrealized (loss) gain on investments	5,234,933	(1,649,710)
Change in unrealized gain (loss) on investments	(2,610,250)	571,196
Excess of revenues over expenses	\$ 2,624,683	\$ (1,078,514)

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ALBERTA LAW FOUNDATION

Statement of Changes in Net Assets

Year ended March 31, 2018, with comparative information for 2017

	Unrestricted	Grant Stabilization Fund	Strategic Reserve Fund	2018 Total	2017 Total
Balance, beginning of year	\$ 1,453,806	\$ 36,621,360	\$ 32,622,048	\$ 70,697,214	\$71,775,728
Excess of revenue over expenses	2,624,683	—	—	2,624,683	(1,078,514)
Internally designated transfers (Note 5)	(3,078,489)	3,078,489	—	—	—
Balance, end of year	\$ 1,000,000	\$ 39,699,849	\$ 32,622,048	\$73,321,897	\$ 70,697,214

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ALBERTA LAW FOUNDATION

Statement of Cash Flows

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Cash provided by (used in):		
Operations:		
Excess (deficiency) of revenue over expenses	\$ 2,624,683	\$ (1,078,514)
Items not involving cash:		
Change in unrealized gain/loss on investments	2,610,250	(571,196)
Net realized gain on sale of investments	(24,361)	(435,226)
Changes in non-cash working capital:		
Accounts payable and accrued liabilities	31,490	(30,408)
Grants payable	(841,518)	(2,688,671)
Deferred revenue	–	(204,539)
Payable to Legal Aid Alberta	1,917,761	(411,834)
Interest receivable - lawyers' pooled trust accounts	(1,422,392)	(97,741)
Accrued interest - bank accounts	(3,291)	(159)
Prepaid expenses	(8,160)	6,416
Receivable for investments sold	–	2,000,000
	4,884,462	(3,511,872)
Investments:		
Purchase of investments	(18,409,296)	(30,362,759)
Proceeds from disposal of investments	14,965,438	33,874,946
Decrease in cash held for deferred revenue	–	204,426
Increase in cash held for investments	–	1,758,839
	(3,443,858)	5,475,452
Increase in cash	1,440,604	1,963,580
Cash, beginning of year	2,916,986	953,406
Cash, end of year	\$ 4,357,590	\$ 2,916,986

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BOARD OF DIRECTORS

- Darlene W. Scott, Q.C., Chair (Edmonton)
- Barry R. Gardiner, FCPA, FCA (Edmonton)
- Stephanie L. Dobson, B.A., J.D. (Lloydminster)
- Gregory D. M. Stirling, Q.C. (Calgary)
- Karen Gallagher-Burt, MSW (Calgary)
- Monica Kreiner, M. Ed. (Grande Prairie)
- Cindy Lang, LLB (Edmonton)

STAFF

Deborah Duncan	Executive Director
Janet Kerrigan	Grants Coordinator
Michelle Bickley	Grants Coordinator
James Matthews	Grants Coordinator
Diana Porter	Administrative Assistant
Kate Henry	Director of Finance & Administration
Flora Stevenson	Research & Project Coordinator

Alberta **LAW** FOUNDATION

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