



2025 APRL ANNUAL MEETING – Updated Agenda
August 7-9, 2025

Hilton Toronto

145 Richmond Street West, Toronto Ontario M5H 2L2

THURSDAY, AUGUST 7, 2025	
2:00 – 3:30 p.m. <i>York</i>	Board Meeting
4:00 – 4:30 p.m. <i>Osgoode</i>	New Attendee and Leadership Reception For first-time attendees, past presidents, and current directors
4:30 – 6:30 p.m. <i>Osgoode</i>	Welcome Reception For all attendees
7:00 – 8:00 p.m. <i>Various locations</i>	<u>Dine Arounds Begin</u>

FRIDAY, AUGUST 8, 2025	
6:45 a.m. Main Lobby	APRL Fun Walk <i>Join us for our 1st Annual APRL Fun Walk! Get ready to lace up your sneakers, get your blood pumping, the endorphins bursting, and hit the pavement for our exciting Fun Walk! Whether you're a fast-paced walker or just looking for a leisurely stroll, this event is perfect for everyone. We will track a beautiful course that winds through picturesque landscapes of Toronto and all fitness levels are welcome! Walk at your own pace – it's all about having fun and staying active! Plus, a fabulous opportunity to "network on the move" and connect with fellow conference attendees in a relaxed and informal setting.</i> Tracy Kepler David Majchrzak
8:00 a.m. Convention Level Foyer	Registration Opens
8:00 – 8:45 a.m. Tom Thomson	Breakfast
8:45 – 9:00 a.m. Toronto Ballroom III	Welcome Address & Announcements Kendra Basner
9:00 – 10:15 a.m. Toronto Ballroom III	<i>Lawyers' Liability: The Game of Risk and Reward</i> <i>As the legal landscape evolves, understanding both the recurring and emerging risks and challenges that our clients face is crucial. This panel will discuss the data compiled in the recent ABA Profile of Legal Malpractice Claims and similar reports, examining not only the micro—facts and figures, where administrative and substantive errors are being made, and especially problematic areas of practice, but also the macro—an exploration of key developments, including technology, the economy, emerging regulatory concerns, cybersecurity, the "transactional" nature of modern practice, and tort inflation. The speakers will also provide some insight on how to minimize exposure to these professional liability claims and stay ahead of the trends.</i> Tracy Kepler Douglas Richmond Heather L. Rosing

10:15 – 10:30 a.m. <i>Convention Level Foyer</i>	Break
10:30 – 11:45 a.m. <i>Toronto Ballroom III</i>	<p><i>Restructuring Law Firms with the Use of Management Service Organizations</i></p> <p><i>We all know that under the traditional ban on fee splitting, lawyers cannot split fees with non-lawyers (with few exceptions). Just as true, though, is the fact that investors, stakeholders, and others have been looking for opportunities to invest in lawyers, law firms, and the legal industry. One consequence of this interest is the rising implementation of “management service organizations” or “two company models” in which law firms enter into agreements with outside management companies who run most or all of the back-office and other non-lawyer functions of the firm, in exchange for receiving a share of the law firm’s revenues. As expected, this increasingly popular form of monetizing law firms faces a slew of structuring and ethical challenges. This panel will discuss how these organizations are being structured, the opportunities they offer to lawyers, the ethical and regulatory concerns that are inherent within them, and the ways that the lawyers on the front lines are solving these challenges.</i></p> <p> Britt Gary Holden Godat Frank Maher Trisha M. Rich Lee Silver </p>
11:45 a.m. – 12:45 p.m. <i>Toronto Ballroom III</i> <i>Tom Thomson</i>	Business Meeting and Lunch
12:45 – 2:00 p.m. <i>Toronto Ballroom III</i>	<p><i>Attorney Wellness in the Workplace</i></p> <p><i>In the past several years there has been an increased focus in the legal profession on ways that lawyers can address the growing mental health and substance abuse crisis in the profession. Lawyers, law firms, bar associations, courts, and regulators have all devoted time and resources to proposing programs and solutions to further attorney wellness. In addition to these widely-available resources, many employers have also taken steps to address these issues, offering resources for lawyers and staff. In this program, we will discuss practical strategies that lawyers and law firms of all sizes can take to promote attorney wellness in the workplace as well as ways to identify and address issues at the early stages.</i></p> <p> Orlando Da Silva Doron Gold Joanna Storey Mishler Kim Ringler </p> <p>Tyler Maulsby – Moderator</p>

2:00 – 2:15 p.m. <i>Convention Level Foyer</i>	Break
2:15 – 3:30 p.m. <i>Toronto Ballroom III</i>	<p><i>Ethics in Bulk: Class/Mass Actions, MDLs, and Mass Arbitration</i></p> <p><i>This program explores the unique ethics issues that arise in various forms of complex litigation, including class actions, MDLs, mass actions, and mass arbitrations. The panel will provide a brief overview of each model, explain the key differences between them, and examine how the Rules of Professional Conduct function—or fall short—when applied at scale. Topics include client identification, conflicts, consent, and the growing role of ethics counsel in high-volume litigation. The session will offer practical insight into a fast-growing, high-stakes niche that’s here to stay, and that’s increasingly in need of skilled ethicists.</i></p> <p>Josh Davis Ryan Little Richard Zitrin</p> <p>Sari Montgomery – Moderator</p>
3:45 – 4:45 p.m. <i>Toronto Ballroom III</i>	<p><i>Bonus session: Book review of “Lawyer Nation: The Past, Present, and Future of the American Legal Profession”</i></p> <p><i>The American legal profession faces significant challenges: the changing nature of work in the wake of the COVID-19 pandemic; calls for greater racial and gender justice; threats to democracy; the inaccessibility of legal services for the majority of Americans; the risk of obsolescence owing to the emergence of new technologies; and the disaffection many lawyers feel toward their work. Ray Brescia provides concrete ideas for transforming law into a field whose services are accessible, egalitarian, and viable in the long term. Further, he addresses how the profession can improve so that the health of its practitioners is not compromised in the process. If the legal profession does not respond to its crises in an effective way, he argues, the dysfunction and unfairness plaguing the legal world will deepen. This is an unprecedented opportunity for the world of law to reimagine its future in way that honors its highest ideals: preserving the rule of law, protecting individual liberty, and addressing social inequality in all of its forms.</i></p> <p>Professor Ray Brescia</p> <p>David Atkins – Moderator</p>
5:30 – 7:30 p.m. <i>Kellys Landing 123 Front Street W</i>	<p>Dinner</p> <p><i>Dinner co-sponsors: Frankfurt Kurnit Klein & Selz PC and Holland & Knight</i></p>

SATURDAY, AUGUST 9, 2025	
7:00 – 8:00 am <i>Casson</i>	Recovery Meeting
8:00 – 9:00 a.m. <i>Tom Thomson</i>	Breakfast
9:00 – 10:15 a.m. <i>Toronto Ballroom III</i>	<p><i>Deal or No Deal: Ethical Dilemmas in Transactional Practice</i></p> <p><i>As transactional lawyers navigate complex deals and negotiations, understanding the ethical landscape is crucial to maintaining professional integrity and avoiding common pitfalls. This panel will delve into key ethical issues, providing practical insights and strategies on the following areas and trends: conflicts of interest, civil and ethical negotiation, client fraud, confidentiality, and attorney-client privilege, and the ever-problematic multi-jurisdictional practice.</i></p> <p>Alan Kay Peter Mott Ruth Schoenmeyer</p> <p>Eileen Garczynski – Moderator</p>
10:15 - 10:30 a.m. <i>Convention Level Foyer</i>	Break
10:30 – 11:45 a.m. <i>Toronto Ballroom III</i>	<p><i>I Am Not My client: The Ethics of Representing Unpopular Clients</i></p> <p><i>Explore the tensions that arise when lawyers represent unpopular or controversial clients. From white-collar defendants to individuals charged with heinous crimes, the obligations of competent representation can clash with public perception and our personal values. And, then there is also considering the reputational risk to the practitioner and/or their firm. It can be challenging to manage a client while balancing the need to correct misperceptions, while simultaneously addressing the scrutiny, bias and judgment of our peers and the public. What can we do, as ethical advocates, to help manage and shape public opinion without disclosing confidences or just not making things worse? Panelists will discuss Rule 1.2(b), explore case scenarios, and ask whether professional neutrality is still tenable in a culture increasingly hostile to moral ambiguity.</i></p> <p>Irwin Kramer Sarah D. McShea</p> <p>Liz Simon – Moderator</p>

11:45– 11:50 a.m. <i>Toronto Ballroom III</i>	Closing Remarks
11:50 a.m.– 12:00 p.m.	Transition Break
12:00-1:00 p.m. <i>Toronto Ballroom III</i>	<p><i>Respondent’s Roundtable</i></p> <p><i>Though any topic remains fair game for attendees to raise, you are especially encouraged to be prepared to discuss the theme, “How Would You Defend This?”</i></p> <p>Ron Minkoff</p>
Social Event Options	<p><i>Saturday August 9: Hockey Hall of Fame Interest Form</i></p> <p><i>Sunday August 10: Niagara Falls Interest Form</i></p>

Thank you to all our sponsors:

Frankfurt Kurnit Klein & Selz PC – Friday Dinner Co-sponsor

Holland & Knight – Friday Dinner Co-sponsor

Mindfulness in Law Society – Prize Sponsor

McCabe Ali LLP – Networking Game Sponsor

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O’Rielly & Roche LLP- Friday Lunch Sponsor

Kendra L. Basner – Anniversary Cake Sponsor

Thank you to our annual meeting planning committee:

Craig Alexander

Emil Ali

David Atkins

Kendra Basner

Ryan Little

Ed McIntyre

Sari Montgomery

Liz Simon

And thank you to all who attended and made our association's 35th anniversary celebration a success. We look forward to seeing you again in San Antonio on February 5-7, 2026.

