



Get in the Flow: Learning in the Flow of Work P1

5 Ways to Integrate Technology P8

Building a Successful Law Firm P16

The New BCLMA Website P20

The Holidays Still Sparkle P23

Get in the Flow: Learning in the Flow of Work

by Judie Boroevich, Learning & Development Co-Chair

Even before COVID-19, law firms offered digital ways of learning, using online resources such as videos and interactive modules delivered through various platforms. The current pandemic has only heightened the importance of having a robust digital learning program. This includes making sure that all aspects of the learning program are available virtually, and perhaps most importantly, that firm members have access to the learning that they need “just in time”. In other words, that they can learn what they need to know, when they need to know it.

Josh Bersin, who coined the term, *learning in the flow of work*, says that when employees need to learn something in the course of their workday, “we want them to learn something, apply it, and then go back to work”, and he notes that YouTube and Google offer the earliest examples of this type of learning. By learning in the

flow of work, we can immediately learn, practice, and apply a skill. It also saves us from learning extraneous skills – we can focus solely on the skill that we need to acquire in order to carry on with our work.

For example, let’s say that you are working on your quarterly budget and struggling

with how to sort the data in an Excel spreadsheet. You don’t have time to wait to take an instructor-led Excel class, nor do you want to attend an entire class when you only have one skill to learn. So, you launch Google and search for “sorting data in Excel” and you find numerous results on how to sort data. You read one of the tip sheets or watch one of the videos you find. Then, you go back to your spreadsheet, and using the knowledge you just acquired, you sort the data. You have just learned in the flow of work.

Micro-learning, which is small bursts of training, usually offered through videos that are 2-4 minutes in length, often supports this type of learning. Job aids and step-by-step guides are important tools as well. However, in my

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TOPICS in this issue

Get in the Flow: Learning in the Flow of Work P1

The current pandemic has only heightened the importance of having a robust digital learning program. Having our people learn in the flow of work can help further foster that culture of perpetual learning that we strive for.

BC Employment Standards Act Amendments 2020 P5

Employers should be aware of two recent amendments to the BC Employment Standards Act involving new unpaid, job-protected leaves.

5 Ways to Integrate Technology Into Your Law Firm P8

Optimizing your firm's processes are key for the bottom-line. Here are five ways you can use technology to achieve this.

Platform Interoperability Across the Legal Profession P14

Platform interoperability is a key differentiator in a crowded and competitive legal market.

Building a Successful Law Firm P16

There is no easy button when it comes to business development! Business development is a hands-on sport. Because it's about relationships, it requires you to get out there and build them.

The New BCLMA Website P20

The Holidays Still Sparkle in Metro Vancouver P23

Looking for a list of things to plan over the Holidays? Take a look at these cool options to bring magic to both young and old!

DEPARTMENTS

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Volunteer Opportunity!

The TOPICS Newsletter Committee is looking for volunteers to join us! We're a dynamic, fun group who are looking for a few members to help source thought-provoking articles that are relevant and beneficial to all subsections. We have 3 lunch hour planning meetings per year (currently remotely) in which we plan out each edition. No business writing skills are required, just your enthusiasm.

This is a great opportunity to both network and contribute to BCLMA and the legal community. If you are interested or have any questions please contact Committee Chair, Heather Orchison at general@bclma.org.

Who We Are

The BCLMA, founded in 1972, is a non-profit organization with 180 Members and 550 Firm Representatives and Individual Members across BC. 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 to its registrants.

Member Services

The BCLMA provides opportunities to network with other law firm administrators and managers at annual Spring and Winter socials, and

monthly subsection meetings. We host an annual Managing Partners Event, and a large conference every other year.

Newsletter Services

Topics is a public newsletter. Contact the Editorial Committee to provide comments on articles, to offer suggestions for articles in future issues, or to augment the circulation list. We welcome your feedback! Please send comments to general@bclma.org.

Submissions

If you have an article or story idea you would like to submit, please email Heather Orchison at general@bclma.org. Please note that our prescribed article

length is 1000 words. All submissions will be subject to review by the editorial board.

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experience, many law firm members prefer instructor-led training and resist other methods. We must shift this mindset.

We must promote various modalities for learning. One way to achieve this is to build social learning, which draws on the collective knowledge of firm members, into learning programs. Social learning asks firm members to share knowledge with one another, by sharing a video or a tip sheet, for example. It can be something they created themselves or something they found online. Moreover, we need to reward those who share their knowledge with others.

As learning and development expert JD Dillon says, “as long as they comply with the rules, does it really matter how people get to those results?” If a skill is learned and correctly applied within the workplace, that constitutes as good learning, regardless of whether the learning happened in a class, from a conversation with a colleague, or by watching a video.

At my firm, we promote learning in the flow of work by demonstrating the learning behavior that we want to see. For example, if someone engages our learning team with a question to which the answer is readily available online, we will show them how to find the answer versus providing the answer to them.

New technologies will continue to emerge rapidly, and processes will continue to change. To this end, we must foster a culture of learning within our firms, in which every firm member understands that learning is perpetual and happens organically within the workplace. Lifelong learning is a necessity, and we must ensure that our firm members have the skills necessary to perform their work effectively and to ensure they are motivated and fulfilled. Learning in the flow of work can help achieve this.



Judie Borojevich is the Senior Manager, Learning at Borden Ladner Gervais LLP and has more than 20 years of experience in workplace learning, including facilitation and course design. She holds a Master of Education degree and currently serves as Co-Chair of the Learning & Development Subsection. You can contact her at jborejevich@blg.com

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WELCOME & KUDOS

New Member Firms and their Representative

Rosa Pezzente, **Continuing Legal Education Society of BC**, Vancouver
Kim Schwaerzle, **Davidson Lawyers LLP**, Vernon
Nicki Isaac, **Forte Law Corporation**, Surrey
Hanna El Rayees, **Centra Lawyers LLP**, Maple Ridge
Geoffrey Howard, **Howard Employment Law Corporation**, Vancouver
Sophie MacCallum, **MacCallum Law Group**, Langley
Garry Limpricht, **Paul & Company**, Kamloops
Patrick Lewis, **Sugden McFee & Roos LLP**, Vancouver
Jennifer Middleton, **Zacharias Vickers LLP**, Chilliwack

New Representatives for Existing Member Firms

Clerissa Jewell, **Cassels Brock & Blackwell LLP**, Vancouver
Pars Khalighai, **Civic Legal LLP**, Vancouver
Suman Corcoran, **Hammerberg Lawyers LLP**, Vancouver
Tracy Holotuk, **Harris & Co**, Vancouver
Ryan Stuckel, **HSJ Lawyers LLP**, Vancouver
Chrystal Dalyce, **Kazlaw Injury Lawyers**, Vancouver

New Individual Members

Angela Cusano, **Alexander Holburn Beaudin + Lang LLP**, Vancouver
Danny Fung, **Alexander Holburn Beaudin + Lang LLP**, Vancouver
Philip King, **Alexander Holburn Beaudin + Lang LLP**, Vancouver
Adam Carver, **Ecojustice**, Vancouver
Michele Hooley, **Ecojustice**, Vancouver
Harry Dhillon, **Farris LLP**, Vancouver
Renu Bains, **Hamilton Duncan Armstrong + Stewart Law Corporation**, Surrey
Andrea Kotzo, **Harper Grey LLP**, Vancouver
Andrea Pantages, **Kahn Zack Ehrlich Lithwick LLP**, Richmond
Mariezelle Wolfe, **McEwan Partners LLP**, Vancouver
Madeleine Petrarola, **McQuarrie Hunter LLP**, Surrey
Kris Doerksen, **Norton Rose Fulbright Canada LLP**, Vancouver
Jade Massie, **Singleton Reynolds LLP**, Vancouver
Hamza Zain, **Whitelaw Twining LLP**, Vancouver
Camilla de Carvalho, **Zargar Lawyers + Business Strategists**, Vancouver

Retired

Sandra Evans, **Borden Ladner Gervais LLP**, Vancouver

THANK YOU & KUDOS

ANGELA ZAROWNY



You might not have met her, but you would recognize her. Although quiet and private, she has enjoyed numerous annual association events and conferences. She has attended countless Finance subsection meetings and speaker events. She has graced many a photo in the Topics newsletter.

Angela Zarowny is her name. She is an accountant. Most importantly to us, she is the BCLMA Treasurer. Now, after 26 years, Angela will retire from her volunteer service to the BCLMA.

UNsung HERO

Two and a half decades ago, while working at member firm Jones, Meloy, Peterson, Angela received an invitation from then-president John Hawke to become the treasurer of a well-established and growing legal management association, operating then as VALA – the Vancouver Association of Legal Administrators. She accepted. Since then, Angela has worked with 21 different presidents to help not just manage the books but help develop the BCLMA into what it has become today.

A treasurer is often the unsung hero – working quietly in the background, making sure that all of the Board’s plans can be achieved through prudent financial planning and forecasting. Angela has had responsibility for all of the financial record-keeping for the BCLMA, working closely with the Board

throughout each term, particularly the President and the Administrator. Her contributions have helped BCLMA keep track of the income and expenditures and stay within budget year after year. Activities have included:

- Making journal entries for all receipts, payments, and other financial transactions
- Posting journal entries to ledger accounts
- Performing bank reconciliations
- Preparing financial reports
- Depositing money received by the organization
- Paying accounts on behalf of the organization
- Performing payroll administration duties
- Filing tax returns

WORK-LIFE BALANCE

Angela has always made time for several personal passions around her work.

For instance, she and her husband Don give considerable mileage to the Sea-to-Sky highway, making the drive to Squamish often to spend time with their four grandchildren there. In fact, she takes her grandchildren to the PNE four times throughout the season. (Yes, Angela loves the rides too!)

Angela and Don also travel, and have spent three weeks at a time in Bucerias, Mexico for the past several years. Fortunately, they got their 2020 trip in before the pandemic. While they enjoy getting away, they also love their home in Vancouver. Don is happily retired and has created a spectacular garden in their back yard, including a vegetable garden. Don loves to cook and does so most nights.

Angela will continue working for a few of her long-term clients and will slowly wind down her business. She doesn’t want to retire completely yet – she loves her work too much.

NOTEWORTHY

Members share their memories and well wishes:

- “The Association has been extremely fortunate to have Angela volunteer her time over the past 26 years. “
- “If you ever enjoyed a glass of Chardonnay at a cocktail reception or dinner event, it was because we made sure to serve it for our special volunteer.”
- “Angela has done an unbelievable job throughout the years.”
- “She is well-respected and loved by all who have ever worked with her.”
- “Angela never passed up a good risotto on any menu!”
- “She is very dedicated to and supportive of the Association.”
- “Always a professional.”
- “She is the best. We will miss her!”

GONE BUT NOT GOODBYE

As Angela becomes an honorary member of the BCLMA, we look forward to welcoming her at our annual social events, as well as Finance sub-section events.

On behalf of the Board of Directors, all of the past presidents, and all the members, we send our sincere gratitude and appreciation for Angela’s many years of valuable support, extreme dedication, and longstanding loyalty to the BCLMA.



BC EMPLOYMENT STANDARDS ACT AMENDMENTS 2020

by Preston Parsons, Associate with assistance from Gupreet Gill, Articling Student at Overholt Law

As a result of the COVID-19 pandemic, the government of British Columbia enacted the Emergency Standards Amendment Act (No. 2) 2020 which came into force March 23, 2020. The Emergency Standards Amendment Act (No. 2) amended the BC Employment Standards Acts (“ESA”).

NEW LEAVES

Until this year, the ESA did not provide for any leave entitlement for employees due to illness. Despite that, practical business sense and human rights considerations have typically combined to provide employees leave when ill.

The amendments to the ESA introduced two new unpaid, job-protected leaves. The first job protected leave is for illness or injury. The second job protected leave is a COVID-19 related leave.

Section 49.1 of the ESA addresses Illness or Injury leave. This leave provides that after 90 consecutive days of employment with an employer, an employee is entitled to up to 3 days of unpaid, job protected leave each year for personal illness or injury. An employer can request reasonably sufficient proof of the employee regarding the illness or injury. This amendment to the ESA is permanent.

The second job-protected leave is found in section 52.12 of the ESA, which is the COVID-19 related leave. It was made retro-active to January 27, 2020, but is a temporary measure that will expire with the COVID-19 emergency.

Unpaid, job protected leave related to COVID-19 is available for:

- Employees who are diagnosed with COVID-19 and acting in accordance with instructions from the medical health officer or on the advice of a medication practitioner, nurse practitioner or registered nurse
- Employees who are in quarantine or self-isolation and are acting in accordance with an order of the provincial health officer, an order under the Canada Quarantine Act, guidelines from the BC Centre for Disease Control or Public Health Agency of Canada

- Employees who have been directed by their employer not to work due to concern about the employee’s exposure to others
- Employees who are providing care to dependents as a result of school, daycare or other similar facility closures
- Employees who are outside the province and cannot return to British Columbia due to travel or border restrictions

Employees are allowed to take this job-protected leave for any of the reasons above for as long as they need to address the situation that applies.

Employers are prohibited from requesting that employees obtain COVID-19 medical notes from their physicians, a move surely welcomed by those physicians themselves. However, employers may request that employees provide other “sufficient proof” regarding the COVID-19 related circumstances if they have reason to doubt the veracity of the employee’s leave. Given the potentially asymptomatic nature of COVID-19 where one can be positively diagnosed without symptoms, employers will need to be careful in managing an employee suspected of lying about a COVID-19 diagnosis or possible exposure.

CONCLUSION

As employers, it is important to be aware of these statutory amendments that may be relied upon by your employees. While the COVID-19 leave can be quite disruptive, the permanent, 3-day Illness or Injury leave is arguably already covered off by most employers.

Author's Note - Special thanks to articling student Gurpreet Gill for assisting in drafting this article.



Preston Parsons is an associate lawyer at Overholt Law, practicing in the areas of employment and labour relations, human rights and privacy law. Overholt Law is a boutique employment and labour relations firm located in downtown Vancouver, British Columbia. For more information regarding Overholt Law, please visit www.overholtlawyers.com.

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Stu's Views

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Call for Submissions

Do you have an idea for an article that you think would benefit BCLMA members? Are you itching to put pen to paper (or more likely fingers to keyboard) or do you have an article that you have already written that you'd like to share? We are always looking for submissions!

If you have an article or story idea you would like to submit, please email Heather Orchison at general@bclma.org. Please note that our prescribed article length is 1000 words. All submissions will be subject to review by the editorial board.



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5 Ways to Integrate Technology Into Your Law Firm to Boost Your Bottom Line

by Anna DiBella , CPA, CGA, Founder and Lead Accountant at ProFix Accounting and Strategy

Improving profitability in your law firm begins with your processes. In my accounting practice, I focus on helping law firms establish financial procedures so that my clients have accurate and reliable information at their fingertips at all times. However, your processes go far beyond just your accounting. Even simple actions like booking a meeting with your clients can slow down your team's productivity – and affect your bottom line.

Here are the top five ways that I recommend my clients optimize their operations in order to boost their bottom line.

1. DITCH THE SCHEDULING BACK AND FORTH WITH ACUITY

Setting up a time to meet with your client in person or talk to them over the phone is never as simple as it seems. Coordinating schedules between multiple lawyers can get complicated, clients often have irregular schedules, and there are personal commitments that also need to be factored in. All in all, it can take your assistant just as long to book the meeting as the meeting time itself.

Instead of frustrating your clients with back and forth emails and calls, save your assistant's time so they can focus on value-added tasks like billing. Using an online scheduling system like Acuity impresses your clients with a modern user experience and makes it easy to coordinate schedules.

Clients can use it as a self-serve tool to book meetings so your assistant can focus on more important tasks. You can link it directly to your email and add meetings to your calendar automatically. Plus, it can integrate with your billing

system so you account for your meeting time in your billable hours without having to manually add in the details.

2. STOP USING PAPER CHEQUES AND SET UP REMOTE TRUST ACCOUNTING THROUGH A COMMERCIAL BANKING PLATFORM

Inefficient financial processes are something I see on a daily basis in my accounting practice. Most of my law firm clients still use paper cheques to make payments and for trust accounting. This can be problematic for several reasons. Any kind of manual process has room for user error. Cheques can get lost in the mail, they can get lost on the signing partner's desk, and, of course, they can get stolen, increasing your chance of a fraudulent transaction on your account.

The workflow associated with writing cheques is expensive and inefficient, slowing down your firm's productivity and making operations messy. Plus, paper cheques can sometimes cause

poor reporting. A junior accountant or bookkeeper may forget to make note of a cheque or incorrectly remember the exact amount.

In 2018, the Law Society of British Columbia made changes to allow for electronic trust payments and receipts using any commercial banking platform. This process is secure and requires a two-person authorization of wire transfers. It's best to work with a specialist in law firm accounting procedures and trust accounting to ensure that your online banking transactions are compliant with the Law Society of British Columbia. Getting this process set up properly can save your firm time, money, and risk, in addition to ensuring you have accurate and timely accounting records.

3. MAKE DOCUMENT MANAGEMENT EASY WITH MICROSOFT WORD OR GOOGLE DOCS

Having worked within law firms for over a decade as a senior financial professional, I have come across my fair share of contracts. One of the most common issues I have seen is the way word processing and document management software is used within many law firms.

It's likely that contracts require amendments and edits from the parties involved. However, this process is sometimes painfully slow, requiring clients to download documents onto their desktop, make edits through track changes, and then email the documents back to their lawyers. We have all been through an experience where tracked changes get lost when emailing documents back and forth, creating hours of extra work for the client and lawyer.

Properly using collaboration tools in Microsoft Word or Google Docs to have clients make edits in a cloud-based version of the document is a secure and efficient way to manage contract edits. In Microsoft Word, your firm can set up security features within the document so that all edits are redlined. Multiple people can work on documents and have their changes outlined individually. Plus, in Google Docs, multiple people can make edits simultaneously. This not only saves time and improves efficiency at your firm, it makes life easier for your clients.

4. GET SECURE ONLINE SIGNATURES WITH DOCUSIGN

One of the reasons I hear from my clients about why they don't want to use digital signatures is because they can compromise security. While using an unaccredited software can affect the authenticity of signatures, using an electronic signature software like DocuSign, which is designed specifically for agreement preparation, execution, and management, is a safe option for law firms.

DocuSign helps your firm accelerate agreement turnaround time. Clients don't need to print and scan, which can

be a frustrating and time-consuming process. Within seconds, they can complete their electronic signature and have the agreement back to you.

In most jurisdictions, electronic signatures are lawful. DocuSign uses a tamper-evident seal to secure the agreement once the signature has been applied. In addition to your executed agreement, you receive a Certificate of Completion, which includes all of the party names, emails, IP addresses, time stamps, and chain of custody.

5. INCREASE LEADS WITH SOCIAL MEDIA

Using social media channels like

tikit

Less supplier,
more partner

We work in partnership with our clients to build technology solutions that enable them to flourish, now and in the future.

Taking you to tomorrow

LinkedIn, Instagram, and Facebook are excellent ways to increase your company's brand awareness and attract prospective clients. Not only that, these tools can save you marketing time and dollars when used correctly. Use social media to answer questions your prospects have about your services and your firm. In this informal setting, you can quickly establish relationships and build trust with potential leads.

Social media is also a way to accelerate your firm's thought leadership and credibility. Share blogs or articles written by subject-matter experts at your firm on social media to showcase your unique knowledge and the many ways you can help your clients. Use a tool like HootSuite to schedule your social media posts in advance so you don't need to be glued to your computer screen all day.

My primary goal is to help my clients improve profitability. While I start by helping them develop better accounting processes and procedures, I also focus on optimizing their operations. Easy-to-use and secure technology tools can help your law firm boost your bottom line, save hundreds of hours each year, and give your clients a better experience all around.



Anna DiBella, CPA, CGA, is the founder and lead accountant at ProFix Accounting and Strategy. She specializes in law firm clients and brings over a decade of experience working in senior-level accounting

positions at a number of law firms in British Columbia. Learn more about Profix at www.profixaccounting.com.

SAVE THE DATE



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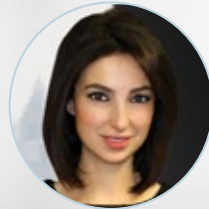
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MEMBER SNAPSHOTS



PAULA BIFANO

How long have you been a member of BCLMA?

Since May 2, 2018

Where do you work?

Nixon Wenger LLP

Where was the last place you visited on vacation?

Bottle Rock Festival in Napa Valley

Where were you born? Grow up?

Regina, Saskatchewan

Have you ever lived abroad? If yes, where and for how long?

California for 1 year

Favourite BC day trip location

Anywhere in the Okanagan and Shuswap

Favourite place to have lunch during the work week

We have a great lunchroom with an amazing rooftop patio.

One thing that not many people would know about you

That I've lived in California for 1 year

Favourite or most recent movie you've seen

Most recent was *Knives Out*

What are you currently reading?

No Exit by Taylor Adams

In my spare time, I like to.....

Golf, ride my bike, paddleboard, hike

What do you most enjoy about working in the legal industry?

I love working with the people. I am in HR and it makes me very happy when I am bringing value and providing a positive contribution to the firm. I also like being able to just walk down the hall to a lawyer to ask employment questions.

If you could pick a movie title to describe your life, what would it be?

Dodgeball

SOUNDING BOARD

YOUR BCLMA. YOUR NEWS.

Out with the old and in with the new! On September 22nd, we held our very first hybrid AGM where 3 Board members retired and 3 new members joined the Board.

This AGM was a very interesting experience with the focus on social distancing; each of our in person attendees had their own table! Running the meeting virtually, with a different way of casting and collecting votes was challenging to say the least. The voting portions of the meeting were conducted by GetQuorum and it went very well.

Leaving the Board after 3-year terms are Yvette Whitson and Rob Walls. Rob has been leading our website project, working with Lisa Dawson, our Project Manager. Rob has also been our sponsor liaison for 3 years. We benefitted from Yvette's accounting knowledge when transitioning to QuickBooks Desktop and also during our search for an accounting firm to take over from Angela Zarowny who is retiring. A special thank you to both for their invaluable time, expertise and dedication to our Association.

I am also stepping down after 2 three-year terms as a Director, with a couple of years as President. The overall experience has been one of the most rewarding times of my career. While challenging, demanding and even exhausting at times, it was also fulfilling, rewarding and satisfying. I had the opportunity to really get to know our members, and am grateful to have developed a lasting relationship with Jane, Heather and Angela.

Speaking of Angela, she recently retired as our volunteer treasurer. We are indebted to her for her devotion to our Association over the past 26 years. Thank you Angela, for your commitment, professionalism and unwavering support of our Association. We look forward to seeing you again at our socials as an honorary member.

The new Board met virtually and Naomi Anderson was voted in as President for the ensuing year. Her experience after joining the Board in 2019 will help as she transitions to her role as President. I have every confidence that Naomi will do a great job as the new President, and on that note I'll pass this report over to her.

Lorraine Burchynsky, Past President

I am thrilled to be the President for BCLMA's next term. I'd especially like to thank Lorraine for her support. We are very lucky because we get to keep her on as Past President for one more year, which was unanimously, and enthusiastically, voted in favour of at our first meeting with our new Board. Lorraine has been a huge part of the growth of BCLMA and I am grateful for the encouragement she has given to me personally and the society. I'm very happy I don't have to miss her, at least not just yet.

My time on the board so far has been wonderful - I've met incredible people and got to participate in some really exciting initiatives for the Society, like seeing out the remaining pieces of the strategic plan and starting to put together the next. I look forward to when our new website is up and running (trust me, we ALL do) so we can provide even more resources and tools to serve all our membership province-wide. While we are sad to see Rob and Yvette step down, we have three new Directors to help us with what's coming up next:



ALEXIA KINGSMITH

Alexia is the Marketing and Business Development Coordinator with Harper Grey. She is the former Chair of our

Marketing Subsection, and she served on the conference committee last year, so we've already been given a taste of her talent and tenacity to move the organization forward with new ideas and ways to engage the membership.



DOROTHY CHEUNG

Dorothy works as a Senior Financial Accounting with Bennett Jones in Vancouver. She has been the Finance Subsection

Co-Chair in the past, and has served on the conference committee for the past 2 conferences. Dorothy will serve as our Board's treasurer and make sure we stay on track. She also is looking forward to collaborating and bringing forward new ideas to the Board.



RUBYNA JINNAH

Rubyna works as Director of Operations with HHBG and after taking a break from being our Small Firm Co-Chair to spin up her firm's second

office in Surrey, she's ready to take a seat back at the strategic table. Ruby brings strong communication skills and excellent relationships to her position as a Director, and is looking forward to helping the Board into the new year, working with our vendors and sponsors.

Thank you all for your keenness for the BCLMA. I'm really looking forward to working with you.

There have been many changes over the last year and also opportunities for people to shine. While we cancelled our conference, our committee quickly regrouped and planned our Fall Speaker Series. A special thank you to Shakti Jeyachandran for her leadership in navigating the cancellation, re-planning, and then execution of our event in place of the conference. Our excellent speakers, Eric Termuende, Cynthia Mills and Linda Edgcomb provided the membership with thoughtful takeaways. And, while looking much different than in years past, we also were able to hold a successful Managing Partners event with speaker Norm Bacal in November. The Board wants to thank our Committee chairs for their ongoing

SOUNDING BOARD

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hard work. Margaret Cividino (Social Committee), Nancy Sartene (Surveys) and Heather Orchison (TOPICS) have done a great job this year with keeping us on track, especially during a time when nothing was going to plan. Thank you all so much. To our Subsection Chairs and Co-Chairs, thank you all as well. It's been a tough year but your perseverance in keeping everyone connected is greatly appreciated.

So, what's next? The Board is very excited about the plans for the next year. Our 3-year strategic plan wrapped up in 2020, so we are now looking ahead. What the future holds is still anyone's guess, but it is comforting to know that we have a solid group of people steering this ship into 2021.

I, along with the Board, want to wish you the very best of the Season. While we weren't able to meet in person

to celebrate a successful year, our message to all of you remains the same. Stay safe, be well, and all the very best to you and yours.

Naomi Anderson, President



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Central Intelligence: Platform Interoperability Across the Legal Profession

by Zena Applebaum, Director, Market Insights & Proposition Strategy at Thomson Reuters

In February of 2020, I had the opportunity to chat with the Knowledge Management Section of the British Columbia Legal Management Association, about legal platforms and how they are designed to bring all technology a firm uses into one place. When thinking about platforms, the definition I like best is “a raised floor or stage used by public speakers or performers so that they can be seen by their audience.” In this case however, you would replace performer with technology service - a place from which you can view all that you have to work with, retrieve it, use it and put it back for others to use as well.

The idea that the platform is a stage also implies for me its performative nature and the implied relationship between those on the stage performing and adding value in some way to those in the audience. Your legal platform should provide you with additional value or its raised nature is for naught. That presentation was a great discussion at a moment in time before we were all forced to rest in place and work remotely. While working remotely, the concept of the platform or a central place from which to operate your technology takes on an even greater importance.

Interoperability is critical to the platform concept where everything works together seamlessly. In our personal lives we see this all the time with online shopping platforms that integrate your shopping cart with ApplePay or PayPal that then, automagically know your shipping and billing details and

you can pay for your goods with the click of a button or a finger scan. Online payment systems are setup to be interoperable with shopping sites, with banks and with other systems to give you a seamless experience. I find I will choose to shop online with services that are interoperable and make me think and do less than the ones that require me to key in a credit card number and/or do not remember my shipping and billing addresses. Imagine if you could do this at work....enter a client or matter number for a new file once and have it populate against all the work you do for the client? Consider all of the places in the course a day where you enter the client matter number and then have all of those workflows or workstreams connect with one another on your behalf, so any manual processing is removed. Wouldn't that make days easier, more efficient and reduce the need for duplicated efforts across the firm?

My colleague Joseph Raczynski recently wrote about the legal platform strategy and what it means in an article for the Legal Executive Institute. You can find that article [here](#). Joseph gets into the history of platforms as well as the specifics in the legal industry.

While traditionally, platforms were a way for one company to add value to their client experience, in the article Joseph explains why the platforms under discussion today go even further, suggesting “[T]he surprising twist we are seeing transpire, which is consistent with all maturing industries, is a play to be inclusive of all competitors on a single instance. In this world of platforms, walled gardens can exist, but fully, truly open platforms are even more powerful. When organizations build a space where everyone can play, it tears down borders and enables customers to take full advantage.”

Even before the pandemic hit in March 2020, firms and legal departments were actively engaged in the systematic re-engineering of work processes. Our new realities of working have only intensified this effort and forced all kinds of discussions around how to leverage technology for both internal and customer benefit. Driving value and delivering unparalleled service continues to be a differentiator in a crowded and competitive legal market.

In the last several years, we have seen firms move from compensation-based only on the billable hour to rewarding efficiency and profitability in compensation decisions, and this shift heavily relies on technology, resources, and tools all being aligned in a just-in-time workflow scenario. Legal platforms may not be new, but their revival and increased importance at this moment in time are surely a stage performance worth watching as it unfolds and intensifies.



Zena Applebaum is a strategy and intelligence professional, legal industry advisor and personal brand advocate, who is trying to change the legal industry one design thinking workshop at a time. Having

pioneered the discipline of law firm Competitive Intelligence nearly 20 years ago and authoring "Business Intelligence for Law Firms" published in November 2012, Zena shares her passion for the legal and intelligence industries as a speaker, writer and a contributor to blogs including 3 Geeks and a Law Blog. In 2015 Zena was inducted into the Council of CI Fellows, she has been a sessional instructor and a guest lecturer at law schools across North America. Zena is the Director, Market Insights & Proposition Strategy at Thomson Reuters in Canada, supporting all market segments

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Building a Successful Law Firm Part 4: Business Development

by Law Firm Leadership Alliance (LFLA): Gary Mitchell, Lisa Dawson, and Mayur Gadhia have come together to collaborate on behalf of law firm leaders and law firms across Canada

In this 4th and final installment of Building a Successful Law Firm, we look at what you and your firm can and should be doing, to grow in this area.

First, what exactly is business development? And how does it differ from marketing? From the successful outcomes I have been involved with, business development is all about relationships: building them, cultivating them, nurturing them, and leveraging them, all on a personal, face to face level. While marketing is also about relationships, it's focused on the broader target market.

In my experience, lawyers often push the 'easy button'— thanks Staples — to attract clients and grow the firm. Money is thrown at various initiatives, and lawyers feel better: they are doing something to market themselves. But, are they? Sorry to point this out, but there is no easy button when it comes to business development! Business development is a hands-on sport. Because it's about relationships, it requires you to get out there and build them. So here is how YOU do that.

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TARGETED

The first step is to make sure whatever action you are taking, you are taking it in front of the right people, your target market; people that either have the need to hire you, or people who will refer clients to you. If you are not in front of the right people, it doesn't matter how great you do what you are doing, you are still wasting your time. Lawyers don't like to waste their time.

STRATEGIC

Again, this is about maximizing your time and realizing the best possible results, or ROI.

That requires having a plan. When I say 'plan', I don't mean you have to go through an exhaustive process and take months to create a lengthy document. Keep it simple. Here is a basic outline:

- Start with your 'end-game' and think BIG! Set goals
- Set deadlines (accountability-moving forward)
- Longer-term/Mid-term/ Short-Term/Today
- Use checklists and to-do lists
- Make notes on progress

TACTICAL

You are now targeted, and you have a plan. Then, it's all about execution. So, it's the tactical steps you take to follow your strategy to reach your goals. Sometimes it's not about the 'what', that part you may have already. Then it's really about the 'how'. Depending on your skills, abilities, and what you like to do, these may include:

- Speaking at conferences
- Hosting educational seminars/webinars

- Networking
- Social media
- Community involvement
- Writing
- Blogging

Again, you may already be doing some of these, but with a few little tweaks, you could be enjoying much better results and a better ROI.

When you follow this methodology, you become laser-focused, saving time and money and experiencing better results—more clients.

YOUR TEAM

It's simple math really. If you are the only one actively working to bring in clients, there is only so much of you; your time, your energy, etc.

What would it look like if the entire Firm was actively working to bring in new clients?

Now, that doesn't mean everyone is going to be a Rainmaker, but if people are given some simple things to remember, you can naturally expand your reach and efforts and gain more traction.

Remember back to the beginning when I said business development is all about relationships; well all your people have them. They have friends, neighbors, connections in their own communities. Why not leverage those relationships to reach more potential clients?

Train them to follow the same methods you are now engaged in. Follow the same steps. Consider providing some more in-depth training and support to those people on your team who demonstrate some natural ability in this area, and a desire to help you grow your firm—while growing their practice, and/or career. This includes everyone on your team; lawyers, clerks, paralegals, reception and assistants. You might be surprised to find how beneficial your people can be as untapped resources.

ALIGNMENT

Whichever business development tactics you chose, to get even greater benefit and results, align those actions with your marketing plan. Here's what I mean. When you or your team are out there; networking,

speaking, attending conferences or out in the community, align those 'face-to-face' actions with marketing support. Focus your advertising, sponsorships, and any other marketing investments on that same target market. So, your potential clients and referral sources see your firm name, and they have a chance to put a face to it.

If you follow even just a few of these tips, you will be well on your way to growing your firm exponentially. That's Leadership!

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MEMBER SNAPSHOTS



MICHAEL LEBEAU

How long have you been a member of BCLMA?

~3 years

Where do you work?

LeBeau Law Corporation

Where was the last place you visited on vacation?

Osoyoos

Where were you born? Grow up?

Kelowna, born and raised

Recommend a wine – red or white – for under \$20 a bottle

Le Villageois (4L box for \$34) is a pretty decent easy drinker

Favourite BC day trip location

Any golf course

Favourite place to have lunch during the work week

Local donair joint

Favourite restaurant

The French Laundry

One thing that not many people would know about you

I love to spend time outdoors – camping, fishing, hunting, hiking, cycling, etc

Favourite or most recent movie you've seen

Favourite – *Star Wars*

What are you currently reading or what would you recommend as a must read?

Recommended – *The Art of Racing in the Rain*

In my spare time, I like to.....

Golf, fish, cook, wine, hunt, bike, hike

What do you most enjoy about working in the legal industry?

Helping people with positive life events (it's why I practice immigration and real estate primarily)

Simply Perfect Roasted Butternut Squash Soup

Serves 6

Ingredients

6 cups roasted butternut squash (from about 2 medium/large squash)
3 Tbsp butter (salted or unsalted)
½ cup diced onion
4 cups chicken broth
½ medium peeled, cored and shredded apple
1 sprig of thyme (or ¼ tsp dried)
½ - 2/3 cup heavy whipping cream
Salt & pepper

Instructions

- Preheat oven to 375. Cut squash in half lengthwise and scoop out and discard the seeds and dark orange stringy flesh. Place squash cut side down on a baking sheet. Note that you want the squash to lay perfectly flat so you can get some caramelization. Use two baking sheets if necessary and rotate their position in the oven halfway through roasting. Roast for

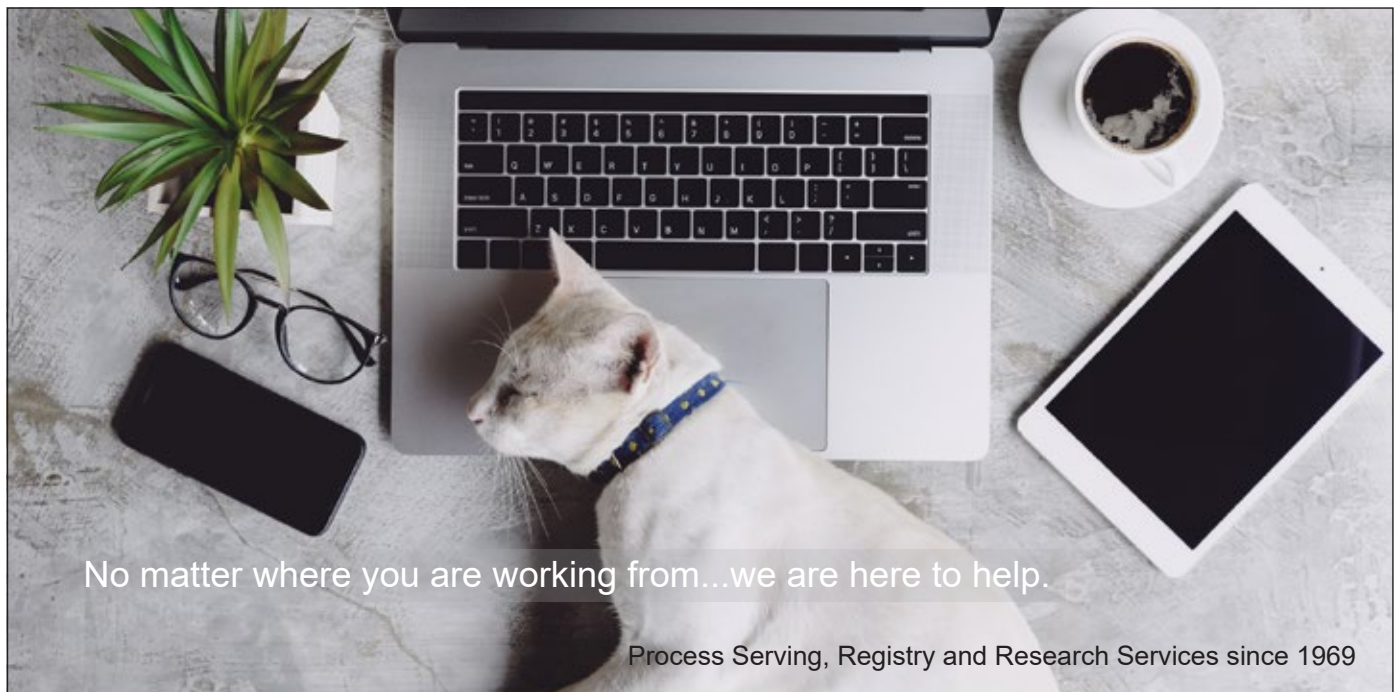
60 - 70 minutes until very soft when you press on the top of the squash.

- Remove from oven and flip the squash halves over to cool a few minutes. Using a spoon, scoop all the roasted squash flesh into a bowl, being careful not take any of the skin. Measure out and set aside.
- In a large soup pot or Dutch oven, melt butter over medium heat. Add diced onion and cook, stirring until onion has softened and is translucent, but not browned. Add the squash, chicken broth and shredded apple. Stir to combine well. Add the thyme and bring to a light boil over medium-high heat, stirring occasionally. Then reduce heat to medium-low and allow soup to gently simmer uncovered for 20 - 30 minutes to blend the flavours.
- Remove the thyme sprig and discard. Using an immersion blender, puree the soup well until smooth. In the soup pot, add maple syrup and the heavy cream. Stir well to combine

and allow to cook over medium-low heat a few minutes to warm through.

- Salt and pepper to taste. You don't want to be skimpy with the salt! Salting well is the key to bringing out all the great flavours in this soup. Maple syrups vary in intensity. If you don't notice a subtle maple taste in the soup, add a bit more maple syrup, as needed. Serve warm garnished with drops of heavy cream and fresh thyme leaves.

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The New BCLMA Website

by Lisa Dawson & Jane Kennedy, Website Committee Members

We're almost there! The new BCLMA will be up and running early in the new year and we've made some great changes.

Here are a few highlights related to improvements in functionality and content management.

RESOURCES

This section houses quick reference information for things like policies & procedures, mentorship, volunteer information and subsection/committee chair information.

Website instructions are found under resources. If you don't find the answer to your website question here you can send an email to info@bclma.org and someone will assist.

MEMBERS FORUM

Each subsection has its own Forum

which now contains both discussions and documents together under one heading. You can access any Forum that you are a subsection member of. Human Resources is only accessible to those enrolled in the section by their firm. Subsection chairs have their own Forum too.

Search functionality has been improved and no longer relies on TAGS to locate relevant information. You can search for topics on the main Forum page or within a subsection.

DIRECTORIES

All of our directories can be accessed in one place. We have tried to simplify and organize information the way you

have told us you use it. (Firm, Members, Sponsors & Business Directory)

EVENTS & NEWS

Register for an event and pay online with Stripe, our online payment software. The option to pay by cheque is still available.

After registration, you will receive a notification by email with all the details you need to take to accounting for a cheque requisition or to add to your expense account.

You can still register another member of your firm or a non-member "Guest" (where applicable) with or without registering yourself.

Past events will still be viewable on the calendar for up to one year.

JOIN BCLMA

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BOARD MEMBERS ONLY

A special page for our valued board members. Volunteering for the Board just got a whole lot easier with access to shared documents at your fingertips!

There are many new, exciting and useful features the BCLMA has scheduled for our website – many thanks for your suggestions!



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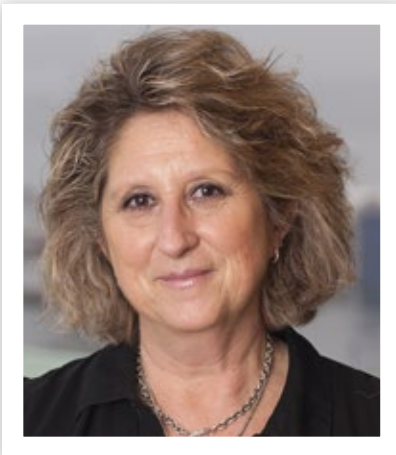


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MEMBER SNAPSHOTS



LISA GRAY

How long have you been a member of BCLMA?

Somewhere around 30 years. That really dates me, doesn't it!

Where do you work?

Ratcliff & Company LLP

Where was the last place you visited on vacation?

Cancun, love it there!

Where were you born? Grow up?

Grew up on the North Shore

Have you ever lived abroad? If yes, where and for how long?

No

Recommend a wine – red or white – for under \$20 a bottle

Meomi – Pinot Noir. When it's on sale it can be close to \$20.

Favourite BC day trip location

Whistler

Favourite place to have lunch during the work week

Joey's at the Shipyards, but then who has time to take a lunch break?

Favourite restaurant

Star Noodle in Maui

In my spare time, I like to.....

Read, garden or spend time with family.

What do you most enjoy about working in the legal industry?

I have been very lucky to work with so many great people who have taught me so much and have believed in me over my many years working in the legal industry. I enjoy the wide variety of people and always facing new challenges.



The Holidays Still Sparkle in Metro Vancouver

by Claudia Laroye

The holidays may look a little different this year, but there are still many opportunities to celebrate the festive season with the family in and around Vancouver. From virtual flyovers of Santa's workshop to spectacular light shows in gardens, canyons and parks, these joyful events and attractions are sure to brighten dark winter nights and add sparkle to the season.

*Note: All attractions and events will require the pre-purchase of tickets for specific dates and entry times. Consult attraction websites for any changes (or cancellation) of events and book early to avoid disappointments.

GROUSE MOUNTAIN PEAK OF CHRISTMAS

Arguably the closest you can get to the North Pole without straying too far from the city, Grouse Mountain turns into a magical, snow-covered winter wonderland during the holidays. Reserve a spot and ride the Skyride gondola to the peak to enjoy the outdoor fun and illuminations, including the show-stopping Light Walk glowing light tunnel. Take a spin on the outdoor skating rink, visit real-life reindeer and warm up with some hot chocolate inside the lodge while enjoying the city's twinkling lights below. grousemountain.com

When: November 20, 2020
to January 3, 2021

CHRISTMAS AT FLYOVER CANADA

Help Santa Claus find his three missing reindeer at Flyover Canada at Canada Place. This virtual flight-simulation lifts off for a breathtaking eight-minute ride over Canada's incredible winter landscape. From the wild East Coast shoreline to the vast prairies and soaring snow-covered peaks of the Rockies, everyone will marvel at how beautiful Canada is in winter. For Christmas, the ride takes on a holiday theme as guests assist two twinkle-eyed elves (Pinecone and Chestnut) on their reindeer search. The snowy pre-show segment gets everyone in the holiday mood and be sure to keep eyes peeled for the finale appearance of Santa's sparkling North Pole workshop. flyovercanada.com

When: November 19, 2020
to January 3, 2021

BURNABY VILLAGE HERITAGE CHRISTMAS

One of Metro Vancouver's loveliest old-school Christmas attractions, Burnaby Village Museum's historic site is transformed into a charming reminder of the holidays of old. The brightly painted clapboard buildings are decorated with twinkling lights and natural decorations to foster a festive spirit. Note that, due to the current Covid situation, the site's heritage carousel and gift shop will be closed this season. burnabyvillagemuseum.ca

When: November 21, 2020
to January 1, 2021

CAPILANO SUSPENSION BRIDGE CANYON LIGHTS

North Vancouver's Capilano Suspension Bridge never looks quite as spectacular than during the holidays. The trees and namesake suspension bridge are covered in twinkling fairy lights that spill over into the rest of the rainforest and Treetops Adventure (the eight tallest Christmas trees in the world), creating an impressive display of light in the darkness. There's also live seasonal music and kid-friendly fun including craft activities and scavenger hunts. capbridge.com

When: December 1, 2020
to January 3, 2021

FESTIVAL OF LIGHTS

One of Vancouver's most popular Christmas lights displays returns this holiday season, transforming the city's VanDusen Botanical Garden into a wander-worthy winter wonderland of one million twinkling lights. As with each outdoor (and indoor) holiday attraction this season, the Festival of Lights has been reimagined to incorporate Covid-related capacity reductions and safety measures, including face mask recommendations and one-way pathways. Some features will not be running this year, including the carousel, visits with Santa and the dancing light show. Visitors will have 45 minutes to complete their visit. vandusen.org

When: November 27, 2020 to January 3, 2021 (4pm to 9:30pm)

WINTER SOLSTICE LANTERN FESTIVAL

This year marks the 27th annual edition of this charming, family-friendly community festival illuminating the darkest night of the year. The Solstice Lantern

Festival welcomes everyone to gather together in procession - preferably with a lantern they have made - into three Vancouver neighbourhoods (Granville Island, Yaletown and Strathcona). Dress warmly and expect music, dancing and singing as the strolling parade wanders along, illuminated by its handmade lanterns. secretlantern.org

When: December 21, 2020

GLOW GARDENS AT LANGLEY'S GREATER VANCOUVER ZOO

One of the Lower Mainland's most popular Christmas lights extravaganzas will take over Langley's Greater Vancouver Zoo site in 2020. Guests visiting Glow Gardens will be treated to an open-air park space filled with a sparkling array of twinkling illuminations, huge light sculptures, festive music and seasonal food and drinks. Kids will especially enjoy the present-themed scavenger hunt and there will also be a chance to pick up some extra gifts and treats from local vendors.

When: November 18, 2020 to January 2, 2021 (5pm to 10pm)

ARTS CLUB THEATRE TWELVE DATES OF CHRISTMAS

Live theatre is back at the Arts Club. Plan a night out to enjoy dinner followed by this heartwarming one-woman play filled with festive cheer. Billed as 'a fun, flirty alternative to holiday conventions,' the Twelve Dates of Christmas chronicles the dating exploits of our hero Mary, who after meeting a series of no-hopers, finally stumbles upon someone who transforms her outlook on life. This charming production is staged, with all due COVID care, at the state-of-the-art BMO Theatre. A special live streaming performance will also be offered online on November 25 (tickets \$29). artsclub.com

When: November 19, 2020
to January 3, 2021.



Claudia Laroye is a freelance writer living in Vancouver. She writes about adventure, family, luxury and sustainable travel for a variety of online and print outlets around the world, including; the Vancouver Sun, Lonely Planet, Fodor's, Explore, Canadian Traveller, WestJet Magazine, and the Vacay Network.

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LEGAL RECRUITMENT

Spiced Apple Hot Toddy

Serves 6

Ingredients

2.25 cups apple cider or unfiltered apple juice
3 tbsp light-colored raw honey
4 cinnamon sticks, plus more to garnish
2 tsp whole cloves
1 cup plus 2 tbsp of bourbon
3 tbsp freshly squeezed lemon juice
Apple slices, to garnish

Instructions

In a small saucepan, combine the apple cider, honey, cinnamon sticks, and cloves. Bring to a boil, then remove from the heat and steep, covered, for 15 minutes. Strain out the solids, then stir in the bourbon and lemon juice. Divide among six mugs and garnish each mug with an apple slice and a cinnamon stick.

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