
**REPORT ON BUILDING THE VISION:
STAKEHOLDERS' ROUND TABLE
ON PRO BONO LEGAL SERVICES
IN ALBERTA**

**OCTOBER 20 – 21, 2006
CALGARY, ALBERTA**

Report completed for:
Calgary Legal Guidance and the Law Society of Alberta
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LawSocietyofAlberta

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ACKNOWLEDGEMENTS

This document summarizes the information and viewpoints expressed and the ideas generated at the Stakeholders' Round Table on Pro Bono Legal Services in Alberta, which took place on October 20 and 21, 2006 in Calgary, Alberta.

Thanks are due to Calgary Legal Guidance for sponsoring the event and, particularly Mary Lynn Dorsey, Executive Director, for her assistance in obtaining funding and planning the agenda.

Many thanks are extended to the 24 people who attended the Round Table and worked collectively to develop a model and action plan for the formation of a new provincial organization to support the delivery of pro bono legal services in Alberta.

Particular thanks go to the keynote speakers Jim Peacock, Q.C., President-Elect of the Law Society of Alberta, and Lynn Burns, Executive Director of Pro Bono Law Ontario, for their stimulating presentations and meaningful contributions to the discussions over the course of the two-day gathering.

In addition, many thanks are due to the members of Pro Bono Committee of the Law Society of Alberta for the many years of work they have devoted to supporting the delivery of pro bono legal services in Alberta. Thanks are extended to the staff of the Law Society, particularly Susan Billington, Policy and Program Counsel, and her assistant, Sharon Allard, for their hard work in organizing the Round Table and supporting the Pro Bono Committee. The Committee expresses their sincere gratitude to Susan for her many years of commitment to the pro bono cause.

The Round Table was made possible through funding from the Alberta Law Foundation and the Law Society of Alberta. Their assistance is gratefully acknowledged.

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1. OVERVIEW

Building the Vision: Stakeholders' Round Table on Pro Bono Legal Services in Alberta was a conference sponsored by Calgary Legal Guidance, the Law Society of Alberta, and the Alberta Law Foundation on October 20 and 21, 2006 in Calgary, Alberta.

The Round Table was attended by 16 delegates from ten stakeholder organizations, along with six representatives of the Law Society of Alberta and two speakers. A list of all participants is provided in Appendix 1.

The purpose of the Round Table was to convene key stakeholders from around the province to discuss and reach consensus about the need to develop a new provincial organization to foster and support the delivery of pro bono legal services in Alberta. If Round Table participants agreed that a new organization should be established, then the group would proceed to devise objectives and a model for the new organization. The final objective of the gathering would be to devise and commit to an action plan to implement the vision with a view to launching the new organization in March 2007 in celebration of the centennial anniversary of the Law Society of Alberta.

The first morning of the Round Table was devoted to presentations by two speakers: Jim Peacock, President Elect of the Law Society of Alberta, and Lynn Burns, Executive Director of Pro Bono Law Ontario. Their inspirational presentations set the tone and foundation for the discussion and debate which ensued during the afternoon and second day of the Round Table. Presenters' bio-sketches are provided in Appendix 2.

Over the course of the gathering, participants worked with facilitators in small groups and in plenary sessions to address the Round Table objectives. Although consensus was sometimes difficult to achieve, by the conclusion of the gathering, participants had not only agreed to move the vision forward, they had developed a draft model for the new organization, under the working title of Pro Bono Law Alberta, and convened a working committee to implement and launch the model by March 2007.

2. BACKGROUND

The Stakeholders' Round Table on Pro Bono Legal Services in Alberta was an initiative of the Law Society of Alberta and Calgary Legal Guidance, a not-for-profit organization that provides legal information, advice, and assistance to low-income Albertans who are not eligible for legal aid.

In recent years, the delivery of pro bono legal services has been high on the Law Society's policy agenda. The Law Society understands that there are many gaps and barriers in the provision of legal services to low-income Albertans. Many people are unable to pay for legal help, are ineligible for legal aid, and cannot advocate for themselves. Those particularly affected are people living in rural and remote areas; persons with mental and physical disabilities, mental health issues, literacy and numeracy challenges; and some demographic groups, including children and youth, seniors, immigrants and Aboriginal people. Demographic, social and economic projections indicate that growing numbers of Albertans will require appropriate, low-cost or no-cost legal help in the coming years. It is clear that demand will soar beyond the capacity of the current spectrum of pro bono legal services, which are already stretched to the limit to assist burgeoning numbers of clients.

In 1998, the Law Society established a Pro Bono Committee to promote and provide a structure for the delivery of pro bono education and services in Alberta. Among other accomplishments, the Committee commissioned the creation of a pro bono legal clinic start-up kit that helped to enable the establishment of new clinics in Edmonton, Red Deer, and Calgary, along with the fledgling clinic in Lethbridge. In addition, acting on the recommendations set forth in its 2003 report, *Pro Bono Publico – For the Public Good*, the Committee has generated pro bono discussions in other small cities, facilitated the extension of insurance coverage to better accommodate retired and inactive lawyers who wish to provide pro bono services, and helped to broker a successful partnership between a major law firm and both Calgary Legal Guidance and the Edmonton Centre for Equal Justice for the referral of specific pro bono files.

Moreover, the Pro Bono Committee proposed the development of a new service to support, maximize, and coordinate the delivery of pro bono legal services in Alberta. It was clear to the Committee that both the feasibility and nature of the proposed new entity should be determined by key stakeholders, particularly not-for-profit organizations delivering or preparing to deliver such services, rather than the Committee alone. To this end, an external consultant was engaged by the Law Society to complete consultations with stakeholder organizations around the province between February and April 2006 about the desirability, feasibility, and possible roles of the new service, and the ways in which it could be most helpful to clinics in facilitating the delivery of pro bono legal education and services.

In the spring consultations, representatives of existing and proposed pro bono clinics expressed cautious support for an Alberta pro bono network. Many people worried about the possibility that expanding pro bono services might be perceived as “letting the government off the hook in providing a properly-funded legal aid system,” or that government might be tempted to “download” matters that should be covered by legal aid on to the pro bono system. In addition, concerns were expressed about the possibility that a new network could create another level of bureaucracy or divert funding from front-line service delivery and from existing organizations. Finally, consultation participants identified a wide range of possible forms and functions of a provincial network. However, consultation participants from all of the existing and proposed clinics recognized the potential of the proposed network, commended the Law Society for initiating the idea, and expressed a strong interest in coming together in a round table format to collectively discuss the proposal in more detail.

In response, Calgary Legal Guidance, with support from the Edmonton Centre for Equal Justice and the Central Alberta Community Legal Clinic, agreed to partner with the Law Society to sponsor a stakeholders’ round table. Funding for the gathering was generously provided by the Law Society of Alberta and the Alberta Law Foundation.

3. PRESENTATIONS

Keynote address

Jim Peacock, President Elect, Law Society of Alberta

Jim Peacock delivered the opening keynote address, advancing a persuasive case for the establishment of a new provincial organization. Mr. Peacock explained the Law Society's objectives in upholding and preserving equal and effective access to justice, and in supporting lawyers' professional obligation to provide pro bono services. In 2007, the Law Society will celebrate its centennial anniversary and the Benchers wish to use this occasion to leave a legacy for Alberta. To this end, the Law Society would like to support the pro bono clinics and other stakeholders to sustain and expand the delivery of pro bono services to meet the legal needs of a growing population of disadvantaged Albertans. The Law Society believes that pro bono services can—and must—complement, not replace, legal aid. There is no substitute for a properly- and publicly-funded legal aid system.

Mr. Peacock delineated the ways in which the Benchers have committed to provide financial and other support to establish a provincial network and to assist member clinics to raise funds for staff lawyer positions. If the Round Table participants achieve consensus about the need for a provincial pro bono organization and the nature and functions of this organization, and participants are able and willing to work to establish an effective organization, the Law Society is prepared to:

- commit the entire \$100,000 that it has received from Alberta Justice for its 100th anniversary celebrations to the pro bono network;
- commit an additional \$100,000 of any of the unexpended funds remaining in the contingency it has established to cover expenses for the 100th anniversary events to the pro bono network;
- use the occasion of its 100th anniversary to actively solicit law firms and others to make significant financial contributions to the pro bono network; and
- provide all Alberta lawyers with an opportunity to contribute directly to the pro bono network when they pay their annual member fees to the Law Society.

Round Table participants were somewhat awed by Mr. Peacock's presentation and the Law Society's offer of support. This information set the stage for all discussions over the course of the two-day gathering.

Guest Speaker

Lynn Burns, Executive Director, Pro Bono Law Ontario

Lynn Burns provided a comprehensive overview of the extensive services offered and pro bono projects sponsored by Pro Bono Law Ontario (PBLO). PBLO is a charitable organization that seeks to improve access to justice for low-income and disadvantaged people in the province of Ontario. Ms. Burns explained that, since its inception five years ago, PBLO has developed 30 diverse pro bono projects in Ontario and significantly increased the capacity of both the private bar and lawyers working in the public sector to provide pro bono services. Among its many accomplishments, PBLO has brokered and supported partnerships between law firms and not-for-profit organizations that have enabled a range of worthy projects. These have included projects to assist Aboriginal artists to market their work, establish a micro-entrepreneurial lending project, support affordable housing through Habitat for Humanity, support community and economic development in Toronto's Regent Park, and provide legal representation to children and youth. In addition, PBLO provides extensive support to legal clinics, and has established a "telejustice" project that pairs city lawyers with community legal workers in Ontario's most remote regions.

Ms. Burns' inspirational presentation sparked extensive discussion about the myriad ways in which a new Alberta organization could promote and leverage lawyers' pro bono contributions and support the clinics to the benefit of disadvantaged people throughout the province.

Both Mr. Peacock and Ms. Burns served as welcome sources of information, ideas, and guidance for the duration of the Round Table.

4. ROUND TABLE PROCESS AND ACHIEVEMENTS

Following the speakers, the remaining afternoon and morning of the Round Table were spent working on each of the four objectives in turn.

Objective 1: Agree on the creation of a new provincial pro bono organization

Objective 2: Agree on the objectives of a new provincial organization

Objective 3: Determine a model for the new organization

Objective 4: Devise an action plan for implementation

Working Session 1

Objective 1: Agree on the creation of a new provincial pro bono organization

Objective 2: Agree on the objectives of a new provincial organization

Participants divided into two working groups to tackle Objectives 1 and 2. At this point in the Round Table, participants were encouraged to keep their discussion at a high level to avoid being sidetracked by details with respect to specific functions, implementation challenges, or governance. After reaching their conclusions, participants re-assembled and presented their conclusions to the plenary group.

Each of the two groups identified very similar advantages and disadvantages to moving forward. As in the spring consultation process with stakeholders, concerns were expressed about the possibility that funds might be diverted from the clinics and front-line services to implement and sustain the new organization, that the new organization might create another level of bureaucracy in obtaining funding and providing services, and that the new organization might dictate rules and practices to the clinics, thereby reducing their autonomy. However, participants also identified many advantages that could emerge as a result of the new organization, the most compelling of which included: more funding for clinics and staff lawyers, an increased number of volunteer lawyers, improved communication and coordination among the clinics, the possibility of providing assistance to people living in rural and remote areas, increased public awareness about both the need for pro bono services and the pro bono contributions of the profession and, most importantly, the promise of improved access to justice for disadvantaged Albertans.

Collectively, participants agreed that the opportunity to establish a new organization should be pursued, albeit with caution.

In addition, participants agreed that the four main objectives of the new organization should be to:

- Increase accessibility to pro bono services to rural and remote areas around the province;
- Increase the scope of legal matters handled by pro bono clinics;
- Increase the capacity of existing clinics to serve a higher volume of clients; and
- Augment the clinics with other pro bono programs.

Working Session 2

Objective 3: Determine a model for the new organization

In a plenary session, participants were presented with a continuum of possible models for the new organization to the plenary (see Appendix 3). Three sample models reflecting a review of over 20 pro bono entities in the United States and Australia were provided: a coordinating council, a secretariat, and a support service. It was emphasized that these models were meant to serve as examples to generate ideas and discussion. Participants were encouraged to think of the various components and functions of the three models as menu items which they could select and to which they could add items to construct their own “made in Alberta” model.

Participants divided into two working groups to build their models, and then returned to the plenary to report on and collectively debate their decisions and the rationales behind them.

Both working groups proposed very similar models blending elements of a secretariat with some features of a support service. Participants generally agreed that a simple coordinating council would not achieve the desired objectives of the new organization, and a full support service might encroach on the services and autonomy of new and existing pro bono clinics.

Concerns were expressed about particular proposed functions. Some participants objected to the idea that the provincial organization would collect statistics from the clinics, although people did come to agree that this would be acceptable if (a) these statistics were simply the numbers that the clinics already collected and this would not create any additional work for the clinics, and (b) the statistics would be used to make the case for funding pro bono services and to publicize the good work that lawyers do on a volunteer basis; i.e., to “tell the clinics’ stories.”

A recurring theme arising in the small groups and continuing through the remainder of the Round Table were concerns about the distribution of funds by the new organization. For example, some representatives of emerging clinics worried that established clinics might receive a disproportionate amount of funding; some representatives of established clinics worried that a majority of funding might be directed to start new clinics, and so on. Likewise, some Round Table participants expressed serious concerns about the long-term sustainability of the new organization, and the continuing fear that funding (for example, from the Alberta Law Foundation) might be diverted from clinics to the new organization. These recurring worries were fully debated and finally somewhat allayed in the final plenary session of the Round Table (described in the following section of this document).

By the conclusion of the first day of the Round Table, consensus had been achieved by participants on the basic form and functions of a model for the new organization. Participants were asked to further contemplate the rough draft of the model during the evening and bring their thoughts back to the gathering the following morning, when the next iteration of the model would occur.

Working Session 3

Objective 3 continued: Fine-tuning the draft model

Participants spent most of the final morning of the Round Table debating and fine-tuning aspects of the rough model for Pro Bono Law Alberta. This model, which includes the organization's purpose, governance, staffing, functions, and beginning guiding principles is provided below.

The long-term sustainability of the new organization was discussed at length. All participants lauded Mr. Peacock, the Pro Bono Committee, and the Law Society for their vision, leadership, and hard work in bringing the proposed network forward to stakeholders. However, some participants commented that an initiative described as a "legacy project" must be sustainable over time. Concerns were expressed about the ability of the organization to secure funding and other supports over the longer term.

Mr. Peacock and others stated that the Law Society was prepared to provide administrative and other supports to the organization during its start-up period and, while they were not in a position to make firm commitments at this point, it may be possible for the Law Society to house the project for the foreseeable future. Mr. Peacock also reiterated his earlier comment that the Law Society is prepared to use the occasion of its 100th anniversary to actively solicit law firms and others to make significant financial contributions to the pro bono network. Finally, several participants were of the view that it may be possible for the organization to apply to the Alberta Law Foundation (ALF) for some funding for administrative support.

This sparked a conversation about the possibility that the clinics would then have to be more competitive with one another to obtain their own funding from ALF. Most participants believed that this would not be a concern, particularly at this time, when ALF has a significant surplus and is well positioned to support new and promising pro bono initiatives. The issue for ALF will not be funding shortages; rather, they will want some assurance that the new organization can be effective in increasing lawyers' pro bono contributions and improving access to justice.

Participants also stressed the need to ensure that this is not a lavish organization. Pro Bono Law Alberta must be modest in its expenditures and be evaluated in terms of its results. In the words of one participant, "[w]e need to be sure that we can look back in two or three years and see if we have done what we set out to do and whether we have done it efficiently." Lynn Burns pointed out that PBLO started out with a half-time executive director and an office at the Law Society of Ontario, and look how far they have come.

Most participants agreed that the group needed to take a leap of faith—or more accurately, “a soft step down”—and take advantage of the opportunity presented by the Law Society. Consensus was achieved to move forward to implement the vision.

DRAFT MODEL FOR PRO BONO LAW ALBERTA	
Purpose	<p>A new charitable organization that</p> <ul style="list-style-type: none"> • promotes pro bono law, • advocates for the provision of legal services to low-income and disadvantaged Albertans and the communities that serve them, • raises and leverages resources for the delivery of pro bono services, • supports the providers of pro bono services, and • fosters a coordinated approach to the delivery of pro bono services.
Governance	<p>A board of directors comprised of representatives of the clinics, representative(s) of the Law Society of Alberta, high profile champions, and other stakeholders.</p>
Staffing	<p>Full-time executive director with adequate staffing.</p>
Functions	<ul style="list-style-type: none"> • Increase the delivery of pro bono services in the province; • Recruit high profile and credible lawyers, law firms and members of the judiciary to promote involvement in pro bono service delivery; • Provide a forum for the discussion of policy issues and the exchange of ideas among pro bono service providers; • Promote coordination among clinics and sharing of resources (e.g., training materials, administrative systems, fundraising models); • Promote pro bono in the profession, promote a pro bono culture in law firms; • Provide public relations/raise awareness about lawyers pro bono services; • Provide guidance to existing and new clinics and satellite clinics; • Broker signature public interest cases/test case litigation and other pro bono projects for law firms; • Identify ways in which technology could be used to support clinics and work with clinics to implement; • Leverage new funds and other resources for the delivery of pro bono services (e.g., staff lawyers) to be distributed by a fair, agreed upon process; • Collect and analyze uniform statistical information about pro bono services; and • Demonstrate accountability for the services provided through evaluation and the achievement of pre-identified outcomes.
Beginning Guiding Principles	<ul style="list-style-type: none"> • The organization seeks to improve access to justice for low income and disadvantaged Albertans. • Pro bono is not a substitute for a properly-funded legal aid system. Pro bono should complement—not replace—government-funded programs to ensure access to justice. Organized pro bono should be viewed as a tool that leverages the private bar’s skills to increase the capacities of service providers (such as legal clinics) to address unmet legal needs in their communities. Pro bono is an integral part of the legal services delivery system, but not a separate system. • The autonomy and individual needs of stakeholders and their clients will be respected. • Funding and other resources will be distributed via a simple, non-bureaucratic, non-competitive process

Working Session 4

Objective 4: Devise an action plan for implementation

Round Table participants agreed to strike a Working Group to carry forward and further develop the model and devise an implementation plan with a view to launching Pro Bono Law Alberta in March 2007.

The following individuals volunteered to serve on the Working Group:

Suzanne Alexander-Smith, Central Alberta Community Legal Clinic
John Henderson, Edmonton Centre for Equal Justice
Doug McCallum, Lethbridge Legal Guidance
Bruce Churchill-Smith, Volunteer Lawyer Service
Gillian Marriott, Children's Legal Education and Resource Centre
Representative to be announced, Calgary Legal Guidance
Representative to be announced, Law Society of Alberta

An invitation will be extended to Student Legal Assistance and Student Legal Services to join the Working Group.

The Working Group will develop an implementation plan by January 31, 2007. The implementation plan will be provided for ratification to Round Table participants by February 15, 2007. It was agreed that the Law Society of Alberta will provide administrative and technical support to the Working Group. This will include meeting space and/or use of videoconferencing facilities, along with assistance from Susan Billington and, if required, the consultant.

5. CLOSING REMARKS

Rod Jerke, Q.C., Pro Bono Committee Chair

Rod Jerke thanked all the Round Table participants for their excellent and comprehensive work over the past two days. Particular thanks were extended to Lynn Burns for attending and for sharing the vision, struggles, successes, and possibilities of a pro bono initiative in a presentation described as inspiring, creative, encouraging, and awesome by participants.

Mr. Jerke reported that, from his perspective as the Chair of the Pro Bono Committee, it will now become a focus of the Law Society, through the Pro Bono Committee, to consider how the Law Society can best participate in this process to support and enhance the network and the provision of pro bono services. He congratulated the participants for the work they do every day to promote access to justice for disadvantaged and low-income Albertans, noting that he looks forward to the progress of the Working Group over the next five months in making our collective vision a reality.

PRESENTERS

James Peacock, Q.C.

Mr. Peacock is a partner at the law firm Gowling Lafleur Henderson where he carries on a civil litigation practice with particular emphasis on medical malpractice, professional and product liability and corporate and commercial disputes, insurance coverage issues and employment law.

In addition to membership in the Law Society of Alberta, Mr. Peacock has been a Bencher of the Law Society since 2001 and is currently the President-Elect. He is also a member of the Calgary Bar Association, the Canadian Bar Association, the Defence Research Institute, the International Association of Defense Counsel and an associate member of the Alberta Civil Trial Lawyers' Association.

Mr. Peacock has been a sessional lecturer at the Alberta Bar Admission Course and a panel member on industry panels relating to civil procedure and practice, directors' liability and employment law issues. He is a past member of Provincial Council of the Alberta branch of the Canadian Bar Association and a past member of the Board of Directors of Calgary Legal Guidance, along with several other charitable organizations

Lynn Burns

Lynn Burns is the Executive Director of Pro Bono Law Ontario (PBLO). PBLO is a province-wide pro bono resource center. PBLO provides strategic guidance, training, and tailored technical assistance to law firms, law associations, legal departments and other groups that are dedicated to addressing the legal needs of low-income and disadvantaged individuals as well as the communities and charitable organizations that serve them.

Before joining Pro Bono Law Ontario, Lynn served as the Director of Pro Bono for the state of Ohio where she developed a statewide pro bono delivery scheme. Prior to that she worked for the Ohio Public Defender Commission where she developed delivery models aimed at improving the delivery of public defense services in Ohio. She also served as the Ohio Public Defender Commission's liaison to the Ohio General Assembly and Congress.

ROUND TABLE PARTICIPANTS

Suzanne Alexander-Smith, Board of Directors, Central Alberta Community Legal Clinic

David Aucoin, Executive Director, Alberta Law Foundation*

Sheila Bannerman, Executive Director, Central Alberta Community Legal Clinic

Susan Billington, Program and Policy Counsel, Law Society of Alberta

Bruce Churchill-Smith, Q.C., Board of Directors, Volunteer Lawyer Service

Mary Lynn Dorsey, Executive Director, Calgary Legal Guidance

Terry Evenson, Executive Director, Canadian Bar Association, Calgary

Penny Fredrickson, Board of Directors, Edmonton Centre for Equal Justice, and Pro Bono Committee Member, Law Society of Alberta

John Henderson, Q.C., Board of Directors, Edmonton Centre for Equal Justice

Dale Hensley, Executive Director, Children's Legal Education and Resource Centre

Michelle Hollins, Board of Directors, Canadian Bar Association, Calgary

Rod Jerke, Q.C., Bencher and Pro Bono Committee Chair, Law Society of Alberta

Maureen Mallett, Executive Director, Student Legal Assistance

Gillian Marriott, Board of Directors, Children's Legal Education and Resource Centre

Doug McCallum, Board of Directors, Lethbridge Legal Guidance

Brian Milne, Pro Bono Students Canada

Nadine Nesbitt, Pro Bono Committee Member, Law Society of Alberta

Jim Peacock, Q.C., Bencher and President Elect, Law Society of Alberta

John Prowse, Q.C., Bencher and Pro Bono Committee Member, Law Society of Alberta*

Sheila Serup, Communications Director, Law Society of Alberta*

Norma Sieppert, Bencher and Pro Bono Committee Member, Law Society of Alberta*

Mary Stratton, Research Director, Canadian Forum on Civil Justice

Joy Stuber, Board of Directors, Calgary Legal Guidance

Don Thompson, Q.C., Executive Director, Law Society of Alberta*

** These individuals attended only the morning of October 20.*

Facilitators

Deborah Bartlett and Merrill Cooper

Recorders

Sharon Allard, Rod Jerke, Q.C., Nadine Nesbitt, and Merrill Cooper

	MODEL CONTINUUM		
	Sample Model A Coordinating Council	Sample Model B Secretariat	Sample Model C Support Service
Purpose	A new committee that provides a forum for the development and implementation of a coordinated approach to the provision and promotion of pro bono services.	A new not-for-profit organization that promotes pro bono, raises funds for the clinics, and fosters the implementation of a coordinated approach to the delivery of pro bono services.	A new not-for-profit organization that provides individual and collective assistance to otherwise independent clinics; raises, collects, and distributes funds for clinics; advocates for the provision of legal services to disadvantaged Albertans; and seeks and supports projects and programs to augment the legal services provided by clinics, especially in rural and remote areas.
Governance	Representatives of the clinics, legal aid, CBA, LSA, law firms, and courts. Quarterly meetings.	Representatives of the clinics, high profile champions, LSA Pro Bono Committee Chair Meet 4-6 times per year.	Representatives of the clinics, high profile champions, LSA representative(s), other representatives (e.g., CBA) Meet bi-monthly.
Staffing	Very part-time support staff to the Council, perhaps seconded from a firm.	Full-time coordinator with .25 clerical support	Full-time coordinator with at least .5 clerical support
Functions	<ul style="list-style-type: none"> Provide a forum for the discussion of policy issues and the exchange of ideas among pro bono service providers Promote pro bono work to the legal profession Promote <i>coordination</i> among clinics, sharing of resources (e.g., training materials, administrative systems, fundraising models) 	<p>ALL FUNCTIONS OF MODEL A, AND:</p> <ul style="list-style-type: none"> Promote pro bono in the profession, promote pro bono culture in firms (e.g., count pro bono time as billable time, institutionalize pro bono participation as part of a firm's day-to-day culture) Seek funding for the clinics Public relations/raise awareness about lawyers pro bono services Recruit high profile and credible lawyers, law firms and members of the judiciary to promote involvement in pro bono service delivery Participate in the self-represented litigants project Provide guidance to new clinics and satellite clinics Draft policy in conjunction with the clinics and the LSA to ensure consistent and high quality pro bono legal services across Alberta. Identification of signature public interest cases/test case litigation for firms to take on Foster <i>collaboration and administrative integration</i> among clinics to reduce costs, improve efficiency 	<p>ALL FUNCTIONS OF MODELS A AND B, AND:</p> <ul style="list-style-type: none"> Collect or develop and disseminate forms, policies, procedures, computer software to reduce administrative gaps and duplication and improve efficiency Possible development of some standardized administrative systems, joint purchasing of supplies, common employee insurance Hands-on support and assistance in all aspects of the development of new clinics/satellite clinics High level (e.g., firms, in-house) recruitment and training, hands-on assistance in developing corporate in-house pro bono programs and/or partnerships with clinics Assist clinics to develop measures to ensure quality in the delivery of pro bono legal services, such as training and protocols of conduct for volunteers who provide follow-up services; written standards for the provision of information to clients about the assistance they will receive Collect and analyze uniform statistical information about pro bono services Complete some legal support functions (e.g., create, update precedent binders) Identify ways in which technology could be used to support clinics and work with clinics to implement (e.g., link clients by video conference to lawyers in other jurisdictions with expertise in particular areas of law) Distribute funds raised to the clinics