



TVA | The Legal Outsourcing Network[®]

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www.virtualassociates.ca

Taran Virtual Associates Inc.
148 Fullarton Street, Suite 1508
London, Ontario N6A 5P3

Consider it done.

Taran Virtual Associates (“TVA”) is *The Legal Outsourcing Network*[®]. Our clients are lawyers who maximize their profitability by outsourcing court appearances, discoveries, drafting and research to our network of contract lawyers on a flexible assignment-by-assignment basis. Since 1997, TVA has brought outsourcing to the practice of over 1,800 lawyers across Canada.

Maximize your profitability and increase the pleasure you derive from practicing law by delegating work to our expanding network of lawyers. Our hourly rates are deliberately set below market allowing you to gross up the fee and earn a profit on outsourced work. You will gain the flexibility to focus your efforts on the tasks you enjoy, and increase your effective hourly rate by leveraging your time and minimizing time written off.

TVA’s network of over 90 contract lawyers range from a 1965 year of call to new calls who possess expertise in virtually every area of law. TVA’s most experienced contract lawyer is a retired judge who is available to fine-tune your submissions. *Virtual Associates*[®] contract lawyers all practice in Canada and carry professional liability insurance. Our selective recruiting process ensures instant access to highly skilled lawyers whenever you need them. Our project management team ensures your projects are always completed on time and within budget by the lawyer best suited to the assignment.

TVA is continually expanding to meet the needs of our clientele. We are your source for Barbara Legate’s precedents for personal injury lawyers, TVA’s customized Wrongful Dismissal Report and an expanding collection of precedents including a factum on summary judgment. We also assist with research and drafting for legal publications and speaking engagements; manage privacy law compliance projects; perform due diligence background checks; conduct U.S. legal research; create demonstrative evidence aids for use at mediations and trials; and code documents for privilege and relevance in class actions and other document intensive litigation.

Virtual Associates® contract lawyers simulate your own full-time associates; just as virtual reality emulates reality. However, *Virtual Associates*® contract lawyers require no overhead and will provide assistance only when needed. You can outsource as much or as little legal work as frequently or infrequently as your practice dictates. This concept of “just-in-time hiring” gives you the flexibility to keep your practice lean through both its peaks and valleys. *Virtual Associates*® contract lawyers use technology to deliver instantaneous and seamless responses when on-site meetings are not required. We can tackle any size project within any budget. The variety of work that you can outsource includes:

Litigation

- Legal research
- Interview clients and witnesses
- Drafting
- Small Claims Court matters
- Motions
- Examinations for discovery
- Conduct or assist at mediations, arbitrations, trials and appeals
- Assessments
- Examinations in aid of execution
- Carriage of entire matter
- Summarize clinical notes and records
- Organize pleadings medical briefs
- Submissions fine-tuned by retired judge

Corporate Commercial

- Prepare for negotiations
- Draft documents
- Incorporations
- Minute book reviews
- Assist with due diligence
- Assist on closings and other transactions
- Conduct searches and registrations
- Prepare income tax documents
- Provide opinions

Examples of work that has been outsourced to Taran Virtual Associates:

- Legal research: opinions, memoranda of law and/or summary of cases found
- Constitutional challenge using a team of senior and junior *Virtual Associates*® contract lawyers
- Bringing and defending interim injunctions
- Full carriage of action including conduct of trial
- Assisting authors with drafting for updates of legal publications
- Reviewing and providing opinions on corporate agreements
- Management of a lawyer’s practice over an extended period of absence
- Drafting facta within 24 hours for emergency motions
- Trial preparation

Our team has conducted hearings at a variety of administrative tribunals, and appeals at every level of court including the Supreme Court of Canada. TVA's most experienced contract lawyer is a retired judge who is available to fine-tune your submissions. Below are a few profiles:

Bar	Profile
1965	Retired Justice of the Superior Court of Justice of Ontario; Justice for over 20 years; Judicial Advisory Committee and Regional Senior J.
1966	Civil Litigator with emphasis on Personal Injury; over 40 yrs in practice (Plaintiff); LL.M. Business Law
1979	Former General Counsel of worldwide IT company for over 25 years; LL.M.; published author
1980	Legal research and writing exclusively for over 30 years; LL.M.; several published articles; clerked at ONCA
1988	On team of Canada's largest patent infringement actions in Federal Court; trusted advisor, counsellor and expert negotiator; practiced at Lang Michener; called in ON and AB; LL.M.
1998	Formerly at Torys and Goodman & Carr; lecturer and panelist at various law schools and conferences
2001	Updates leading Estates and Tax Law texts; formerly at BLG
2002	Previously with Dept. of Justice; legal policy drafting and speech writing for senior officials; published author; Russian translator; scholarships for academics achievements
2003	Prolific author in Family and Criminal Law; LL.M. and Ph.D.
2003	Established precedent law in the ONSupCtJus and the WSIB; strategic business advice to corporate clients; lead counsel on multi-million dollar commercial disputes
2004	Exceptional legal researcher; former teaching assistant and professor; graduated with First Class Standing
2006	Clerked at ONCA; LL.M. Yale; Ph.D. (Yale)
2007	Articled at Miller Thomson; Adjunct professor at U of Ottawa LL.M. Ph.D.; called in NY ('01), BC ('07), AB ('13), ON ('17)
2009	Family law litigator with impressive courtroom track record including major family law victory at the ONCA; award winning journalist
2011	Exceptional legal researcher; prize recipient for research and writing
2014	Summa cum laude and silver medallist in law school with several awards; articled at Lerner LLP
2014	Articled with the ABCA and Miller Thomson; research assistant; freelance writer; awards and recognitions; called to the BC bar
2015	Fluent in French and Spanish; called in ON and BC; author of several articles and editorial peer reviewer for law journal

TVA's network of over 90 *Virtual Associates*[®] contract lawyers provide you access to a full array of expertise across Canada. Practice areas include:

- Administrative
- Bankruptcy
- Civil Litigation
- Class Actions
- Commercial Litigation
- Constitutional
- Construction
- Copyright Law
- Corporate
- Criminal
- Employment
- Environmental
- Estates Litigation
- Estates & Wills
- Family
- Health
- Health & Safety
- Human Rights
- Immigration
- Indigenous Law
- Injunctions
- International
- Insurance Defence
- Intellectual Property
- Labour
- Municipal
- Pensions
- Personal Injury
- Product Liability
- Privacy
- Real Estate
- Real Property Litigation
- Securities
- Tax
- WSIB

Increase profits and control costs

- Outsource the work for which you cannot bill your full hourly rate, and devote your valuable time to the more profitable work.
- Capitalize on the up-to-date technological and research skills of *Virtual Associates*[®] contract lawyers.
- Charge your client a premium over TVA's below market hourly rates.
- Manage your peak periods without adding the overhead associated with full-time associates.
- Compete with full service firms by accepting work outside your practice area and outsourcing to senior *Virtual Associates*[®] contract lawyers.
- Increase your client base by accepting clients you would otherwise have to decline, given your workload, with the assistance of TVA's project manager.
- Increase the time available for client development.
- Reduce the costs associated with travelling out-of-town by outsourcing such work to *Virtual Associates*[®] contract lawyers.

Manage the growth of your practice

- Handle large projects without disrupting your associates' current assignments.
- Access the varied skills and expertise of TVA to satisfy the needs of your diverse practice.
- Determine whether you can provide enough work to justify hiring additional associates and students.
- Manage the transition of articling students smoothly by using *Virtual Associates*[®] contract lawyers when you are temporarily short-staffed or while new students are being integrated.
- Sample the legal work of a variety of lawyers before making a hiring decision.

Increase career satisfaction

- Give yourself the freedom to focus on the rewarding aspects of your practice.
- Decrease the stress of servicing your clients during peak periods.
- Enhance the energy and morale of your associates and students by ensuring that they are not working above capacity.
- Enjoy your vacations or maternity leave with peace of mind that TVA is managing your workload in your absence.

Enhance client service

- Enhance your flexibility to respond to your clients' needs during peak periods.
- Compete with large firms by accessing a team of *Virtual Associates*[®] contract lawyers on demand.
- Eliminate the delays that arise from scheduling conflicts.
- Ensure your legal work is performed as efficiently and quickly as possible, even when you are working above capacity.

Nolan Law Offices

October 2, 2000

JOHN HUNT NOLAN
DERMOT P. NOLAN*
FRANCO CIARLO

**certified by the Law Society
as a specialist in civil litigation*

Taran Virtual Associates,
100 Fullarton Street,
London, Ontario. N6A 1K1.

Attention - Stephen Taran

Dear Steve,

I am writing to again endorse your superb team and to thank you and them for the outstanding work which you have done for us in the past. I hope that you will feel free to circulate this letter to anyone who is considering using your services.

I always knew what an associate was. I didn't know what a *virtual* associate was until I had the good fortune to enlist your assistance. I now understand that the word *virtual*, in this context, means, (without limitation and, *inter alia*), the following: **No additional payroll costs, no LPIC premiums, no LSUC membership fees, no additional staff, no additional office space rent, no additional training, no additional office politics, no new billing pressures and no further erosion of earnings.**

I also now understand that the word *associate*, in the context of your firm means, (without limitation and, *inter alia*), the following: **First class service, prompt response, thorough and professional research, reasonable charges, quick (and accurate) answers and keen understanding of pertinent issues.**

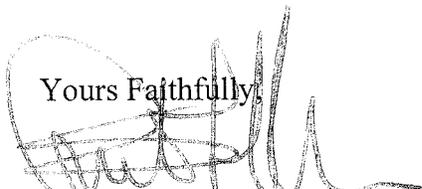
In this context, "*virtual associate*" equates to "*obvious choice*". For the small and medium size firm without the resources to employ numerous associates or carry a large research library and staff, choosing your firm is to me so sensible as to be a *virtual* no-brainer! My question is, Why didn't anyone think of it earlier?

Having seen the quality of your work and the timeliness of its delivery, I heartily recommend your firm to anyone who is interested in ensuring that they are able to represent their clients with reliable and up-to-date knowledge of the state of the law as it pertains to their clients' issues. I will certainly be referring my colleagues to your firm and, if any of your prospective clients would like to hear from a *satisfied customer*, I would again invite you to have them give me a call.

I wish you much continued success in providing this remarkable service to lawyers.

Kind Regards,

Yours Faithfully,


Dermot P. Nolan

DPN/bp

One King Street West
Suite 700
Hamilton, Ontario L8P 1A4

Phone: 905-522-9261
Facsimile: 905-525-5836

ASSOCIATES

John R. Beckett, Q.C.
John M. Dean
Joseph Maziarz
Murray R. Mazza

John J. Hunt K.C. [1915-1945]
James M. McLean [1934-1978]
M. Constance McLean [1934-1993]

LEGATE
& ASSOCIATES
BARRISTERS & SOLICITORS

Barbara L. Legate LLB
Certified by the Law Society as a Specialist in Civil Litigation

Judith A. Hull LLB

PERSONAL INJURY LAWYERS

Direct Line: (519)672-6682
Email: blegate@legate.on.ca

May 20, 1999

To Whom It May Concern:

Re: *Taran Virtual Associates*

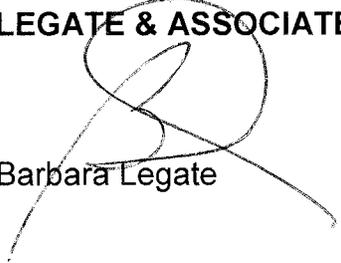
I am consistently impressed with the quality of work from *Taran Virtual Associates* and encourage you to use them. Having access to a network of contract lawyers and law students with varying levels of experience has given me the flexibility to manage my peak periods. The legal research, memoranda and facta provided through *Taran Virtual Associates* have always been completed thoroughly by lawyers and law students who got up to speed quickly.

I have found dealing with Stephen Taran, president of *Taran Virtual Associates*, to be effortless; he manages the assignments from start to finish. Stephen provides me with updates on how the assignments are progressing and takes these opportunities to explore ways of fine tuning the arguments. He also ensures that the assignments are completed on time, while staying within budget.

If you have any questions with respect to my experience using the services of *Taran Virtual Associates*, please do not hesitate to contact me at the telephone number set forth above.

Yours very truly,

LEGATE & ASSOCIATES


Barbara Legate



The Law Society of
Upper Canada | Barreau
du Haut-Canada

By Fax (519) 432-8626

May 9, 1997

Stephen Taran
Taran Virtual Associates
100 Fullarton Street
London, Ontario
N6A 1K1

Osgoode Hall
130 Queen Street West
Toronto, Ontario
M5H 2N6

tel (416) 947-3300

Dear Mr. Taran:

Re: Taran Virtual Associates

This letter is further to your letter of the 9th concerning Taran Virtual Associates which provides lawyers and law students on a part-time basis to other lawyers, law firms, corporate law departments and government law departments. The Law Society has had occasion in the past to comment on such type of agencies. It is our opinion that the agencies are performing a very useful service to the members of the legal profession and those clients they service. Accordingly, there is no unauthorized practice as proscribed in section 50 of the *Law Society Act*. The delegation to part-time people brings in the application of the overall duty of confidentiality; hence no problem with Rule 4. There is also no problem with respect to the division of fees because the prohibition against the division of fees is designed to deal with the problem not to deal with the type of agency relationship that you will be running.

You are free to show this letter to any lawyer who questions what the Law Society's position is. Any lawyer is free to call me at (416) 947-3349 and also confirm this opinion.

There is only one question I have that is outstanding and that is the discussion of students. If the students are simply students who are at law school or have completed law school, there is no problem. I would assume that none of the students would be articulated students at law. Were you contemplating the use of such students (articled students) then you would have to obtain the permission of the Director of Education, Mr. Alan Treleven.



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I forgot to address the issue of grossing-up the fee the agency charges. That is the agency will charge the law firm or lawyer for another lawyer or student service at \$75 an hour. That lawyer or law firm will then gross-up that fee. The Professional Conduct Committee has in the past commented on such a practice. The Committee said it was in order as long as it was revealed to the client and the client consented. The justification for the gross-up is the fact that the lawyer or law firm is taking responsibility for the work done by that contract lawyer or law student.

I trust this will be of some assistance to you in your very important endeavour.

Yours very truly,

A handwritten signature in cursive script, appearing to read "Stephen E. Traviss".

Stephen E. Traviss
Senior Counsel
Professional Conduct

SET/em