

A newsletter to help our members and partners stay current with the business of law ♦ Fall 2009

ARE YOU PAYING FOR ADVERTISING THAT'S IGNORED?

Time to look at your firm's ads in the same way potential clients do

By Mike Bowerbank of *Topics*

Dr Janet James, PhD, sums up our fast-paced world with this eye-popping fact: the average person now receives more than 400 times more information every day than the Renaissance man, using the same-sized brain. While the average person receives about 3,000 messages per day, the retention rate of those messages is less than 5%.

People are so bombarded with information that attention spans have shrunk in order to process as much of it as possible. This also means that rushed business people have less time to notice and retain advertising, including the ones you sponsor.

Our society seems saturated with advertising, billboards and logos, to the point where most are barely noticed. Think about the last time you read a newspaper: 60% of newspaper space is advertising, but I'll bet you didn't spend 60% of your reading time looking at advertising. You probably ignored most of the ads. Are your prospective clients ignoring your firm's ads?

VANDALIZING YOUR YELLOW PAGES

Meeting a prospect in person is still the best idea, but with many firms, you can't possibly meet them all, which is why we have to advertise as well as network. Most legal ads, however, fall short of their potential.

Law firms have among the worst ad-
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Can you solve this trouble? See Paula Butler's latest HR case challenge, *Peter's Anger*, on page 4



The future of Dye & Durham, in new hands, is reworked to deal with the new economy

Dye & Durham, founded in 1874, eight years before the incorporation of Vancouver itself, has remained a purveyor of timely and accurate information for well over a century. D&D ranks as the largest, most comprehensive provider of registry services in British Columbia, with more than 200 employees working out of four locations. The firm's remarkable longevity is credited to its dedication to the province's legal industry and its community. No firm can be staid and survive so long. In the wake of some recent, significant management changes, D&D is now at a pivotal point in its evolution. The new owner and president, Connie Fenyo, tells us in this guest article it's moving toward a future in which tradition and innovation are complementary terms.

By Connie Fenyo,
President, Dye & Durham

When the BC Legal Management Association contacted me about contributing an article to *Topics* about the recent change in our company, I was delighted.

Dye & Durham has enjoyed a long-standing relationship with the BCLMA and, over the years, I have had the privilege and pleasure of getting to know most of its members personally. *Topics*, therefore, is a wonderful forum to get into the detail of the acquisition and what it means for the future.

HOW IT ALL BEGAN

I acquired 100% of the shares of Dye & Durham's western operations through a managed buyout last November, after a great deal of consideration.

As the company's vice-president and general manager for the previous nine

years, I was already familiar with the customers, employees and industry.

Throughout my tenure in this position, I recognized the potential of this company and its value to the legal industry as a whole. The future looked bright when we began acquisition negotiations.

However, as talks progressed, the descent of the real estate market hastened, credit tightened and the economic climate contracted. An icy sensation crept into my feet. I had to think long and hard about whether I still wanted to go through with the deal, knowing the road ahead would be trying, particularly in the near term.



Connie Fenyo

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 vertisements in the business world. Grab your nearest copy of the *Yellow Pages* and look up “Lawyers.” Take a good look at the ads there. How many gavels, scales of justice and bookcases do you see? How many serious-looking people do you see sitting on or around desks like they are channelling Paul Drake? Every legal cliché you can imagine usually appears in these ads.

This next exercise demonstrates the single, biggest problem with legal advertising: Cut out all the Lawyer ads in the *Yellow Pages* and cover up or remove the firm name and logo. Mix them up. See if you can guess which firm posted which ad. Chances are you cannot, yet if you did the same for many other industries, you probably could.

You’d know a McDonald’s ad from a Burger King ad just by reading the copy. You’d probably know those Spence Diamond or Alarm Force radio ads anywhere, even if the voice-overs spoke a dif-

ferent language. Successfully branded companies use distinct terms, phrases and concepts that differentiate themselves from the rest of the pack. Most law firms, however, do not. Instead, they use headlines and body copy that any other firm could use—which is why most of the ads for lawyers look and feel the same.

If you, as a consumer, had to look for a personal-injury lawyer, for example, do you think your priority would be how long a firm has been in business? Yet the ads of several firms start with the headline “50 Years Experience” or “35 Years in Business” or “More than 500 lawyers in All Areas of Practice.”

But as a potential client, you are probably looking for a headline that reads something like, “The Road to Recovery Includes Choosing the Right Lawyer” or “The Whole Medical-Legal Package for Your Personal-Injury Claim.”

The first three headlines are all about the firm; the pair that followed are all about you, the potential consumer. The

second pair of headlines shows that the law firm appears to better understand the needs of their clients.

Now take a look at the last few ads your firm published. How many of them are about your firm? How many show how you can directly benefit your target audience? If your ads don’t resonate with the reader (a.k.a. “potential client”), they will have little effect.

DON’T BE COMPETITIVE – BE BETTER

When I talk about marketing to lawyers and administrators, they often use the same cringe-inducing word to describe their firm: *competitive*. I so dislike that word because what it really means is *average*.

A competitive firm is, essentially, not much different from any other. If that is the case, how can you attract the clients of other firms to your firm when they can easily stick with the devil they know?

Coca-Cola is the premier soft drink

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It IS easy being green...



Prospects and Advertising → from Page 2
 and beverage company in the world because it doesn't think of itself as being competitive. Pepsi will always be viewed as second tier until it stops comparing itself with Coke.

If you constantly compare your organization to the market leader, you actually promote your competitor as much as your own firm every time you advertise. Be a leader, innovator and a trend-setter. What makes your firm better than the 999 other firms that offer the same services you do? What is your advantage?

As advertising legend Bill Bernbach said, "You can say the right thing about a product and nobody will listen. You've got to say it in such a way that people will feel it in their gut. Because if they don't feel it, nothing will happen." Brochures shouldn't be a cure for insomnia.

Your clients don't really care about your expensive logo so don't put it on the front page of your brochure. (It doesn't belong there anyway!) It's nice that you have a great brand, but your potential clients need to immediately identify what's in it for them.

About 80% of people will not open a brochure unless it provides a prime benefit or a compelling reason on the front cover. You have to get their attention with an emotional appeal, a provocative question, or a benefit statement.

Your firm's name probably belongs down at the bottom of the front cover, not on top, and your logo should go on the back along with the firm's name and its contact information.

Your brochure doesn't have to be a literary masterpiece; keep it short, compelling, easy to read; avoid the use of jar-

gon wherever possible. Draw a direct (head)line from their heart to their wallet.

The father of modern advertising, David Ogilvy, figured that, on average, five times as many people read the headline as read the body copy. He concluded, "When you have written your headline, you have spent eighty cents out of your marketing dollar."

Make sure your headline grabs your target's interest. Showcase your expertise in a given field, but make the headline interesting. You won't grab their attention with a dull, self-evident headline.

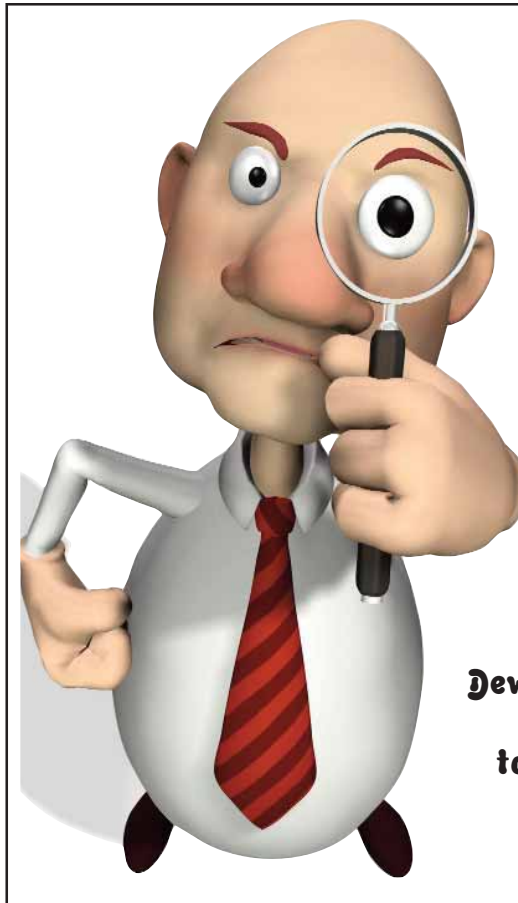
A perfect example of a great headline comes from the American Floral Marketing Council which once ran an ad, which later became famous, that showed three bouquets of flowers. One was a single rose in a slim vase, another was a dozen

Prospects and Advertising → to Page 5

She was much happier after we talked to her former boss on her behalf about how she came to be laid off, and her younger, buxom colleague wasn't.

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Above are two improvised examples of ads that 'speak' to a prospective client, showing how a law firm appeals to their needs. There are only three parts to each ad: an identifiable image for the prospect class; a headline that connects the image to the class's need; and, info the prospect requires about the law firm to fulfill the implied call to action. Note the firm also reaffirms the class in its changable slogan, tying all the components together.

YOU BE THE JUDGE

By Paula Butler, Lawyer

Here's the case we posed to you last issue, followed by a response from within the BCLMA. On the right is a new scenario for you to judge, followed by instructions on how to let us know what you would do in that situation.

Bonus! A respondent will be randomly chosen to receive a \$25 gift certificate to Chevron. Note that your response remains 100% anonymous unless you attach your E-Business Signature with your text.

Even if you identify yourself to us to be entered into the draw, your participation will remain anonymous to our readers. We won't publish your name, neither as a respondent nor as a winner.

Paula Butler is a sole practitioner who specializes in labour and employment law from her office in West Vancouver.

The case of Gillian's reference

Gillian started working as a paralegal at Hamilton, Johnson & Finch in November 2008. For a few months, her work is commendable and she seems to be fitting in with co-workers, but it soon becomes clear that Gillian may be a problem.

She is a slow worker with little motivation, she makes many mistakes, and she seems to upset her co-workers by making unkind and critical comments on a frequent basis. However, Gillian is not given a performance appraisal, nor does anyone talk to her about her ongoing conflict with co-workers.

One day, Bill, one of the lawyers with whom she works, bursts into your office and says, "I can't take it anymore — you have got to get rid of Gillian." This sentiment is then echoed by a number of other people.

As the Director of Administration, you make the decision that Gillian should be fired, but as there have been no warnings, her employment is terminated without cause, and she is never specifically told why the firm made the decision.

Then you get a call from another firm in town, asking you for a reference for Gillian. *What do you say?*

RESPONSE FROM BCLMA MEMBERS: *I would only confirm that Gillian worked at my firm and provide the dates of her employment. Aren't I*

The Case of the Gillian's reference → to Page 5



**OUR NEW SCENARIO –
TELL US WHAT YOU'D DO IN:**

THE CASE OF PETER'S ANGER

Peter has worked as a lawyer at Whittaker, Sturgeon for 12 years. Over the last year, his behaviour has changed. Sometimes he is loud and irritable, working 16-hour days for long periods. Then he becomes withdrawn and quiet for other periods, then misses work. As the Human Resources Manager, you've had complaints about Peter's loud phases. He disrupts others, and is rude at times. You are also aware that there have been client complaints recently as he has missed meetings and important deadlines.

You decide that you need to have a discussion with Peter to see what is going on, and to suggest he consider the employee assistance plan to help him with whatever is going on in his life. The meeting goes badly. He tells you that he is perfectly fine, and that it is none of your business what is going on in his life. You decide to leave him alone and hope that the situation improves.

Today, within half an hour of arriving at the office, Peter starts screaming at his paralegal, and sweeps files off his desk. Then he throws a mug of coffee at the mail-room clerk.

What do you do?



HOW TO BE OUR JUDGE

TO RESPOND: WWW.BCLMA.ORG

This feature of *TOPICS*, compiled by Vancouver lawyer Paula Butler, is designed to get you thinking about workplace scenarios that might happen — or have happened — to you.

*Read the case above, aimed at challenging your management ability. Then, click on the BCLMA domain below to go directly to the website. On the home page, click on the **Respond to Topics Scenario** button to arrive at the You Be The Judge response form. Describe how you would answer the question at the end of the scenario. **Submissions are 100% anonymous. Neither sender's name nor the firm's name will be revealed to the editors — only your response.** Next edition, we'll print a selection of your anonymous responses — and provide a new scenario.*

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mixed flowers in a nice vase and the last was a large bouquet in a very large vase.

If the headline was written by a law firm, it might have read, "We have a large variety of flowers and assortments to fit every budget and occasion." That's all true, but it is hardly memorable.

The headline the AFMC actually used was "Exactly how mad is she?"

THE CEMETERY OF IDEAS

David Ogilvy said that much of the messy advertising you see is the product of committees. Committees, he says, can criticize advertisements, but they should never create them.

Committees, the old saw says, are where good ideas go to die. This is quite probably the reason so many bad ads emerge from the legal world. Try to keep the creative process in as few hands as possible.

If you use an ad agency, let them do their job; resist the temptation to water down or clutter up the result. Lawyers would be appalled if their written legal briefs were edited and watered down by their clients, yet they are quick to do the same with the work of creative professionals.

MAKING IT ALL 'AD' UP

Knowing the demographics of your target markets is important. It tells you who is buying your firm's services. But do you know their psychographics, which tells you *why* they buy? More importantly, does your marketing committee know?

Advertising is expensive and you want as much return on investment as possible. To ensure you get the most bang for your buck, make every ad cover three basic areas: what you do, how that directly benefits the potential client who sees it, and how that person can contact you to get that benefit.

Showcasing your experience and expertise is essential, of course, but remember that other firms pursue exactly the same strategy. Find your unique advantage, your specific business edge, your "ace in the hole", and let your clients know that they can directly benefit from it. That is a message they can't possibly ignore.

Gillian's reference → from Page 4

prohibited from providing references in this new day and age of Privacy, anyway? Plus, I'm afraid of being sued!

Hi, this is Paula.

You raise a number of good issues that highlight the need for employer caution in this area. To begin with, to alleviate privacy concerns, ensure that the person you are speaking to is who they say they are. You can request the prospective employer to send you a consent form signed by the former employee allowing your company to provide a reference.

You are right that references can be a potential source of liability for employers. A reference that is critical of an employee can be defamatory, and if the information provided by an employer is based on negligently collected information, the employer may be liable for negligent misrepresentation. In addition, if an employer has intentionally suppressed damaging information and the new employer relies on the misleading reference, the former may be liable for fraudulent misrepresentation.

However, it is important to note that these cases are rare in Canada. As well, if you have given the reference in good faith, based on accurate information, you can limit your exposure to such claims.

Take the following precautions when you give references:

- ✓ Implement a policy that stipulates

that all reference requests are directed to one person who either provides the reference or authorizes the giving of a reference by someone else;



Paula Butler

- ✓ Ensure that the reference provided is documented and filed;
- ✓ Ensure that negative references are supported by evidence of facts justifying the negative comments. This should include referring to recent comments on performance evaluations or letters provided to the employee;
- ✓ Avoid subjective comments or opinions such as, "She was late all the time because she was out every night partying." Better to say, "She was frequently late," or "She was late on approximately 14 occasions in the last year."

In the present case, as nothing has been documented with the employee, you will want to be very careful in what you tell a prospective employer.

You could also simply confirm her employment with the firm, and provide no further details.

Don't forget to have a look at our latest HR challenge, on page 4, "The case of Peter's anger."



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WHAT TRAITS MAKE THE BEST LAW-FIRM LEADERS

Law-firm leaders have the 'vision thing', but that's just part of their success

By Michael J. Anderson, Principal, Innovative Consulting Ltd.

Our career as consultants and advisors to the legal profession brings us into contact with literally thousands of managing partners throughout North America. Over the years, we have observed certain characteristics the most successful managers have in common.

People say that you love what you excel at. The most striking characteristic of the most successful managing partners is that they love what they do. They seem to follow the dictum of motivational speaker Harvey McKay, "Do what you love, love what you do, and deliver more than you promised."

Good leaders genuinely look forward to going to the office every day. Their enthusiasm infects and energizes their colleagues and their staff. They take an authentic interest in the careers, welfare and families of their partners and staff, and inspire feelings of loyalty and satisfaction. Loving what they do, they are willing to do what it takes to acquire and improve the skills and techniques the art of management demands.

THE VISIONARY THING

A select few leaders have The Vision Thing. "It was just a fantasy, really," is how one, now retired, Managing Partner described his dream of expanding his three-man partnership into the largest firm in his city. "We knew that if we wanted to attract the type of clients and work that interested us, we would have to grow."

He had a clear vision of how they would do it: they set out to attract the best young lawyers in town by offering them more money than the larger, established firms offered, willingly sharing interesting files and clients, and offering an enticing vision of their future inside the firm. This firm became and remains one



Michael Anderson

of the largest in the country.

The necessity of a clear vision is so obvious, we are reluctant to state it, and yet we are constantly surprised at how many managers either don't have it, or can't articulate it —

which is just as deadly. Being a visionary is an almost impossible role. How many people like Martin Luther King or John F. Kennedy do we know? Not many.

Our friend, Patrick McKenna, likes to compare the vision thing to Moses coming down from the mountain with the stone tablets and saying, "Here is the Word of God, now you should get excited!" A very tough role to pull off.

The reverse is more likely with most leaders being consumed by the exigencies of the moment and the firm lumbers on by feeding off the growth of its clients. As

Carpenter Group manager David Master says, "A manager must have a longer-term outlook than that of the people being managed."

The working environment of a firm with an exciting vision of the future differs greatly from the ones that do not. You can sense the atmosphere as soon as you enter the reception area. There is a distinctively crisp and friendly manner. It is a sure indication that the firm's management knows where it wants to go, and that everyone has joined in on that vision.

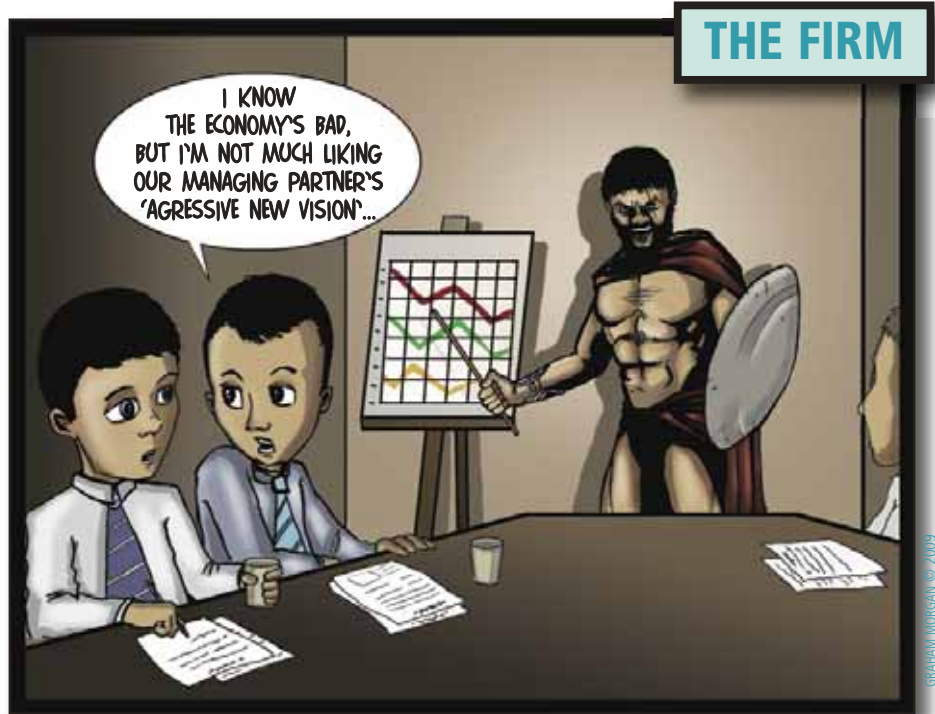
TEAM BUILDERS 'R' US

Of course, in a partnership, the realization of the vision requires a shared and collaborative effort, and so the Managing Partner must be a consensus builder.

This is a talent that some lawyers have when they're born, that some develop as a requirement of their practice and that some learn the hard way.

This skill seems to be inherent in the best managing partners but, as usual, the people who are good at something stay good because they keep practicing it and, as with anything done by people who are the best at what they do, they make it look easy. But even the best managers

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GRAPHIC: MORGAN © 2009

will find that keeping everyone going in the same direction can be overwhelming, and they will not be afraid to enlist outside help to restore harmony of purpose.

One professional we work with told us, “When it feels like I’m herding cats, I know we need a retreat.”

COMMUNICATOR & MOTIVATOR

Part of building a consensus is that great leaders are also often great communicators. They make sure everyone knows what is going on and have a sincere feeling of “being in on things.” This helps to negate fear, builds collegiality and helps to generate great, new or alternative ideas from those who allow the managing partner to lead.

Part of their collaborative approach is their commitment to “management by walking around” as management consultant Tom Peters advised us all many years ago.

Leaders know that the best ideas are often voiced in one-on-one conversations, and that motivation comes from simple questions like, “What are you working on and how can I help?” They know that for a firm to achieve its goals, the individuals who make up the firm must also achieve their personal goals. All good managing partners know that they must criticize in private and praise in public. In fact, most of them continually share or give credit away to others for successes they have driven.

Note the difference between “management by walking around” and micro-managing, which is an enervating and counterproductive technique.

ASSIGN OF THE TIMES

Great managing partners have the ability to recognize the skills of the people they manage. They recognize when someone is ready to take on a new challenge and, additionally, has the capacity and ability to handle particular stretching goals. Having that skill allows them to delegate effectively.

Because the managing partner’s role is often too big for one person to handle in the most meaningful way, good leaders know how to delegate some management

tasks to non-lawyers, associates and partners.

They usually are also very good at delegating clients and files and then, more importantly, getting the most out of all of their people. Part of their “management by walking around” includes following-up tasks, files and clients that they have delegated to others. Once they have delegated something, they are always available to discuss the ongoing progress, problems and solutions.

LISTENING IS SOUND

Dean Rusk, the former United States Secretary of State, once said, “One of the best ways to persuade others is with your ears—by listening to them.”

Some lawyers will never understand the concept of active listening, which is the ability to listen, play back the discussion and confirm the next course of action. The best managing partners excel at it.

Seldom do you hear of someone walking away from a meeting muttering, “I’m not sure what he means by that.” They are clear and concise.

LAUGH AT YOURSELF, NOT OTHERS

Personal traits among the best managing partners we have witnessed would include a good sense of humour. In fact, their “war stories” are usually about something they screwed up in the past. Real leaders can laugh at themselves.

POSITIVE IS AS POSITIVE DOES

The best managing partners exhibit a positive mental attitude. Great leaders will take something positive from every adversity. They can always put an optimistic spin on things, which is often so much more constructive than the critical or even analytical approach of many lawyers. Their optimism spreads throughout the organization, and can boost morale.

HONESTLY, THEY ARE

I have consulted with firms (not many, thankfully!) where an almost palpable atmosphere of cynicism and even fear pervades the atmosphere. The source could be traced to the inability of the managing

partner to be forthright and open in his relationships.

When a managing partner is open, honest and transparent, they create an atmosphere of trust within the firm.

NO FEAR EQUALS NO QUO

The best leaders are invariably fearless. They accepted their current position to *do* something—not for something to do. They take no pride in managing the status quo. They are there to make things happen.

ACCOUNTABLE, O PILOT

Almost always, the great leaders pilot by example. The faith and trust that good leaders build within their firm becomes the reward for the example that they show in their honest dealings, fearless decision-making and dedicated efforts.

INNOVATOR

The most successful managing partners are innovators, they are change leaders, they welcome new ideas and new concepts in management techniques, in the firm’s practice areas, in technology and even opportunities outside of the traditional law firm.

Leaders keep abreast of new ways of doing things, and encourage creativity and innovation from everyone in their firm. Some even employ staff who are dedicated to researching new ideas, techniques and technologies.

DECISIVE & COMMITTED

The best leaders are decisive. Whether faced with tough decisions involving the careers and lives of partners, associates or staff, or whether they are challenging decisions that, if wrong, could be costly, they will make their decisions and live by them. Former US president Harry Truman once said, “Just make a decision. If it’s wrong, then make another decision.”

At some point in their lives they learned—sometimes at great cost—that indecisiveness and procrastination are invariably more damaging and debilitating than a wrong decision (at least you can learn

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The Future of D&D → from Page 1

The agreement proposed would sever D&D from its former parent company, The Cartwright Group, and establish a free-standing firm, wholly BC-owned and operated and with absolute autonomy.

In the end, as with most decisions, it came down to a cost-benefit analysis. I knew full-well D&D had a solid foundation. Its viability and potential for success as a stand-alone was never in doubt.

My only lingering concerns during the final stages of the acquisition process were based on how it might affect our clients and our staff. The fact that few from either group even noticed the transition is a testament to the professionalism of our management team.

With the deal signed, the BC Office Products division was subsequently sold to Mills Basics on the condition that Mills hire the two D&D office products account executives. Dye & Durham Corporation then emerged as a pure service en-

tity, focused solely on providing information and legal support services.

This was the vision I had for Dye & Durham for some time and, having secured independence, the next step was to conduct a sweeping, comprehensive audit internally of our business practices and offerings of legal-support services.

We found our primary systems to be fundamentally solid but, in some cases,

overdue for an efficiency upgrade. Our review also led us to some additional structural reorganization, whereby we positioned our practice areas for more streamlined interaction and internal reliance. For example, management by geography, as a result of government e-initiatives, had become less relevant to our customers and staff, with both groups re-

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quiring more emphasis on the specifics of each practice-support area than on its location.

CONCERNS & CONSIDERATIONS

Many of the challenges we faced were not merely a result of our new-found status as an independent operation, but arose from the uncertainty brought on by an economic downturn that may or may not reverse itself.

Dye & Durham undertook a best-practices review and subsequently formulated a strategic business plan that takes into account the internal and external realities which affect our business.

It was critical for us to formulate an operating plan that produced maximum efficiency and minimum expenditure, with absolutely no sacrifice to our commitments of service levels.

We had some distinct challenges, but my discussions with several *Topics* readers revealed significant common ground, including:

- ✓ *Financial concerns:* The prevailing economic climate resulted in collections issues intensifying as clients have less ability to pay. Law firms currently face cash-management concerns as revenues shrink. Administrators are caught in the middle—helping partners deal with financial concerns while maintaining service levels with decreased administrative staffing support.
- ✓ *Cost containment:* Even in robust economic conditions, law firms and their administrators scramble to regain market share, and retain clients while operating profitably. These efforts have led to major cost-control initiatives, with firms reducing their staff counts, resulting in major strains on law firm administrative resources.
- ✓ *Business development & revenue enhancement:* Administrators need to educate their associates and partners on how to develop new business with the acknowledgement and confirmation that these endeavours may not pay off until much later down the road.
- ✓ *Maintaining morale:* The challenge is to

keep staff productive and content, perhaps how to provide new benefits for employees who are retained after a down-sizing but required to assume additional responsibilities for the same or less pay.

- ✓ *Changing client demands:* We are in the early stages of a shift in the traditional cost-and-delivery model for legal ser-

vices. Law firm clients are concerned about the climbing cost for legal services and are seriously looking for fixed fees and discounted hourly rates. Initiatives such as the ACC Value Challenge, organized by large corporate clients in the U.S., forces major changes in the business models of law

The Future of D&D → to Page 11



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The Future of D&D → from Page 10

firms, with administrators expected to help their firms adjust.

✓ *Contingency planning:* With the H1N1 flu season and the Olympics fast approaching, formulating a workable contingency plan to efficiently maintain operations with potentially 30% to 50% of a law firm’s work force absent at any one time presents a time-sensitive challenge for those firms without a plan already in place.

✓ *Succession planning:* Many firms will have partners, associates and staff retiring in the next five years, making it a priority of today’s administrators to plan for tomorrow’s changes, a burden many administrators feel.

Essentially, we found ourselves asking exactly the same questions and facing many of the same challenges as our clients in the legal community.

We continued our audit with this in mind: As service providers, if we could only offer convenience and not the accompanying economic benefit to our customers, we could very well be considered a luxury rather than a necessity.

ADDING VALUE IN A DE-VALUED ECONOMY

Asking the right questions and identifying key areas of concern is the easy part. Accounting for what is thereby gleaned from a business perspective and incorporating solutions into the architecture of your operations is the challenge.

Acquiring Dye & Durham at the beginning of the economic melt-down forced me to take our company through significant restructuring.

At the same time, by acquiring the firm, I also gained the freedom to restructure as I saw fit. In doing so, we used the economic conditions we were all living through as a measuring stick, a barometer against which to base our cost-benefit analysis. If we could demonstrate, even amidst a global economic crisis, that the benefit of using our services outweighed the costs, we would essentially redefine the term ‘value-add’.

The Future of D&D → to Page 12

BCLMA at the half

by Stephanie Marsh, President

The 2009/10 Executive Board has reached the halfway mark in its current term.

Here’s a list of successes so far:

- ✓ Sold-out Spring/Summer Social
- ✓ Another joint webinar with more than a dozen ALA & TLOMA site registrants in Canada and the US, presented by Gary Mitchell & Catherine Mitchell of GEM Communications
- ✓ Annual Subsection Electoral Process invoked to support subsections, provide greater structure, and produce more leadership options for individuals
- ✓ New Alumni “subsection”
- ✓ A renewed relationship with the Law Courts Inn, providing highly cost-effective meeting space and catering
- ✓ Ongoing website enhancements based on user-feedback

Still to check:

- ❑ October 7: The first of a three-part series on Leadership: *Leadership & Balance, Part 1*, presented by guest speaker Joanne Ward;
 - ❑ October 21: Administrator’s Only: *Caught in the Crossfire* with guest speaker Paul Goosen
 - ❑ November 5: Annual Managing Partner’s Dinner with special guest Justice Thomas Gove of the Vancouver Downtown Community Court
 - ❑ December 3: Annual Winter Social
- I look forward to continuing to work with you and the Executive Board to bring you tools, opportunities and events that support you in our legal profession.



Stephanie Marsh

MAKING THE MOVES...

WELCOME, NEW & RETURNING AFFILIATES!

Marion Verdicchio, Finance, of Hamilton, Duncan, Armstrong & Stewart Law Corp... **Lynn Zelickson**, Facilities, McCarthy Tetrault... **Rob Smith**, Human Resources, Lindsay Kenney... **Daniel Guerrero**, Human Resources, McCarthy Tetrault... **Genevieve Sangalang** and **Christina Haddrell**, Human Resources and Facilities, Smart & Biggar.

WELCOME, NEW & RETURNING REPRESENTATIVES!

Kimberly MacMillan, formerly of MBM Intellectual Property Law, has joined Simpson Thomas & Associates in Vancouver... **Samantha Collier** has joined MBM Intellectual Property Law... **Miriam Redford** has become Fasken Martineau’s new Representative.... Also, new to the BCLMA: **Ali-cia Bond**, Facilities, of Bull Housser & Tupper LLP, **Stephanie Norton**, Facilities, of Legacy Tax + Trust Lawyers and **Shakti Jeyachandran**, HR, of Roper Greyell. And, a new firm, Taylor Sourisseau Tatchell of Vancouver, represented by **Donna Ward**.

*In accordance with our bylaws, firms are the BCLMA’s **Members**. **Representatives** were formerly known as **Full Members**. **Affiliates** were formerly known as **Subsection Members**. The list of the **Affiliate Chairs** and **Co-Chairs** as of the date of publication is always on the last page of each **TOPICS**. You can also go to our website for the latest list; just click our name, below.*

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Having outlined essential considerations of law firms interested in this review of services, traditionally outside the scope of an administrator's responsibility, the team was tasked with creating or amending systems such that, if challenged on any of these points, we could prove ourselves as having the critical answers.

LISTEN TO LEARN

First, we listened to our customers in order to broaden our understanding of the legal practice. We did not assume we knew their concerns; we asked questions.

We then applied this new knowledge to the development of systems and offerings that would provide maximum efficiency for our clients and offset, as much as possible, the deleterious effects of a struggling economy.

The degree of importance we place on listening to our customers is perhaps what most sets D&D apart. Sometimes you hear things you'd rather not, but that kind of feedback is what allows the company to improve, grow and offer better service.

So, what did we learn, and what did we do with that information? Well, the legal industry is a dynamic, interesting and complex world, particularly for the uninitiated. We already knew that. But we learned that we could more successfully assume the role of facilitator—a portal for information, and a resource that helps bridge the gap between the important work of the legal community and the world where the results of their efforts become tangible.

As we bring together so many practices areas and so many associations, it seemed a natural move for us to expand our efforts to disseminate important developments among these groups. Our primary resource in this regard is our *Information Update*, which currently has about 10,000 subscribers. We also provide webinar services and training, and have an Education Department dedicated to precisely this role.

We also learned that innovation will remain a major focus of our efforts. Contin-

The Future of D&D → to Page 13

Contract or in-house? A checklist of questions

By **Connie Fenyo, President of Dye & Durham**

Not only did we have to consider our competitors as we conducted our service audit, we needed to accept the idea that firms may abandon service providers altogether, and rely on in-house personnel. Administrators need to carefully evaluate the real costs and risks of completing legal-support administrative tasks in-house versus outsourcing them to qualified providers of legal-support service.

Sometimes this critical decision is left to the individual performing the task, and the important questions never get asked. In evaluating the various service providers, administrators should make the following checklist of inquiries:

- With clients pushing for different business models, do I understand what my total law firm search-and-file service costs? Are the costs controlled? What cost arrangements are available?
- How does my registry agent mitigate our risks?
- Does my agent support my firms' international business-development initiatives by providing global due-diligence services?
- What service-level guarantee does my registry agent provide?
- Does my registry agent support the associations that are important to me and my law firm?
- What type of accounting integration ability does my registry agent offer to ensure full cost-recovery?
- What type of accreditation credentials does my registry agent have?
- Is my firm experiencing unnecessary accounting complexities as a result of using several different registry agents?

We recognize that many of the search, registration and legal-support services that Dye & Durham provides can be completed by our clients in-house. Before abandoning the use of service providers altogether, decision-makers should contemplate the following key considerations:

- In a downsized environment, what is the impact of increased search-and-file work on remaining employees? Who will do the work when these employees are absent due to sickness, leave, vacation or retirement? Who will conduct the training? What type of training will be provided?
- What is my real cost of outsourcing registry agent services versus the full cost of completing these services in-house?
- How knowledgeable is my staff? Are they completely up-to-date on registry procedures and legislative changes impacting processes and procedures? For example, there are currently 44 court locations, 43 of which include both a civil and criminal registry just in B.C. alone. What steps am I taking to ensure my staff is informed of these changes?
- Are we managing our service levels on administrative tasks consistently across the firm? Do our clients experience defects at the registries? Is this monitored? If so, how? What impact do defects have on our clients?
- If clients are taking longer to pay, and cash-flow management is critical, what is the cost of maintaining a topped-up property transfer tax account, a BC Online account plus paying disbursements up front versus monthly summarized billing?
- With the emphasis on remaining competitive and retaining clients, is my practice completely up-to-date in online search-and-file methods when competing against other law firms? Will our response time be slower or otherwise negatively impacted?
- If you have decided that effective technology will improve your practice and give your firm a competitive edge, is it not safe to say that you should surround your practice with service providers who also make use of the most effective technology? What steps are your service providers taking to ensure they'll be able to meet your future requirements?

The Future of D&D → from Page 12

ued investment in emerging technology is an ongoing commitment, but two examples, in particular, bear mentioning as they are of the greatest importance to our customers.

Dye & Durham has fully-supported electronic search-and-registration initiatives since their inception, and was involved in the pilot project for the BC government's *Corporate Online*.

Recognizing early on that utilizing Internet technology to streamline these processes would increase efficiency, lower costs and reduce reliance on paper as well as couriers, we undertook a great deal of research and development to create sophisticated new web-based applications: *ETRAY* and *ECORP*.

ECORP is a web-based corporate-record management system; *ETRAY* is an electronic search-and-filing system, with full support, that has the newly developed capacity for creating invoices and statements.

Both reflect Dye & Durham's commitment to adopting ecologically sound business practices. In particular, these applications will dramatically reduce the legal industry's reliance on paper and couriers-changes that will have a significant favourable impact on a firm's bottom line and coincide with 'green' initiatives.

We also learned that our customers want options and facts. In some instances, for example, manual filings are preferable or even mandatory. We provide that service and help our customers identify the circumstances in which it makes sense to discuss whether another option would suit them better and why. We present alternatives to our customers, and let them determine the course that best suits their practices.

The main thing we learned was that we couldn't hope to survive if complacency existed within our mandate. The fact is: I want this company to be around for at least another 100 years, and I believe

that qualified providers of legal-support services are an essential resource for our clients and the legal industry.

While it would have been easy for me to rely on successes of the past, I wanted to make every effort possible to position D&D as a vanguard for new systems and technologies designed to streamline our clients' operations. We constantly re-invent ourselves as our customers do the same. Our roots provide stability, but evolution is necessary. We understand that the procedures we've adopted in the past don't guarantee our success moving forward. Broadening our scope, exploring new opportunities and developing innovative solutions will keep us at the forefront of service providers best able to support the needs of the legal communities we serve. 

With special thanks to Greg Baranieski, Colin Cameron, Marie Finstad, Spencer Hartigan, Wayne Scott and Tim Wurtz for their insight.

Smile & Link

SMILE!

One of the new features of our redesigned website includes the ability to post individual profile photos next to each person's listing in the BCLMA Personnel Directory.

If you need to know what someone looks like before meeting or want to put a face to a name, the BCLMA website can be your resource.

Kindly e-mail a professional, colour profile image of yourself (size 82px X 115px) to membership@bclma.org

Thank you for your co-operation!

LINK!

BCLMA is LinkedIn!

The BCLMA is now a group on the popular business-social website LinkedIn.com, which can extend your existing network of trusted contacts.

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HST NOT AS DREADED AS YOU MIGHT THINK

The new Harmonized Sales Tax is likely to benefit law firms; here's a look at how

By Sheila Tham, Financial Controller, Watson Goepel Maledy LLP

On July 23, 2009, the B.C. government announced its intention to harmonize the existing 7% Provincial Sales Tax (PST) with the 5% federal Goods and Services Tax (GST) into a single 12% Harmonized Sales Tax (HST, 12%). This will take effect on July 1.

Ontario made a similar announcement earlier this year, eventually joining Nova Scotia, New Brunswick, and Newfoundland & Labrador—all of which harmonized their provincial sales tax schedules with the federal GST in 1997.

WHAT IT MEANS FOR BUSINESS

Because GST/HST is Canadian federal legislation, it will also mean any business that is registered for GST purposes, regardless of where they are located, will be obligated to charge and collect HST at these new rates on goods and services sold to customers in HST provinces. The HST will be reported and remitted on ordinary GST returns.

BC law firms currently charge GST and PST to legal fees and GST is charged to legal-related disbursements, such as photocopies and faxes. Come July 1, the HST will be charged to both legal fees and related disbursements.

Law firms may find an increase in their cash flow by 5% to 7% as a result. That's because we will be able to claim the PST 7% portion, which we can't do now, as an input tax credit. This means that when we purchase a computer for \$1,500 today, we would pay \$75 GST and \$105 PST, but we are currently only permitted to claim the \$75 back as an input credit, which is subtracted from the amount of GST we pay to the government. But when the HST is implemented, you would be able to claim the full 12% HST back as a credit.

RESTRICTIONS FOR LARGE BUSINESSES

There are a few temporary restrictions

on that general concept of tax credits that some BC law firms might encounter, however. For at least the first five years, mid-size businesses with annual taxable sales in excess of \$10 million will be restricted from claiming the 7% provincial component of the HST on:

- ✓ Energy, except when used to produce goods for sale;
- ✓ Telecommunication services, but the credits are allowed on costs for Internet access and toll-free numbers;
- ✓ Road vehicles weighing less than 3,000 kilograms (3 tons), their parts and certain services, plus the fuel to power such vehicles; and
- ✓ Food, beverages and entertainment.

Further, BC businesses will have to disclose the amount of restricted credits on their HST returns in each reporting period.

WHAT ABOUT NEW-HOME BUYERS

There would also be an effect if purchasing a new house. BC will provide a new housing rebate of a portion of the 7% provincial component of the HST to ensure that newly-constructed homes bear the same amount of sales tax as they do under the current PST system. The rebate will be fully available on newly-built homes sold for \$400,000 or less. Newly-built homes above \$400,000 will receive a flat rebate of about \$20,000.

MORE EXEMPTIONS

All goods and services will be subject to HST in the same manner as they are currently subject to GST. All items on which GST is currently not payable—basic groceries, prescription drugs, medical devices, as examples—will continue to be exempt from HST, too.

Further, BC will not impose the 7% provincial component of the HST on:

- ✓ Books
- ✓ Children's sized clothing & footwear

- ✓ Children's car seats or car booster seats
- ✓ Diapers
- ✓ Feminine hygiene products, and
- ✓ Gasoline or diesel fuel for vehicles

The familiar point-of-sale rebates for the BC portion will apply.

AND THERE ARE SOME SIDE EFFECTS


Whenever a new tax is introduced, the painful side-effects are immediately discussed, usually before the benefits are completely understood. Indeed, with every tax, there is bad and good.

The HST has been portrayed as a money grab by the BC government and as a major downfall for BC business. Critics have declared it a new tax burden on consumers, specific sectors, and unfair to lower-income earners. The average British Columbian *will* notice a difference when they go to the store and purchase something that is currently subject to GST only; HST will be charged.

In my view, the food and entertainment industries are also unlikely to lose money with this new tax; rather, they might also come out on top.

ON THE UPSIDE

- ✓ The HST will reduce business administration costs by \$150 million annually and will save the B.C. government \$30 million in administrative costs annually.
- ✓ It will inject \$1.6 billion in federal funds into the BC economy.
- ✓ It will create more jobs, because BC businesses will be in a better investment position to expand and hire more people.
- ✓ The HST will reduce the marginal effective tax rate on investment, making the cost of new business expansion more affordable.
- ✓ In the short and long run, business and law firms will gain a benefit from having this value-added tax in supplies and capital expenses. This could improve cash flow.

More info will become available as the effective date—just nine months away—of July 1 arrives. 

A SOCIAL RESPONSIBILITY

What do sleeping bags and soccer balls have in common? Passion, giving

By Antonio A. Zivanovic

When my parents bought my sister and me our first sleeping bags, I was so excited I just wanted to lie around the house in mine as if it were my bed. I remember visiting Vancouver on a road trip shortly afterwards—my first chance to test the sleeping bag in real conditions!

We were walking back to the car on a cold and wet Vancouver night, when we noticed some people huddled in a doorway under a small awning. Without a second thought, my father grabbed the sleeping bags, walked over and gave our bags to them. At first, I felt disappointed, but my parents explained that those homeless people needed the sleeping bags much more than we did. I understood it was the right thing to do.

I learned a lot from that experience. First, giving means challenges. There have been times when I've had little financially, but seeing someone with far less opportunity to earn their keep compels me to give what I can. I see generosity all around me; I am convinced that people like to give.

I've noticed that the people who feel passionate about something often take the initiative to help make this world better. Of course, true passion for something means focusing your attention outside of yourself, and selflessness is at the root of giving.

A friend who rallies a group of people to build homes for Habitat for Humanity, and two of my business mentors seem to spend more time helping others than there are hours in the day. Another associate is passionate about supporting local food producers, and developing the community through local gardens.

As for me, I run a workplace health and wellness company. Our mission is to advance people and cultures by fostering the development of optimal workplaces. Our mission emphasizes the most favorable physical functioning, and how it facilitates our

working lives and work/life balance. With this in mind, I see opportunities to help others help themselves every day.

I love soccer; it's a personal expression of the most advantageous physical functioning and its invigoration of life. I love what happens when diverse people play



For me, soccer is a personal expression of the most advantageous physical functioning and its invigoration of life.

together on a team. At best, people forget themselves in the selfless joy of physical performance, and subsume their individual interests to the collective good.

Coincidentally, a friend of mine gave me a CD about The Great Football Giveaway. Much like the famous non-profit Right to Play, this UK company provides complimentary sports equipment to help people in developing nations build strong communities.

I was so inspired by this video that I pulled some friends together to create a

non-profit organization called The COS Football Giveaway. Our project helps people experience the transformative powers of sport.

When faced with a world that presents a myriad of needs and opportunities to help, how do you choose where to begin, what exactly to do? How do you find the inspiration and energy to help while continuing to care for your business responsibilities and mission?

The key is this: assuming your day-to-day work allows you to give concrete form to what you love and feel passionate about, that's where you start. Extending a helping hand based on the passion that guides your work means your professional expertise will advance your charitable giving, making you more effective at helping others. Further, you might unexpectedly find that your efforts give you new ideas that could improve your professional practice.

If you do not know what you are passionate about, or how this relates to your work, take a moment and think about one person, place, or event that inspired you to commit yourself to something worthwhile.

We may not have an abundance of resources, but we do have initiative and commitment. Recall the words of American anthropologist Margaret Mead: "Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has."

Check out an example of how a concrete effort to extend a helping hand was inspired by a specific love of sport and a professional focus on health and wellness by watching the online video. It's at: <<http://www.TheCOSfootballGiveAway.org>>

Find something. Commit your heart. Help change the world. 

Antonio Zivanovic is the CEO of Corporate Occupational Solutions Inc.

Prior to launching the firm, Antonio was a consultant for leading public and private sector firms across Canada. Visit the firm's website at <<http://www.COSinc.ca>>; or contact COS via e-mail at info@COSinc.ca

Best Law-Firm Leaders → from Page 7

from your mistakes). They've learned that the more decisions you make, the better you become at making the right ones.

The best managing partners are not afraid of 'failing forward,' as management consultant Tom Peters puts it.

They have learned that the odd bad decision is inevitable, it isn't the end of the world and is what they usually remember if they need a laugh. However, the ability to make tough decisions does not suggest they have a lack of compassion or insensitivity to those who may be affected by those decisions.

When we say they take a genuine interest in the welfare of their partners and employees, they remain aware of the effects of their decisions on everyone; they ensure that any ill effects, real or perceived, are alleviated as much as possible. In this regard, managers are cognizant of how their fellow lawyers are able to handle the pressures of their profession.

CURIOUS

Great leaders often seek feedback from the people they lead. One way to do this is an annual, confidential survey completed by the partners. Survey questions might include:


- Am I more positive than critical?
- Am I accessible?
- Am I perceived as fair?
- Am I concerned about the long term?
- Am I inclusive?
- Do I provide sufficient feedback?
- Do I keep everyone informed?

- Am I encouraging?
- Do I communicate well?

How many of the attributes highlighted in this article apply to your firm's Managing Partner?

- Visionary
- Enthusiastic
- Authentic
- Collaborative
- Consensus Builder
- Delegator
- Humorous
- Positive
- Honest
- Fearless
- Accountable
- Innovator
- Decisive

All of the qualities or practices we've depicted here derive from passion successful managing partners have for the job they have agreed or chosen to take on, but they also are simply part of who they are. Generally, they are as successful in their personal lives as they are in their profession.

By and large, good leaders have rich family lives, undertake active leadership roles in their communities, have a wide range of interests, and enjoy the material rewards of their success. In short, they exhibit the same exuberance and drive at home as they do at work. 

Michael J. Anderson of Vancouver has more than 30 years experience working with professional firms throughout North America: 604-272-4222.









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V2010 ISU TO CONTROL SKIES OVER GAMES JAN 29 TO MARCH 3

If it's man-made and flies to Vancouver, it – and you – will be security screened

by Peter Morgan
Morgan:Newsletters

If you, your colleagues or clients expect to fly into Vancouver from January 29 to March 3 from *anywhere*, expect your person to be searched and your baggage screened.

And that includes those handy sea-plane or helicopter flights that allow you to hop over to Vancouver Island and back for the day. Coming back to Vancouver on the puddle jumper, you and your baggage, hand-held or stowed, will get the standard once-over—it's nicknamed 'mag-and-bag'—that you now get at all international airports, and that could add up to half an hour to the white-knuckle flights.

As you might expect from the timing, this all has to do with the 2010 Winter Games, at least the Olympic portion of them, since everything will be back to normal for flights by the time the Paralympics start on March 12.

This situation hasn't received much publicity yet, but the Vancouver 2010 Integrated Security Unit, which is led by the RCMP but which includes all branches of Canada's military and NavCanada, the agency that controls Canadian air space, is just one of more than 100 federal departments and agencies planning to deal with the various aspects of the 2010 Games.

V2010 ISU and the federal authorities have created a giant, notional figure-8 swatch of airspace that's 55.6 kilometers (30 nautical miles) wide; NavCanada calls them the "Olympic Rings." The areas extend from the ground to just shy of 5,486 metres (18,000 feet), and includes a portion of US airspace due south of us.

The southern part of the **8** is centred on Vancouver International Airport,

which is not just a sponsor of The Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC), but it's also an official Games venue. The northern part is centred on Whistler, and the pinch point of the figure is where the air-space control area slims down as it follows the Sea to Sky Highway from West Vancouver to Whistler. Everything man-made that flies will come under the flight restrictions that are to take effect during those 34 days within that figure **8**.



The federal government says its best guess is that between 34,000 and 136,000 airplane passengers are expected to be affected by the security regulations it intends to impose, and that doesn't count those aboard the scheduled commercial flights that are normally screened in the same way.

According to a *Regulatory Impact Analysis Statement* from the Department of Transport accompanying the proposed *Vancouver 2010 Aviation Security Regulations*, the restrictions would affect more than 100 flights per day, carrying a total of between 1,000 and 4,000 passengers per day.

The *Analysis* was prepared by Sandra Miller, the chief of Regulatory Planning and Services for the Aviation Security sec-



tion of Regulatory Affairs in the department.

The proposed regulations require the Canadian Air Transport Security Authority to screen crew members, passengers and goods at airports, heliports and float-plane bases at 22 locations in British Columbia; require segregating passengers and goods destined for an aircraft after the screening; require aircraft searches; and expand firearms and explosives restrictions to those who operate corporate and private aircraft, as well as apply them to some airports that don't currently serve air carriers.

As well, it adds, "Security-sensitive requirements containing more details and procedures would be contained in confidential security measures, and disclosed only to authorized persons with a demonstrable 'need to know' of their contents."

The new locations are in various areas of the Lower Mainland, as well as on Vancouver Island, in northern British Columbia and in Calgary, Alberta.

Under "an innovative and adaptive approach" of the regulations, the *Analysis* says, air operations that would otherwise be banned from restricted airspace or grounded would be permitted to continue to operate, but that helicopters, float planes, charters, commuter aircraft, air taxis, corporate and privately owned aircraft and some small, regional airlines would be affected by the expansion of the regulations.

The *Analysis*, however, does not make

Olympic Games air screening → from Page 17
reference to several small air carriers who say their schedules may have to be curtailed or considerably lengthened because

of the requirements that their passengers be diverted to airports for screening before they can continue into Greater Vancouver air space.

Which airports are affected by all this?

Here is the federal government's list of airports affected by the proposed regulations. It says that additional portal airports—those through which small aircraft have to funnel before they could move into the Olympics-controlled air space—could also be added, if necessary, to accommodate changes in passenger volume, routes, available runways and need for greater runway lengths. Changes in the availability of essential services—such as aircraft de-icing, aircraft fuelling and Customs services—could also add or subtract from the list:

<i>Abbotsford Airport –(Portal Airport)</i>	<i>Port Hardy</i>
<i>Boundary Bay</i>	<i>Powell River</i>
<i>Calgary International Airport</i>	<i>Squamish</i>
<i>Departure Bay</i>	<i>Vancouver Harbour & Public heliport</i>
<i>Kelowna Airport –(Portal Airport)</i>	<i>Vancouver International Airport, including the South Airport and its floatplane facility - (Portal Airport)</i>
<i>Langley Regional</i>	<i>Victoria International Airport–(Portal Airport)</i>
<i>Nanaimo Harbour</i>	<i>Victoria Harbour and Camel Point heliport</i>
<i>Pemberton</i>	<i>Whistler (Municipal)</i>
<i>Pitt Meadows</i>	

Violation of the proposed regulations, it says, would carry the same range of financial penalties already in place for existing regulated operations, from up to C\$5,000 for individuals and up to C\$25,000 for corporations.

“It is expected that the proposed aviation security regulations would impact primarily aircraft having up to 50 seats. However, the majority of aircraft affected will likely have a capacity of less than 10 seats,” it says.

It also adds, “Flight schools would also be highly impacted, given proposed restrictions on their operations and the potential for temporarily reduced revenue streams. Solo flights could be curtailed and aircraft flown by student pilots would be banned from the proximity of key Games facilities and other locations.

“Operators of corporate aircraft (some of whom fly large aircraft, the type used by major commercial carriers) may also be affected by the same type of flight delays, longer flight times to portal airports and additional ground-handling fees.”

It says, however, that the reason for the regulations include three main possible scenarios envisioned by Vancouver 2010 ISU and other agencies.

Those possible scenarios include “use of aircraft as a weapon; use of improvised explosive devices against passengers at Vancouver International Airport or aboard aircraft bound for greater Vancouver; and use of aircraft for suicide attacks mounted against 2010 Games venues.”

And, it adds that “in the RCMP-led threat scenarios, it was determined that a wide variety of these generally smaller aircraft could be used for nefarious purposes...”

The *Analysis* notes that passengers on affected flights would not be required to pay the Air Travellers Security Charge, “as costs associated with enhancing 2010 Games-related aviation security are already captured in a broad Government of Canada commitment to staffing, training, infrastructure and logistics co-ordination.”

Pre-sales of Games assets already underway

Once the 2010 Games are done, you'll see VANOC disappear so fast, you'll wonder where 25,000 people could possibly go.

For one thing, VANOC isn't spending a single dime it doesn't have to, and that includes payroll, but for another it also has to do with getting all the money recovered that in can. Which is why the organization is already out in the market, talking to industry organizations ~ what they might want to buy at cut rates for slightly used, well, everything.

VANOC has to buy a lot of things to stock up the two Athletes Villages, one in Vancouver, one in Whistler, but there's also all that accommodation for the media, Olympic and Paralympic officials and other constituencies. But because most of the things are used, even if slightly, and VANOC wants to shut down, it's offering fire-sale type deals via auctions afterward starting ~ April 1, and pre-sales of specific things now.

Here's a tiny sample of the kinds of things VANOC is expecting to pre-sell to, for example, hotels:

Items	Units	Starting Price
<i>Folding Chairs (Bridgeport, White)</i>	~ 35,000	...\$6 each
<i>Folding Tables (Lifetime)</i>	~ 10,000	...\$17
<i>Leather Sofas (Brown, from Hudson's Bay Co.)</i>	~ 800	...\$185
<i>Leather love seats (Brown, from Hudson's Bay Co.)</i>	~ 800	...\$163
<i>Leather Lounge Chairs (Brown, from Hudson's Bay Co.)</i>	1,900	...\$95
<i>Solid Wood Wardrobes (Dark Pine, from Hudson's Bay Co.)</i>	950	...\$200
<i>2010 Branded Coffee Tables (Dark Pine, Hudson's Bay Co.)</i>	~1,500	...\$60
<i>2010 Branded Nightstands & End Tables (Dark Pine, HBC)</i>	~ 5,000	...\$28
<i>2010 Branded Linens (Sheets, Pillowcases, Duvets, Duvet Covers)</i>	~40,000	...\$4
<i>2010 Branded Bathroom (Towels, Washcloths, bathmats)</i>	~40,000	...\$1
<i>Appliances (Coffee Makers, Kettles, Microwaves, Fridges etc.)</i>	~ 2,000	...\$3
<i>LCD Televisions (19" & 26" Panasonic)</i>	~1,800	...\$266



BCLMA EXECUTIVE & SECTION LEADERS

EXECUTIVE

Stephanie Marsh, *President*
Fasken Martineau
2900, 550 Burrard Street
Vancouver, Canada V6C 0A3
D: 604.631.4767
F: 604-631-3232
SMarsh@Fasken.com

Jan Whyte, *Vice-President*
Murphy, Battista
#2020, 650 West Georgia Street
Vancouver, BC, V6B 4N7
D: 604.633.3811
F: 604-683-5084
Whyte@MurphyBattista.com

Gary Carter, *Director*
Paine Edmonds LLP
1100, 510 Burrard Street
Vancouver, BC V6C 3A8
P: 604.683.1211
F: 604-681-5084
GCarter@Paine-Edmonds.com

Cindy Hildebrandt, *Director*
Richards Buell Sutton LLP
700 – 401 West Georgia Street
Vancouver, BC V6B 5A1
P: 604.682.3664
D: 604.661.9267
F: 604-688-3830
CHildebrandt@rbs.ca

Evenna Liu, *Director*
Oyen Wiggs Green & Mutala LLP
480 – 601 Cordova Street W
Vancouver, BC, V6B 1G1
D: 604-676-9074
F: 604-681-4081
ELiu@Patentable.com

Barb Marshall, *Director*
Fasken Martineau
2900 – 550 Burrard Street
Vancouver, BC V6C 0A3
D: 604.631.4991
F: 604-631-3232
BMarshall@Fasken.com

Angela Zarowny, *Treasurer*
Direct: 604.351.0124
azandtz@Shaw.ca

Jane Kennedy,
Administrator & Membership Services
BCLMA
PO Box 75562
RPO Edgemont Village
North Vancouver, V7R 4X1
P: 604.988.1221
F: 604-988-1221
Membership@BCLMA.org

SUBSECTION LEADERS

Facilities & Service Management
Janice McAuley, *First Co-Chair*
Lawson Lundell LLP
1600 – 925 West Georgia Street
Vancouver, Canada, V6C 3L2
D: 604-631-9254
F: 604-669-1620
JMcAuley@LawsonLundell.com

Lorraine Burchynsky, *Second Co-Chair*
Boughton Law Corporation
Suite 700 – 595 Burrard Street
Vancouver, Canada, V7X 1S8
D: 604.647.4162
P: 604.687.6789
F: 604-683-5317
LBurchynsky@Boughton.ca

Finance
Sheila Tham, *First Co-Chair*
Watson Goepel Maledy LLP
1700 – 1075 West Georgia St.
Vancouver, BC V6E 3C9
P: 604.688.1301
F: 604-688-8193
STham@WGMLaw.com

Linda Lucas, *Second Co-chair*
Davis LLP
2800 Park Place, 666 Burrard St.
Vancouver, BC V6C 2Z7
D: 604.643.6305
F: 604-687-1612
E: LLucas@Davis.ca

Human Resources
Tina Giallonardo, *First Co-Chair*
Miller Thomson LLP
1800, 840 Howe St.
Vancouver, BC V6Z 2M1
P: 604.687.2242
F: 604-643-1200
TGiallonardo@MillerThomson.com

Kerri Antifaev, *Second Co-Chair*
Alexander Holburn Baudin & Lang LLP
2700 - 700 West Georgia Street
PO Box 10057, Vancouver, BC V7Y 1B8
D: 604-628-2723
F: 604-484-9700
KAntifaev@AHBL.ca

Knowledge Management
Greg Christensen, *Chair*
Fasken Martineau
2900-550 Burrard Street
Vancouver, Canada V6C 0A3
D: 604.631.4993
F: 604-631-3232
GChristensen@Fasken.com

Marketing
Recruiting

Small Firms
Sharon Kwong Wah, *First Co-Chair*
Young Anderson
1616 – 808 Nelson Street
Vancouver, Canada, V6Z 2H2
D: 604-689-7400
F: 604-689-3444
KWongWah@LYA.bc.ca

Kimberly MacMillan, *Second Co-Chair*
Simpson Thomas & Associates
1512-808 Nelson St.
Vancouver, B.C. V6Z 2H2
D: 604 689 8888
F: 604 684 1881
KMacMillan@SimpsonThomas.com

Trainers
Ruth-Ann Spencer, *First Co-Chair*
Bull, Housser & Tupper LLP
3000, 1055 West Georgia Street
Vancouver, BC V6E 3R3
D: 604.641.4921
F: 604-646-2638
RAS@BHT.com

Lisa Dick, *Second Co-Chair*
Fasken Martineau
2900-550 Burrard Street
Vancouver, V6C 0A3
P: 604.631.3131
F: 604-631-3232
LDick@Fasken.com

Technology
George Lo, *Chair*
Harper Grey LLP
3100 - 650 West Georgia Street
Vancouver, BC, Canada V6B 4P7
D: 604-895-2853
F: 604-669-9385
Glo@HarperGrey.com

EDITORIAL COMMITTEE

Bob Waterman, *Chair*
Richards Buell Sutton LLP
D: 604.661.9241
F: 604-688-3830
BWaterman@RBS.ca

Stephanie Marsh, *Editor*
Fasken Martineau
2900, 550 Burrard Street
Vancouver, Canada V6C 0A3
D: 604.631.4767
F: 604-631-3232
SMarsh@Fasken.com

Mike Bowerbank
BurnabyMike@Yahoo.com

Lorraine Burchynsky
Boughton Law Corporation
Suite 700 – 595 Burrard Street
Vancouver, Canada, V7X 1S8
D: 604.647.4162
P: 604.687.6789
F: 604-683-5317
LBurchynsky@Boughton.ca

Paula Butler
Barrister & Solicitor
200, 100 Park Royal
West Vancouver BC V7T 1A2
P: 604.782.0373
F: 604-983-0372
PButler@PaulaButler.com

Tim Wurtz
Baker Newby LLP
9259 Main St.
Chilliwack BC, V2P 6K2
P: (1) 604.792.1376
F: (1) 604-792-8711
TWurtz@BakerNewby.com

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Editor: *Stephanie Marsh*
Managing Editor, Designer: *Peter Morgan*

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LEGAL MANAGEMENT ASSOCIATION
President: *Stephanie Marsh*

WHO WE ARE

The BCLMA, founded in 1972, is a non-profit organization with 95 Representatives and more than 220 Affiliates across B.C. It is the BCLMA's goal to provide educational and networking opportunities, to enhance skills as legal administrators and managers, and to provide professional and personal benefits its registrants..

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- ◆ Opportunities to network with other law firm administrators and managers are provided by events such as our annual Spring and Winter socials, or monthly subsection meetings. We host an annual Managing Partners Dinner, and a large conference every other year.
- ◆ The Job Bank on our website outlines information on potential employment opportunities.
- ◆ The Discussion Board on our website enables Representatives and Affiliates to quickly get questions answered and obtain advice from others who may have faced similar situations. The best way to get involved is to become a part of the BCLMA.

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