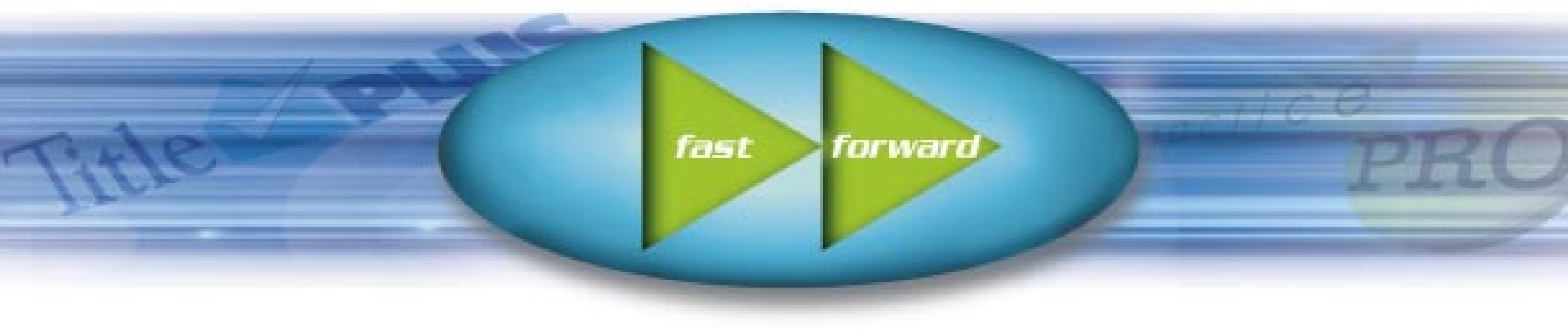
LPIC



2000 annual report

Lawyers' Professional Indemnity Company

www.titleplus.ca www.lpic.ca www.practicepro.ca

contents

about LPIC

Lawyers' Professional Indemnity Company (LPIC) is an insurance company that is licensed to provide professional liability insurance and title insurance in numerous jurisdictions across Canada.

Incorporated in 1990 by the Law Society of Upper Canada, LPIC operates independently with its own management and Board of Directors.

LPIC operates in a commercially viable and responsible manner in accordance with the regulations of the Ontario Insurance Act, the Ontario Corporations Act, and other applicable legislation.

In 2000, LPIC provided insurance to more than 17,800 members of the Law Society of Upper Canada and managed the liability insurance program of the Law Society of Newfoundland. LPIC is headquartered in Toronto, Ontario.

remarks of the president

fast forward: a new chapter in LPIC's history

Whether 2000 was the close of a century or not, it was a seminal year for LPIC. Our comprehensive Y2K action plan ensured we started the year on the right note; numerous new practice initiatives earned LPIC praise from inside and outside the profession; we once more posted excellent financial results and were able to further reduce insurance premiums. And, early in 2001 we again made way for change when we wished Malcolm Heins continued success as he exchanged his LPIC hat for that of CEO with the Law Society of Upper Canada.

As we open a new chapter in LPIC's history, it seems appropriate that this year's review of LPIC's operations takes a different approach than its predecessors. On the following pages, we not only summarize the highlights of the year 2000, but also review LPIC's accomplishments since 1995, when we first assumed responsibility for managing the Law Society of Upper Canada's Errors and Omissions program.

Over the past six years, I have had the pleasure and privilege of being an integral part of the team charged with rebuilding LPIC. We are, as has been acknowledged by the A.M. Best Company (a leading rating agency), a well-managed insurance company with a strong customer service culture. Our rigorous but equitable approach to claims management is considered a role model in insurance circles. As well, we've expanded the traditional notion of insurance and risk management; through initiatives such as TitlePLUS and practicePRO, we have taken a more proactive stance in helping the profession capitalize on opportunities and adapt to the inevitable changes ahead. We have matured as an organization, building on our successes.

Our senior management team is committed to staying this course for LPIC. We will continue to build our TitlePLUS business and solidify our position in the title insurance market. We'll expand the range of technology-based tools and resources to facilitate the integration of technology in law practice. We'll explore new risk and change management initiatives launched under the practicePRO banner, to ensure the profession is well positioned to deal with the rapidly changing practice climate. New money laundering legislation; the increased incidence of fraud; the need for wellness and balance as fundamental to a successful law practice. These are but some of the topics we will be tackling in the coming year as we redouble our efforts to position LPIC as a resource to lawyers.

Underlying these initiatives will be our commitment to continue providing each of you with a responsive, well-managed, cost-effective insurance program. As we go into a less robust economic environment, we will not have to go far to find challenges. We are acutely aware of the traditional relationship between the economy and claims experience. But we have the financial strength, the know-how and the infrastructure in place; and we are actively monitoring a wide variety of key indicators. We are positioned to respond as required.

All of us at LPIC are invigorated by the challenges ahead and the opportunity to write the next chapter in LPIC's history. I would like to thank our Board of Directors for their guidance and continued support, and the senior management team and our employees for their dedication and commitment to continued innovation and success.

Michelle L.M. Strom

insuring the profession

a look back

Providing lawyers with a comprehensive, customer-focused and economically viable professional liability insurance program was LPIC's primary mandate when it assumed responsibility for the Law Society's Errors and Omissions program in 1995 – and continues to be our core business today.

the program

To meet this mandate, LPIC's first order of business in 1995 was to build the infrastructure – the personnel, systems, procedures and policies – needed for a viable insurance company. Part and parcel of this process was the need to re-engineer key aspects of the company's operations. An analysis of claims and a review of the role of the lawyer led to more limited policy coverage. At the same time, we introduced a number of coverage options and modified the premium structure to ensure the program reflects the risks associated with different types or areas of law practice. In 1997, LPIC further enhanced its insurance product line with the introduction of a competitive excess liability insurance product.

customer service

Customer service became a major focus of activity. The Customer Service Department grew from three to 11 staff, many of them lawyers, and is now headed by a senior member of the LPIC management team. The concept of customer service itself evolved from simply responding to queries and complaints to a proactive role as a resource to the profession.

To further enhance customer service – and promote the use of technology as an integral part of law practice – LPIC moved its resources online in 1997. Today, virtually all LPIC information and filings are available at lawyers' fingertips, via the Internet.

claims management

Perhaps the most significant changes were in the area of claims management. LPIC built a Claims team respected inside and outside the organization for its expertise and ability to resolve claims expeditiously and cost-effectively. We also implemented a focused claims resolution strategy which has three key components:

- Each lawyer will receive the defence to which she or he is entitled from LPIC.
- To resolve claims, LPIC will use a variety of early resolution strategies, such as repair and early mediation, to help steer the claim away from the costly litigation process. Although "front loading" claims in this way increases the upfront costs for investigation and defence, it significantly decreases indemnity payments. The success of this strategy can be measured by the lower per file cost of files closed in each of the last two years, and by the significant decrease in claims costs since 1995.
- LPIC will vigorously defend lawyers involved in claims which it has determined after investigation are frivolous in nature; we will not settle such claims to simply rid ourselves of the claim. We will defend claims which can only be resolved at trial.

insuring the profession

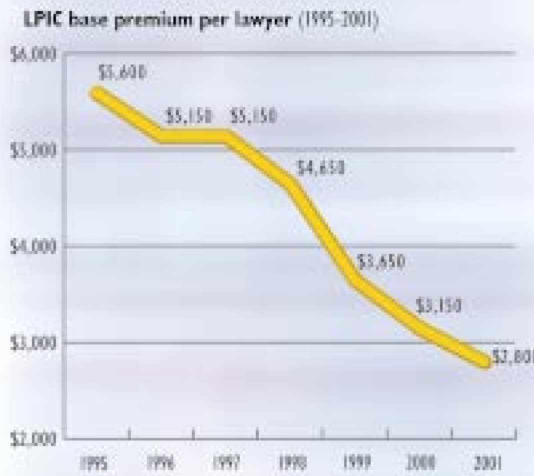
2000 achievements

the insurance program

Lawyers enjoyed lower premiums in 2000

LPIC reduced premiums to the more than 17,800 lawyers insured under the program in 2000:

- The base premium for 2000 fell $500 to $3,150 per insured lawyer.
- The 2001 base premium fell a further $350 to $2,800 per insured lawyer – half of what it was in 1995.
- Approximately 30 per cent of the practising bar received additional premium reductions of between 10 and 40 per cent, depending on their practice status and practice area.
- Lawyers who opted to pay premiums in a lump sum saved another $150 each, a savings to the practising bar of more than $800,000.



More lawyers enhanced their insurance coverage

Concerted information/education campaigns ensured Ontario lawyers are better positioned to secure insurance coverage appropriate to their needs:

- Focused direct mail campaigns resulted in a 100 per cent increase in the number of firms securing excess insurance coverage from LPIC in 2000, and a further 25 per cent increase in firms with excess coverage for 2001.
- More than 650 firms now buy LPIC's Excess coverage; of the 131 new firms that opted to secure this coverage with LPIC for 2001, 122 did not have excess insurance in place, indicating that LPIC has been successful in raising lawyers' awareness of their potential exposure to claims beyond their standard coverage limits.
- 97 per cent of those who had previously bought LPIC Excess Insurance renewed their coverage with us for 2001, a good indication that LPIC's Excess program is competitive on the open marketplace and that service levels meet the high standards lawyers have come to expect of LPIC.

Duncan Gosnell, Vice President, Underwriting
"Going forward, we will continue to look for new ways to streamline our interactions with lawyers, using technology-based tools to make it easier for lawyers to access any aspect of the insurance program. We continue to look for ways to provide innovative coverages which are responsive to the insurance needs of lawyers in different areas and types of practice."

More lawyers are adopting technology

In each of the last four years, LPIC has focused on delivering more of its insurance services in electronic format, to encourage lawyers to make technology-based tools and resources an integral part of their practices:

- Two out of every three lawyers in Ontario filed their 2001 applications online via the LPIC website.
  - More than 12,000 lawyers e-filed, a 15 per cent increase from the 10,500 lawyers who filed electronically in 2000 and a record number since LPIC launched the e-filing facility in 1998.
  - Of the 1,500 lawyers who e-filed for the first time for 2001, 45 had been in practice for more than 50 years.
- Traffic to the LPIC website increased steadily throughout 2000, as more lawyers use the Internet for both electronic commerce and as an information/resource tool. On average, more than 30 per cent of the 1,500 visitors to the LPIC site each month accessed the File Online portion of the site, which allows lawyers to file and pay for their transaction levies electronically, via the website. Lawyers also came to the site for current information on LPIC activities, and for background information on the insurance program.

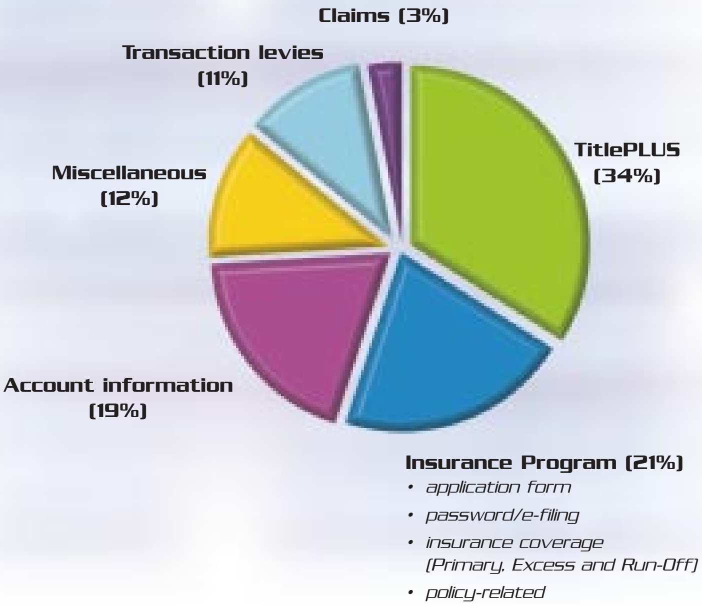
Customer service a top priority

LPIC continued to meet the high service standards it has set for customer service:

- Although the number of inbound calls increased 2.5 per cent in 2000, our staff were quick to respond, answering 95 per cent of calls within one minute.
- The number of outbound calls placed through customer service fell about 9 per cent to 25,000, the result of increased use of the website by lawyers seeking information, and a streamlining of the application/password process for e-filing.
- We handled approximately 13,000 pieces of correspondence in addition to insurance applications and levy form filings, a 28 per cent increase from the less than 10,000 pieces handled in 1999.

Customer Service Inquiries

(56,716 inbound calls)

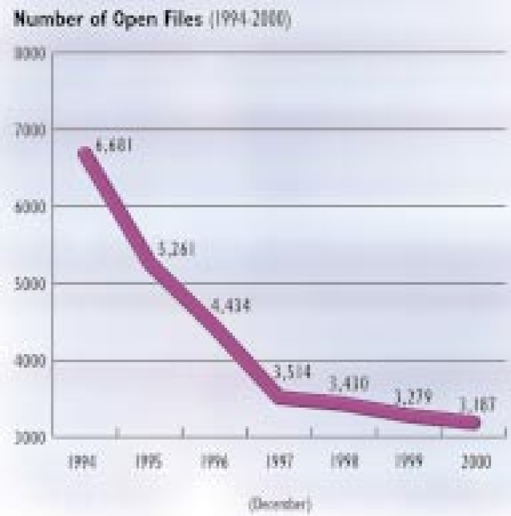


claims management

Proactive claims resolution strategies reduce number of open files

LPIC's proactive, focused claims resolution strategies helped reduce the file load – and costs associated with carrying open files – to its lowest levels since 1995.

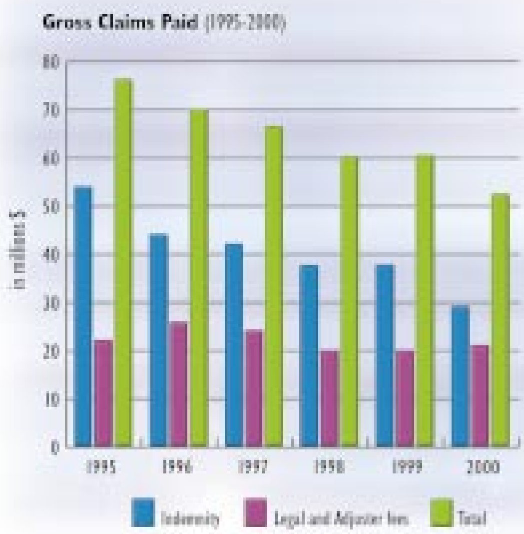
- We again closed more files than we opened: In 2000, 1,800 new claims were reported while approximately 1,900 were closed. As a result, the total number of open claims files at December 31, 2000, fell to a low of 3,187 down from 3,279 a year earlier.
- Of the new claims reported in 2000, LPIC closed 36 per cent (646 files) by year end, compared to 38 per cent in 1999.
- Of the 646 new claims reported and closed in 2000, 69 per cent were closed without any payment made for either defence or indemnity and 97 per cent without any indemnity payment made.



"Front loading" strategy helps reduce overall claims costs by $8 million

LPIC's focused strategy of dealing with each claim quickly and setting a resolution strategy early in the file has helped reduce overall claims payments by $8 million to $52.7 million in 2000 – a 13 per cent decrease from the more than $60 million we paid out in each of the previous two years.

- In 2000, indemnity payments were down $8.6 million to $29.3 million from $37.9 million in 1999.
- Legal and adjuster costs rose to $21.2 million from $20.2 million a year earlier.
- Payments for expert reports, appraisals, early mediation and other early resolution strategies fell 15 per cent to $2.2 million from $2.6 million.



Caron Wishart, Vice President, Claims

"Our challenge in the coming year will be to manage claims costs as effectively as we've been able in the past, in an increasingly complex, global practice environment that itself is challenging the bar in new ways. Some of the new claims we're seeing are more complicated and costly to resolve than what we've seen in the past – claims that no amount of risk management advice or practice could have prevented."

LPIC took an aggressive position on several claims matters that have implications for the profession:

- We went to trial and the Court of Appeal on 26 matters, of which we won 20, lost three, with judgment still reserved on three matters. In many of the 10 cases that went to the Court of Appeal, we were respondents, not applicants.
- We were successful on seven of 10 applications we brought for summary judgment.
- In 2000, LPIC was instrumental in obtaining four court judgments which averted havoc for the real estate bar. Had LPIC not been successful on these matters, real estate practitioners could have faced major headaches in their practices, not to mention a strong likelihood of practice claims. At issue were fundamental precedents in real estate practice such as the limitations on a lawyer's retainer, the priority of vendors' liens, and the integrity of the sealed contract rule.

Lawyers with claims give LPIC positive rating

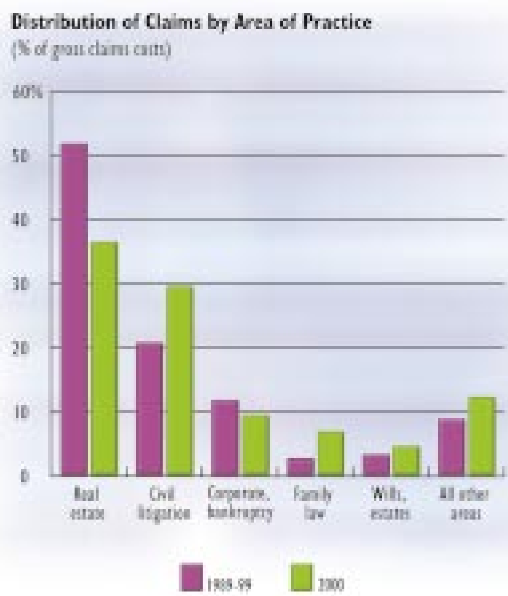
Each year LPIC surveys lawyers whose claims were closed in that calendar year, to ensure our strategies and service quality are on track. In 2000, these survey results were the best yet:

- 93 per cent of those surveyed said defence counsel made quick initial contact and kept them well informed of developments on their claim, up from 87 per cent a year earlier.
- 96 per cent said defence counsel had the required level of expertise compared to 93 cent in 1999.
- 87 per cent said they would use the same firm to represent them again, up from 83 per cent.
- 84 per cent said LPIC received value for monies spent compared to 77 per cent in 1999.

Claims trend: litigation rivals real estate as highest risk area of practice

A trend first identified by LPIC in 1999 continued in 2000: Litigation practice now represents as much risk as does real estate practice. In its *Special Report on Litigation*, produced in spring 2000, LPIC explored this issue in depth, citing the lack of civility in practice as a key contributor to this trend. Increased use of title insurance by lawyers also appears to be contributing to the downward trend in real estate claims.

- In 2000, the broad category of litigation claims (civil litigation, family law and criminal) accounted for 38 per cent of claims costs and 44 per cent of claims reported, up significantly from the mid 1990s when litigation practice accounted for less than 22 per cent of claims costs and 34 per cent of claims reported.
  - While civil litigation claims rose the most in this period, the steady increase in family law claims costs to seven per cent in 2000 from two per cent in 1995 was also a contributing factor.
- On the other hand, real estate – which once accounted for more than 50 per cent of claims costs – now represents significantly less risk: In 2000, 36 per cent of claims costs and 31 per cent of claims reported were attributed to real estate practice.
- The impact of title insurance is most evident in claims arising out of property search issues. Prior to 1998, when title insurance became a more widely used resource, these types of claims represented on average nine per cent of claims reported and seven per cent of claims costs. By 2000, four per cent of claims reported and less than two per cent of claims costs could be attributed to property search errors. Title insurance typically covers these types of errors.



adapting to a changing practice climate

a look back

An integral part of LPIC's mandate as a professional liability insurer is to help lawyers manage the risk associated with legal practice. As well as reducing an individual lawyer's potential exposure to a claim, programs that help manage risk also have the potential to improve the claims experience of the profession, reducing overall claims costs.

In designing its risk management initiatives, LPIC has defined risk in its broadest context. The rapid proliferation of technology into our professional and personal lives; increased competition from outside the legal profession; a more complex and litigious practice climate; and new forces such as higher consumer expectations, all present significant challenges to the legal profession. To thrive, lawyers will need to fundamentally change their behaviour and their approach to law practice.

LPIC's challenge is to help the profession adapt to this change imperative and effectively manage the risk, present and future, inherent in a rapidly changing practice climate.

To this end, LPIC has launched a number of unique initiatives over the last four years:

- TitlePLUS, a combined software and title insurance product, streamlines and standardizes real estate practice while also improving the real estate practitioner's competitive position in a fast-changing environment.
- practicePRO, LPIC's change and risk management program, provides lawyers with a wide variety of tools and resources to help them adapt to a changing practice climate and integrate technology into their law practice.
- LPIC's more recent joint initiatives with DIVORCEmate Software Inc., a leading developer of family law software, and Bar-eX, the electronic portal for the legal community, further fulfill our commitment to help the profession use technology to better manage risk and change.

www.titleplus.ca

www.practicepro.ca

TitlePLUS: changing the face of real estate practice

The success of TitlePLUS since its launch in late 1997 is measured in more than policy numbers. Equally telling is the major impact it has had, and continues to exert, on conveyancing generally and on other title insurers specifically.

- Unlike the American model of title insurance, TitlePLUS ensures that lawyers continue to play a pivotal role as quarterback of a real estate transaction. LPIC's commitment to this delivery model, and our success at making the real estate bar aware of the potential threat of the approach espoused by U.S.-based title competitors, has influenced the direction that title insurance is now taking in Canada. Other title insurers are increasingly modelling themselves after TitlePLUS. They are changing their delivery models to emphasize a lawyer-friendly image, and are forging alliances with software developers to provide lawyers with technology solutions along the lines of the TitlePLUS software.

- Our commitment to high underwriting standards has helped ensure the viability of title insurance and the integrity of the conveyancing process. We've opted to position TitlePLUS as a premium product that is reasonably priced, with responsible underwriting, and the broadest coverage (and protection) of any title insurer because of the legal services coverage TitlePLUS provides. Using this approach, we have been able to grow the TitlePLUS business more than four-fold over the last two years while maintaining a low reported claims frequency and costs.

- TitlePLUS also has helped champion the use of technology in law practice. It has introduced numerous firms to the benefits of technology, and, through educational seminars and written materials, has helped many others get in on the ground floor of the new age of conveyancing in which electronic search and registration are fast becoming a reality for all areas of the province. As well, TitlePLUS has helped lay the groundwork for RealtiPLUS, the fully integrated real estate desktop that is a collaborative effort of TitlePLUS and CAKEsoft Inc.

adapting to a changing practice climate

2000 achievements

TitlePLUS

Lawyers used TitlePLUS in record numbers in 2000

A concerted marketing drive combined with the introduction of a "dial in" option that lets lawyers obtain TitlePLUS policies by phone and/or the Internet helped TitlePLUS post record results:

- The number of TitlePLUS policies issued increased by more than 75 per cent over 1999, which itself was a banner year in which business volumes tripled over 1998.
- We doubled the number of units enrolled in GoodStart, the all-inclusive TitlePLUS package designed specifically for the new development market: 30 per cent of the new homes and condominium market – 19,000 new units in 100 new development sites – were enrolled in this program in 2000.
  - 50 per cent of purchasers in condominium units eligible for this program opted to close using GoodStart, providing TitlePLUS lawyers with a significant business opportunity.
- We doubled the number of policies provided through GoodMortgage, the all-inclusive TitlePLUS program available to the lending community.
- We added more than 400 new lawyers to the TitlePLUS family, all of them lawyers who had not previously used TitlePLUS in their practices.

New initiatives facilitated lawyers' use of TitlePLUS

- A concerted effort to extend the reach of TitlePLUS in the lending community added four major new banks/credit unions to our growing lender roster. Virtually all leading financial institutions and credit unions across Ontario now accept TitlePLUS in real estate transactions.
- To better service these financial institutions, we expanded the number of provinces in which we are licensed to provide title insurance. TitlePLUS is now licensed in Newfoundland, Nova Scotia, P.E.I., Manitoba, Alberta and Nunavut, as well as Ontario. Licence applications in other provinces are pending.
- New marketing initiatives, including a new series of information brochures and new ads, provided lawyers with tools to better explain TitlePLUS to homebuyers, lenders and the new home development market.
- The expansion of our team of TitlePLUS consultants enabled us to better service lawyers' needs for in-office training and assistance in integrating TitlePLUS into individual real estate practices in all regions of the province. As well, we added a full-time trainer to our TitlePLUS team, to help familiarize law firms with new electronic tools such as RealtiPLUS and our online GoodMortgage program.
- Continued participation at numerous consumer, realtor and lawyer-oriented events such as the National Home Show, the Canadian Bar Association of Ontario's Annual Institute, and seminars for home buyers sponsored by home builders' associations raised the visibility of TitlePLUS among key audiences.

Kathleen Waters, Vice President, TitlePLUS
"Without a doubt, TitlePLUS has had a profound and positive impact on conveyancing in Ontario. We're committed to grow this business, through initiatives such as web-based access to our product, through programs such as RealtiPLUS which further streamline real estate practice, and through the unique personal training and consultation services we provide to lawyers."

New initiatives accelerate the move to technology

It is now clear to most of the real estate bar that its future lies in its ability to integrate technology with practice. RealtiPLUS, the integrated real estate desktop, and the TitlePLUS website, which delivers major tools for lawyers in an online environment, are two examples of how we are supporting the use of technology by real estate practitioners.

- *RealtiPLUS: demand outstrips supply*
  - By year end, more than 100 law firms had installed RealtiPLUS and dozens more were waiting to begin using this new pay-per-use software which provides lawyers with a single conveyancing platform.
  - RealtiPLUS streamlines the real estate practice's workflow by integrating key processes – such as document production, online searches through Teraview, a TitlePLUS application and access to legal precedents and other legal content – into one software package. Information entered once automatically pre-populates all documents required in a specific transaction. Data and management reports that are an integral part of the software help bring a practice management perspective to conveyancing.

- *TitlePLUS website: a central online resource*

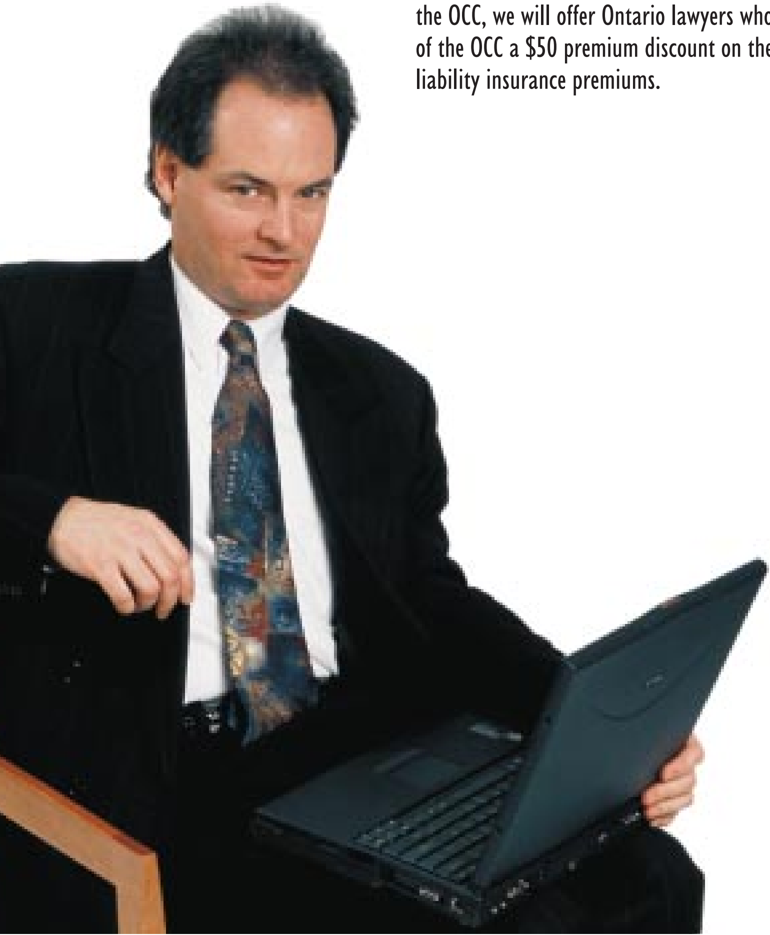
  We reinforced among lawyers the benefits of online technology by expanding content on all areas of the TitlePLUS site, and specifically making key documents available only through the website.

  - The online *TitlePLUS help guide for RealtiPLUS* provides lawyers with quick and cost-effective access to this resource.
  - A new section of the site lets an individual lawyer access a list of GoodStart projects to which s/he has subscribed.
  - We made more than 12,000 referrals to TitlePLUS lawyers through the *Locate a Lawyer* function which allows online searches for a convenient lawyer.
  - Through the *Tools for TitlePLUS Lawyers* section of the site, subscribers have ready access to resources such as an up-to-date Confirmed Lenders List, legal updates, sample forms, reports and letters for use in their practice, and other online resources.

practicePRO

New tools and resources help the bar address evolving practice issues

- A *Special Report on Litigation Practice* provided lawyers with a comprehensive review of trends in litigation practice and insights from leading litigators on the causes of the recent significant increase in litigation claims.
  - The *Report* has been praised as the first piece from inside the profession on the issue of the lack of civility in some areas of the bar. This issue has since been adopted for action by the Advocates Society.
  - LPIC was invited to present the findings outlined in its *Report* to key legal audiences including the Advocates Society, a seminar of Toronto Superior Court judges, and at numerous legal education events across Ontario.
- We produced a booklet that helps lawyers understand and manage some of the key issues involved when taking an equity interest in their clients' business. The *Managing the Practice of Investing in Clients* booklet was mailed to each lawyer in practice in Ontario, and is available online from the practicePRO website. This is the third in a series of *Managing* booklets which provide practical tips and checklists that lawyers can use to help minimize the risks associated with everyday law practice.
- An expanded *Wellness* portion of the practicePRO website highlights the correlation between poor lifestyle choices and claims, and encourages lawyers to see wellness and balance as essential elements of a successful law practice. The site links lawyers to information, assessment tools, guides and resources on a variety of wellness-related subjects.
- To reinforce the need to integrate technology into law practice, we enhanced the *Techno Info* part of the practicePRO website, providing lawyers with ready access to information on how to best incorporate technology into their law practices.
- Work began on a major change to *the online COACHING CENTRE*, the web-based self-coaching tool that lets lawyers quickly and easily enhance "soft skills" such as communication and stress management which are as essential to a successful legal practice as legal expertise. Starting in 2001, *the online COACHING CENTRE* (the OCC) is available at no charge to all lawyers and Bar Admission students in Ontario and Newfoundland. Because of the risk management benefits that accrue to regular users of the OCC, we will offer Ontario lawyers who make use of the OCC a $50 premium discount on their 2002 liability insurance premiums.



Dan Pinnington, Director, practicePRO

"Although we will continue to deliver practicePRO initiatives in all media, our emphasis will be on technology-based tools and resources that help lawyers manage change and risk. Providing materials in electronic format ensures that all members of the bar have fast and easy access to resources, regardless of their location or time constraints. A good example is the online COACHING CENTRE, our first e-learning initiative. We believe that technology is the key to surviving and thriving in the practice of law."

Partnering strategy takes the change management message to the bar

Recognizing that one of the most effective ways of communicating the practicePRO message of change is through direct contact with the bar, LPIC undertook an ambitious program of presentations and sponsorships in 2000:

- We presented at 75 events and meetings across Ontario at venues such as the Law Society Treasurer's series of workshops for smaller practices, individual county law association meetings and legal education events, major forums such as the Advocates Society, the Criminal Lawyers Association, and the Bar Admission program. As well, we prepared tailored presentations on claims trends and practicePRO to individual law firms.
- We sponsored and exhibited at major legal events in 2000, including the Canadian Bar Association of Ontario's Annual Institute, the Law Society of Upper Canada's symposium, *Tradition and Tomorrow*, and Legal Tech Toronto, the first time the American Bar Association has taken this major technology event outside the United States.

joint ventures in technology

As well as delivering our own resources and services in electronic format wherever possible, LPIC has entered into joint venture relationships with organizations whose products and/or services advance our change and risk management goals and are delivered through technology:

- The steady increase in claims arising out of litigation practice (including family law) prompted LPIC to examine tools to address this trend. In 2000, we took a 20 per cent equity interest in DIVORCEmate Software Inc., a leading developer of family law software products. DIVORCEmate, whose forms and tools are used by more than 80 per cent of the family bar in Ontario, is working to develop an integrated, Internet-ready, matrimonial law software package that will let family law practitioners run all aspects of their law practices from a PC desktop. The new software, scheduled for a staged release, will help lawyers both run their practices more efficiently and avoid the risk of claims in what has become an increasingly complex area of practice.
- We also put the finishing touches on a joint venture agreement with Bar-eX, which was subsequently signed in early 2001. Bar-eX is the electronic gateway to products, services and resources for the legal community. As well as providing lawyers with a central portal from which to access online information, research, and legal education opportunities, Bar-eX offers an online marketplace, discussion forums and secure web mail services. LPIC and the Law Society have minority shareholdings in this venture, and will be involved in directing its evolution.

remarks of the chairman

fast forward: a sound financial record

Over the past six years, many people have worked diligently to build LPIC into a financially viable, customer-focused insurance company with an exemplary claims management record. Each year, I have been able to report on the consistent improvements in LPIC's results. It is appropriate that in the year 2000 – as we embark on a new millennium – our collective contributions to LPIC were recognized with one of the highest accolades possible: an A (Excellent) rating from a premier rating organization, the A.M. Best Company.

A.M. Best's commentary captures succinctly LPIC's success and strength, and confirms that our vision for LPIC is on track:

> *"The company's risk-based underwriting model has resulted in consistent, profitable underwriting results which, when combined with stable investment income, have contributed to the steady internal growth of the company's capital and financial strength. Through its prudent underwriting, sophisticated claims handling and effective reinsurance program, the company has developed a stable market for professional liability coverage in Ontario. In addition to managing claims, the company's focus on customer service, proactive risk management and its title insurance product, TitlePLUS, have provided a valuable resource to its covered lawyers."*

This endorsement is well deserved and represents an important milestone in which all those involved with LPIC – management and staff, members of the Board of Directors, and leadership at the Law Society – should take pride.

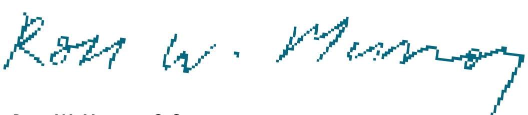
It comes as no surprise then that, by many measures, the past year has been the most successful yet for LPIC. LPIC's asset base grew to $394 million, equity is up to $63.6 million, and after-tax profit stands at just under $4 million.

Perhaps a more important yardstick to us individually, as practising members of the bar in Ontario, is the continued decrease in insurance premiums. In 2000, the base premium was $3,150 and in 2001 it has been reduced further to $2,800 – half of what it was in 1995 when LPIC first assumed responsibility for managing the Law Society's Errors and Omissions program. Moreover, about one in every three lawyers benefited from some type of premium discount in 2000. The risk rating measures and options that LPIC has built into the insurance program saw premiums fall to as little as $1,270 per lawyer for some categories of practitioners in 2001.

LPIC's ability to continue reducing insurance premiums in the future, however, may be limited, due in large part to new forces that are putting pressure on claims costs. The increased complexity of LPIC's current claims portfolio may be an early warning that premiums – which in effect are based on total claims costs divided by insured members – will level off in the future.

LPIC's success during the last six years can be credited largely to Malcolm Heins, LPIC's President since 1994 and now CEO at the Law Society. His vision and leadership were instrumental in transforming a deficit-ridden insurance program into one that is respected inside and outside the profession. His right hand in this enterprise, Michelle Strom, LPIC's former Senior Vice President and Chief Financial Officer, has assumed the reins. Backed by a strong management team and enthusiastic and highly competent staff, Michelle will ensure LPIC continues to provide lawyers with a first-class insurance program while also developing new business opportunities and growth strategies that help the practising bar adapt to a rapidly changing practice climate.

In closing, I would also like to thank the members of the LPIC Board of Directors whose expertise, insight and views ensure all decisions benefit from the broadest possible analysis and perspective. Your support and counsel have been a tremendous benefit to both LPIC and me personally during my tenure as LPIC Chairman.



Ross W. Murray, Q.C.

management discussion & analysis

income statement

In 2000, the Company generated net income of $3.9 million, a decrease of $2.3 million over 1999. Income before income taxes decreased by $2.8 million to $8.4 million. Increases in investment income of $9.0 million partially offset the decreases in underwriting income of $11.8 million as outlined further below.

Premiums earned

Premiums decreased by $14.3 million to $68.3 million in 2000. This is primarily due to retrospective premium rate adjustments under the insurance agreement between the Company and the Law Society of Upper Canada. Decreases in the professional liability base premium of $500 per lawyer were offset by increases in transaction levies received in the year and the growth in TitlePLUS premiums.

Reinsurance ceded

The Company continues to partner with Canadian licensed reinsurers in 2000, and consistent with the reinsurance strategy first introduced in 1995, shares risk proportionately from first dollar of loss in both its Ontario professional liability and title insurance lines of business. In 2000 these programs were reinsured 50%. The cost of this protection decreased in 2000.

The Newfoundland program continues to be reinsured 100%, removing all exposure to the Company from claims in this program.

Net claims and adjustment expenses

Incurred claims decreased by $1.0 million in 2000 from 1999, a product of favourable development on claims reserves from prior years.

The number of claims reported in 2000 were roughly consistent both in average severity and in number with those reported a year earlier. Claims of prior years continue to settle within established reserves.

Commissions earned

The Company earns base commissions on that portion of premiums ceded to reinsurers, plus additional commission for profitable results. Commission earnings increased by $1.0 million in 2000, primarily due to the realization of profit commissions from earlier years.

General expenses

Expenses in 2000 were increased by $1.1 million from levels expended in 1999, mostly stemming from increased personnel costs.

Investment income

In 2000, $16.5 million in investment income was generated, an increase of $9.0 million from the previous year. The increased investment income reflects $5.9 million in gains realized from sales of investments during 2000, compared to a corresponding loss of $1.2 million in 1999. In December 2000, the market value of the portfolio exceeds book value by $3.3 million (1999 – $3.1 million).

balance sheet

Investments

Investment assets, inclusive of cash and short term deposits, increased by $21.5 million to $209.2 million at December 31, 2000. This increase largely mirrors the increase in the Company's net provision for unpaid claims and adjustment expenses which totals $14.2 million, plus the after tax profits generated in the year of $3.9 million. Investment assets are invested in accordance with investment policy approved by the Company's Board of Directors in a diversified, high quality portfolio.

Provision for unpaid claims and adjustment expenses and reinsurers' share of provision

The provision for unpaid claims represents the amount required to satisfy all of the Company's obligations to claimants without offset for reinsurance. This has increased by $17.9 million. The change in amounts recoverable from reinsurers totals $3.7 million, and accordingly the net change in provision is $14.2 million. These changes are the results of the addition of claims for the 2000 year, net of payments, during the year.

The estimation of claims liabilities introduces processes that generate measurement uncertainty and are subject to variation. The Company attempts to ensure these estimates are prudently conservative.

Shareholder's equity

Equity has increased by $3.9 million, the amount of net income generated in the year. The Company has assets well in excess of liabilities, as measured by regulatory tests.

auditors' report

Deloitte & Touche

to the Shareholder of Lawyers' Professional Indemnity Company

We have audited the balance sheet of Lawyers' Professional Indemnity Company as at December 31, 2000, and the statements of income and cash flows for the year then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Company as at December 31, 2000, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles including the accounting requirements of the Financial Services Commission of Ontario.

Toronto, Ontario
February 14, 2001

Deloitte & Touche LLP
Chartered Accountants

actuary's report

ECKLER PARTNERS LTD.
Internationally MILLIMAN GLOBAL
Report for Financial Statements at December 31, 2000

role of the valuation actuary

The valuation actuary is appointed by the Audit Committee of the company. With respect to the preparation of these financial statements, the actuary is required to carry out a valuation of the policy liabilities and to report thereon to the company's shareholders. The valuation is carried out in accordance with accepted actuarial practice, except as specifically disclosed to the contrary, and regulatory requirements. The scope of the valuation encompasses the policy liabilities as well as any other matter specified in any direction that may be made by the regulators. The policy liabilities consist of a provision for unpaid claims and adjustment expenses on the expired portion of policies and a provision for future obligations on the unexpired portion of policies.

In performing the valuation of the liabilities for these future events, which are by their very nature inherently variable, the actuary makes assumptions as to future rates of claims severity, inflation, reinsurance recoveries, expenses and other matters, taking into consideration the circumstances of the company and the nature of the insurance coverage being offered. The valuation is necessarily based on estimates, consequently, the final values may vary significantly from those estimates. The actuary also makes use of management information provided by the company, and uses the work of the auditor with respect to the verification of the underlying data used in the valuation.

valuation actuary's report

I have valued the policy liabilities of the Lawyers' Professional Indemnity Company for its balance sheet as at 31 December 2000, and their changes in its statement of income for the year then ended, in accordance with accepted actuarial practice, including selection of appropriate assumptions and methods, except as described in the following paragraph.

In accepted actuarial practice, the valuation of policy liabilities reflects the time value of money. Pursuant to the authority granted by the *Insurance Act* for the Province of Ontario, the Superintendent of Insurance has directed that the valuation of some policy liabilities not reflect the time value of money. My valuation complies with that directive.

In my opinion, the amount of the policy liabilities makes appropriate provision for all policyholder obligations, except as noted in the previous paragraph, and the financial statements fairly present the results of the valuation.

Toronto, Ontario
February 14, 2001

Brian G. Pelly
Fellow, Canadian Institute of Actuaries

balance sheet

LAWYERS' PROFESSIONAL INDEMNITY COMPANY

Stated in thousands of dollars

As at December 31	2000	1999
assets		
Investments (note 3)	206,706	180,523
Cash and cash equivalents	2,496	7,164
Investment income due and accrued	2,284	1,852
Due from reinsurers	11,397	9,468
Due from insureds	651	518
Reinsurers' share of provisions for:		
Unpaid claims and adjustment expenses (note 2)	159,139	155,425
Unearned premiums	184	219
Due from the Law Society of Upper Canada	–	1,097
Income taxes recoverable	5,473	–
Other assets	529	271
Fixed assets	798	1,084
Future/deferred income taxes (note 7)	4,733	6,607
Total assets	**394,390**	**364,228**
liabilities		
Provision for unpaid claims and adjustment expenses (note 2)	303,915	286,041
Due to reinsurers	7,916	8,018
Due to insureds	637	1,033
Due to the Law Society of Upper Canada	15,454	–
Expenses due and accrued	2,126	1,855
Income taxes due and accrued	–	6,543
Premium taxes payable	177	574
Unearned premiums and commissions	558	476
	330,783	304,540
shareholder's equity (note 6)		
Capital stock issued and paid	5,000	5,000
Contributed surplus	30,645	30,645
Earned surplus	22,074	16,120
Statutory appropriations	5,888	7,923
	63,607	59,688
Total liabilities and shareholder's equity	**394,390**	**364,228**

See accompanying notes

On behalf of the Board

Director

Director

statement of income

LAWYERS' PROFESSIONAL INDEMNITY COMPANY

Stated in thousands of dollars

Year ending December 31	2000	1999
Premiums earned	68,277	82,617
Reinsurance ceded	37,714	39,024
Net premiums earned	**30,563**	**43,593**
Net claims and adjustment expenses (note 2)	35,924	36,894
Commissions earned	(8,717)	(7,800)
Premium taxes	2,068	2,496
General expenses	9,370	8,281
	38,645	39,871
Underwriting income	**(8,082)**	**3,722**
Investment and other income	**16,478**	**7,435**
Income before income taxes	8,396	11,157
Provision for income taxes – current (note 7)	2,603	9,907
– future (note 7)	1,874	(4,998)
Net income	**3,919**	**6,248**

See accompanying notes

statement of cash flows

LAWYERS' PROFESSIONAL INDEMNITY COMPANY

Stated in thousands of dollars

Year ending December 31	2000	1999
operating activities		
Net income	3,919	6,248
Items not affecting cash:		
Future/deferred income taxes	1,874	(4,998)
Depreciation	551	539
	6,344	**1,789**
Changes in non-cash working capital balances:		
Premium taxes payable	(397)	(1)
Income taxes due and accrued	(12,016)	6,495
Due from reinsurers and insureds	(2,560)	(755)
Provision for unpaid claims and adjustment expenses	17,874	20,877
Reinsurers' share of provisions	(3,679)	(5,200)
Unearned premiums and commissions	82	40
Expenses due and accrued	271	(360)
Investment income due and accrued	(432)	119
Other assets	(258)	126
Due to/(from) the Law Society of Upper Canada	16,551	(935)
Total funds provided by operating activities	**21,780**	**22,195**
investing activities		
Fixed asset purchases, net	(265)	(575)
Investment purchases, net	(26,183)	(19,052)
Net change in cash and cash equivalents	(4,668)	2,568
Cash and cash equivalents, beginning of year	7,164	4,596
Cash and cash equivalents, end of year	**2,496**	**7,164**

See accompanying notes

notes to the financial statements

LAWYERS' PROFESSIONAL INDEMNITY COMPANY

Stated in thousands of dollars

As at December 31, 2000

Lawyers' Professional Indemnity Company ["the Company"] is an insurance company licensed to provide lawyers' professional liability and title insurance.

1. significant accounting policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles. The most significant accounting policies are as follows:

Investments

The Company records its investments in debt securities at amortized cost. Premiums and discounts from par value are amortized on a straight-line basis over the term to maturity. Investments in term deposits and common and preferred shares are carried at cost.

Gains and losses on investments are included in investment income when realized.

Fixed assets

Fixed assets are presented at cost, net of accumulated depreciation and amortization. Depreciation and amortization are charged to expense on a straight-line basis over the estimated useful lives of the assets as follows:

Leasehold improvements	Term of lease
Furniture and equipment	3 to 5 years
Software	1 to 3 years

Premium related balances

Professional liability premium income is earned evenly over the term of the insurance policy, generally one year except for policies for retiring members. Most policies are written to follow the calendar year, the portion of the premium related to the unexpired portion of the policy at the end of the fiscal year is reflected in unearned premiums.

The reinsurers' share of unearned premiums is recognized as an asset at the same time using principles consistent with the Company's method for determining the unearned premium liability.

Title insurance premium is earned at the inception date of the policy.

Premiums receivable are recorded at amounts due less any required provision for doubtful amounts.

Claims related balances

a) Provision for unpaid claims and adjustment expenses

The insurance program covers claims made against insureds in the policy period.

The provision is determined using case-basis evaluations plus an amount for future development and delayed reporting and is an estimation of the ultimate cost of all insurance claims to December 31, 2000. The estimates are regularly reviewed and updated and any resulting adjustments are included in current income.

Claims liabilities are carried on an undiscounted basis.

b) Reinsurers' share of provisions for unpaid claims and adjustment expenses

Expected reinsurance recoveries on unpaid claims and adjustment expenses are recognized as assets at the same time as, and using principles consistent with the Company's method for establishing the related liability.

c) Members' deductibles

The insurance policy calls for insured members to pay deductibles ranging from nil up to $25,000. Expected deductible recoveries on paid and unpaid claims are recognized net of any required provision for uncollectible accounts using principles consistent with the Company's method for establishing the related claims liability.

Income taxes

Effective January 1, 2000, the Company changed its method of accounting for income taxes from the accrual method to the liability method with the adoption of Section 3465 of The Canadian Institute of Chartered Accountants' Handbook "Accounting for Income Taxes." The Company has applied the new method prospectively.

Under the liability method of tax allocation, future income tax assets and liabilities are determined based on the differences between the financial reporting and tax basis of assets and liabilities, and are measured using the substantively enacted tax rates and laws that are expected to be in effect in the periods in which the future income tax assets or liabilities are expected to be settled or realized.

2. measurement uncertainty

The settlement of professional liability claims involves processes the outcome of which is inherently uncertain. Consequently, the estimation of the ultimate settlement costs of claims made to date that underlies the provision for unpaid claims and adjustment expenses and any related recoveries for reinsurance or deductibles, involves estimates and measurement uncertainty. The amounts are necessarily based on estimates of future trends in claim severity and other factors which could vary as the claims are settled. Variability can be caused by receipt of additional claim information, changes in judicial interpretation, or significant changes in severity or frequency of claims from historical trends. Ultimate costs incurred will inevitably vary from current estimates, to some extent. Although it is not possible to measure the degree of variability inherent in such estimates, management believes that the methods of estimation that have been used will produce reasonable results given the current information. Estimates are reviewed at least annually by an actuary and, as adjustments to these liabilities become necessary, they are reflected in current operations.

To limit losses through the spreading of risks, the Company cedes reinsurance to other insurers. In the event that a reinsurer is unable to meet obligations assumed under reinsurance agreements, the Company is liable for such amounts. The Company has guidelines and a review process in place to ascertain the credit worthiness of the companies to which it cedes. Based on current information of the financial health of the reinsurers, no provision has been made in the accounts for doubtful collection.

The Company has in a few instances purchased annuities from life insurers. No provision for credit risk related to these insurers is required at December 31, 2000 (1999 – nil).

Changes in prior year loss estimates

Changes in claim liabilities for prior year claims recorded in the balance sheet and their impact on reduced net claims and adjustment expenses amounted to an improvement of $1,320 in the year ended December 31, 2000 (1999 – $250).

Fair value

Under accepted actuarial practice, the amount calculated to be equal to the cost of settling claims takes into consideration the time value of money and provisions for adverse deviations.

As at December 31, 2000, the Superintendent of Financial Services does not recognize that these actuarially determined liabilities represent the appropriate amount at which policy liabilities should be stated. The following discussion is based on the evaluation of policy liabilities valued under accepted actuarial practice.

The basic assumptions made in establishing actuarial liabilities are best estimates of possible outcomes. To recognize the uncertainty in establishing these best estimates, to allow for possible deterioration in experience and to provide greater comfort that the actuarial liabilities are adequate to pay future benefits, actuaries are required to include margins in some assumptions. A range of allowable margins is prescribed by the Canadian Institute of Actuaries relating to claim development, reinsurance recoveries and investment income variables.

Below, is a comparison between policy liabilities as recorded in the Company's financial statements and policy liabilities computed in accordance with accepted actuarial practice. Management believes that policy liabilities computed in accordance with accepted actuarial practice provide a reasonable measurement of the fair value of such liabilities.

December 31	Recorded in the accounts	According to accepted actuarial practice
2000 Unpaid Claims	303,915	288,802
Reinsurers' share of unpaid claims	(159,139)	(148,971)
1999 Unpaid claims	286,041	272,675
Reinsurers' share of unpaid claims	(155,425)	(146,020)

3. investment information

The company holds a diversified portfolio consisting of equities and securities with investment grades of "A" or better.

Estimated fair values and unrealized gains and losses

The book values, estimated fair values and unrealized gains (losses) on investments as at December 31 were as follows:

	2000			1999		
	Book value	Estimated fair value	Yield %	Book value	Estimated fair value	Yield %
Debt Securities	181,702	183,904	5.5	164,188	160,996	5.6
Equities	25,004	26,149		16,335	22,579	
	206,706	210,053		180,523	183,575	

The estimated fair values of debt securities, common and preferred shares are based on quoted market values.

Liquidity and interest rate risk

The maturity profile of debt securities as at December 31, 2000 is as follows:

	Within 1 Year	1 to 3 Years	Over 3 Years	Book Value
Debt Securities	3,767	73,674	104,261	181,702
Percent of total	2%	41%	57%	

The average duration of the portfolio at December 31, 2000 is 3.1 years, limiting the Company's exposure to changing interest rates.

Equities have no specific maturities.

4. statutory insurance information

a) The Company is the beneficiary of a trust account in the amount of $14,642 (1999 – $13,965) for reinsurance ceded to unregistered reinsurers. This trust balance is not reflected in these financial statements but is considered in determining statutory reserve requirements.

b) The Ontario Insurance Act restricts amounts available for shareholder dividends to unappropriated surplus, subject to minimum capital requirements.

c) The Company has deposited securities with the regulatory authorities having a market value of $289 (1999 – $215).

5. related party transactions

Pursuant to a service agreement implemented January 1, 1995, the Company administers the Errors and Omissions Fund of the Law Society and provides all services directly related to operations and general administration in consideration for the Law Society insuring its mandatory professional liability insurance program with the Company.

notes to the financial statements

LAWYERS' PROFESSIONAL INDEMNITY COMPANY

Stated in thousands of dollars

As at December 31, 2000

For the year ended December 31, 2000, 94% of the premiums written related to insurance coverage provided to the Law Society and its members. Under the insurance policy in force between July 1, 1990 and December 31, 1994, the Company is responsible for claims in excess of Law Society and member deductibles. The provision for unpaid claims and adjustment expenses is net of amounts relating to policies for years prior to 1995 that are payable by the Law Society. This amount is currently estimated to be $37,909 (1999 – $52,085).

Commencing January 1, 1995, there is no longer a Law Society deductible and 100% of the risk over the individual member deductible is insured through the Company. The annual policy limits through the period January 1, 1995, to December 31, 2000, are $1 million per claim and $2 million per member in aggregate.

In 2000, the Company refunded $14.7 million in premiums to the Society pursuant to a retrospective premium rating adjustment to the insurance contract. These funds are held in trust by the Errors and Omissions Fund of the Society for future insurance purposes.

6. shareholder's equity

a) Common Shares: Par value of $100 each, authorized, issued and outstanding	30,000
Preferred Shares: Par value of $100 each, 6% non-cumulative, redeemable, non-voting, authorized, issued and outstanding	20,000

b) Reconciliation of earned surplus	2000	1999
Beginning of year	16,120	14,422
Net income for the year	3,919	6,248
Decrease/(increase) in statutory appropriations		
Fixed and other assets	87	(63)
Deferred income taxes	1,874	(4,998)
Reinsurance ceded to unregistered reinsurers	74	511
End of year	22,074	16,120

7. income taxes

The Company's effective tax rate does not differ significantly from the applicable Canadian statutory income tax rate of 43.96%.

The Company's income tax expense has the following components:

	2000	1999
Current	2,603	9,907
Future	1,874	(4,998)
Total income tax expense	4,477	4,909

Reconciliation to Statutory Tax Rate

	2000	1999
Income taxes at Canadian statutory tax rate	3,691	4,978
Increase/(decrease) resulting from:		
Changes in tax rate applicable to future income taxes	802	–
Other	(16)	(69)
Income tax provision	4,477	4,909

The Company's future income tax asset is the result of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for income tax purposes. The sources of these temporary differences and the tax effects for each year are as follows:

	2000	1999
Investments	263	2,241
Actuarial liabilities	4,586	4,203
Other	(116)	163
Total	4,733	6,607

8. commitments

The Company is committed to monthly lease payments under an agreement in effect until January 31, 2002. Lease payments in the next year total $989.

9. comparative financial statements

Certain amounts in the comparative financial statements have been reclassified to conform to the presentation used in the 1999 financial statements.

management team

Caron E. Wishart
Vice President, Claims

David M. Reid
Director, Information Systems

Craig A. Allen
Vice President & Actuary

Daniel E. Pinnington
Director, practicePRO

Duncan D. Gosnell
Vice President, Underwriting

Kathleen A. Waters
Vice President, TitlePLUS

Dagmar Kanzler
Director, Communications

Michelle L.M. Strom
President

Straughn Inman
Director, Human Resources

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Principal
Lawrence A. Eustace

Marshall A. Crowe*
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Johnston & Buchan

William G. Holbrook
President
W.G. Holbrook & Associates

Ross W. Murray, Q.C.*
Principal
Ross W. Murray

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Partner
Waxman, Carpenter-Gunn

Frank N. Marrocco, Q.C.*
Partner
Smith Lyons

Malcolm L. Heins
CEO
Law Society of Upper Canada

Michelle L.M. Strom
President
LPIC

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Douglas F. Cutbush
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Audit

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Marshall A. Crowe
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Ian D. Croft
William G. Holbrook
Robert J. McCormick

Governance

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Marshall A. Crowe
Malcolm L. Heins
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Assistant General Counsel
Canada Life Assurance Company

Douglas F. Cutbush
Insurance Consultant,
Mediator & Arbitrator

Robert J. McCormick
Insurance Consultant

(*Bencher, Law Society of Upper Canada)

fast forward: the last word

The remarks I have been invited to contribute to this year's annual report are made from a unique vantage point: Although no longer President, I have been given the opportunity to have the last word – at least for now – on LPIC.

Back in 1994, when I joined LPIC at the height of the "insurance crisis," I would have been hard pressed to predict that LPIC would be the successful and dynamic organization it is today. The challenges then seemed daunting: Not only did we have to wrestle a $200 million deficit to the ground, but we also had to build an insurance company from scratch.

The latter we accomplished in less than 18 months. The former took a bit longer, but by 1999 – a year ahead of schedule – the deficit had been retired and the insurance program was on a sound footing. At the same time, we expanded LPIC's vision of the future to include risk and change management as fundamental elements of the insurance program. Initiatives such as TitlePLUS, practicePRO, and most recently DIVORCEmate and Bar-eX reflect this new emphasis on helping lawyers adapt to change using the tools and know-how of tomorrow.

As is well documented elsewhere in this report, LPIC is well positioned – financially, organizationally and strategically – to be a proactive resource to the profession as the bar responds to a fast-changing practice climate. I am particularly pleased that Michelle Strom, whose expertise and experience were instrumental in building LPIC into the success it is today, has accepted the position as LPIC's new President. From my new vantage point as CEO of the Law Society, I know I will be exploring new ways to build synergies between LPIC and the Law Society, synergies that realize the unique strengths of each organization.

My final words go to the extraordinary, dedicated team at LPIC. To the LPIC staff: You helped make my years at LPIC among the most rewarding of my professional career. We worked hard but we had fun, and I take this opportunity to again say thank you to each member of the LPIC staff for the contribution each of you made in rebuilding LPIC. As well, I would like to acknowledge the invaluable role played by the members of the LPIC Board of Directors and thank them for their expertise, guidance and support. They too are a vital part of the LPIC team.

The future, for LPIC, the Law Society, and the bar as a whole, holds both promise and challenge. The theme for this annual report – Fast Forward – captures succinctly the mindset and momentum that the profession can expect from LPIC in the coming years, as it supports the profession into the future.

Malcolm Heins
CEO, Law Society of Upper Canada
LPIC President 1994-2000

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