Executive Director's Report – December 2014

Merry Christmas everyone! As we continue this month in our Strategic Planning and Budgeting cycle, I'd like to thank all Board Directors for your continued dedication, and for the support you extend to our membership and staff. It is my sincere hope that you all enjoy a wonderful Christmas & New Years, full of family, friends and laughter.

Potential elements of this report that have been adequately addressed elsewhere in the Board's agenda are, for the most part, not included herein.

Dashboard display elements continue be incorporated slowly into Board presentation materials, and will progressively linked to ADRIA's strategic plan and success indications. Dashboard metrics are intended to provide Board members with clear, succinct and meaningful data, charts and indicators upon which they may base their decisions, establish new initiatives, and provide strategic direction. It is important that all Board members provide feedback and suggestions regarding the materials and metrics presented – what's useful, what's not, and what might be needed in the future.

Designations

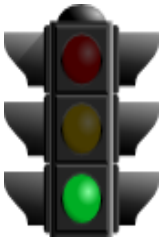
Still presented as green, although our September intake numbers for designations only totalled nine (9) candidates, including one lonely application for Chartered status. One C.Med (Karen Mosewich), five Q.Meds and one Q.Arb have now all received their designation certificates from ADRIC. One Q.Arb and one Q.Med remain under review. All 2014 designation recipients will be recognized in an upcoming Newsletter. Annually, our Spring applications are much higher in number and, as highlighted in the Strategic Plan, a marketing campaign will be launched in 2015.

The Designation Committees' Terms of Reference were finalized by the Board and distributed. A Letter of Appointment to the MDC was issued by the Board Chair to Debbie Schmidt. From a selection of three volunteers, the ADC has selected Adam Letourneau as their preferred committee member, and Adam's resume is again before the Board for final approval. The MDC has presented its succession plan, and the ADC should do the same shortly. Both Committees will require new members in 2015.

Designations continue to represent an important strategic opportunity to build and retain membership. Both ADRIA and ADRIC must do more to promote the value of designations in the public eye, and must continue to enhance the value of membership overall. ADRIA now has representation on several ADRIC committees, and is working to address these issues over time.

Membership

Paul Conway, Executive Director
Truus Souman, Executive & Membership Coordinator



ADRIA achieved a record high membership numbers since the Board last met – 363 Full members and 511 in total! For 2014 we achieved a Full member retention rate of over 90%, and a list of those that did not renew in 2014 (Jan – Nov) is attached to the agenda for the Board's information. We can expect our number to decline slightly over the next few months, as renewals are disproportionally weighted for December through February. That said, with a new Marketing & Communications Manager on board, we plan to target potential new members as early as possible in 2015. Board feedback on the draft Communications & Marketing Plan will be useful in this regard. Strategically, as a membership organization first and foremost, our focus remains on attracting and retaining new FULL members and, given the number of non-member ADR Practitioners in the Province, we should set our sights high and strive to build a Full membership list that exceeds 400.

	Full Members	**Associate Members**	**Total Members**
End-November 2014	**363**	**148**	**511**
BoD Meeting Sep 2014	352	157	509
BoD Meeting June 2014	341	143	484
AGM May 2014	338	145	483
End-2013	328	151	479
End-2012	329	102	431
ADRIA start (Sep 2012)	311	92	403
AAMS (May 2012)	354	113	467
AAMS (May 2011)	333	104	437
North/South June 2014			
Calgary & South	46%	40%	44%
Edm, Central & North	51%	57%	53%
Out-of-province	3%	3%	3%
ADRIA High (Nov 2014)	363	148	511
ADRIA Low (Jan 2013)	323	114	437
Previous 5-year high (Apr 2010)	355	151	506
5-year low (Sep 2012)	311	92	403

ADRIA/ADRIC June stats from ADR Connect			
Membership	363/1745		ADRIA 21%
C.Arb	21/170		ADRIA 12%
Q.Arb	18/44		ADRIA 41%
Designated Arbitrators	39/214		ADRIA 18%
C.Med	86/301		ADRIA 29%
Q.Med	75/193		ADRIA 39%
Designated Mediators	161/494		ADRIA 33%
Total Designations	200/708		ADRIA 28%

Professional Development & Education

Tammy Borowiecki, Director Professional Development
Tasha Innes, Education Assistant

- ADRIA's Communications in ADR 40-hour course had a successful second run with 21 students in both Edmonton and Calgary.
- Specialty course/elective courses
    - Our Mediation Case Development (Edm) course has been postponed until February to allow for more time to effectively market the training. We hope that this will also allow for a larger pool of potential students wanting this training, now that our latest mediation students have completed that program.
    - Multi-Party Mediation (Edm) and Language & Behaviour (Cal) both ran successfully this November, with student numbers of 8 and 7 respectively.
- We are currently collecting feedback from our membership by means of a survey placed in the recent ADRIA newsletter in order to better understand what our members are looking for in terms of professional development training/specialty courses. We will use that data to direct our future specialty course scheduling.
    - Some of the courses we are considering running are Metal Health First Aid for the ADR professional, ADR in the native community (partnership with Native Counseling Services) and Elder Mediation.
- The Divorce and Separation course is currently being designed. It will be a 10-day advanced training course - only available to students that have completed basic mediation training. The course will be in modules and students will not have to take all 10 days unless they want the

certificate. The modules will include pre-mediation and screening for domestic violence/addictions; parenting plans; child support, spousal support and more. We hope to have a draft outline of the program for January with the first offering being late spring.

- ADRIC's National Introductory Mediation Training 40-hour course ran in both Edmonton and Calgary in November/December, with a total of 18 students (12-Edm, 6-Cal).
- We have finally received notice from ADRIC that they would like to schedule completion of the train-the-trainer for the National Introductory Mediation course. We have been waiting for a date on this for over a year. They have decided to change the format from a live training session to a pre-recorded training session.
- ADRIC's National Introductory Arbitration Training was offered in both Edmonton and Calgary, but due to low enrollment in Edmonton we decided to offer incentives to those students so they would join the Calgary class. The decision paid off and the class ran in Calgary with 8 students.
- We have made the decision not to offer the introductory ADR 110: Appropriate Dispute Resolution course until we have achieved a clearer focus around what audience we are wanting to target. As it is now no longer a pre-requisite for our Communications class, we have had no enrollment despite offering it September and January in both Edmonton and Calgary.
- We were preparing to launch our new Negotiation 40-hour course, with updated material and a renewed focus in October, but both the Edmonton and Calgary classes were cancelled due to low enrollment.
- We have run into a road block while trying to update the Consensus Decision Making course and have therefore cancelled the class that was scheduled to run in February. Updating the course has turned out to be more complicated than originally anticipated and we want to ensure there is a market for this course before committing any financial resources to updating the content. We will be doing a market analysis early in 2015 to determine the need/demand for this course.
- Private Training
    - ATCO's one-day Negotiation training took place on November 19th with 21 participants attending.
    - Daytona Homes has contracted ADRIA to provide a one-day Communications/ Negotiations Seminar at the Daytona Group Employee Conference on December 10th, with 45 participants registered.
    - The 4-day PHIBI (Professional Home Builders Institute) Negotiation training is scheduled to begin in January for the Edmonton group and in February for the Calgary group.
- We have updated our course registration and withdrawal policies and they have been revised on our website. The changes came about after reviewing the challenges we face in offering our courses as well as the issues we have had with past students in terms of late cancellations.
- We had a very successful trial run of the zoom.us online practice group platform we have been exploring and are now needing to implement a scheduling system to handle the unique properties of this format.

Additional Professional Development & Education notes from the ED:

The Board will recall that legacy issues have hampered efforts to advance new Private Contracts, and a few of these continue. Of note is continued confusion in regard to the roll-out of ADRIC's national courses, and some weaknesses we have encountered in the instructor notes. At this time, Alberta is the only province delivering these courses – in advance of any ADRIC certification process, train the trainer, and/or finalized revenue sharing formulae. As a consequence, ADRIA is putting the expected ADRIC revenue aside awaiting clarity and finalization of these issues. ADRIC still owes ADRIA $10K for the delivery of the Train the Trainer, but to date has struggled to provide the detail required to finalize and deliver the product. In our view, the problem appears to lie in a lack of ownership and expertise in delivering adult instruction. Without a clear project manager to guide the delivery of a national project with national standards, the roll-out will continue to drag out. The product itself, of course, has flaws which we have been addressing as legacy issues (along with the associated costs). It is my hope that ADRIA will be able to address the flaws, and pass them on to ADRIC at no charge, before these course are marketed and delivered in other provinces – to a certain extent, our reputation rests on being able to improve the product before it hits the street. Within Alberta, of course, we are already delivering the training, accepting feedback, and refining the courses. Notably, the Mediation course is being delivered by ADRIA in an extended format, with a far higher ration of coaches to students than is prescribed by ADRIC.

Of note, we are blessed with an extraordinarily capable PDev & Education team with Tammy & Tasha. In support of their efforts, Truus provides front end and payment support, Jennifer is filling an important gap with Communication tools and marketing strategies, and ADRIA has a talented pool of Instructors & Coaches to design and deliver exceptional ADR training products. These talents will be fully leveraged in 2015 to seek out, design and deliver more private training, support professional development for our members, and provide a source of adult training expertise to ADRIC, the Regional Affiliates and our other ADR Partners.

Directory of Arbitrators, Mediators and ADR Professionals

We have begun exploration the Knack application, and other web-based options for the early roll-out of an on-line Directory.

Financial footnotes

ADRIA continues to enjoy a steadily improving financial position as we approach year-end. Expenses associated with some legacy issues, ED and fiscal transition costs, and our recent investment in a new hire have all eroded our earnings, but we remain solidly in the black. Considering our many challenges over the past 12 months, I am pleased with the small profit currently projected for 2014. We'll have final figures available to us when we meet again in January. I am confident that ADRIA has positioned itself well for new growth and the development of new revenue streams in 2015.

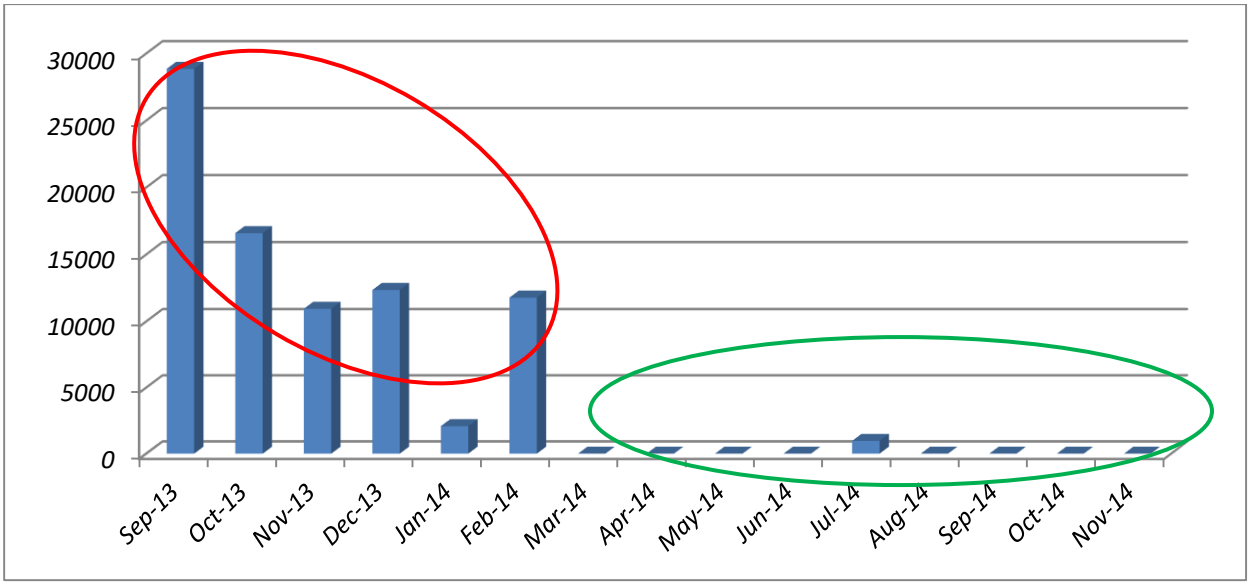
Our loan obligation to AAMS is now fully paid out.

There is one year left in our rental agreement (office, boardroom access and parking) in Calgary, after which we can reassess our requirements. Discussions to reduce this cost in the interim will continue.

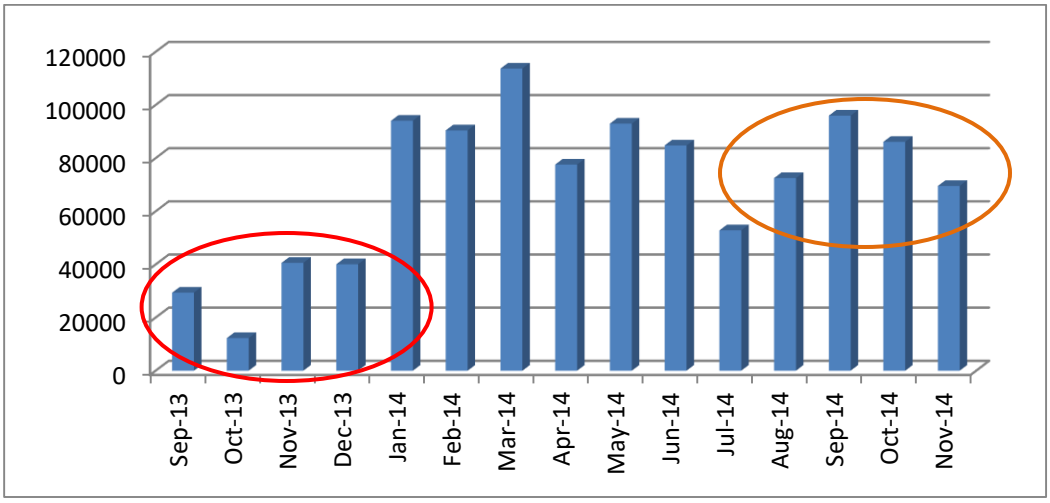
Addressing our website and database deficiencies remains our largest potential expense in 2015.

You will see the re-aligned fiscal framework when we review the budget, and significant work remains as Karen and David work to realign past, present and future revenues and expenses along ADRIA's proposed business lines, improving our strategic planning, budget and membership reporting processes.

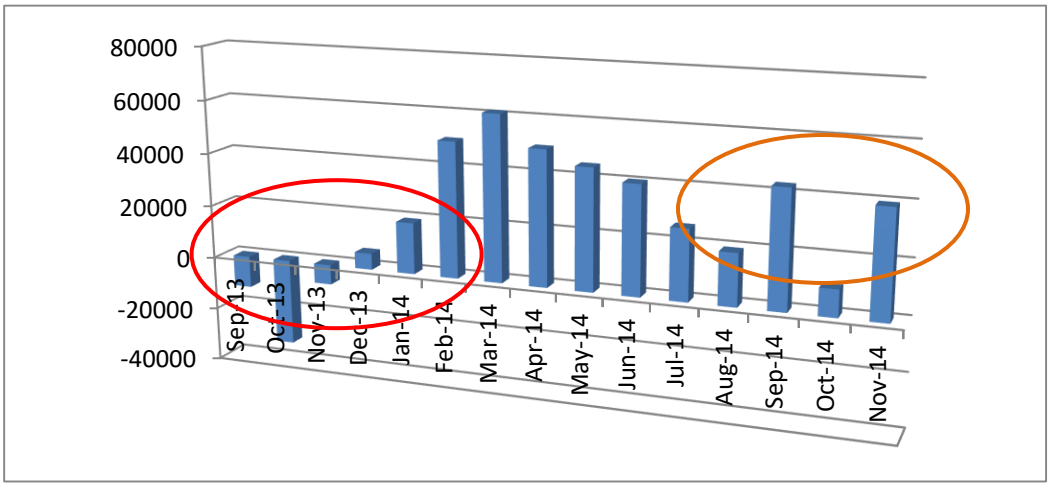
Accounts Payable (unpaid bills):



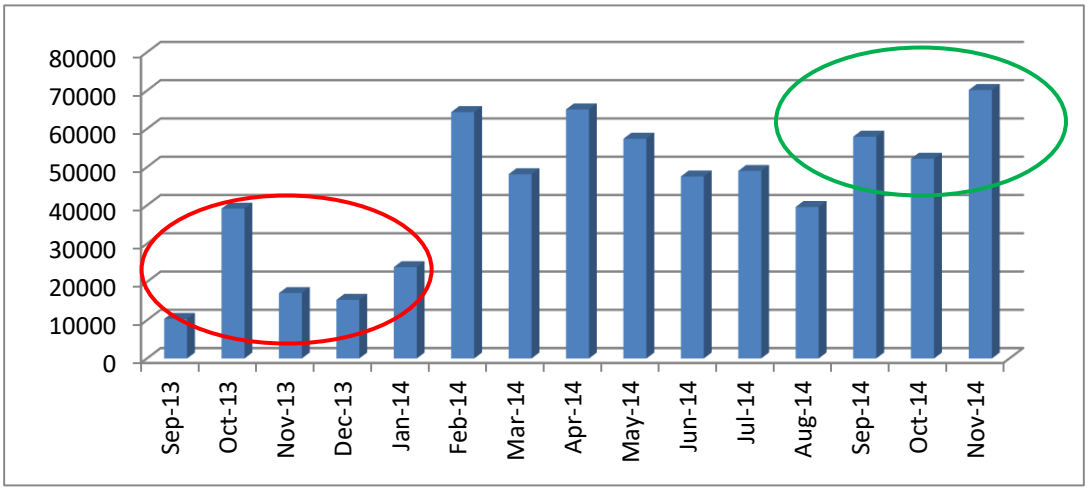
Cash+Reserves:



Cash+Reserves vs Deferred Revenue:



Total Member Equity:



Budget 2015

The 2015 ADRIA Budget has been prepared for Board consideration. There are two documents:

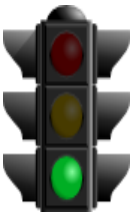
A) The 2015 Budget – a minimal break-even budget that reflects only minimal success
B) A more optimistic 2015 forecast, projecting realistic growth in several revenue streams

Budget for Stability, but Plan for Success!

The 2015 budget includes the following features:

- Prepared on time
- Realistic outlook
- Organized along ADRIA's Business lines
- Easier to read and understand
- Compliant with ADRIA Policies and Bylaws
- Staff costs that are distributed along ADRIA's business lines
- A reduced General Expense category that is NOT YET distributed along business lines
- A Governance component, that includes the AGM
- Continued delivery of Certificate and Professional Development training
- Growth in several key revenue streams (Select & Appoint, Corporate Memberships, etc)
- Money for PDev and Networking activities
- Money for IT support and development

Human Resources



No turnover or change since last report:

- Executive Director (**Paul**, part-time, 4 days/week)
- Director Professional Development (**Tammy**, part-time, 3.5 days/week)
- Education Assistant (**Tasha**, part-time, up to 5 days/week as required)
- Executive & Membership Coordinator (**Truus**, part-time, 4 days/week)
- CAMVAP Provincial Administrator (**Brenda**, full-time, employee status)
- Accountant (**Karen**, part-time, 1 day/week or as required)
- Manager Marketing, Communications & Social Media (**Jennifer**, part-time, 3 days/week).

Salary discussions continue, and new contracts will be signed in January. Increases have been incorporated into the Budget as presented, and staff performance feedback will take place in the March timeframe.

Networking

There have been two collaborative ADR Networking Mixers, engaging ADRIA, AAMS, MRJC, AFMS, CMCS, ARJA, MRU, PMAST and Alberta Justice. The next Edmonton ADR Networking Mixer is booked for January 27th, at MKT in Old Strathcona. A Calgary event is being planned for February, and each city can expect to host three such events per year. ADRIA costs are minimal ($3K/year), although we are actively seeking sponsors to further reduce this cost (and/or the entry cost for attendees).

PDev & Networking Committees are being established in Calgary & Edmonton. Calgary currently has 3 volunteers, in addition to Jim Willson as he transitions, but Edmonton has had no volunteers to date.

Money has been put aside in the budget to provide our rural areas with access to PDev and Networking resources (a modest $2K). These efforts will be supported by staff, and coordinated through ADRIA's Bridging the Distance Committee, which meets again in January.

Newsletters

Under Jennifer's guidance, ADRIA has returned to a monthly Newsletter issued in a professional format. This monthly format has further allowed us to incorporate the On Board, and reduce ADDRIA's overall e-mail footprint with our membership. Board feedback on the Newsletter, in concert with our discussion of the draft Communication and Marketing Plan, is appreciated

Job Board

While few in number, there has been a steady rotation of ADR employment opportunities forwarded to ADRIA for recruitment purposes. ADRIA still posts these on the Job Board and Newsletters at no charge, as they constitute a valued member service. Ultimately, ADRIA strives to be recognized as the source of ADR expertise in Alberta, although we are a long way from generating revenue from the Job Board (as is the case for many other Professional Associations)

AGM & Conference 2015/2016

The 2015 AGM is proposed for June with a virtual format: The Board would meet in one city, and video link to an assembly in the other city, and joined by other (still undefined) means to dail-in and on-line participants from across the province. AGM documentation would be provided on-line in advance. The AGM would be scheduled for two hours, and greater interaction with the membership is anticipated.

Board elections would be conducted electronically in advance of the AGM, in accordance with ADRIA bylaws. It is further recommended that the Board election results and Board Executive be determined confidentially in advance of the AGM, and that the Board commence its Annual Orientation the following day. There will be no ADRIA Conference in 2015.

The 2015 National ADRIC Conference will take place at the Calgary Westin October 29-30th, with a pre-Conference day on October 28th. The decision to come to Calgary was revisited in November, when ADRIC realized that the Annual August CBA Conference was also scheduled for Calgary, but in the end ADRIC decided to proceed. There is still considerable work to be done to establish a Regional Committee, but Wendy & I both learned valuable lessons in Montreal.

Outreach

Outreach activities continue with the organizations and committees listed below, as ADRIA continues to provide leadership to strengthen Alberta's reputation and ADR communities.

ADR Institute of Canada (ADRIC)

- Insurance Committee
- IT Committee
- Marketing & Membership Committee
- National Introductory Courses

ADRIC Regional Affiliates, notably with the Western Provinces
Mediation Advocacy Task Force
Alberta Arbitration & Mediation Society (AAMS)
Reforming the Family Justice System (RFJS) initiative
Dispute Resolution Network (DRN)
Conflict Resolution Day Planning & Marketing Committees
Municipal Dispute Resolution Services (Advisory Group)
Alberta Justice
Mediation Inter-Agency Network (MIAN, Edmonton)
Mediation & Restorative Justice Centre (MRJC)
Community Mediation Calgary Society (CMCS)
Peer Mediation and Skills Training (PMAST, Calgary and Saskatoon)
Alberta Restorative Justice Association (ARJA)
Foundation of Administrative Justice (FOAJ)
Airdrie Bullying Awareness Program
Catholic Social Services (Edmonton)
Alberta Dispute Resolution Centre