

## The Future of Leadership and the Workplace

**CHERYL CRAN**, Founder, Nextmapping

**R**ecently I was the luncheon keynote speaker for the annual BCLMA event held at the Paradox Hotel. I shared research and insights on the future workplace, future of leadership and what leaders need to consider to be future ready.



The future is now, it is not some far off event – often leaders and teams will treat the trends and research as something they don't have to worry about now. The reality is that the issues such as shortage of workers, engaging workers and retaining workers are today issues.

Prior to the keynote, I surveyed the group of managing partners and attendees of the annual BCLMA event and asked them what their biggest challenges were today. Here are the collated top responses:

1. Shortage of workers
2. Recruiting workers
3. Work ethic in hybrid workplace

Here's the good news – every single industry is dealing with the same challenges. The more challenging news is that research (WEF, Harvard, McKinsey) indicates that we are in a workers' market until at least 2030.

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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 four lunch hour planning meetings per year (lunch provided) 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](mailto:general@bclma.org).

#### Who We Are

Founded in 1972, the BCLMA is a non-profit organization with 193 law firm members and 595 individual members across BC. The BCLMA's goal is to provide educational and networking opportunities, enhance skills as legal administrators and managers, and 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](mailto: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](mailto: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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We have been in an employers' market for decades – which means that the employer held the balance of power as it relates to the structures of work, job descriptions, and 'how' work was to be done.

The employers' market is a product of the industrial age where traditionalists and baby boomers created workplace structures based on how the work needed to get done.

The shift towards a workers' market began in the late 2000's – when the Millennials, Gen Z's and Gen X's began to question the definition of 'hard work' and to question the 'work until you die' work ethic of the previous generations. Currently 40% of workers are actively seeking work opportunities that offer hybrid work outside of their current jobs.

Millennials and Gen Z's had been asking for hybrid/remote work options since 2010, however the typical leadership response was 'we don't have the infrastructure to do that'.

In 2015, our research at Nextmapping, led to us predict that 50% of the work force would be working remotely by the year 2020. However, we did not predict the pandemic. Our predictions were based on the thousands of worker surveys we conducted along with additional global research on the future of work.

Fast forward to 2020 and the pandemic - globally most workers shifted to remote work. Post pandemic the workplace continues to be hybrid. The genie of remote work is now firmly out of the bottle.

The workers' market simply means that employees now hold the power.

You may have noticed the impact of The Great Resignation or Quiet Quitting among workers.

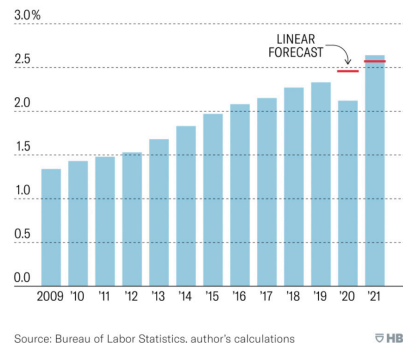
Many leaders think that The Great Resignation and Quiet Quitting are new phenomena since the pandemic. In fact, the 'quitting' trend among dissatisfied workers has been happening since 2009. The following graph shows the quit rates in the US over the ten-year period of 2009 to 2019.

Millennials & Gen Z's had been asking for hybrid/remote work options since 2010

### Average Monthly Quit Data

Data on total employment from 2009 through 2019 reveals that the Great Resignation is not a pandemic-driven anomaly.

#### Share of workers voluntarily leaving jobs



The workers' market is a result of employee attitude shifts around the nature of work.

Many workers have been/are asking themselves existential questions such as:

*Do I enjoy my work?*  
*How much money is enough money?*  
*Is my work meaningful?*  
*Does my leader care about me/help me to be successful?*

These existential questions have led many workers to leave jobs and workplaces which has resulted in the 'great resignation' of thousands of workers in the US and in Canada throughout the pandemic.

All signs point to the workers' market being the workplace norm for some time to come.

What does this mean for leaders/managing partners moving forward?

Rather than resist or fight back against the reality of the trends and the workers' market it is a time of great opportunity for leaders.

The three skills that leaders need to navigate a workers' market workplace include:

1. Adaptability to diverse personalities/work styles
2. Empathy/compassion and emotional intelligence
3. Conscious communication that inspires and influences engagement



Gone are the days of simply hiring someone, telling them their job description, and expecting the worker to do a stellar job.

Today, workers of ALL generations have higher expectations from their workplace and from their leaders. They want leaders who are inspiring, engaging and who are committed to helping their workers grow.

In the 80's it wasn't uncommon for a boss to say, 'do this or you're fired' and because the dynamics of that time was an employers' market the worker typically did what they were told out of fear.

Over the past decade if you said to a Millennial, Gen Y, Gen Z, 'do this or your fired' they would look at you and either walk out or say 'whatever'. The difference in today's workplace is it has evolved to where workers no longer respond to leadership by fear.

In today's environment the shortage of workers has flipped the narrative of hiring. When you interview a new hire, they are basically interviewing you back.

One of the biggest challenges right now is new hires leaving a new job quickly when they find out that what they were told about the job and culture does not line up with the truth.

The takeaways for the future of leadership/workplace include:

1. Embrace the changes/shifts of the workers' attitudes – seek to understand.
2. Crowdsource your workplace – survey/poll and find out what they want and why they want it
3. Re-look at your workplace/firm structures through the lens of the crowdsource results and the future of the business trends.
4. Align strategic plan with where the workers' market is heading i.e. look at the roles in the company – what roles need to be full time/part time/job share/contract/outsourced/freelance etc.
5. Invest in leadership/partner strategy sessions that include change leadership skill development to increase leadership abilities to attract/engage/retain workers.

Although it is challenging to deal with the realities of a workers' market, it is also an opportunity to create a future workplace that is more engaging and inspires people to work at their highest levels of performance.

The workers' market is a result  
of employee attitude shifts  
around the nature of work.



Cheryl Cran is the founder of Nextmapping a future of work consultancy and a future of work expert. She is the author of 10 books including, *Super. Crucial. Human* and *Nextmapping: Anticipate, Navigate and Create The Future of Work*. Find out more at [nextmapping.com](https://nextmapping.com)

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# MEMBER SNAPSHOT

JEFF VAN WYK



Q  
&A

## How long have you been a member of BCLMA?

A year and a half

## Where do you work?

Virgin Hickman

## What would your dream vacation look like?

Relaxing at a villa in Tuscany, Italy

## Tell us your favourite quote or joke

"When a flower doesn't bloom, you fix the environment in which it grows, not the flower." Alexander Den Heijer

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

Any DOCG rated Chianti

## Favourite place to have lunch during the work week

The Roof at Black & Blue

## Favourite restaurant

Nuba

## Favourite or most recent movie you've seen

*Top Gun: Maverick*

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

Currently reading *No One Wins Alone: A Memoir* by Mark Messier; and I would recommend to everyone: *Daring Greatly* by Brenè Brown

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

Bike ride with my son, walk in the forest, hike

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

I like to be in service of others and help people



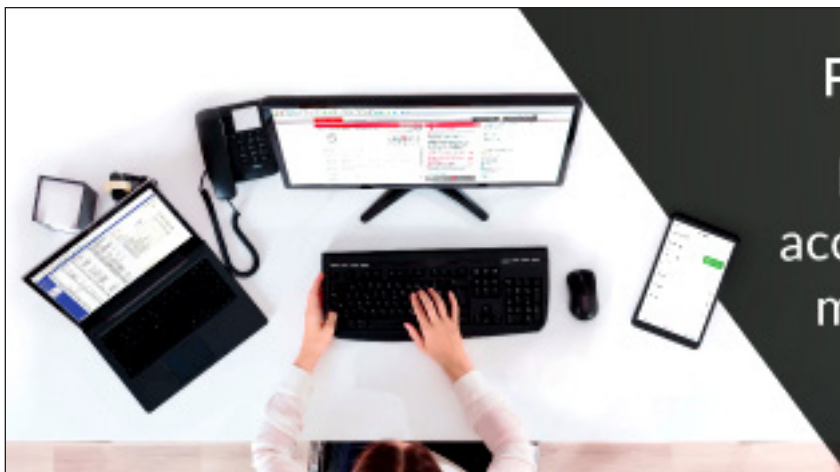


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## Call for Submissions

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 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](mailto: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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# Networking Tips for People Who Hate Networking

**ALEXA KINGSMITH**, Acting Director of Marketing, Harper Grey LLP & BCLMA President

**T**he reason so many of us detest networking—and claim to be terrible at it—is because we’ve been doing it all wrong. It shouldn’t be about projecting a false and superficial image of yourself, telling everyone how fantastic you are or sucking up to people. It is about building valuable, lasting and mutually beneficial contacts, one by one. Here are some great tips to take on board if you want to become a networking whiz without selling yourself out.

## 1. ADAPT NETWORKING TO SUIT YOU

Ignore networking advice that demands you must behave in a certain way. Forcing yourself to act in a way that isn’t natural to you won’t help anyone in the long term; you will still hate networking and everyone you connect with will get a warped idea of who you are. Also, ignore anyone who says that big events are the best way to make connections. If you hate networking as it is, change it. Don’t like big crowds? Arrange one-to-one meetings. Not a talkative person? Listen instead.

## 2. LESS IS MORE

Attending every event, meeting and talk won’t necessarily result in more contacts. You will be much more productive if you are selective about which events to attend. That way you can be more focused on what you want to get out of each meeting, rather than forcing yourself to attend event after event and becoming drained and uninspired.

## 3. CONSIDER YOUR FIRST IMPRESSION

You only get one chance to make a first impression, so make it count. We’re not

saying you need to plaster a false grin on your face and practice your handshake but think in more detail about conversation starters or other ways to initiate an interesting conversation. If you know specific individuals are going to be there who you want to get to know, find out a bit about them before you meet so that you will have something to talk about.

## 4. SHOW – DON’T TELL

Don’t bore people with rehearsed stories of how great you are. Rather, demonstrate your greatness in real life. Be friendly and warm when meeting new people.



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## 5. RESEARCH

You wouldn't turn up to an interview without preparing, so don't make the same mistake at networking events. Find out in advance who is going to be there, and which organizations will be good for you to connect with. If you have an idea of the companies and individuals you are likely to encounter, you will be less intimidated by the situation.

## 6. LISTEN

Nerves often make people gabble their way through awkward situations. Have you ever noticed that often everybody is talking but nobody is listening? Be the listener. The chances are people will remember you more for your attentive interest whilst they were talking than for your shouting over them. People are flattered when you pay attention to what they are saying, so you will no doubt form some good relationships from your listening ability.

## 7. FOLLOW-UP

Networking events are only the beginning of a connection. If you don't follow up with the people you met, there was no point in going in the first place. Follow up by adding your new connections on LinkedIn, dropping them an email or giving them a call. If you want to, you could even arrange a one-on-one meeting where you can get to know each other better.

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Great minds think alike. Your question may already be posted and answered in the FORUM. Before you begin, "SEARCH" and find out.

Share your ideas in our safe, professional online community at [BCLMA.org](http://BCLMA.org).

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# WELCOME & KUDOS

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Valerie Trevis **CR Lawyers LLP** Campbell River  
Haleh Magnus **Magnus Law** Langley  
Ronda Smyth **Wiebe Wittmann Robertson LLP** Vancouver

## New Representatives for Existing Member Firms

Leslie Green **Drysdale Bacon McStravick LLP** Coquitlam  
Geneva Lloyd **First Peoples Law LLP** Vancouver  
Natalie Egger **Forte Workplace Law** Surrey  
Maura Franco **MacCallum Law Group LLP** Langley  
Lorin Birnie **Miller Thomson LLP** Vancouver  
Zarah Hofer **Miller Titerle + Company** Vancouver

## New Individual Members

Sara Habibovic **Alexander Holburn Beaudin + Lang LLP** Vancouver  
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Ronaldo Acuna **Fasken LLP** Vancouver  
Angela Bolzonello **Fasken LLP** Vancouver  
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**Zargar Lawyers** merges with **Miller Thomson LLP** Vancouver  
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# Managing a Hybrid Law Firm

MONA ELALI, B.Tech/Sci, M.Arch, OAA, FMP

**O**perational efficiency in facilities management has taken on a new level of importance and became key in supporting organizations to adapt to new challenges and find ways to maintain a safe and functional environment for employees and clients, all while controlling costs. How do you manage a law firm in response to new challenges and align both onsite and offsite office solutions?

**F**or over two years now the purpose of the office has been discussed at length, and for the first time the conversation has been a global one. Hybrid work has been adopted in most sectors and the workforce has not only adjusted to this model, but also wants and expects it to continue as the new normal.

The flexibility of the Hybrid model has brought on both challenges and opportunities in facilities management. The concept of flexibility is in most cases at odds with the traditional office set-up where the structure is based on consistency and standard deliverables in a predictable environment. Law Firms are as much a workplace as they are a learning environment for associates who need more touchpoints, reaching all layers of the team and coaching using technology may reach its limits. The importance of the physical office remains as the anchor of the firm's culture, community and mentorship and tailoring a new portfolio of supporting services is critical to meet the new demands of a distributed workforce.



Here are some practical considerations focused on the operational efficiency of the Hybrid Law Firm:

## THE WORK

1. New functions have emerged during the pandemic and survived as temporary solutions. Remote hearings for example now need a permanent purpose-built space at the office properly equipped with secure and reliable technology.
2. Client needs and expectations of the firm may have also evolved and understanding how they want the work to be delivered will be key in how the Hybrid work will perform. Client centres are an emerging trend focused on collaboration and relationship building in a redefined space as an alternative to the traditional boardroom setting.

3. Digital first solutions require not just technology to support the work, but also considerations of external relationships; for examples establishing new terms in client contracts for digital document transfers, understanding options available based on local jurisdiction for digital submissions to courts and compliance with regulator's document retention policies.

## THE WORKSPACE

1. Tracking Return-To-Office (RTO) numbers has been a useful tool to determine occupancy levels and its most common application has been in Right Sizing the real estate footprint. The data can equally inform a variety of operations when layered with other onsite activities such as planned engagement events.



This view allows future planning of facilities functions, a spike in employee attendance can be more predictable and alignment of onsite services (such as cleaning, concierge or reception demands, office supplies stock or even parking requirements) allows for a more proactive approach in office readiness and results in a seamless employee experience.

2. Tracking inventory of office supplies and understanding demand, will help establish new provisions that support the Hybrid worker. Reliance on digital tools means lower demand for traditional notebooks, pens and basic office supplies and shifting to technology tools such as digital notebooks, headphones, wireless peripherals etc.
3. Tracking in-house printing volumes and outgoing document recycling and shredding is an important metric: Are the volumes truly declining? Or simply shifting to the satellite offices (homes, co-working spaces etc.) requiring a closer look at privacy and compliance policies for document printing, retention and destruction. A digital first policy will be critical to:
  - i. Reduction in physical documents,
  - ii. Reduction in physical file storage that can only be accessed in person,
  - iii. Limiting risk exposure of sensitive files,
  - iv. Reduction in overall waste and
  - v. Investments in data storage and software solutions.
4. Tracking on site occupancy in shared workspace can also inform decisions on various supporting elements ranging from number and type of personal storage (lockers designed for lawyers who require space for robes and document briefcases) to the type and size of waste/recycling depots where higher demand for consumables in shared kitchens for single use supplies (cups, utensils) increases as employees forgo their dedicated offices.

5. Establishing the size and type of office can consider the context and reduce the need for space or service duplication:

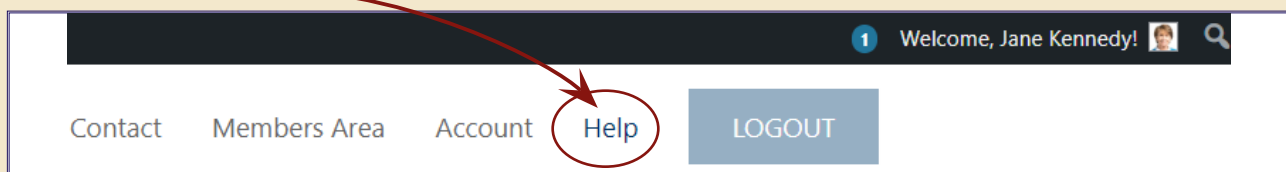
- Is the office in a campus or complex that offers tenant services (boardrooms, showers, lockers, food service, mail/copy centre, concierge etc.) and can help offset the need to provide some of those services in-house?
- Does the landlord have a plan that supports a Hybrid work model (parking alternatives, building operation hours, evacuation plans etc.) and do they have a tenant board or a platform for establishing new tenant needs?
- Are the existing or newly formed satellite offices an extension of headquarters (home offices, co-working spaces etc.) and should they be included and considered as part of office service footprint and deliverables?
- Is virtual space part of the real estate footprint? What does it offer that can augment or even replace physical solutions?

## THE WORKFORCE

1. As real estate portfolios evolve, the layout of the responsibilities needs to be carefully planned to ensure the facilities teams are ready to deliver a revised suite of services.
2. The facilities teams have different insights in their respective areas (planners, technicians, administrators, catering, security etc.) and can contribute to developing the new framework. This level of engagement will allow a more integrated approach to service delivery, especially when the facilities team understands the core business and the unique aspects of the Law Firm.

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3. Are there skillsets on the facilities team that haven't been realised and can be useful in the new workspace?
4. Is training required to meet new expectations?
5. Can work from other areas in the organisation now be absorbed in office services with improved efficiencies?
6. Do you have the right distribution of in-house services and external vendors that cater specifically to Law Firms?

A carefully curated and managed facilities portfolio in a Law Firm will directly contribute to a new type of employee experience, work efficiencies and the ability to future proof the business.

Continuous review of services and alignment with the organisation's vision will allow creative and innovative ways to support the firm; in other words the focus should shift from designing towards requirements to designing towards possibilities.



Mona is an Architect and a Facilities Management professional with experience in corporate real estate design, acquisitions, operations management and office services; focused on integrated project delivery and employee experience. Throughout her career, she has worked with private sector, government and non-profit leading multi disciplinary teams and managing a variety of portfolios specific to client needs. Prior to joining Borden Ladner Gervais LLP, Mona worked for The Ontario Lottery and Gaming Corporation, The Law Society of Ontario and The University of Toronto.

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# MEMBER SNAPSHOT

ELODIE FOURIE



Q  
&A

## How long have you been a member of BCLMA?

2023 will be my first year

## Where do you work?

Miller Thomson LLP

## What would your dream vacation look like?

Anywhere I can scuba dive and hike (without bears around)

## Tell us your favourite quote or joke

"We think too much and feel too little. More than machinery, we need humanity. More than cleverness, we need kindness and gentleness. Without these qualities, life will be violent, and all will be lost." [Charlie Chaplin]

## What famous person is getting the invite to your dinner party?

Robin Williams

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

Northern Lights, Blueberry

## Favourite BC day trip location

Crescent Beach (White Rock/South Surrey)

## Favourite place to have lunch during the work week

Starbucks

## Favourite restaurant

Lov, in Toronto

## One thing that not many people would know about you

I am a descendant of a famous French circus family

## Favourite or most recent movie you've seen

My most recent movie is *Glass Onion: A Knives Out Mystery*

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

I would recommend the original fairy tales: *The Little Mermaid* is my favourite

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

Go to the gym, renovate my house, and do some woodwork

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

The suits. On a serious note, each day has its challenges, which I find very interesting and motivating!

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

*Five Foot Two*





# Changes to the WCA that Employers Need to be Aware of

**PRESTON PARSONS**, Partner, Overholt Law LLP

**B**ill 41 – titled the Workers Compensation Amendment Act (No. 2), 2022 – received Royal Assent on November 24, 2022. The new legislation introduced seven amendments aimed at better supporting workers in British Columbia. Although Bill 41 is still in the early stages of development and implementation with not all provisions in force, employers should be aware of its repercussions for workplaces.

This article specifically focuses on a change to section 73: Employer Accident Reporting, Investigation and Related Prohibitions; and to the addition of new Sections 154.1 – 154.6: Return to Work and Other Duties in Relation to Injured Workers.

## **SECTION 73: EMPLOYER ACCIDENT REPORTING, INVESTIGATION AND RELATED PROHIBITIONS**

In Division 10 of the Workers' Compensation Act (the "WCA"), Bill 41 added subsection 73(2), expanding specific prohibitions on employers and supervisors. Section 73 previously stated that an employer or supervisor "must not, by agreement, threat, promise, inducement, persuasion, or any other means, seek to discourage, impede, or dissuade a worker of the employer, or a dependant of the worker, from reporting" to the Board an injury or allegation of injury, an

illness, a death, or a hazardous condition or allegation of a hazardous condition. New subsection 73(2) adds "making or maintaining an application for compensation" and "receiving compensation", both under the compensation provisions, as additional prohibitions. This amendment came into force on November 24, 2022.

Although no clarification for penalties have been prescribed, employers should be aware of this change and the possibility of future implications if they fail to comply.



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## SECTIONS 154.1 – 154.6: RETURN TO WORK AND OTHER DUTIES IN RELATION TO INJURED WORKERS

Bill 41 also adds new sections – 154.1 to 154.6 – of which 154.2 has received the most “buzz”. Although these new sections are not yet in force and no date has yet been announced, employers should understand their implications before they come into force.

Specifically, section 154.2 will establish a new “duty to cooperate” for both employers and employees when an injured employee is returning to the workplace.

The employer must maintain communication with an employee to identify suitable work – when possible – to ensure the full wages that the worker was earning pre-injury are maintained, and to provide WorkSafeBC with information for the employee’s continuation or return to work. At the same time, the employee must cooperate with their employer and provide WorkSafeBC with their plans for work continuation or for returning to work. If an employee does not comply, WorkSafeBC can reduce or suspend compensation payments until compliance occurs. These requirements apply to employees who sustained an injury up to two years before the

provision comes into force.

How this provision will co-exist within the broader legal scheme remains to be seen, though as a starting point, Bill 41 anticipates how to resolve conflict in a unionized workplace. Subsection 154.4(1) states that if the WCA provisions for the duty to cooperate and maintain employment conflict with a binding collective agreement term, the “...section in conflict prevails to the extent that it affords the worker a greater benefit than the term of the collective agreement.” For clarity, Bill 41 at subsection 154.4(2) adds that subsection 154.4(1) “does not operate to displace a term of the collective agreement that deals with seniority.”

The other area where the new sections create challenges are with respect to the interplay with an employer’s existing duty to accommodate under BC’s Human Rights Code. Subsection 154.3(5) of Bill 41 deals with the duty to re-employ injured employees, and accommodate returning employees, “to the point of undue hardship” that is necessary to accommodate a worker. Employers will be familiar with this language already, but in the context of avoiding complaints of discrimination on the basis of physical or mental disability before the BC Human Rights Tribunal. Although more clarification is needed, WorkSafeBC may now overlap with

the BC Human Rights Tribunal, with potential for jurisdictional disputes or parallel proceedings in two forums. What appears certain is that the role for WorkSafeBC is expanding to be more directly involved in managing how an employer fulfills the duty to accommodate an injured worker.

Finally, the amendments brought by Bill 41 create one marked difference from the duty to accommodate in the human rights regime: the risk it creates for additional administrative penalties. Once in force, employers may potentially be subjected to paying damage awards from the BC Human Rights Tribunal and administrative penalties from WorkSafeBC if found to have failed in their duty to accommodate. At Subsection 154.5(1), WorkSafeBC will determine “on a balance of probabilities” if an employer has failed to comply with section 154.2 [the duty to cooperate] and Section 154.3 [the duty to maintain employment]. Employers may face substantive costs from the Board for up to the “maximum wage rate,” totalling \$112,800.00 as of January 1, 2023. This amount could be compounded with a damage award from the BC Human Rights Tribunal.

Overall, big changes are coming to the WCA that employers would do well to keep abreast of. We recommend continuing to watch for further developments in this area, including the in-force date for sections 154.1 to 154.6.

*With special thanks to colleague Courtney Chrusch for contributing to this article.*



Preston Parsons is a partner 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 [overholtlawyers.com](http://overholtlawyers.com).



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# Save the Date

## **BCLMA Annual General Meeting**

Date: April 6, 2023

Time: 12:00 pm – 1:00 pm

Location: Harris & Company LLP

## **BCLMA Young Professionals Networking Night**

Date: April 19, 2023

Time: 5:00 pm – 7:00 pm

Location: Greta: Arcade, Bar, Street Food

## **BCLMA Educational Event – Foundational Reconciliation**

Date: May 18, 2023

Time: 11:45 am – 1:30 pm

Location: Terminal City Club

## **BCLMA Annual Summer Social Reception**

Date: June 8, 2023

Time: 5:00 pm – 8:00 pm

Location: D6 Lounge at the JW Marriott Parq, Vancouver

For up-to-date event & registration details visit [bclma.org](https://bclma.org)

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# THE SOUNDING BOARD

YOUR BCLMA.  
YOUR NEWS.

What an active spring for the BCLMA Board, Subsections and members! So far in 2023 we've shared well-attended sessions on Niche & Industry Marketing and Employment Law Updates; Tara Landes' educational session on effectively managing the rising generations; and we've welcomed four new subsection Chairs and Co-Chairs. The Knowledge Management, Litigation, Learning and Facilities subsections have held their first sessions, while the upcoming Finance subsection featuring Barbara Buchanan, KC, is proving to be very popular.

Behind the scenes, we're busy planning our Annual General Meeting on April 6th at Harris & Company LLP as well as our second Young Professional Networking Event on

April 19th at the Greta Bar on Cordova Street. Mark your calendars!

We look forward to meeting you at the many exciting events we have planned throughout the year.

Check out the full Sounding Board, details on these and other upcoming events, and so much more on the BCLMA website.

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## RECIPE

# Ridiculously Easy Rosemary Bread

Prep Time 15 MINUTES

Cook Time 28 MINUTES

Total Time 43 MINUTES

(plus time for dough to rise overnight)

SERVINGS 18

### INGREDIENTS

4 cups bread flour plus extra for shaping  
2 teaspoons kosher salt  
1 teaspoon active dry yeast traditional  
1 tablespoon fresh finely chopped rosemary  
2 cups room temperature tap water  
1 tablespoon melted butter  
1 teaspoon flaky sea salt for topping  
2 teaspoons finely chopped fresh rosemary for topping

### INSTRUCTIONS

In a medium-large bowl, whisk together the bread flour, salt, yeast and rosemary. Make a well in the center and add the water. Mix with a sturdy rubber spatula until all flour is incorporated. Don't worry, the dough will be wet and sticky, that's how it should be.

Cover the bowl with plastic wrap and leave to rise at room temperature overnight or for up to 12 hours.

The following morning (or after 8-12 hours), the dough will have risen, but it may still look shaggy, and its surface will be covered with bubbles. Line a sheet pan with parchment paper. Preheat the oven to 425°F.

Spread a generous ¼ cup of flour on a work surface. Dump the dough out onto the floured surface and turn it several times to coat with flour. I like to use a bench or baker's scraper for this. Knead the dough for one minute, adding more flour to the work surface as needed.



Recipe from [The Café Sucre Farine](#). Author Chris Scheuer

Divide the dough into 2 or 3 fairly equal portions, turning each piece in the flour to coat. (The bench scraper is also great for cutting the dough).

Shape each piece into a ball, pulling edges under and pinching together to make a smooth rounded top. Place loaves on prepared pan, smooth side up. If the dough is sticky as you're shaping, just roll the piece in more of the flour.

Brush each loaf all over with melted butter. Sprinkle generously with finely chopped rosemary and sea salt.

Allow bread to rise for about 20 minutes while the oven is preheating. Don't worry if the dough flattens a little while it's resting. It will puff up nicely in the oven.

Transfer pan to the oven. Bake 23-28 minutes or until nicely golden. Transfer bread to a cooling rack to cool completely.

If making in advance, remove from oven when pale golden brown (about 3-4 minutes less). Cool completely, then freeze on a baking sheet. Once frozen, transfer each loaf to a large ziplock bag and store in the freezer.

To serve, allow bread to thaw, then heat for 8-10 minutes at 325°F or until nicely golden brown.



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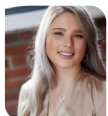


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