



Law Society
of Ontario

Barreau
de l'Ontario

Tab 5.2

Professional Development & Competence Division:

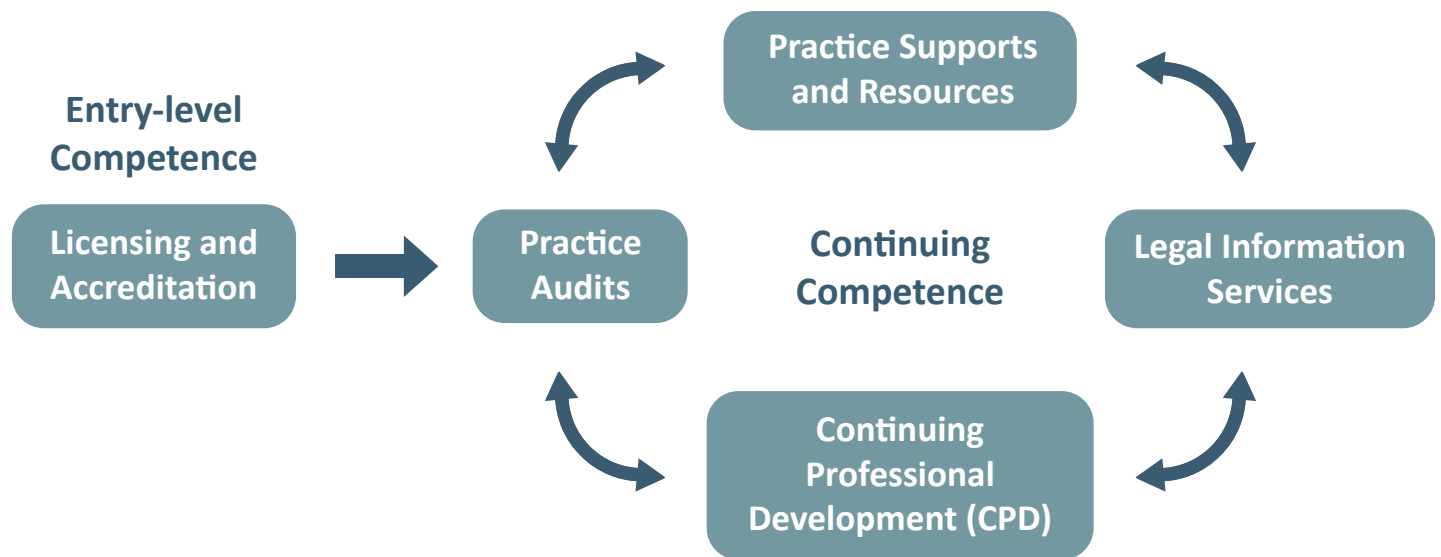
2025 Annual Report

April 2026

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Overview

The Professional Development and Competence (PD&C) division of the Law Society of Ontario is responsible for the entry-level and continuing competence of lawyers and paralegals, in the public interest. PD&C includes the Office of the Executive Director and five departments that support the policy development and implementation of competence-related activities. This report provides information about PD&C's core programs and resources and summarizes key operational outcomes.



Throughout 2025, PD&C was focused on a range of initiatives that supported the entry-level and continuing competence of lawyers and paralegals:

Entry-Level Competence: PD&C published paralegal licensing examination pass rates by accredited education program for the first time, supporting greater transparency under the strengthened paralegal competence framework approved by Convocation.

Continuing Competence: Key initiatives included the launch of *Foundations of Sole Practice*, a mandatory practice essentials course for lawyers and paralegals entering sole practice, and the implementation of the Family Legal Services Provider credential, which enables authorized paralegals to provide defined family law services. PD&C also expanded its continuing professional development offerings, introducing new summits and programs to assist licensees in adapting to change. New resources released this year were practical, timely, and innovative, helping licensees navigate an increasingly complex legal landscape. At the same time, modernization efforts progressed in practice audits and legal information services, supported by collaboration across the division and with internal and external partners.

As we move further into 2026, our competence work continues. Priorities include developing an Indigenous cultural training course, monitoring the Family Legal Services Provider program outcomes, and expanding the Certified Specialist Program to paralegals. PD&C will also continue to design programming and build practice resources informed by regulatory insights and practitioner feedback. We look forward to advancing this work in the year ahead.

Licensing and Accreditation

Lawyer Licensing Process

The Lawyer Licensing Process ensures that lawyer candidates have demonstrated that they possess the required entry-level competencies to provide legal services effectively and in the public interest. The process consists of a barrister licensing examination, solicitor licensing examination, experiential training, and a good character requirement. There are multiple pathways to fulfill the experiential training component – articling, the Law Practice Program or Programme de pratique du droit, or graduation from an integrated practice curriculum program.

Following the launch of LSO Connects, in 2025, the Licensing team was focused on stabilizing and refining core processes, strengthening candidate supports, and improving operational efficiency across the licensing continuum. With growing accommodation demands, a key area of emphasis was enhancing accessibility and accommodation supports. The introduction of small-group accommodated examination sittings in Toronto met the Law Society’s accommodation obligations and delivered operational efficiencies and cost containment.



Registrations

- **3,286** newly registered lawyer candidates
 - o **60%** graduated from a Canadian law degree program
 - o **40%** graduated from a law school outside Canada



Licensing Examinations

- A total of **7,899** examinations were written
- **1,100** of these examinations (**14%**) were accommodated

2025 First Attempt Success Rates – Lawyer Licensing Examinations

Barrister		Solicitor
79%	Overall	77%
90%	JD/LLB	86%
62%	Internationally trained (NCA)	61%

Experiential Training Pathways

- **2,344** candidates started an articling placement
- **226** candidates enrolled in the Law Practice Program (LPP) at Toronto Metropolitan University
- **9** candidates enrolled in the Programme de pratique du droit (PPD) at the University of Ottawa
- **230** candidates completed the Integrated Practice Curriculum (60 Lakehead, 170 Toronto Metropolitan University)
- **368** exemptions from and **151** abridgments of experiential training granted



Calls to the Bar

- **9** ceremonies held in Toronto, Ottawa, and London
- **2,086** new lawyers licensed via ceremonial call to the bar
- **612** new lawyers licensed via administrative call to the bar

2025 Highlights

- **5,196** active candidates in the licensing process
- **1,458** of articling placements are 10 months
- Vast majority of articling, LPP, and PPD placements are paid mandatory minimum compensation
- **2,698** newly licensed lawyers

Paralegal Licensing Process

The Paralegal Licensing Process ensures that paralegal candidates have demonstrated that they possess the required entry-level competencies to provide legal services effectively and in the public interest. The process consists of a paralegal licensing examination and a good character requirement. Applicants must have graduated from a Law Society accredited paralegal education program at a college of applied arts and technology or a private career college. Accredited paralegal education programs must comply with requirements related to the quality of instruction, curriculum design and delivery, and assessment best practices. Accredited programs must also include experiential training in the form of a field placement. The Law Society requires accredited programs to seek approval of major changes and conducts program audits at least every five years.

In September 2025, PD&C published the paralegal licensing examination pass rates by accredited paralegal education program on the Law Society’s website. This implementation enhances transparency and supports the strengthened paralegal competence framework approved by Convocation in February 2023.

Registrations

- **1,344** newly registered paralegal candidates
 - **75%** graduated from a college of applied arts and technology
 - **25%** graduated from a private career college

Licensing Examinations

- A total of **1,457** examinations were written

2025 First Attempt Success Rates – Paralegal Licensing Examination

Overall
70%

Community College
75%

Private College
53%

Accreditation

- **36** accredited paralegal education programs at campuses across Ontario
- **14** colleges of applied arts and technology are offering paralegal education
- **8** private career colleges are offering paralegal education
- **2** new applications for accreditation received

2025 Highlights

- **2,166** active candidates in the paralegal licensing process
- **888** newly licensed paralegals
- **4** program audits conducted
- **2** welcome receptions for newly licensed paralegals held at the Law Society

Certified Specialist Program



The Certified Specialist Program assists members of the public to identify lawyers who can meet their needs for specialist legal representation and assistance. Lawyers seeking a certified specialist designation must submit detailed applications, references, and other supporting documentation to demonstrate their eligibility. Each area of specialization is developed with the support of lawyers recognized as exemplars within the practice areas

chosen for the program. The program is governed by the Certified Specialist Board, comprised of certified specialists and benchers.

Over the past year, we have implemented changes to the program requirements and supported policy development.

New CPD Requirement for Certified Specialists in Effect

Beginning January 1, 2025, Certified Specialists are required to complete an additional 10 hours of continuing professional development in their specialty area(s). To support this new requirement, we developed FAQs and communications to Certified Specialists to ensure understanding of the new requirement. Compliance with this new requirement, which is necessary to retain a Certified Specialist designation, will be reported in the Certified Specialist Annual Report.

Certified Specialist Program: Expansion to Paralegals

In 2023, Convocation approved a recommendation to explore expanding the Certified Specialist Program to paralegals. Following this review, in Fall 2025, Convocation approved the expansion. The first two areas of specialization to be developed for paralegals are Small Claims Court and Ontario Court of Justice matters (*Provincial Offences Act* and summary convictions). Initial work has begun, and applications for certification from paralegals in the first two areas of specialization are expected later in 2026.

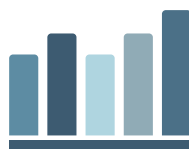
Certified Specialist Program by the numbers



Applications

27 new applications received

17 new certified specialists approved



Practice Areas

A total of **645** certified specialists, which is **1.5%** of practising lawyers

17 areas of specialization

Top areas are civil litigation, criminal law, citizenship and immigration law, family law, and construction law



Practice Settings

53% of specialists are sole practitioners or work in a firm of 10 or fewer lawyers

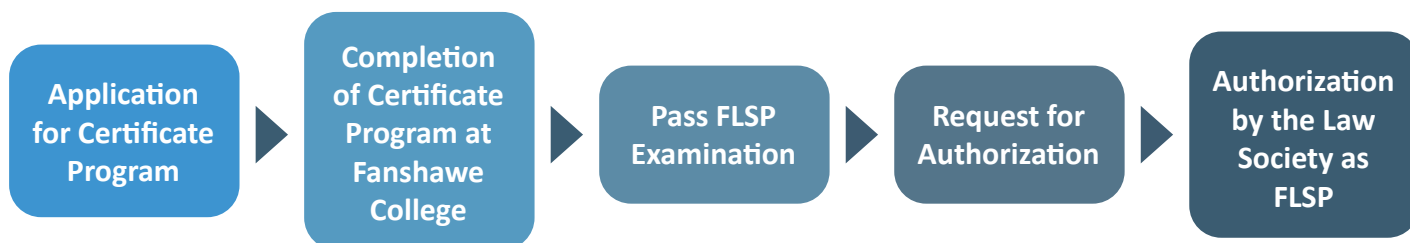
56% of specialists practise in Toronto

44% of specialists practise outside of Toronto

Family Legal Services Provider

The Family Legal Services Provider (FLSP) credential allows specially trained paralegals to provide certain legal services in family law matters, helping to support improved access to legal services for Ontarians. The FLSP was approved by Convocation as a component of the Law Society's Family Law Action Plan, following extensive review and consultation.

Licensed paralegals who wish to become FLSPs follow this pathway to authorization:



In 2025, we supported the launch of the FLSP program, the implementation of the Law Society's authorization process, the development of resources and supports, and the evaluation of the initiative.

Education and Training

The Law Society partnered with Fanshawe College to deliver a competency-based FLSP education program, which launched in January 2025. Applicants to the FLSP program are required to hold a valid Ontario paralegal licence and meet certain requirements. The competency-based FLSP program combines instructional and experiential learning to develop both foundational family law knowledge and practice skills. Following completion of the program, paralegals must pass a competency-based, multiple-choice examination.



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FANSHAWE

Authorization to Provide Services

Graduates of the FLSP program at Fanshawe College are required to seek authorization from the Law Society to provide family legal services. FLSPs must affirm that their professional liability insurance covers the increased scope of legal services and be in good standing with the Law Society.

2025 At-a-Glance

- **Program intakes:** 2, January and September 2025
- **Flexible program options:** Full-time (4 months) or part-time (1-2 years)
- **Applications received:** 528 (January), 242 (September)
- **Cohort sizes:** 119 – 90 F/T, 29 P/T (January), 109 – 74 F/T, 35 P/T (September)
- **Graduates:** 80
- **Authorizations:** 67, starting in August 2025

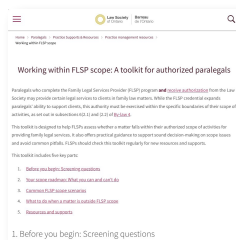
Resources and Supports

We developed several resources and supports to assist paralegals who are applying to be or are authorized as FLSPs, including:



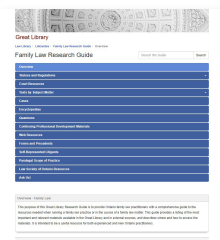
Guide to Authorization

help with navigating the authorization process



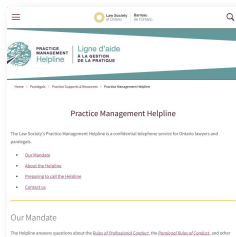
FLSP Scope Toolkit

guidance on scope and client screening



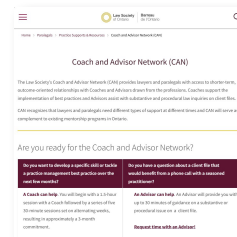
Family Law Research Guide

curated family law research resources



Practice Management Helpline

confidential guidance on scope and other FLSP professional responsibility and practice management issues



Coach and Advisor Network (CAN)

coaching on FLSP-related skills and in-scope advising, tailored to practice needs

Upon authorization, we provide guidance to FLSPs on identifying themselves in practice, including an official visual identifier. FLSPs are listed on a **public directory** to support transparency and public access.



Program Evaluation and Next Steps

We have retained a third-party provider to develop and conduct an evidence-based evaluation of the FLSP initiative over the first three years. The evaluation will gather qualitative and quantitative data to assess the FLSP's impact on access to justice, consider any public protection issues, and provide insight into the viability of the credential. In 2025, the provider began by surveying newly authorized FLSPs. Gathering feedback from newly authorized FLSPs will continue in 2026 and surveys of FLSP clients, the public, and other professionals will follow.

With two intakes of the certificate program scheduled for 2026, we will continue to refine the program, advance education and awareness, and monitor outcomes informed by evaluation findings.

Programs and Resources for the Professions

Continuing Professional Development Programs



The Law Society provides continuing professional development (CPD) programs for lawyers and paralegals to enhance and maintain competence. Subject matter experts from the legal professions and related disciplines contribute to educational sessions covering a range of substantive and procedural topics as well as ethics and practice management. Programs are available in a variety of modalities to support

flexible and accessible learning by busy practitioners across the province. Law Society CPD programs can be viewed online, in live, replay, and on demand formats. Virtual attendance remains the preferred format for most participants and constitutes **94%** of registrations.

2025 Law Society CPD



71 live programs
+ **5** recorded programs

83 program replays



22 in person
programs

4 French programs



~41,000
registrations

In 2025, the Law Society's *5th Annual Mental Health Summit* again topped the charts as the most popular offering, this time with close to **7,000** licensees registering for this free program aimed at promoting awareness of and dialogue about mental health challenges in the legal professions. CPD continued to deliver its core substantive offerings that practitioners rely on, while also introducing new summits and programs relating to developments in practice and navigating change:



Flagship Programs

19th Solo and Small Firm Conference
22nd Real Estate Summit
19th Family Law Summit
33rd Immigration Summit
8th Motor Vehicle Summit



New Summits

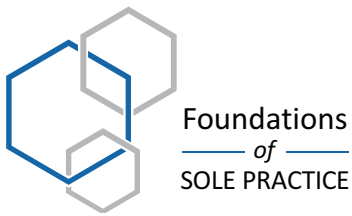
Legal Aid Summit 2025
Sommet francophone du Barreau de l'Ontario à Ottawa



Programs for Navigating Change

Civil Rules Review: A Deeper Dive into the Proposed Changes
Case Center: What You Need to Know
AI, DeepFakes, Digital Evidence, and Related Cyber Security Issues
Neurodiversity and the Law 2025
Retirement on Trial: Planning for the Next Stage

Foundations of Sole Practice

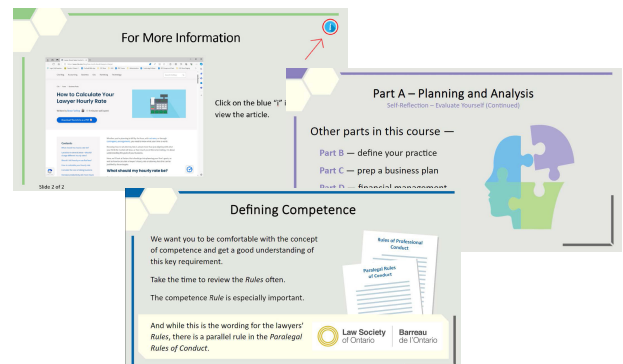


In early 2025, the Law Society launched *Foundations of Sole Practice*, a practice essentials course designed to support lawyers and paralegals as they transition into sole practice. The course was a key recommendation of the Law Society's Competence Task Force and reflects a proactive, prevention-focused approach to strengthening practice management competence at an early and critical stage of

practice. *Foundations* is mandatory for lawyers and paralegals who become sole practitioners for the first time after January 1, 2025, and is also available to other licensees on a voluntary basis.

Foundations is a 30-hour, self-paced, online course delivered through five modular units. It provides practical, scenario-based guidance on the core professional and business competencies required to operate a sole practice effectively and in the public interest. The course integrates interactive learning, curated resources, and insights from experienced practitioners to help participants identify risks, build sound systems, and develop confidence in managing their practices.

Beyond its role as a proactive learning program, *Foundations* is increasingly being used as a remedial and supportive tool within the Law Society's regulatory framework. Where practice management concerns are identified but do not warrant disciplinary action, completion of relevant *Foundations* modules may be required or recommended to address identified gaps. This approach supports early intervention, reinforces competence, and aligns with the Law Society's broader focus on risk-based, outcome-oriented regulation.



Recognition and Early Feedback

- Awarded the Association for Continuing Legal Education (ACLEA) *Frank V. Harris Award of Professional Excellence* for best program
- Generated interest from other Canadian regulators as a model for early-career competence support
- Participants reported high satisfaction with the course's practical focus and relevance to real-world practice management
- Practitioner roundtables and interviews were frequently cited as helpful in translating requirements into lived practice experience
- Tools, journals, and templates were valued as concrete supports for establishing and managing a sole practice



Paralegal Programming

The Law Society's CPD includes offerings specifically aimed at the learning needs of paralegals. In 2025, close to **1,500** registrations were received for paralegal programs addressing substantive and procedural topics as well as skills relevant to a variety of practice areas.

Bridge to Practice for Paralegals

**Client Management
for Paralegals 2025**

**Speed Mentoring:
Accelerating Your Paralegal Success**

**Effective Legal Drafting
for Paralegals 2025**

**A Guide to Enhancing Your
Research Skills for Paralegals 2025**

**Small Claims Court Rules
and Technology**

**Provincial Offences:
Practice and Procedure for Paralegals**

**Tribunal Practice and
Procedure for Paralegals**

**Preparing for a Practice
Review for Paralegals**

**Write This Way!
Writing to Win for Paralegals**

The Twelve-Minute Paralegal 2025

Bridge to Practice



Bridge to Practice (B2P) is a collection of archived programs focused on the needs of newly licensed lawyers and paralegals. Topics include setting up practice, delivering effective client service, managing professional responsibilities, and substantive content. In 2025, there were approximately **540** downloads of lawyer content and **180** downloads of paralegal content available through B2P.

Practice Supports and Resources

This year, we focused on delivering practical, timely, and innovative resources to help licensees navigate an increasingly complex legal landscape. These efforts were driven by emerging risks, regulatory outcomes, and direct feedback from the professions. Our approach ensured resources were not only current but also aligned with licensee preferences for format and usability and best practices in adult education.

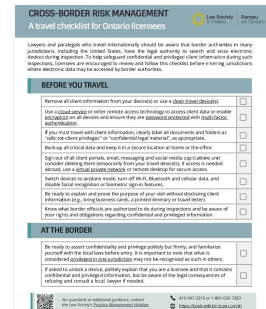
2025 Highlights - New Practice Resources



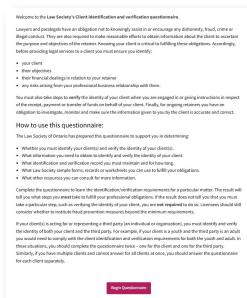
Cybersecurity Checklists



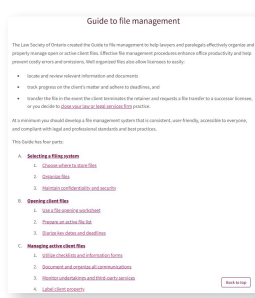
Deepfake Technology Resource



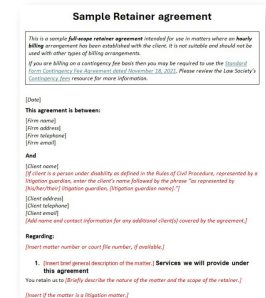
Cross-Border Risk Management Checklist



Client Identification and Verification Questionnaire



Guide to File Management



Sample Retainer Agreement

2025 Highlights – New Tools for Updated Practice Resources

In 2025, the *Guide to Closing Your Practice* was updated to align with current practice realities and provide licensees with practical, structured support when preparing to wind down a law or legal services practice. The updated Guide is also now supported by three integrated planning tools designed to convert complex regulatory obligations into clear, manageable, and actionable steps:

Closing your practice checklist

Closing your practice checklist:
Guidelines for closing a law or legal services practice

1. BEFORE WINDING DOWN

- Establish a closing date for enough in advance that all time sensitive matters can be completed, non-completed matters can be transferred in an orderly manner, and your professional obligations can be fulfilled.
Remember: Legal practice wind-up: A comprehensive timeline
- Stop taking on new matters you will not be able to complete before you cease operations.

2. COMPLETE OR TRANSFER ACTIVE FILES

- Review your active client file list and identify all ongoing matters you need to complete before your practice is concluded.
Remember: Practice closure: Active file worksheet
- Notify all active clients that your practice is closing and the date on which you will cease operations.
- For matters you will complete prior to the date you cease operations, prepare and deliver a reporting letter to the client.
Remember: Sample notice of practice closure and client reporting letter – Matter complete
- For matters you will not complete before the closing date, communicate this to all impacted clients and provide a reporting letter that confirms any unfilled undertakings, pending trust conditions, outstanding obligations, critical deadlines or timelines, and an explanation as to how these are to be dealt with and by whom.
Remember: Sample notice of practice closure and client reporting letter – Matter incomplete
- For matters funded by Legal Aid Ontario:
 - advise the Legal Aid Area Director that your practice is closing
 - notify the client that they must apply for a change of legal representative or obtain the client's instructions to transfer their file to another licensee with the approval of the Legal Aid Area Director.

Created on February 10, 2025

5. COMMUNICATE CLOSURE

- Notify the public that your office is closing via your website, social media, newspaper, or other appropriate methods.
- Notify the Law Society of your status change using your LSO Connects account. If you practiced law or provided legal services through a professional corporation that will no longer be used, you must surrender the *Certificate of Authorization*. You can submit your application to surrender through LSO Connects.
- Apply for an annual fee or filing exemption, place your license in abeyance, or apply to surrender your license, if appropriate, through your LSO Connects account.
Remember: See categories: Over 90 annual fee and exemption from the requirement to file the annual report; Exemption from annual fee and report based on incapacity; How to surrender your license
- Notify your professional liability insurer of your practice closure. Consider whether you should purchase any additional on-ill coverage to protect against future claims.

Created on February 10, 2025

Roadmap for closing your practice



Legal practice wind-up: A comprehensive timeline



Practice Management Helpline



**PRACTICE
MANAGEMENT**
Helpline

Ligne d'aide
À LA GESTION
DE LA PRATIQUE

The Practice Management Helpline is a confidential telephone service that answers questions from lawyers and paralegals about the rules of conduct, professionalism, and practice management. The Helpline provides “just in time” guidance and information to enable callers to make informed decisions, often at a critical juncture in a file or in their practices. In 2025, we responded to **12,348** calls. Approximately **55%** of calls were answered via a live queue. Approximately **5%** of calls took place via the Helpline’s scheduling tool that allows licensees to book a call in advance, cutting down on wait times.

Trends in 2025



66%

of calls coming from sole
practitioners and licensees
in small firms

32%

of callers are in their first
5 years of practice

19%

of callers have been
practising for more than
20 years

54

inquiries in French
(0.5% of calls)

Lawyer Calls

8,444 inquiries

Top areas of inquiry:

- trust accounts
- withdrawal from representation
- confidentiality
- conflicts of interest
- client ID and verification



63% in sole practice or small firms

Paralegal Calls

2,054 inquiries

Top areas of inquiry:

- paralegal scope
- trust accounts
- commissioning and notarization
- marketing
- retainers

62% in sole practice or small firms

Helpline Caller Satisfaction



94% of callers rated their experience with the service as excellent or very good

95% are likely or very likely to call the Helpline again

97% would recommend the Helpline

"As a new lawyer, having access to the Practice Management Helpline is so reassuring and helpful ... Every time I have called, the person on the line has been very respectful toward me, and they treated my questions with the utmost seriousness and support no matter how big or small the question was."

"Impressive response time and substance - My inquiry was answered immediately and effectively, with clear and direct answers."

"My call was related to a rather unusual issue and the person I spoke with had helpful suggestions regarding dealing with it, despite the novelty of the situation."

Coach and Advisor Network



The Coach and Advisor Network (CAN) provides lawyers and paralegals with access to short-term, outcome-oriented relationships with coaches and advisors drawn from the professions. Coaches support the implementation of best practices and skills development over a few months, while advisors assist with focused substantive and procedural

law inquiries on client files, typically via a 30-minute conversation. Both volunteers and participants may count their time involved in CAN towards the annual CPD requirement, including Professionalism and EDI hours, provided they fulfill the criteria and receive accreditation by the Law Society.

In 2025, CAN supported **1,045** engagements. Most engagements are advising (**76%**), with coaching engagements steady at **24%** of all activity. Paralegal engagements comprised **17%** of all CAN matches — **16%** of advising engagements and **22%** of coaching engagements.

Trends in 2025



Volunteers

- Total roster of **484** licensees
- **85%** are lawyers
- **15%** are paralegals
- Majority are sole and small firm practitioners
- Median year of licensure is 2007



Participants

- **860** lawyer participants, **185** paralegal participants
- Majority are sole and small firm practitioners
- **39%** have requested coaching or advising more than once in the calendar year



Matches

- **799** advisor engagements, **246** coaching engagements
- Top areas for advising for lawyers: family law (**28%**), civil litigation (**27%**), real estate (**21%**), estates (**19%**), civil litigation – plaintiff specific (**11%**)
- Top areas for advising for paralegals; civil litigation (**61%**), small claims (**53%**), administrative law (**41%**), Social Justice Tribunals Ontario (**37%**), Landlord Tenant Board (**31%**)
- Top areas for coaching: opening your own practice (**50%**), career development (**46%**), file management (**31%**), advocacy (**30%**), firm management (**29%**)

Over the past year, CAN successfully recruited **60 new volunteers**, leveraging Law Society award winners and CPD program presenters. To support the authorization of new Family Legal Services Providers (FLSP), we also contacted all family law volunteers to share with them information about FLSP scope of practice and ensure their support for those with this new credential.

CAN Participant Satisfaction



- **94%** of coaching participants were satisfied with the engagement and indicated they made progress towards their goal
- **94%** of advising participants were satisfied with the engagement and indicated they received assistance with the issue presented, and
- **92%** of participants are likely to recommend CAN to others

“The Advisor took time to explain the answers to my questions and gave practical tips to help me as well. He was patient and explained to me in a way that gave me confidence to proceed with my file.”

“I found the session extremely helpful and informative. [My advisor] was very thorough in his explanations, generous with his time, and clear in outlining the considerations relevant to my questions. He also provided practical tools and guidance that I found very useful. I appreciate the support offered through this program. Thank you for making this resource available.”

“[My coach] provided a calm, approachable and caring presence, allowing me to open up honestly and with curiosity. She helped me to identify what it was that I was seeking and set realistic goals. This is my first time using the service and, from start to finish, I felt valued, supported and listened to.”

Quality Assurance

Spot Audit and Practice Review Programs

The Law Society has two quality assurance programs: Spot Audit and Practice Review. Each program plays a distinct role in assessing and improving licensee competence. The Spot Audit program assesses a licensee's point-in-time compliance with financial record-keeping requirements and provides guidance aimed at helping law firms correct deficiencies before they lead to serious non-compliance or misconduct issues. The Practice Review program proactively assesses a licensee's practice management capabilities to identify any deficiencies that could have an adverse effect on the quality of legal services offered to the public. The programs are primarily remedial in nature.

By the numbers in 2025



Spot Audits

- **1,072** law firm audits
- **77%** of law firms had minor or no books and records deficiencies and **15%** had deficiencies that were readily remediated
- **8%** had serious books and records deficiencies
- **Most common deficiencies:**
 - o Private mortgage forms incomplete
 - o Books and records incomplete
 - o Client trust ledger accounts and balances do not appear reasonable
 - o Trust reconciliation and comparison not properly reconciled
 - o Books and records not maintained

Practice Reviews – Lawyers

409 lawyer practice reviews

60% of initial reviews met standards of professional competence

40% of reviews required a follow-up



Practice Reviews – Paralegals

113 paralegal practice reviews

62% of initial reviews met standards of professional competence

38% of reviews required a follow-up

Most common Practice Review deficiencies:

Conflicts of interest, client identification and verification, communicating with the client, joint retainers, and terms of engagement.

Modernization Initiatives

In addition to ongoing audit and review activity, we continued to modernize our quality assurance processes in response to emerging risks. Building on the recent updates to our risk-based selection criteria and the streamlining of the audit and practice review processes, this year, we expanded the spot audit program to paralegals and enhanced anti-money laundering controls and supports for licensees. A summary hearing process to enable timely escalation of matters involving non-cooperative licensees was also introduced.

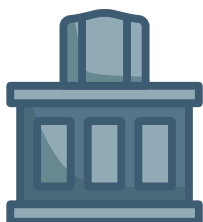


Expansion of Spot Audit Program to Paralegals

Traditionally, only lawyers and firms have been selected to undergo spot audits, while paralegal books and records have been incorporated into paralegal practice reviews. Beginning in 2025, the Spot Audit program has been expanded to include a full compliance audit of paralegal books and records to ensure that paralegals handling client monies are subject to the same regulatory oversight as lawyers.

Increased Focus on Anti-Money Laundering

In response to increasing anti money laundering (AML) risks, in 2025, we strengthened our oversight in this area across both the Practice Review and Spot Audit programs. This work focused on key risk areas, including client identification and verification, cash transaction rules, appropriate use of trust accounts, and the identification of suspicious circumstances. Spot Audit enhancements included sampling higher-risk client files for AML-related testing and developing guidance to support consistent AML assessments. Review and audit feedback to licensees emphasized the use of Law Society AML resources. This work was supported through close collaboration with the Professional Regulation division to ensure insights from AML-related investigations and Tribunal decisions were reflected in practice, strengthening alignment across regulatory functions.



New Summary Hearing Process

To address non-cooperation during audits or practice reviews, we worked closely with the Professional Regulation division to implement a new process that enables timely escalation of non-cooperative licensees to Litigation Services for a summary hearing before the Law Society Tribunal. This process supports prompt resolution of non-cooperation issues and reinforces regulatory expectations.

Legal Information Services

Great Library

The Great Library supports the legal information needs of licensees in accordance with the Law Society's competence mandate. Operating out of Osgoode Hall, the Great Library provides a broad suite of services that leverage its historic location, unique expertise, and dynamic collection to make legal information accessible.

Lawyers and paralegals across the province can use the Great Library's services in person and remotely. Lawyers can also access services through their law association libraries. Members of the public are able to access and use services provided by the Great Library, pursuant to the Law Society's access to justice mandate.

This year, the Great Library advanced significant technology initiatives and prepared for transition out of certain spaces. Throughout this busy period, the Library remained one of the Law Society's most used supports and maintained its service levels.

New Library Management System

In 2025, we completed the implementation of a new library management system, marking the first major system replacement in more than 20 years. This milestone represents a significant step forward in modernizing how legal information is organized, accessed, and delivered to the professions.

The new library management system delivered several user-focused improvements, including:

Making it easier for users to find what they need,
with customized search pages tailored to each courthouse library.

Improving local access to collections,
allowing courthouse libraries to manage and present their own materials.

Simplifying access to CPD content,
with a single, secure search integrated into the Library system.

Improving service delivery,
by reducing manual work.

Providing a more consistent experience
for users across all Law Society libraries.

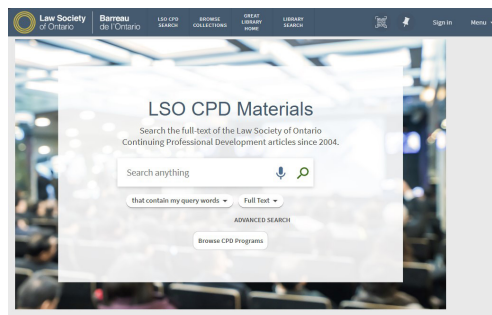
This upgrade supports long-term sustainability and positions the Library to respond to changing user needs.



Law Society
of Ontario

Barreau
de l'Ontario

Great Library



Transition to New Space

This year, the Library began the transition out of certain provincially-owned spaces within Osgoode Hall that have historically supported aspects of its operations. The transition was necessary to accommodate the growing operational requirements of the Court of Appeal and the Superior Court of Justice, and the increasing demands on the justice system.

To support this transition, we undertook an active collection review and space planning process focused on improving access, making more efficient use of space, and aligning services with user needs. This included a volume-by-volume assessment of the print collection to ensure materials align with the Great Library's mandate and long-term stewardship goals. Throughout this work, we have maintained a strong commitment to preserving Canadian and Ontario legal history. This work is ongoing and will continue throughout 2026.

New Library Resource: LLMC Digital

As part of the Library's relocation and collection review, we added LLMC Digital to preserve access to historical legal materials while managing physical space responsibly. This trusted digital resource provides full-text access to rare and out-of-print Canadian, international, and comparative legal materials, including significant Indigenous Law resources. Enabled by the new library system, LLMC Digital is available remotely, ensuring uninterrupted access for licensees.

Great Library 2025 by the numbers



92,572

books in the collection

9,796

legal research
questions answered

475

licensees and articling
students attended
legislative research
training sessions

87,018

website page views

17,118

Great Library blog views

Great Library User Satisfaction

"Thank you so much for responding to this request so quickly and helpfully. As a lawyer in a small team, with limited budget for legal reference materials, I am so grateful for this service and so impressed with your efficiency. Much appreciated!"

"You've all taught me so much about how to be a better researcher, and I just wanted to say thank you."

"Thank you so much for these resources. They are tremendously helpful. The Great Library never disappoints."

Corporate Records and Archives

Records Retention and the Law Society's History

The Corporate Records and Archives team manages two types of documents on behalf of the Law Society:

- We manage the life cycle of business documents generated by the organization, including the retention policy and processes for corporate documents. We acquire, arrange, describe, and make available records that detail the development and operation of key Law Society functions.
- We oversee documents and other artifacts of historical significance to the Law Society and Ontario's legal professions. Archives uses a digital preservation system to ensure long-term access to the Law Society's electronic records and serves as a resource to Law Society staff, the legal professions, and the public. The Law Society also participates in the Internet Archive project, which is a global, online collection of free content available to the public.



In 2025, we advanced the comprehensive review of our Records Retention Schedule. Record series, retention periods, and dispositions were reviewed and tailored to reflect current business needs with a digital first mindset. We continued to offer information and resources that showcase the history of the Law Society and the legal professions over several social media platforms.

Corporate Records and Archives – By the Numbers



1,409

new records created
and managed

90,661

total records managed
across the organization

>33,000

records were preserved

23,681

Internet Archives
resources views

31,858

page views of *Preservica*
public interface for
historical records

271

archival research requests