

# ADRIA BOARD MEETING AGENDA

Saturday, June 10, 2017 - Board of Directors meeting 8:30 am – 4 pm

Gowling WLG (Canada) LLP Boardroom, Calgary

Benchmark Timings	#	Topic\Title	Action	Role	Ref Materials
<b>SATURDAY</b>					
<b>7:45 am</b>		<b>Morning coffee as you arrive</b>			
<b>8:00 am</b>	<b>1</b>	<b>WELCOME &amp; AGENDA REVIEW</b>			
	1.1	Welcome/Call to order	Record time	Chair	
	1.2	Review of Agenda Items and addition of any items	Review & Amend/Adopt	Chair	1.2
<b>8:05 am</b>	<b>2</b>	<b>MINUTES OF PREVIOUS MEETING(S)</b>			
	2.1	March 18, 2017 (Board meeting) Recap of February 8 <sup>th</sup> video/teleconference mtg May 23, 2017 (Board video/teleconferencing mtg) May 25, 2017 (AGM Minutes)	Review & Adopt	Secretary	2.1.1 2.1.2 2.1.3
<b>8:10 am</b>	<b>3</b>	<b>Declarations of Conflict of Interest</b>			
<b>8:15-12:00</b>		<b>Board Orientation (in camera)</b> 15 min Health break, as required	<b>See Board Orientation Agenda</b>		3.1.1 3.1.2 3.1.3 3.1.4 3.1.5 3.1.6
<b>12:00-12:30</b>		<b>Lunch</b> (food court, then returning for a working lunch)			
<b>12:30</b>	<b>4</b>	<b>Business arising (ADRIA)</b>			
	4.1	Letters to Minister & Chief Justice, and Labour Code Review	Update	ED	
	4.2	MOU discussions at ADRIC Conference	Travel Decision	Paul/Wendy	
	4.3	White Paper Action Plan	Finalization	Alasdair/ED	4.3.1
	4.4	ED to contact Resolution Services	Update	ED	
<b>1:00 pm</b>	<b>5</b>	<b>ADRIA Bylaw and Policy updates</b>			
	5.1	Membership and voting issues	Update	ED/Michelle	5.1.1 5.1.2 5.1.3
<b>1:20</b>	<b>6</b>	<b>Reports (*abbreviated and only presented if required)</b>			
	6.1	President		Chair	
	6.2	ED		ED	6.2.1 6.2.2

					6.2.3
	6.3	Treasurer		Treasurer	6.3.1 6.3.2
	6.4	Governance Committee - Board Evaluation - Board Nominating Committee		Michelle/ED	6.4.1 6.4.2 6.4.3
	6.5	Board Committees/Task Forces - White Paper Action Plan Committee	See 4.3	N/R	
	6.6	ADRIC Reports - ADRIC Rep - Presidents' Round Table (PRT) – March 8th - Other ADRIC Committees (as required): - Advocacy - Membership & Marketing - Roster Development - Insurance - Education		ADRIC Rep Stan/ED	6.6.1
<b>1:45</b>	<b>7</b>	<b>ADRIA/ADRIC Interface – specific issues (Arising/New)</b>			
	7.1	ADRIC/Affiliate MOU -Concepts- membership provisions in MOU	Update/discussion	ADRIC Rep	
	7.2	ADRIA Training and Designation Standards Task Force (Letter and TOR)	Approval	ED	7.2.1 7.2.2 7.2.3 7.2.4 7.2.5 7.2.6
	7.3	ADRIC/ADRIO relations	Update	Wendy/ED	7.3.1
	7.4	ADRIC "Under 40" Marketing Initiative	Discussion	ED	7.4.1
<b>2:00</b>		<b>Health Break</b>			
<b>2:10</b>	<b>8</b>	<b>New Business</b>			
	8.1	Membership Survey	Approval	ED	
	8.2	Evaluative ADR	Discussion	ED	8.2.1
	8.3	MRJC MOU and opportunity	Discussion	ED	
	8.4	Government Relations and Public Awareness Committee			8.4.1 8.4.2
	8.5	Provincial ADR Legislation (Med & Arb)	Discussion	ED	8.5.1 8.5.2
	8.6	Honours & Awards (McGowan Award)	Discussion	ED	8.6.1
	8.7	Parenting Coordinators as Arbitrators		Michelle	8.7.1
	8.8	ADC/MDC and ADRIC committees		ED	8.8.1 8.8.2

					8.8.3
<b>3:10</b>	<b>9</b>	<b>Board Advocacy &amp; Outreach</b>			
	9.1	Outreach activities -Legal -HR	Discussion	Chair	9.1.1
	9.2	Mediation Advocacy (refer to Action Plan) -influencing the provincial budget	Discussion, as an extension of all previous agenda items	Chair	9.2.1
<b>3:20</b>	<b>10</b>	<b>Board Learning Opportunities – next meeting(s)</b>			
		E.g., -Self-Regulation Best Practices -Organizational Membership Drive			
<b>3:30</b>	<b>11</b>	<b>Link to Membership, Events &amp; Opportunities</b>			
	11.1	Content of next 'On Board'	Discussion	Chair	
	11.2	Invitations to next in-person Board Dinner (September) E.g., -MRJC, AFMS, GOA/DRN, ALRI, Joanne	Discussion	Chair	
<b>3:40</b>	<b>12</b>	<b>Calendar Review</b>			
		June 13 – FOAJ AGM June 12-13 – BCAMI AGM & Symposium Jun 14-17 – Madrid ADR Conference June 17-27 (TBC) – CAB MOU signing, Edmonton June 29 – MRJC AGM, Edmonton Sep 5 – ADRIA's 5 <sup>th</sup> anniversary Sep 12-12 GOA/DRN conference, Edmonton Sep 25-26 – People for People Conference EDM Sep/Oct – ADR Networking events CAL/EDM TBA Oct 17-19 – Berlin ADR Conference Oct 18-20 – ADRIC Conference NFLD Oct 19 – International CR Day Oct/Nov – ADRIA sponsored leaning event TBC Nov 19-21 – National RJ Conference, Ottawa Nov 23-25 – ARJA Conference, Calgary May 15-16 2018 – All-Alberta ADR Symposium, Edmonton	Information & Discussion	ALL	
		<b>Board of Directors Calendar</b>			
		- projected dates for September and beyond	Info/discussion	ALL	
<b>3:45</b>	<b>13</b>	<b>In-camera session</b>		Board	
<b>NLT 4 pm</b>	<b>14</b>	<b>Termination/Adjournment/Reflection</b>		Chair	

**Minutes of the Meeting of the Board of Directors  
of the ADR Institute of Alberta, held via videoconference in  
Room HA206, Concordia University, Edmonton, Alberta, and  
Suite 1600, 421 - 7th Avenue SW, Calgary, Alberta,  
on March 18, 2017**

- Present:** Dolores Herman, QMed (President & Chair),  
Barrie Marshall (Vice President),  
Kevin Kelly, QArb, QMed (Treasurer),  
John Welbourn, CArb (Secretary),  
Stan Galbraith (Past President, PRT Rep)  
Michelle Simpson, CMed, CArb (Governance Committee Chair),  
Wendy Hassen, CMed (ADRIC Rep),  
Alasdair MacKinnon, CMed, QArb (Director),  
Joanne Munro, CMed (Director).  
Paul Conway (Executive Director) (non-voting).
- Not attending:** Gayle Desmeules, QMed (Director),  
Jeffrey Jessamine, QArb (Director).
- Invited Guest:** Tammy Borowieki, QMed, QArb (Director of Professional Development)

**1. Welcome & Agenda Review**

- 1.1 The President called the meeting to order at 8:32 a.m.
- 1.2 The proposed Agenda was reviewed.  
  
The ED requested the addition of "Labour Code Review" as item 8.3 and "AGM Planning" as item 11.3.  
  
**Motion** to approve the Agenda as amended. (Marshall / MacKinnon)  
Passed unanimously.

**2. Minutes of Previous Meeting**

- 2.1 There was no quorum on February 8<sup>th</sup>, but the discussion was useful in advancing the White Paper Action Plan.  
  
**Motion** to approve the minutes of the meeting of January 21, 2017, as presented. (Galbraith / Hassen) Passed unanimously.

### **3. Declaration of Conflict of Interest**

3.0 None were declared.

### **4. Business Arising (ADRIA)**

4.1 The President noted that the letter to ADRIC under item 6.2 of the January 21, 2017 minutes remained outstanding.

Under the same item, Michelle Simpson advised that all categories of membership were incorporated in ADRIA policy and no amendment was required.

The ED advised that the Member Satisfaction Survey referred to in item 8.1 was nearing completion and should be available in April.

The ED advised that he was still attempting to clarify if adequate time will be given to discussion of the MOU at the ADRIC 2017 AGM.

#### **4.2 2018 ADR Symposium**

The ED advised that the tentative dates were May 14 & 15, 2018. There is potential for additional events immediately before and after. There is support for the event from some non-profit organizations and reluctance from others. The GOA is fully committed.

#### **4.3 White Paper Action Plan**

Alasdair MacKinnon presented the 5th draft of the Board's proposed response to the White Paper Task Force recommendations.

**Motion** to approve the draft as presented with the following revisions:

- i. Avoid the use of acronyms;
- ii. Add the "general public" as a stakeholder;
- iii. Acknowledge with thanks those who responded which lead to the creation of the White Paper.

(MacKinnon / Munro) Passed unanimously.

After discussion it was agreed that the "matrix" appended to the response required restructuring, adding a 3<sup>rd</sup> column outlining activities that have been "Completed/Initiated". Draft 2 of the matrix is to be complete by April 7 with board member response to be received by April 21. The intent is to have it ready for presentation to the AGM.

## **5. ADRIA Bylaw and Policy Updates**

### **5.1 ADRIA Advertising Policy**

The ED advised that a sidebar has now been created on the website for advertisers. .

## **6. Reports**

### **6.1 President**

The President noted that this was Joanne Munroe's last meeting and thanked her for her hard work over the last 6 plus years.

### **6.2 Executive Director**

#### ***Report is attached***

The Executive Director noted membership is down slightly.

Directory listings remain stable.

The Designation application season is now open. ADRIC has not responded regarding standardizing national designation criteria.

ADR luncheons are now are up and running in both Calgary and Edmonton. Online practice sessions have been launched, but there has been no interest from members.

iMis remains an issue for ADRIC.

ADRIA suffered a *ransomeware* attack which was detected early. A full recovery has been achieved, but the incident was costly.

The MOU with CAB had been delayed to allow the Justice Minister to attend.

MJRC is using space in the ADRIA office. The terms of use have not yet been documented. It is essential that an agreement be signed as soon as possible.

The office remains fully staffed but on reduced hours.

### **6.3 Treasurer**

Kevin Kelly noted 4 course cancellations and a decline in membership. ADRIA is slightly ahead of budget at this point in the year.

Motion to accept the Treasurer's report. (MacKinnon / Marshall) Passed unanimously.

#### **6.4 Governance Committee**

Nothing to report.

Board Nominating Committee

Gayle Desmeules has withdrawn.

**Motion** to approve the membership of the committee as being Michelle Simpson, the ED, and Tom Smith. Passed unanimously.

Discussion on prospective new Board members included the need for another woman, increased representation from Edmonton, a coach / instructor, a retired judge, but not another lawyer at this point.

#### **7.2.\* Education (Training and Designation Criteria) \* out of sequence**

Tammy Borowiecki joined the meeting seeking Board input on why course enrollment is declining and how to reverse that trend. There was lengthy discussion focusing on increased competition in Calgary from University of Calgary (JIBC) and Mount Royal University. The significant decline in education and practical training requirements for designations is believed to have resulted in reduced importance of the designations.

**Motion** that ADRIA create a taskforce to explore ADRIA, Affiliate, and national training and designation standards, and to make its recommendations to the ADRIA Board of Directors within the calendar year. ADRIC and the Affiliates are to be advised and consulted throughout this period.

(Galbraith / Marshall) Passed. Wendy Hassen abstaining.

#### **6.5 N/R (see 4.3)**

#### **6.6 ADRIC Reports**

##### **Presidents Round Table**

Stan Galbraith advised that other affiliates require a certain level of ADR training for membership. Wendy Hassen indicated that there was interest expressed by the PRT in exploring consistent membership criteria for all affiliates.

**Motion** The Board endorses broad and inclusive criteria for membership in ADRIA. (Galbraith / Marshall) Passed unanimously.

### **ADRIC Rep**

Wendy Hassen advised that writing of the MOU was progressing. The MOU Task Force will present a draft on the Relationship Framework piece to the PRT at its May 10<sup>th</sup> meeting, and the membership piece at its July meeting. The plan is to have a strong draft for the ADRIC AGM in October for face-to-face discussions.

***At this point this secretary left the meeting.***

***The remaining notes were provided by Stan Galbraith.***

Wendy Hassen stated that there will be a major ADRIC board meeting in May 2017 that will last for two plus days. She is looking for any issues, major initiatives, or input from ADRIA board members or members-at-large to take forward to this board meeting. There will also be a joint board meeting with ADRIO.

The ADRIC Board of Directors has now produced a comprehensive board calendar that is available.

The guidelines for regional affiliate reps has now been approved by ADRIC.

A major new initiative is the Government Relations Committee that will look to improve ongoing relations with the federal government.

**Action Item:** John to complete the letter to ADRIC that was approved at the previous meeting. Michelle Simpson will assist with drafting the letter. One letter to cover both motions (see 7.2.1) is to be drafted.

### **ADRIC Roster Development Committee**

Michelle Simpson reported on this committee. They have contacted insurance companies and have determined that they largely have their own processes in place regarding dispute resolution.

### **Arbitration and Course Development Committee**

Michelle Simpson reported that this work is ongoing. There are issues with course review and finalization in time for the course delivery in April. In particular, there is some concern that our instructors have been asked to review the course on short notice and without compensation.

The board endorsed the Executive Director advocating for payment for the work of our instructors.

**Action Item:** The Executive Director to take this on as an operational matter and pursue compensation for conducting the course review.

### **National Mediation Course Committee**

Joanne Munro has discovered that by becoming a member of this committee she has also automatically been appointed as a member of multiple committees. The current plan is to conduct focus groups on the current course followed by course development.

### **Mediation Trainer Approval Committee**

Joanne Munro advised that all Alberta applications have been successful.

## **7. ADRIA/ADRIC – specific issues (Arising/New)**

### **7.1 (see 6.2.2)**

### **7.2 Dealt with earlier in our meeting (follows 6.4).**

### **7.3 ADRIC Engagement Strategy.**

Paul advised that he has responded regarding diversity in the entire ADR field.

## **8. New Business**

### **8.1 Response to Chief Justice & Minister**

There was a general discussion where a consensus developed that continued interaction with both the Minister of Justice and Chief Justice of Alberta are warranted. Since the current Chief Justice has announced his retirement, it was determined that our efforts should focus on the new Chief Justice once the person has been appointed.

**Action Item:** Paul, Barrie, and John will draft a new letter to the new Chief Justice and the Justice Minister as per previous Board meetings.

### **8.2 Evaluative ADR – Deferred to a later meeting.**

### **8.3 Changes to the Labour Code.**

The Labour Relations Code is up for review with an opportunity for input until April 18, 2017. Through discussion, the Board agreed that at this

stage they appear to be just looking for general feedback and not detailed analysis. The Board agreed that this is a very useful opportunity to advocate for ADR initiatives in the upcoming legislative changes.

**Action Item:** Paul, Wendy and Stan to do a letter to the Labour Relations Code Review Committee.

## **9. Board Advocacy & Outreach**

### **9.1 Mediation Advocacy**

See the discussion on the white paper for specifics on this topic. The Board agreed that mediation advocacy will remain as a standing item on future Board agendas with the responsibility for the time being assigned to Alasdair.

In further discussion, the Board determined that there is an opportunity to advocate for further dispute resolution services. The provincial budget has allocated additional funding for the Department of Justice. Much of this funding has been earmarked for hiring Crown Prosecutors and Judges. However, that money has not yet been spent so there is an opportunity to lobby for some of this money to be spent in what we consider to be a more effective fashion: dispute resolution services.

**Action Item:** Paul will contact the Resolution Services with the provincial government regarding the recent budget to determine what opportunities might exist to advocate for dispute resolution services.

### **9.2 Outreach Activities**

The purpose is to develop relations with other groups such as the CBA and LESA. The relationship with both these groups is developing and ADRIA will continue this work.

Joanne Munro is doing a workshop with the Alberta School Council Association at the end of April as a further outreach activity.

## **10. Board Learning Opportunities**

### **10.1 Board Orientation.**

Michelle Simpson will lead the orientation with the assistance of Dolores.

### **10.2 Learning opportunities.**

Nothing to report.

## **11. Link to Membership, Events & Opportunities**

### **11.1 OnBoard**

The content will focus on the Board's adoption of the white paper.

**11.2 Dinner prior to the next Board meeting.**

The Board agreed that we will invite all ADRIC Board members in Alberta along with ADRIC President Scott Siemens to the dinner.

**11.3 The AGM was discussed, and roles assigned.**

**12. Calendar Review.**

May 8 is the PMAST fundraiser. The Board unanimously encouraged Barrie to attend with Kevin as his backup.

Board of Directors Meetings. The Board set the following dates for future Board meetings.

September 23, 2017 – Edmonton

December 2, 2017 – Video Conference

January 27, 2018 – Video Conference

**The meeting adjourned at approximately 4:00 pm.**

**Minutes of the Meeting of the Board of Directors  
of the ADR Institute of Alberta, held via Zoom videoconference  
on May 23, 2017**

**Present:** Dolores Herman, QMed (President & Chair),  
Barrie Marshall (Vice President),  
Kevin Kelly, QArb, QMed (Treasurer),  
Stan Galbraith (Past President, PRT Rep)  
Michelle Simpson, CMed, CArb (Governance Committee Chair),  
Dora Dang, CMed, QArb (incoming Director)  
Alasdair MacKinnon, CMed, QArb (Director),  
Joanne Munro, CMed (Director).  
Paul Conway (Executive Director) (non-voting).

**Not attending:** John Welbourn, CArb (Secretary),  
Wendy Hassen, CMed (ADRIC Rep),  
Gayle Desmeules, QMed (departing Director),  
Jeffrey Jessamine, QArb (departing Director),  
Joanne Munro, CMed (departing Director),  
Amin Poonja, QMed (incoming Director)

1. The President called the meeting to order at 7:05pm and declared quorum.
2. The Board welcomed Dora Dang to the meeting, and introductions were exchanged.
3. The Board discussed the current Executive positions, and how Dolores & Barrie had been essentially serving as Co-Presidents for the past year, with Dolores serving nominally as President.
4. Dolores & Barrie expressed a willingness to continue for their final year in this fashion, with Barrie serving nominally as President. Kevin expressed a willingness to continue serving in the role of Board Treasurer. John had previously expressed a preference to not continue as Board Secretary.
5. Similarly, should the Board concur, Stan expressed a willingness to continue his service as Past President and PRT rep, and Michelle was willing to stay on as Chair of the Governance Committee, preferably with some assistance. Wendy still has two years remaining in her mandate as ADRIC Representative (ADRIA/Alberta).
6. All continuing Board members expressed confidence in these Directors continuing in the roles described. At this point there were no volunteers for the role of Board Secretary, so the Board decided to re-visit the vacancy at their June meeting.

**Motion:** to approve an ADRIA Board Executive for 2017/18 comprised of Barrie Marshall (President), Dolores Herman (Vice-President), and Kevin Kelly (Treasurer), with Stan Galbraith (Past President/PRT Rep) and Michelle Simpson (Chair of the Governance Committee) retaining these responsibilities. (Marshall/Simpson) Passed unanimously.

7. The meeting continued and concluded with a general description of the AGM and assigned speaking roles.

**The meeting was adjourned at 7:38 pm.**

**ADR Institute of Alberta**  
**2017 ANNUAL GENERAL MEETING**  
**Calgary, Edmonton & online – May 25, 2017**

**DRAFT - MINUTES**

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1. Barrie Marshall, Vice-President, declared quorum and called the meeting to Order at 5:37 p.m. Approximately 35 members and guests were in attendance.
2. Jim McCartney moved to accept the Agenda – Seconded by Don Schapira. Approved unanimously.
3. Marty Ryan moved to accept 2016 AGM Minutes – Seconded by Don Schapira. Approved unanimously.
4. ADRIC President Scott Siemens brought greetings and an update on ADRIC activities.
5. The Board of Director's Report was delivered by Barrie Marshall, Vice-President on behalf of Dolores Herman, President – Received.
6. The Auditor's Report for fiscal year 2016 was presented by Mr. Kevin Kelly, Treasurer, indicating a 2016 surplus of almost \$23,000. Kevin Kelly moved to accept the audited financials as presented - Seconded by Violet Pergel. One online participant requested additional time next year to review the audit report in more detail. The Audit Report was subsequently approved by a majority vote (all in favour but one).
7. Kevin Kelly moved to appoint the firm of Colin Presizniuk & Associates (David Chung) as Auditor for 2017 – Seconded by Don Schapira. There was a question from Tom Smith asking If the report had been produced in a timely fashion. The ED indicated that the audit report has been produced on time for the past two years, and that this year the Auditor had subsequently made a very generous financial contribution to ADRIA. (This response drew applause). Approved unanimously.
8. Paul Conway delivered the Executive Director's Report, which focussed on the organization's outreach activities and ADRIA's many collaborative partners – Received.
9. Barrie Marshall presented the 2017/18 Board of Directors and Executive - Received
10. Barrie Marshall and Paul Conway acknowledged departing Board members Joanne Munroe, Jeff Jessamine and Gayle Desmeules, as well as the retirement of Truus & Jan Souman (ADRIA Staff, and Chair of ADRIA's Mediation Designation Committee respectively). Barrie further acknowledged and expressed the Board's appreciation to the many ADRIA & ADRIC Volunteers, Board members, Committee and Task Force members that have worked tirelessly to advance ADR programs and objectives over the past year. ADRIC National Designation recipients for 2016 were acknowledged and congratulated. Finally, special thanks were extended to David Chung (Auditor), for his generous financial donation to ADRIA, and to the many ADRIA Instructors & Coaches that provide top quality ADR instruction to adult learners across Alberta.
11. There being no further member enquiries, the AGM was closed at 7:26 p.m.

# ADRIA Board of Directors Orientation 2017

**Saturday, June 10, 2017 (See Board Agenda)**

**Location: Gowling WLG (Canada) LLP Boardroom, Calgary**

## **1. Pre-Orientation Tasks for Directors:** (Links updated: June 2017)

- Vision & Mission (ADRIA website Who We Are>[Vision & Mission](#))
- Read ADRIA Bylaws ([ADRIA website > Members](#))
- Read ADRIA Board Policies (ADRIA website > Members > [For Board Members](#))
- ADRIA Board Calendar (ADRIA website > Members > [For Board Members](#))
- Strategic Plan Jan 2016 (ADRIA website > Members > [For Board Members](#))
- ADRIA Strategies (ADRIA website Members>[Board Blog](#))

## **Other Pre-Orientation materials (optional):** (Links updated: June 2017)

- Complete the on-line workshops on Governance and Effective Meetings, both found at [http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/hst13487](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/hst13487) (the materials in PDF can be downloaded from this site)
- If more information is desired on Roles & Responsibilities, complete following on-line course from the Alberta Culture Board Development Program: <http://www.culturetourism.alberta.ca/community/programs-and-services/board-development/>
- If more information is desired on a host of other governance topics, see the Bulletins in the Alberta Culture Board Development Program <http://www.culture.alberta.ca/bdp/bulletins.aspx>

## **2. Orientation Agenda for Saturday June 10, 2017**

**8:15 am** Introductions and Ice Breaker – Barrie Marshall

**8:45 am** History of ADRIA/AAMS – Past President, Stan Galbraith

**9:00 am** ADRIC/ADRIA history, relationship and committees – Wendy Hassen

**9:15 am** How do we govern – stabilizing our practices - Michelle Simpson

- Types of Non-Profit Boards
- We are driven by our Vision and Mission (our Ends)
- What are Ends and where do we find the ends?
- Effect of bylaws and policy
- Evaluation – who does it and when?

- Use of committees – what committees are Board committees? Review list of Committees. What committees must a Director chair?
- The role of the Governance Committee as a resource for the board.
- Expectation of Committee work (What's your passion?)
- How we run our meetings.
  - Board Meetings (frequency, costs, e-meetings)
  - Email meetings
  - Conference calls
  - In Camera Sessions - In each board meeting, the board will have the opportunity to discuss privately concerns without the Executive Director and staff present. Available on ADRIA website: *Executive Sessions: How to use them regularly and wisely*

**10:00 am** The Year Ahead – Barrie & Paul

- Themes for this year. The President's priorities for the upcoming year and any particular protocols she will follow. Also, your passion for ADRIA.
- The Executive Director's goals for the year ahead and passion for ADRIA.

**10:15 am** Director and Officer roles and responsibilities and Board and Executive Director Relationship – Barrie & Paul

- who does what & who is accountable for what
- Board assignments - committees and/or roles
- what are the contact points (organizational chart and policy)
- Executive Director reports to the Board
- what other reports do we want/need:
  - financial reports
  - Key non-financial metrics we monitor
  - why dashboard metrics matter
- building the team

**10:35 am** Coffee break

**10:45 am** ADRIA's Strategic Business - Board View – Barrie

- Strategic Plan (vision, mission, values, goals and strategies)
  - How the strategic plan evolves
- Operational Plan
  - How the operational plan changes
- Fiscal & Budgetary planning
  - Quarterly reviews

**11:00 am** ADRIA's Business/Operational View –Paul

- ADRIA services
- Current members and issues
  - How we determine the members' issues

**11:15 am** Current major projects – Barrie

- White Paper Task Force
- Policy Rewrite by the Governance Committee, largely complete
- ADRIC Memorandum of Understanding Task Force

**12:00 pm** Lunch

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  - Conference calls
  - In Camera Sessions - In each board meeting, the board will have the opportunity to discuss privately concerns without the Executive Director and staff present. Available on ADRIA website: *Executive Sessions: How to use them regularly and wisely*

**10:00 am** The Year Ahead – Barrie & Paul

- Themes for this year. The President's priorities for the upcoming year and any particular protocols she will follow. Also, your passion for ADRIA.
- The Executive Director's goals for the year ahead and passion for ADRIA.

**10:15 am** Director and Officer roles and responsibilities and Board and Executive Director Relationship – Barrie & Paul

- who does what & who is accountable for what
- Board assignments - committees and/or roles
- what are the contact points (organizational chart and policy)
- Executive Director reports to the Board
- what other reports do we want/need:
  - financial reports
  - Key non-financial metrics we monitor
  - why dashboard metrics matter
- building the team

**10:35 am** Coffee break

**10:45 am** ADRIA's Strategic Business - Board View – Barrie

- Strategic Plan (vision, mission, values, goals and strategies)
  - How the strategic plan evolves
- Operational Plan
  - How the operational plan changes
- Fiscal & Budgetary planning
  - Quarterly reviews

**11:00 am** ADRIA's Business/Operational View –Paul

- ADRIA services
- Current members and issues
  - How we determine the members' issues

**11:15 am** Current major projects – Barrie

- White Paper Task Force
- Policy Rewrite by the Governance Committee, largely complete
- ADRIC Memorandum of Understanding Task Force

**12:00 pm** Lunch

# History of the ADR Institute of Alberta

## 2012 – 2013

The ADR Institute of Alberta (ADRIA) was formed in May, 2012. It was the result of the split of what had formerly been one organization: the Alberta Arbitration and Mediation Society. The Canada Revenue Agency stipulated that AAMS could not continue to be a membership organization, providing services to its members such as educational courses and rosters for the purpose of members finding paid work and still retain a charitable registration number. In order to retain the much sought after charitable registration number, it was decided to create a new organization to take over all the membership services and leave AAMS to carry out the charitable work and retain the charitable status.

Since it was impossible to separate the funds on hand into those funds that were free of the charitable status and those that were not, AAMS retained all the cash. AAMS then provided ADRIA with a startup loan to fund their initial operations. So, after many years of operation the membership organization started life as a brand new entity with a sizable debt burden. However, that initial loan from AAMS allowed ADRIA to start operations immediately and carry on the momentum of the single parent organization.

The first Board of Directors was elected at a membership meeting attended by nine individuals on May 20, 2012. Don Goodfellow, Jim Bancroft and Irene Bonifacio agreed to sit on the board of both ADRIA and AAMS to maintain continuity.

The Board adopted the Bylaws, Mission, Vision and Strategies and Policies of AAMS in order to have a set of foundational documents that would allow them the organization to get up and running. They all agreed to modify these documents as ADRIA grew and evolved.

Two major issues: space and staff. The Edmonton offices occupied by the one organization were proving inadequate for a number of reasons and the lease was up for renewal. A significant rent increase was imminent so a search for new space was launched.

The combined organization had the benefit of two excellent Executive Directors who split the duties between them: Pete Desrochers and Erika Deines. After looking at several options, Pete Desrochers stayed on as the Executive Director of AAMS and Erika Deines became the Executive Director of the new ADRIA.

<b>Board of Directors 2012 – 2013</b>	
<b>Chuck Smith</b>	President
<b>Joanne Munro</b>	Vice-President
<b>Wendy Hassen</b>	Secretary
<b>Irene Bonifacio</b>	Treasurer
<b>Don Goodfellow</b>	
<b>Alex Paterson</b>	
<b>Jim Bancroft</b>	

<b>ADRIA Staff 2012</b>	
<b>Pete Desrochers/ Erika Deines</b>	Executive Directors
<b>Karen Sommerfeld</b>	Accountant
<b>Brenda Davidson</b>	Provincial Administrator AB/NWT CAMVAP
<b>Duncan McGregor</b>	Membership Administrator
<b>Josie Cale</b>	Education Assistant
<b>Kathleen DeWitt</b>	Special Projects

## 2013 – 2014

Jim Bancroft became President in June 2013. Little did he know what a tumultuous year he would face. This was the first full year of operations as a standalone organization. It was also the year of the big move. The joint charity/membership organization had occupied one office in the downtown core of Edmonton. AAMS was able to find a small office space on the south side of Edmonton. ADRIA was very fortunate to find modern spacious offices in the Ralph King Athletic Centre at Concordia University of Edmonton on their campus just south of the Edmonton Northlands grounds. It was a welcome change from the cramped and tired space in downtown Edmonton that had served the organization well for many years.

The move to the new space was not without incident. Internet and telephone service were down and out for several days which effectively meant ADRIA was out of business until service was restored.

Jim also spent considerable time as the head of the Committee to find a new Executive Director after Erika Deines resigned to pursue other projects. After an extensive search, the ideal candidate was found in our midst and Paul Conway, our Director of Member Services became the new ED.

The Board spent most of the day at the September Board meeting working with an outside facilitator, Rick Moyse from Alberta Community Services, on a major overhaul of our Vision, Mission and Strategic Plan – something we had not done since our birth as a separate organization in 2012. Little did we know that the process would consume significant time and resources for over two years. After our first session with Rick Moyse, Wendy Hassen championed the process through to completion. It tested our mettle at times however, by the end, we had a bold new Vision and a Mission and Strategic Directions that took ADRIA to a new level.

The Governance Committee, ably chaired by Deborah Howes, worked on refining and streamlining our operations as a Board and an organization with changes to the bylaws, formal implementation of an Annual Board Calendar, a written policy for the conduct of our meetings, an annual Board survey and new board member orientation. Stan Galbraith agreed to undertake a complete review and rewrite of our Board Policies.

During the year, the Alberta Minister of Services Hon. Manmeet Bhullar asked for our participation in a review of the Condominium Property Act in relation to dispute resolution issues. Chuck Smith met with the Minister and provided our input.

Under the guidance of our Treasurer, Mike Hokanson, our accounting processes entered into the 21<sup>st</sup> century and became more streamlined when the Board approved policy whereby it was no longer necessary for the Treasurer to sign every individual cheque where the expenditure was already within the Board approved limits and budget.

The Board decided to create a Mediation Advocacy Task Force. Wendy Hassen and Joanne Munro agreed to act as the board members that would steer head the task force and recruit other non-board members to join them. The Board provided the Task Force with a broad mandate to examine the health and well-being of mediation in Alberta and in particular the ability of mediators to earn a living. Wendy and Joanne brought considerable energy and expertise to the Task Force.

On April 29, 2014 a roundtable conference call took place between the Presidents of ADRIC and the various regional organizations across Canada. ADRIC declared that it was their intention that this should serve as a forum for various matters of common interest and that it was their intention to convene such conference calls on a quarterly basis. This is the beginning of what would later become known as the Presidents Round Table or PRT.

In May 2014, ADRIA held a Conference along with our AGM in Red Deer. With over 120 in attendance, it offered two days of excellent presentations and workshops.

<b>Board of Directors 2013 – 2014</b>	
<b>Jim Bancroft</b>	President
<b>Wendy Hassen</b>	Vice-President
<b>Barrie Marshall</b>	Secretary
<b>Mike Hokanson</b>	Treasurer
<b>Chuck Smith</b>	ADRIC Representative
<b>Deborah Howes</b>	Governance
<b>Don Goodfellow</b>	
<b>Joanne Munro</b>	
<b>Dolores Herman</b>	
<b>Stan Galbraith</b>	

<b>ADRIA Staff 2013</b>	
<b>Pete Desrochers/ Erika Deines</b>	Executive Directors
<b>Paul Conway</b>	Director of Membership
<b>Tammy Borowiecki</b>	Manager of Professional Development
<b>Karen Sommerfeld</b>	Accountant
<b>Brenda Davidson</b>	Provincial Administrator AB/NWT CAMVAP
<b>Duncan McGregor/ Sherry Fulton/ Truus Souman</b>	Membership Administrator
<b>Josie Cale/ Tasha Innes</b>	Education Assistant
<b>Maureen Nowicki</b>	Special Projects
<b>Kathleen DeWitt</b>	Special Projects

## 2014 – 2015

Wendy Hassen took over as President in June 2014 and led ADRIA through a year of growth, development and maturation. In June, Wendy Hassen asked a simple question that grew into a major defining issue for both ADRIA and ADR organizations throughout Canada. She asked if there was a Memorandum of Understanding (MOU) that defined the relationship between the ADR Institute of Alberta and the ADR Institute of Canada. The answer to the question: Yes there is a totally outdated MOU in place. Thus began the journey to redefine the relationship between ADRIC and the seven regional affiliates across Canada. President Wendy attended the National Conference in Montreal and used this opportunity to open the doors to the National MOU.

Within Alberta, ADRIA initiated outreach to several other provincial ADR organizations to develop and sign MOUs for the growth and development of all concerned. For example, an MOU was signed with PMAST (Peer Mediation and Skills Training).

Work with various provincial government groups continued throughout the year. Of special note, ADRIA played a leadership role in the Reforming the Family Justice System Initiative – an undertaking involving government and a wide variety of the interest groups involved in the family justice system.

Growth was apparent. Our membership reached record levels and our ED reported that ADRIA received as many designation applications in March as received for the entire preceding year. It was also noted in the minutes that ADRIA must be mindful that it is, first and foremost, a membership organization and needs to eventually move out of training.

As a further sign of our growth, in September, our esteemed ED Paul Conway reported that our revenue from professional development year-to-date is double the previous year.

In light of the confidence in our financial strength, ADRIA created a new position and Jennifer Warren was hired as our first Manager of Marketing, Communications and Social Media.

Thanks to the hard work of our Treasurer, Mike Hokanson, and the financial team, a major overhaul of our financial tracking and reporting occurred. All financial reports were broken down into business units so the organization could easily see how each unit was performing. This truly brought ADRIA's finances into the 21<sup>st</sup> Century.

The ongoing and in depth work of the Mediation Advocacy Task Force continued throughout the year.

A rewrite and overhaul of Board Policy took place during this year. The Board agreed that ADRIA will follow the Carver model with a Board that sets policy and an ED that, with the support and assistance of the staff, runs the organization. Board policy reflects this. The Board sets the limitations on the ED and then the ED

is free to run the organization. Within this basic framework, the primary goal of the policy rewrite: frame the policy and especially the ED limitations in positive language. This project was led by the Chair of the Governance Committee, Stan Galbraith.

The first sections to roll through the revision mill were the financial policy and the ED limitations and review process.

This was certainly a year of big overhauls. Thanks to the stellar work of Joanne Munro, the ADRIA complaints policy was also subjected to a makeover from top to bottom. The new policy was more robust and comprehensive and reflected the growing maturity of ADRIA.

Major work continued throughout the year on the Strategic Plan for ADRIA. For many board members it seemed to consume an inordinate amount of time. Thanks to the continued leadership of President Wendy Hassen, the push to truly finalize a comprehensive strategy through our Vision, Mission and Strategies continued through to completion.

At the spring Board Meeting Wendy Hassen capably and effectively led the entire Board through a Vision building session. The Board stretched, reached and propelled the Vision into an entirely new and powerful direction. This meeting was the genesis of a bold new vision for ADRIA: No Albertan Fears Conflict.

One event did not take place this year: a provincial conference. ADRIC decided to hold its fall 2015 National Conference in Calgary. ADRIA, determined to support our national partner, cancelled the annual provincial conference in favour of fully supporting the National Conference.

With no spring conference on the calendar the natural alignment with the provincial conference and the AGM was lost. So, the Board took one more step into the electronic age by holding an electronic AGM. The Board gathered in Calgary in preparation for their Board meeting and invited all Calgary members to a wine and cheese followed by the AGM. A similar gathering was hosted in Edmonton by the staff. Members in outlying areas were afforded the opportunity to participate by telephone or computer. The event went off without a glitch and served as the model for future AGMs.

<b>Board of Directors 2014 - 2015</b>	
<b>Wendy Hassen</b>	President
<b>Jim Bancroft</b>	Past President
<b>Barrie Marshall</b>	Secretary
<b>Mike Hokanson</b>	Treasurer
<b>Chuck Smith</b>	ADRIC Representative
<b>Stan Galbraith</b>	Governance
<b>Dolores Herman</b>	
<b>Don Goodfellow</b>	
<b>Joanne Munro</b>	
<b>Jeffery Jessamine</b>	
<b>Angela Boyes</b>	

<b>ADRIA Staff 2014</b>	
<b>Erika Deines/ Paul Conway</b>	Executive Director
<b>Tammy Borowiecki</b>	Director of Professional Development
<b>Karen Sommerfeld</b>	Accountant
<b>Brenda Davidson</b>	Provincial Administrator AB/NWT CAMVAP
<b>Jennifer Warren</b>	Manager Marketing & Communications
<b>Truus Souman</b>	Executive & Membership Coordinator
<b>Tasha Innes</b>	Education Administrator
<b>Graham Graff</b>	Special Projects
<b>Maureen Nowicki</b>	Special Projects
<b>Kathleen DeWitt</b>	Special Projects

## 2015 – 2016

In June 2016 the President's gavel was passed to Stan Galbraith.

The new Board, in keeping with the ambitious and hard-working precedents set by the predecessor Boards, agreed to expand the scope of Board meetings by adding a regularly scheduled monthly teleconference Board meeting to ensure the volume of work all received the fair and thorough attention it deserved.

During the year ADRIA reached a number of new milestones. Membership continued to grow throughout the year. Our course offerings were broadened and well received with a record number of students successfully completing ADRIA courses.

The website continued to mature and expand and offered two distinct paths for exploration: membership and public. The public portion of the website continued to expand the content of general knowledge about dispute resolution and the value our members make available every day. The membership portion provided even more resources for members to develop their practice and market those services to the public. A brand new membership directory in an online version only served to promote the services of individual members and generate a modest amount of revenue. Social media, while unheard of a few years ago, offered a new opportunity for ADRIA and our Communications expert, Jennifer Warren, took full advantage of this springboard for further exposure and growth.

With the election of an NDP government in the late spring of 2015, one of our long-standing members, Robert Wanner, was elected as the MLA from Medicine Hat. When the new cabinet was announced, ADRIA cheered on as the Hon. Robert Wanner became the Speaker of the Legislative Assembly. The Hon. Member met with Executive Director Paul Conway and President Stan Galbraith soon after taking office. His strong desire to nurture and develop collaborative and conflict resolution skills and attitudes throughout the Government of Alberta was evident to Paul and Stan throughout their lengthy meeting with the new Speaker. In the fall, despite his busy schedule, Speaker Wanner graciously accepted a request from ADRIA to deliver his thoughts as one of the keynote presenters at the National Conference of ADRI in Calgary.

<b>Board of Directors 2015 – 2016</b>	
<b>Stan Galbraith</b>	President
<b>Wendy Hassen</b>	Past President
<b>Barrie Marshall</b>	Secretary
<b>Mike Hokanson</b>	Treasurer
<b>Chuck Smith</b>	ADRIC Representative
<b>Dolores Herman</b>	Governance
<b>Don Goodfellow</b>	
<b>Joanne Munro</b>	
<b>Jeffery Jessamine</b>	
<b>Michelle Simpson</b>	
<b>Alasdair MacKinnon</b>	

<b>ADRIA Staff 2015</b>	
<b>Paul Conway</b>	Executive Director
<b>Tammy Borowiecki</b>	Director of Professional Development
<b>Karen Sommerfeld</b>	Accountant
<b>Brenda Davidson</b>	Provincial Administrator AB/NWT CAMVAP
<b>Jennifer Warren</b>	Manager Marketing & Communications
<b>Truus Souman</b>	Executive & Membership Coordinator
<b>Tasha Innes / Jocelyn Christian</b>	Education Administrator
<b>Graham Graff</b>	Special Projects

## 2016 – 2017

This was a unique year as two Board members shared the role of President and agreed to take on this task for two years, with one of them taking the President's name for the first and the other taking it in year two.

Board of Directors 2016 – 2017	
<b>Dolores Herman</b>	President
<b>Barrie Marshall</b>	Co-President
<b>Stan Galbraith</b>	Past President
<b>Kevin Kelly</b>	Treasurer
<b>John Welbourn</b>	Secretary
<b>Wendy Hassen</b>	ADRIC Representative
<b>Michelle Simpson</b>	Governance
<b>Joanne Munro</b>	
<b>Gayle Desmuelles</b>	
<b>Jeffery Jessamine</b>	
<b>Alasdair MacKinnon</b>	

ADRIA Staff 2016	
<b>Paul Conway</b>	Executive Director
<b>Tammy Borowiecki</b>	Director of Professional Development
<b>Karen Sommerfeld</b>	Accountant
<b>Brenda Davidson</b>	Provincial Administrator AB/NWT CAMVAP
<b>Jennifer Warren/ Kristy Rhyason</b>	Manager Marketing & Communications
<b>Truus Souman</b>	Executive & Membership Coordinator
<b>Jocelyn Christian</b>	Education Administrator
<b>Graham Graff</b>	Special Projects

Board of Directors 2017 - 2018	
<b>Dolores Herman</b>	President
<b>Barrie Marshall</b>	Co-President
<b>Stan Galbraith</b>	Past President
<b>Kevin Kelly</b>	Treasurer
<b>Wendy Hassen</b>	ADRIC Representative
<b>Michelle Simpson</b>	Governance
<b>Alasdair MacKinnon</b>	
<b>John Welbourn</b>	
<b>Amin Poonja</b>	
<b>Dora Dang</b>	

ADRIA Staff 2017	
<b>Paul Conway</b>	Executive Director
<b>Tammy Borowiecki</b>	Director of Professional Development
<b>Karen Sommerfeld</b>	Accountant
<b>Brenda Davidson</b>	Provincial Administrator AB/NWT CAMVAP
<b>Kristy Rhyason</b>	Manager Marketing & Communications
<b>Truus Souman/ Jocelyn Christian</b>	Executive & Membership Coordinator
<b>Jocelyn Christian</b>	Education Administrator

## **BRIEF HISTORY OF ADRIC & THE REGIONS**

### ***Arbitration Institute of Canada (AIC) - The Beginning of ADRIC***

In 1974, the Arbitrator's Institute of Canada Inc. (**AIC**), formed in Toronto, was incorporated as a public service, non-profit organization to provide the public with the means to resolve disputes of all kinds through arbitration, mediation and other voluntary methods, and to act as a national center of information, education and research on arbitration and mediation. The Institute operated out of Toronto, but it included people from Ottawa, Montreal, Halifax and Vancouver.

### ***<sup>1</sup>Regional Groups Form and Support Creation of AMIC***

Regional Institutes started forming in the late 1970's, in large part through the efforts of AIC members within the regions

- The **Institut d'Arbitrage du Québec**, was founded in **1977** and subsequently renamed to the Institut de Médiation et d'Arbitrage du Québec (IMAQ)
- The **British Columbia** Association (name?) was incorporated under the Societies Act of British Columbia in March **1980**. Its name was changed in March 1988 to British Columbia Arbitration and Mediation Institute (BCAMI) and another name change is pending.
- **The Alberta Arbitration and Mediation Society** (AAMS) was incorporated as a non-profit organization in April, **1982** under the Societies Act of Alberta. In 2012, A new organization the ADR Institute of Alberta was created to continue AAMS' work. AAMS remains as a separate charitable organization.

Discussions between AIC and various leaders within the regions started in 1984 and the Institute was restructured in **1985-86** to attempt to make AIC truly national in scope. It was re-named the ***Arbitration and Mediation Institute of Canada*** (AMIC). The structure provided for:

- The National Board to consist of one representative from each regional affiliate and each region would nominate its own representative,
- To become a member of AMIC, a person was required to be a member of the region.
- Regional affiliates would collect a fee for the national organization from each member along with the regional fees. This fee would be the base source of income for the national office.
- Creation of **The Arbitration and Mediation Institute of Ontario**, to assume responsibilities (previously undertaken by AMIC) for ADR promotion in Ontario. In **2002**, the Arbitration and Mediation Institute of Ontario became the ADR Institute of Ontario™ (ADRIO™).

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<sup>1</sup> Some information regarding Quebec and BC is outstanding and/or is subject to verification

A Saskatchewan Chapter of AMIC (AMIS) was incorporated in October **1987**, later becoming the **ADR Institute of Saskatchewan** in February 2001.

The **Arbitration & Mediation Institute of Manitoba** was formed in **1989** and in about the same time frame the Arbitration and Mediation institute of Nova Scotia was formed (later becoming the **ADR Institute Atlantic**)

All regions signed a separate Memorandum of Understanding with AMIC in **1996** to “clarify their relationship and provide consistent integration” between AMIC and each region: Key components included:

- The requirement of the region to comply with AMIC Bylaws
- To work with AMIC and all regions to promote ADR and provide education, training and support to its members.
- To be incorporated as a not for profit society with objectives not in conflict with AMIC
- Require all members of AMIC residing in the region to be members of AMIC and the region
- Subject to AMIC manage its affairs and members including submissions for designations
- Collecting and forwarding membership fees for AMIC

These MOU’s were transferred from AMIC to ADRIC upon its formation and they exist unchanged today, with the exception of IMAQ who negotiated a revised MOU in **2013**.

### ***The Creation of ADRIC: The Union of AMIC and CFDR***

The Canadian Foundation for Dispute Resolution was incorporated in August **1994** as a non-profit alliance of business corporations and law firms in Canada working together to promote the creative resolution of business disputes. The organization was started by representatives from a group of ten large law firms in Calgary and from the Association of General Counsel of Alberta, an organization consisting of the general counsel or management lawyers from about seventy corporations and public authorities. In 1999 the Foundation moved its offices to Toronto. The organization promoted the use of ADR in business and developed the concept for **ADR Connect** - to help parties to conduct comprehensive searches for ADR professionals which remains a part of ADRIC today.

The members of the Foundation (with membership of 61 organizations) and the Arbitration and Mediation Institute of Canada (with 1500 members) approved a consolidation of the two organizations made **effective August 1, 2000**. Key benefits of this change were:

*It is important to appreciate that AMIC is a federation of its regional affiliate organizations and that much of its work is done collectively*

Source: A Proposal for Merger of CFDR and AMIC

*There is an opportunity to have a toll-free phone # and one stop shopping e-mail address for parties to make contact, ask questions, and obtain information about neutrals. The national office will field requests for information on neutrals, training courses and other general information. It will also coordinate responses where it is appropriate for one or more regions to reply or provide the service*

Source: A Proposal for Merger of CFDR and AMIC

- The Integration of ADR neutrals (AMIC\Regions) and parties who might use ADR (CFDR)
- Greater ability to meet the needs of members: Increase ADR information available, more offices through regional affiliate offices across Canada; more networking opportunities and ADR Connect better matching of neutrals and disputing parties
- A stronger collective balance sheet – more collective revenues and opportunities for administrative and operating cost savings;
- More institutional infrastructure and volunteer resources

- A higher profile and recognition in the ADR marketplace. Access to high end of market place and bringing in “new blood”

#### **Separate Organizations continued:**

**CFDR** continues as a wholly owned subsidiary of the ADR Institute to ensure references to CFDR rules of arbitration within contracts will still be valid. (CFDR rules specify that ADRI Arbitration rules constitute CFDR rules. The **AIC Foundation** also still exists to administer the McGowan Trust Fund.)

#### **Current ADRI Board Composition:**

To represent both Regional and Corporate members, The ADRI Board of Directors provides for:

- 1 Member in Good Standing from each Regional Affiliate (Currently 7)
- the same number of Corporate Representatives
- up to four (4) Directors appointed by the Directors then in office from among Members in Good Standing.

*Corporate members will be members of the ADR Institute at the national level. Each corporate member also has the right to become a member of a regional affiliate, for no further membership fee, in those regions where the corporate member has an office” . . . AMIC will encourage the regional affiliates to restructure their bylaws to recognize corporate members, if they already do not do so, in order to create a “corporate member” category and provide an appropriate number of positions on the board of directors, where there are significant numbers and interest, to ensure representation and opportunities for input into the affairs of the regional affiliate .*

Source: A Proposal for Merger of CFDR and AMIC

**May 25<sup>th</sup>, 2017**

# AGM

Annual General Meeting




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## Virtual (online) Guests

You will find the **AGM agenda and reports** on our Members page. Log in to [adralberta.com](http://adralberta.com) and select the member tab.

During the AGM the **Q&A box** will allow you to send private messages or questions that can only be seen by the administrators. Questions and comments submitted will be passed to the Board and answered live.

### Troubleshooting

If you are having trouble, you can reach us during the AGM at [tammy@adralberta.com](mailto:tammy@adralberta.com)




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## Voting Instructions

**Voting in Edmonton and Calgary** will be counted by a show of hands (please use the green index card provided).  
Note that only **FULL** ADRIA members have voting rights.

To facilitate the meeting, some motions may only call for dissenting votes.

### How to Vote online

When a vote on a motion is required, the question being voted on will pop-up on the screen. You will then have approximately 30 seconds to click on your choice. Your vote will then be submitted electronically.

If you have gathered as a group, do **NOT** use the voting function. Instead, send a message using the **Q&A box** with the details of how **FULL** members in your group have voted by name.

**Troubleshooting** – if you are experiencing problems, send an email to [tammy@adralberta.com](mailto:tammy@adralberta.com)




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## Call to Order




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## AGM Agenda

- Call to Order
- Approval of Agenda
- Approval on Minutes (June 2016)
- ADR Canada Greetings
- Board of Directors Report
- Audit Report 2016
- Appointment of Auditor for 2017
- Executive Director's Report
- Presentation of 2016/17 Board of Directors & Executive
- New Business (including Motions from Membership)
- Membership Questions & Answers (Informal)
- Acknowledgements & Recognition
- Adjournment




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## Approval of Agenda



Agenda!




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## Approval of Minutes



June 2<sup>nd</sup>, 2016




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## ADRIC Greetings

Scott Siemens, ADRIC President



ADR Institute of Canada  
Institut d'arbitrage et de  
médiation du Canada <sup>TM/MC</sup>




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ADR Institute of Canada  
Institut d'arbitrage et de  
médiation du Canada <sup>TM/MC</sup>

ARBITRATION. MEDIATION. RESOLUTION.  
ARBITRAGE. MÉDIATION. RÉOLUTION.

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 **ADRIC 2017: ADR & Access to Justice**

**ACCESS TO CIVIL & FAMILY JUSTICE**  
**A Roadmap for Change**

The Honourable Thomas Albert Cromwell  
to present a  
"Fireside Chat"

October 18-20, 2017

**ADRIC 2017: ADR & Access to Justice**  
NATIONAL CONFERENCE ST. JOHN'S NEWFOUNDLAND

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 **ADRIC 2017: ADR & Access to Justice**

October 18-20, 2017

**ADRIC 2017: ADR & Access to Justice**  
NATIONAL CONFERENCE ST. JOHN'S NEWFOUNDLAND

**Flights are not as costly as you might think!**  
Check out [yapta.com](http://yapta.com) for low-cost flights and see our website:  
[adric.ca/adric2017/](http://adric.ca/adric2017/)

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 **Professional Designations**



**Chartered:**  
C.Med & C.Arb

**Qualified:**  
Q.Med & Q.Arb

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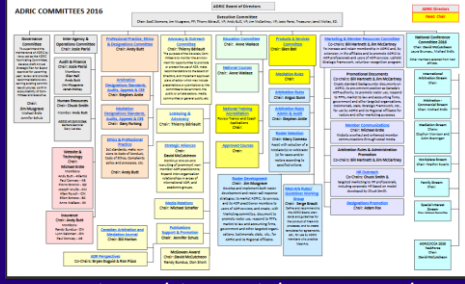
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 **ADR Institute of Canada**  
Institut canadien de la médiation du Canada

## ADRIC Committees



[adric.ca/about-adr/committees/](http://adric.ca/about-adr/committees/)

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 **ADR Institute of Canada**  
Institut canadien de la médiation du Canada

## MoU Task Force

### MEMORANDUM OF UNDERSTANDING of the ADR INSTITUTES

Coalition

Federation of Peers

Stewardship

Future focussed

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 **ADR Institute of Canada**  
Institut canadien de la médiation du Canada

## ADRIC Advocacy

*ADRIC Government Relations Committee Mandate:*

*Establish and maintain positive relations with the Government of Canada and its agencies to encourage the use of ADR in Canada, including by the government itself, and to ensure that it maintains its status as the leading and most efficient means to prevent and solve conflict in our society. Provide advice and recommendations on Government Relations to ADRIC's Board and Leadership, when requested.*

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## ADRIA 2016/17 Directors

Dolores Herman	President*
Barrie Marshall	Vice-President*
Kevin Kelly	Treasurer
John Welbourn	Secretary
Stan Galbraith	Past-President
Wendy Hassen	ADRIC Representative
Gayle Desmeules	Director
Jeffery Jessamine	Director
Alasdair MacKinnon	Director
Joanne Munro	Director
Michelle Simpson	Director

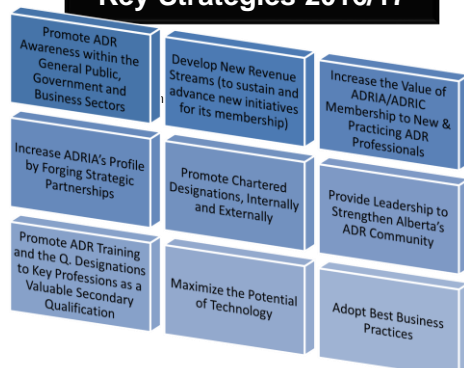


## Strategic Planning

### ADRIA Strategic Directions



## Key Strategies 2016/17



## Mediation Advocacy Task Force

In 2016 the Mediation Advocacy Task Force presented its White Paper to the ADRIA Board of Directors, recommending a **multi-faceted, long-term, and progressive approach** to Advocacy for the Mediation Profession in Alberta to enhance the potential for mediation through the following five key objectives:

- Increase Awareness
- Increase Access to and Use of Mediation
- Advance the Business Case for Mediation
- Enhance the Value of the Mediation Profession; and
- Protect the Public




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## Mediation Advocacy Task Force

It was further recommended by the Task Force that these objectives can be best achieved through **Collaborative Stakeholder Engagement**. The recommended stakeholder communities with whom ADRIA must work to achieve success are:

The Courts and Justice System;  
Other Government Ministries and Publically Funded Agencies;  
The Business Community and Professional Associations;  
ADR Associations and Partners;  
ADRIA Resources and Membership;  
.....**and the Public** (added by the ADRIA Board of Directors)




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## Mediation Advocacy Task Force

View the White Paper at:  
[www.adrialberta.com/Mediation-Advocacy-Task-Force](http://www.adrialberta.com/Mediation-Advocacy-Task-Force)

### Feedback from Stakeholders:

There was an extensive communications plan conducted in 2016 to inform stakeholders and solicit feedback.

The White Paper feedback was:

- Positive, appreciative and supportive
- Constructive, notably where any recommendations were challenged
- Cost effectiveness/savings of ADR & mediation fully acknowledged




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## Mediation Advocacy Task Force

### Membership feedback:

The top priorities or views, as expressed by the membership when consulted, were to:

- Improve GOA/Justice compensation levels for mediators;
- Reinstate the Rules of Court regarding mandatory ADR;
- Increase public awareness and demand for ADR, mediation and designations;
- Regulate the profession (there were mixed views expressed on this issue);
- STOP apologizing for or justifying ADR advocacy (the research is conclusive);

AND – that the ADRIA Task Force's efforts were truly appreciated and valued by our members.




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## Board Response to the White Paper

### SUMMARY OF ADRIA BOARD OF DIRECTORS' RESPONSE TO THE WHITE PAPER RECOMMENDATIONS

- Task Force's overarching recommendations fully endorsed by the ADRIA Board.
- Recommendations restructured and expanded upon to create a long-term Action Plan.
- Committed to advancing the viability of the mediation profession, including compensation.
- Recognizes the social value of pro/low-bono activities that do not undermine the profession.
- Requires collaboration and support from membership, stakeholders, partners and the public.
- Advocacy added as a regular Board agenda item to ensure ongoing action.
- The Board's approach to advocacy will be strategic and forceful.
- Appreciative of the Task Force's time and dedication to producing an exceptional report.
- Committed to sharing its successes, challenges and failures with membership and partners.




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## Accomplishments / Undertakings

- Extensive information campaign with meaningful feedback
  - Stakeholder consultations completed, Action Plan drafted
  - Meeting with Minister Kathleen Ganley, Minister of Justice
  - 2017 Law Day participation
  - Regular meetings with GOA/Resolution Services scheduled
  - Family mediation practicum launched with GOA
  - Solo mediation program launched for Civil Claims
  - Review of ADRIA Public Complaint Process initiated
  - Review of Training & Designation Standards initiated
  - Cost of Living analysis of Court roster programs initiated
  - Consultations initiated to explore regulating the profession
  - Collaboration to launch Alberta ADR Symposium May 2018
- ..... and much more.




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## ADRIA / ADRIC Relations




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## ADRIC / Affiliate MOU Task Force

- Established in 2016 by the Presidents' Round Table (PRT)
- Future focussed on the maturing ADRIC/Affiliate relationship
- Co-Chaired by Wendy Hassen (AB) and Kathryn Munn (ON)

Future Focus:  
THE WAY AHEAD




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## ADRIA Training & Designation Standards Task Force

- An extension of the Board's Advocacy initiatives
- Undertaken with ADRIC & Affiliate input and support
- To be launched in June, and completed by December 2017
- Will make findings and recommendations regarding National, Affiliate and Alberta training & designations standards
- Volunteers needed. Contact [board@adralberta.com](mailto:board@adralberta.com)

Raising  
the Bar




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## Outreach

His Highness Prince Aga Khan Shia Imami Ismaili  
Conciliation and Arbitration Board for Canada

[Home](#) [About Us](#) [Dispute Resolution Services](#) [The Process](#) [Dispute Prevention](#)

[www.cabcanada.org](http://www.cabcanada.org)

- CAB/ADRIA MOU drafted in 2016
  - Karim Sunderji (National/Toronto)
  - Bashir Jamal (S. Alberta/Calgary)
  - Amin Poonja (N.Alberta/Edmonton)
- Awaiting the Minister of Justice for signing ceremony
- Several CAB mediators now have Q.Med designations




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## Outreach



April 22<sup>nd</sup> in Calgary & Edmonton – well received in both cities  
Featuring a public display and Mock Arbitrations/Mediations




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## Appreciation




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## Treasurer's Report



ADR Institute  
of Alberta

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## 2016 Audit Report



ADR Institute  
of Alberta

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## 2016 Audit Report (1)

ADR Institute of Alberta  
Statement of Operations  
Year Ended December 31, 2016

	2016	2015
<b>REVENUE</b>		
Professional Development and Education (Note 8)	\$ 412,852	\$ 374,741
Member Services (Note 8)	115,862	107,655
ADR Business Services (Note 8)	80,701	79,495
Other Income	242	477
	<u>609,657</u>	<u>561,368</u>
<b>EXPENSES</b>		
Professional Development and Education (Note 8)	293,600	284,435
General and Administrative (Note 10)	111,105	109,310
ADR Business Services	84,234	81,300
Governance	46,466	45,898
Member Services	48,545	45,159
Amortization	3,324	4,026
	<u>586,773</u>	<u>569,128</u>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FROM OPERATIONS</b>	<b>22,884</b>	<b>(7,598)</b>
<b>OTHER INCOME</b>	<b>20</b>	<b>2</b>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b>	<b>\$ 22,904</b>	<b>\$ (7,596)</b>

ADR Institute  
of Alberta

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## 2016 Audit Report (2)

### ADR Institute of Alberta Statement of Financial Position December 31, 2016

	2016	2015
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 23,837	\$ 51,204
Cash held in trust (DRN)	4,380	4,704
TD Savings account (Note 4)	6,018	6,019
Term investment	75,000	-
Accounts receivable	16,462	14,715
Interest receivable	20	-
Goods and services tax recoverable	507	-
Prepaid expenses (Note 5)	3,932	(5,661)
	130,324	86,963
<b>CAPITAL ASSETS (Note 6)</b>	<b>9,937</b>	<b>12,532</b>
	<b>\$ 140,261</b>	<b>\$ 99,495</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 11,287	\$ 8,000
Due to ADR Institute of Canada	11,289	6,336
Goods and services tax payable	-	752
Wages payable	946	-
Deferred revenue (Note 7)	79,118	60,088
DRN conference fund payable	5,380	4,704
	97,712	79,880
<b>NET ASSETS</b>	<b>42,549</b>	<b>19,645</b>
Unrestricted operating fund	\$ 42,549	\$ 19,645



## 2016 Audit Report (3)

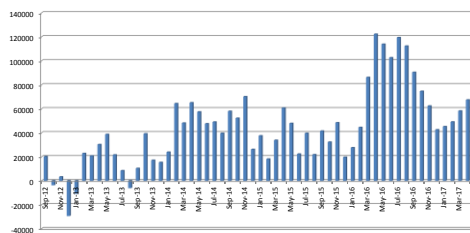
### ADR Institute of Alberta Statement of Changes in Net Assets Year Ended December 31, 2016

	2016	2015
<b>NET ASSETS - BEGINNING OF YEAR</b>	<b>\$ 19,645</b>	<b>\$ 27,241</b>
Excess (Deficiency) of revenue over expenses	22,904	(7,596)
<b>NET ASSETS - END OF YEAR</b>	<b>\$ 42,549</b>	<b>\$ 19,645</b>

Questions ?



## Total Member Equity 2012 - 2017



## Treasurer's Report

- Motion to accept 2016 Audit Report
- Motion to appoint auditor for 2017




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## Executive Director's Report




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## ADRIA Staff Introductions



Tammy Borowiecki  
Jocelyn Christian  
Brenda Davidson  
Kristy Rhyason  
Karen Sommerfeld  
and  
Truus Souman (retired)




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## Executive Director's Focus

- Quality Membership Experience
- ADR Professional Development
- Advocacy - Raising ADR Awareness
- Collaboration & Outreach
- Membership Communications
- Sound Fiscal Management
- Best Business Practices
- Leveraging Membership & Board talent

focus  
on the  
goal...



## ADRIA Membership

	Full	Associate, LINK, & Org. Learners	Total
Current End April 2017	376	161	537
Year 2016	385	168	553
Year 2015	380	165	545
Year 2014	361	144	505
Year 2013	328	151	479
Year 2012	329	102	431
September 2011 (initial count only)	311	92	403

Membership peaked in Sept 2106 at 563 (including 388 Full members)

Slight decline might reflect factors such as organizational memberships, partnership MOUs, Alberta's changing economy, fewer ADRIA students, and an aging demographic (ie retirements).

A membership survey in June 2017 will explore these issues and more.

ADRIA currently has five (5) Organizational members.



## Organizational memberships

- ADRIA will launch an Organizational membership drive this September, to compliment an ADRIC Corporate membership drive
- ADRIC Corporate membership details have recently been posted online
- ADRIA Organizational members can offer their employees access to discounted ADR training programs, information and other benefits
- ADRIA Organizational members with ADR Practitioners have access to discounted individual membership and designation application fees
- **ADRIA Organizational memberships identify and recognize organizations and firms that demonstrate leadership in the provision of ADR options**
- ADRIA currently has the following Organizational members:
  - Health Canada
  - Alberta Municipal Affairs
  - Alberta Energy Regulator
  - Revay & Associates
  - Alberta Labour Relations Board



## LINK memberships

Discounted LINK memberships are available to those who have fully or temporarily withdrawn from the workforce, either through retirement, personal, family or medical circumstances that preclude meaningful employment or contract income from any sector. Full-time students in a College, University or training program qualify for a LINK membership, which includes both ADRIA & ADRIC communications and limited benefits. Find full details online.




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## Professional Development

We have an exceptional ADRIA team:

- Tammy Borowiecki & Jocelyn Christian

ADR Course update  
Family Mediation Practicum  
Professional Development events  
Edmonton & Calgary ADR luncheons  
Bridging the Distance  
Events (in-person, webinars & online)  
Forums and Groups




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## ADR Professionals in Canada

**ABOUT THIS GROUP**  
This is a discussion group for ADR professionals in Canada that is managed by the ADR Institute of Alberta. It is a place to pose questions, exchange ideas and engage with other professionals on topics in Alternative Dispute Resolution.

Feel free to ask questions, share ideas and post events of interest to ADR professionals. Advertisements or posts not relevant to the topic will be removed.



**Kristy Rhyason - Group Owner**  
Communications Professional in Edmonton, Alberta

### What Do You Want to Talk About?

Hi I'm Kristy - I'm the Manager of Marketing and Communications at the ADR Institute of Alberta. We have created this group as a place for ADR professionals in Canada to connect, engage and share information. While we are taking the lead in managing this group, we would like the group to take on identity of its own that serves its members. We have some ideas and upcoming questions that we'd like to discuss with the group, but we want to have your input!

What kind of discussions would you like to have here?

Are there questions you have for fellow professionals in ADR?

What kind of topics would you like to cover? [Show less](#)




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### September ADR Networking Events



Edmonton & Calgary - Watch for details




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### Future Learning Events & Conferences



[www.adralberta.com/Events](http://www.adralberta.com/Events)




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### ADRIC Conference 2017

St John's Newfoundland

October 18-20, 2017




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## Alberta ADR Symposium 2018

Save the date: 15/16 May 2018 University of Alberta  
(Pre & Post Symposium activities 14 & 17 May)



A Government/Non-Profit Partnership to explore  
The Future of ADR in Alberta




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## ADRIC Professional Insurance

Currently in negotiation with Marsh:

- Significantly improved over the past 3 years
- Lower rates, discounts and improved customer service
- Seeking greater discounts for designated members
- Feedback on member experiences welcomed
  - Send comments to [board@adralberta.com](mailto:board@adralberta.com)




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## Communications

Well supported by Kristy Rhyason  
[marketing@adralberta.com](mailto:marketing@adralberta.com)  
Contributions & suggestions welcome  
Twice Monthly Newsletters  
Social Media  
Public & Member-facing website content  
PDev, Job & Volunteer Opportunities  
Bridging the Distance CoP  
Virtual AGM




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## Member Satisfaction & Feedback



June 2017

Your input is important!




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## Update your online profile



**UPDATE  
YOUR  
MEMBERSHIP  
INFORMATION**




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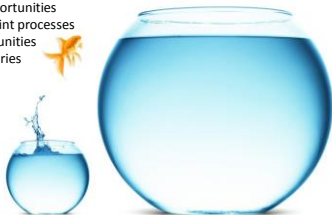
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## Don't miss out on ...

Board opportunities  
Committees & Task Forces  
Volunteer opportunities  
Select & Appoint processes  
Roster opportunities  
Online Directories




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## International Conflict Resolution Day

**October 19<sup>th</sup>, 2017**



**[www.conflictresolutionday.ca](http://www.conflictresolutionday.ca)**




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## Outreach & Partnerships

A strategic priority .....

Positioning ADRIA as the Source of Alternative Dispute Resolution information, resources and expertise in Alberta

Inform and protect the Public

ADRIA website provides listing of all reputable ADR Services in Alberta




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## Outreach & Partnerships



ADR Institute of Canada  
Institut d'arbitrage et de  
médiation du Canada <sup>TM/NC</sup>

**[www.adric.ca](http://www.adric.ca)**




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## Outreach & Partnerships



[www.pmas.org](http://www.pmas.org)




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## Outreach & Partnerships



[www.aams.ab.ca](http://www.aams.ab.ca)




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## Outreach & Partnerships



"THE FOUNDATION OF  
YOUR TRIBUNAL  
SUCCESS"

[www.foaj.ca](http://www.foaj.ca)




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## Outreach & Partnerships



Alberta family Mediation Society

[www.afms.ca](http://www.afms.ca)




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## Outreach & Partnerships



Dispute Resolution Network

[https://justice.alberta.ca/programs\\_services/mediation/drn/Pages/default.aspx](https://justice.alberta.ca/programs_services/mediation/drn/Pages/default.aspx)




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## Outreach & Partnerships



Reformatting the  
Family Justice System

[www.rfjs.ca](http://www.rfjs.ca)




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## Outreach & Partnerships




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## Outreach & Partnerships




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## Outreach & Partnerships




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## Outreach & Partnerships




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## ADRIA 2017/18 Directors

**MEET  
THE BOARD**

**Two New Board Members  
+ Executive Appointments**




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## ADRIA 2017/18 Directors

Barrie Marshall	President*
Dolores Herman	Vice-President*
Kevin Kelly	Treasurer
TBA	Secretary
Stan Galbraith	Past-President
Wendy Hassen	ADRIC Representative
Alasdair MacKinnon	Director
John Welbourn	Director
Michelle Simpson	Director
Amin Poonja**	Director
Dora Dang**	Director



\*\*NEW to the ADRIA Board




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## New ADRIA Board Members



Amin Poonja, Q. Med



Dora Dang, C. Med, Q. Arb




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## New Business




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## Membership Open Forum




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## Acknowledgements & Recognition

[illegible]

## Departing Board Members

Joanne Munro, Jeff Jessamine & Gayle Desmeules



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**Truus & Jan Souman**

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## ADRIA & ADRIC Volunteers




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## ADRIA Instructors & Coaches




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## 2016 New Designations Awarded

**5 Chartered Mediators**  
**2 Chartered Arbitrator**  
**22 Qualified Mediators**  
**16 Qualified Arbitrators**

For Designations, Alberta still leads Canada in growth




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**David Chung**




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**Final Questions & Comments?**




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**Adjournment**




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ADR Institute  
of Alberta

Annual General Meeting  
Thursday, May 25, 2017  
Calgary/Edmonton & online

# ADRIA Vision, Mission and Values

## ***Vision: No Albertan Fears Conflict***

***Mission:*** *To provide leadership and services in appropriate dispute resolution (ADR) to our members and to the public by:*

- *Fostering understanding of, and excellence in, negotiation, mediation, arbitration, and restorative practices;*
- *Supporting the viable practice of ADR in Alberta;*
- *Providing excellence in ADR professional development;*
- *Promoting the ethical use of ADR processes;*
- *Maintaining accreditation standards, accountability and designations for the ADR profession;*
- *Encouraging those practicing in ADR to join our organization;*
- *Connecting Albertans with ADR resources and expertise.*

## ***Our Values:***

The guiding principles of ADRIA are based on innovation, creativity, change, and added value in conflict resolution:

### **Excellence**

We challenge ourselves to deliver the highest quality programs and services. We stay abreast of new ideas and developments and seek out changes and innovations that help us continuously raise the bar in everything we do.

### **Uncompromising Ethics**

We treat others with honesty, openness, fairness and respect in every situation.

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### **Collaboration**

We value different views and ideas and believe that by working effectively together and with others we can reach our goals. We embrace the opportunity to explore mutual interests and new relationships. We welcome opportunities to leverage our resources through partnering.

### **Accountability**

We steward our resources with diligence and care. We honour the commitments we make to others.

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### **Leadership**

We will promote new and important directions and opportunities for our profession and our organization, even though the path may be difficult. We recognize that it is only through trying new ideas and learning from our failures that we can grow and move forward.

# *ADRIA Directions, Strategies and Key Marketing Messages*

## *Key Strategic Directions*

- *Enhance the value, awareness, reputation of and access to ADR services*
- *Strengthen our Profession*
- *Strengthen ADRIA as a membership organization*
- *Strengthen the long term sustainability of ADRIA*

## *2017 Strategies:*

1. *Promote ADR Awareness within the General Public, Government and Business Sectors*
2. *Develop New Revenue Streams (in order to sustain the organization and advance new initiatives for its membership)*
3. *Increase the Value of ADRIA/ADRIC Membership to New & Practising ADR Professionals*
4. *Increase ADRIA's Profile by Forging Strategic Partnerships*
5. *Promote Chartered Designations, Internally and Externally*
6. *Provide Leadership to Strengthen Alberta's ADR Community*
7. *Promote ADR Training and the Qualified Designations to Key Professions as a Valuable, Secondary Qualification*
8. *Maximize the Potential of Technology*
9. *Adopt Best Business Practices*

## *Key Marketing Messages*

*All Audiences: ADRIA is the source of ADR information, resources & expertise in Alberta*

*Members and potential members: ADRIA membership is valuable & beneficial*

*Public: ADR is the FIRST choice for preventing & managing conflict*

*Organizations: ADR is the BEST choice for preventing & managing conflict*

**ADR Institute of Alberta (ADRIA)**

**2016 ANNUAL GENERAL MEETING – Calgary, Alberta**

**June 2, 2016 6:00 - 7:30 PM**

**Networking Reception 5:00- 6:00 pm Edmonton & Calgary**

**AGENDA**

1. Meeting Called to Order	Dolores Herman
2. Approval of Agenda	Dolores Herman
3. Approval of Minutes (June 2016)	Dolores Herman
4. ADR Canada Greetings	Scott Siemens
5. Board of Directors Report	Dolores Herman
6. Auditor's Report 2016	Kevin Kelly
7. Motion to Appoint Auditors for 2017	Kevin Kelly
8. Executive Director's Report	Paul Conway (ED)
9. Presentation of 2017/18 Board of Directors -Introduction of new President -New and returning Board Members -New Board Executive	Dolores Herman President
10. New Business -	President
11. Membership Open Forum (Informal Q&A)	President and ED (moderators)
12. Acknowledgements & Recognition -Special recognition -Long term members -Designation Recipients	President and ED
13. Adjournment of Meeting	President

**ADR Institute of Alberta**  
**2016 ANNUAL GENERAL MEETING**  
**Calgary/Edmonton, AB – June 2, 2016**

**MINUTES**

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Stan Galbraith, President, called the meeting to Order at 6:05 p.m.

Wendy Hassen moved to accept Agenda – Seconded by Michelle Simpson. Approved unanimously.

Barrie Marshall moved to accept Minutes – Seconded by Michael Hokanson. Approved unanimously.

ADRIC greetings by Jim McCartney – Received.

Board of Director's Report was delivered by Stan Galbraith – Received.

Draft Auditor's Report for 2015 was presented by Michael Hokanson, Treasurer. Mike Hokanson moved to accept the audited financials as presented. Seconded by Dolores Herman. Approved unanimously.

Mike Hokanson moved to appoint the firm of Colin Preszniuk and Associates as Auditor for 2016 (with the understanding that a Draft Audit Report will be prepared at least 30 days prior to the 2017 AGM.) – Seconded by Tom Smith. Carried.

Special Resolution – ADRIA Bylaws. Each change in the Bylaws was voted upon separately. Several members moved to accept the amended Bylaws as presented. Seconded by several members. Approved unanimously.

Paul Conway delivered the Executive Director's Report – Received.

Presentation of 2016/2017 Board of Directors and Executive - Received

New Business. No new business.

Membership Q & A. A few questions were received from members in Calgary, Edmonton and online, and answered.

Stan Galbraith and Paul Conway acknowledged departing Board members, Long Term Members, and members who received designations from ADRIC since the last AGM.

Meeting was closed at 7:40 p.m.

# Auditor's Report for 2016

## ADR Institute of Alberta Statement of Financial Position December 31, 2016

	2016	2015
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 23,837	\$ 51,894
Cash held in trust DRN	4,360	4,704
TD Savings account (Note 4)	6,018	6,019
Term investment	75,000	-
Accounts receivable	16,662	14,715
Interest receivable	20	-
Goods and services tax recoverable	507	-
Prepaid expenses (Note 5)	3,920	9,661
	130,324	86,993
<b>CAPITAL ASSETS (Note 6)</b>	9,937	12,532
	<b>\$ 140,261</b>	<b>\$ 99,525</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 11,297	\$ 8,000
Due to ADR Institute of Canada	11,289	6,336
Goods and services tax payable	-	752
Wages payable	656	-
Deferred revenue (Note 7)	70,110	60,088
DRN conference fund payable	4,360	4,704
	97,712	79,880
<b>NET ASSETS</b>		
Unrestricted operating fund	42,549	19,645
	<b>\$ 140,261</b>	<b>\$ 99,525</b>
<b>COMMITMENTS (Note 12)</b>		

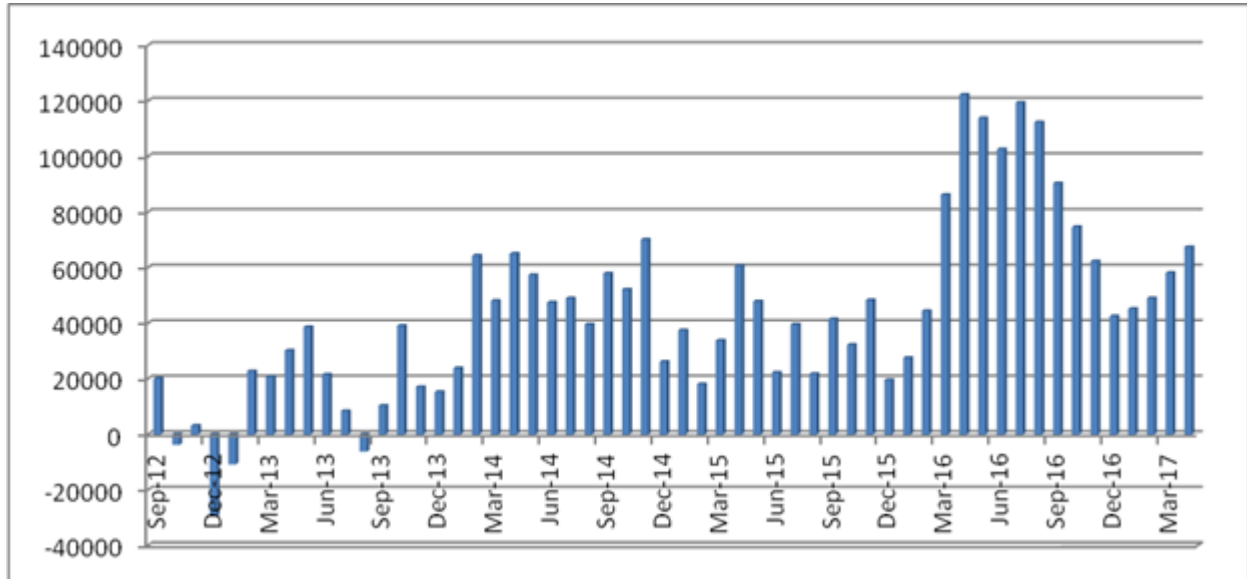
**ADR Institute of Alberta**  
**Statement of Operations**  
**Year Ended December 31, 2016**

	2016	2015
<b>REVENUE</b>		
Professional Development and Education <i>(Note 8)</i>	\$ 412,852	\$ 374,741
Member Services <i>(Note 8)</i>	115,862	107,855
ADR Business Services <i>(Note 8)</i>	80,701	78,495
Other Income	242	477
	<u>609,657</u>	<u>561,568</u>
<b>EXPENSES</b>		
Professional Development and Education <i>(Note 9)</i>	293,600	284,435
General and Administrative <i>(Note 10)</i>	111,105	108,310
ADR Business Services	84,234	81,350
Governance	46,465	45,886
Member Services	48,045	45,159
Amortization	3,324	4,026
	<u>586,773</u>	<u>569,166</u>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FROM OPERATIONS</b>	22,884	(7,598)
<b>OTHER INCOME</b>	<u>20</u>	<u>2</u>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b>	<u>\$ 22,904</u>	<u>\$ (7,596)</u>

# ADRIA's long-term financial status

## Total Member Equity September 2012-April 2017

ADRIA Total Member Equity 2012 to present



Total members' equity is listed on ADRIA's balance sheet and measures its net worth.

ADRIA's total member equity is calculated by subtracting total liabilities from its total assets, as listed on a company's balance sheet.

## ADRIA Membership trends

	Full	Associate, LINK, & Org. Learners	Total
Current End April 2017	376	161	537
End 2016	385	168	553
End 2015	380	165	545
End 2014	361	144	505
End 2013	328	151	479
End 2012	329	102	431
September 2012 (ADRIA start date)	311	92	403

## *Board of Directors 2016 - 2017*

<b>President</b>	Dolores Herman
<b>Vice-President</b>	Barrie Marshall
<b>Treasurer</b>	Kevin Kelly
<b>Secretary</b>	John Welbourn
<b>Past-President</b>	Stan Galbraith
<b>ADRIC Rep.</b>	Wendy Hassen
<b>Board Members</b>	Gayle Desmeules*
	Jeffery Jessamine*
	Alasdair MacKinnon
	Joanne Munro*
	Michelle Simpson

\*Departing the Board May 2017

## *Board of Directors 2017 - 2018*

Dora Dang\*

Stan Galbraith

Wendy Hassen

Dolores Herman

Kevin Kelly

Alasdair MacKinnon

Barrie Marshall

Amin Poonja\*

Michelle Simpson

John Welbourn

You can contact any member of the Board at [board@adralberta.com](mailto:board@adralberta.com)

The 2017/2018 Board Executive will be announced at the AGM, May 25.

\*New to the ADRIA Board of Directors.

## ADRIA Staff

### Office location:

Room CE 223A - Ralph King Athletic Centre  
Concordia University Campus  
Corner of 112 Avenue and 73 Street

### Mailing address:

ADR Institute of Alberta  
Room CE 223A - Ralph King Athletic Centre  
7128 Ada Boulevard  
Edmonton AB T5B 4E4

Phone: (780) 433-4881

Toll Free: 1-800-232-7214

Fax: (780) 433-9024

**[www.adralberta.com](http://www.adralberta.com)**

The ADRIA offices are staffed by a dedicated team of part-time staff and volunteers. Every effort is made to return your calls and emails within 2-3 business days, and many answers are readily available on the website. Enquiries and in-person office visits are most easily accommodated weekdays between 10 am and 2 pm.

### **Paul Conway**

Ext. 111

### **Executive Director**

[paul@adralberta.com](mailto:paul@adralberta.com)

### **Tammy Borowiecki**

Ext. 115

### **Director Professional Development**

[tammy@adralberta.com](mailto:tammy@adralberta.com)

### **Kristy Rhyason**

### **Manager Marketing & Communications**

[marketing@adralberta.com](mailto:marketing@adralberta.com)

### **Brenda Davidson**

Ext. 114

### **Provincial Administrator AB/NWT**

CAMVAP (Canadian Motor Vehicle Arbitration Plan)  
[brenda.davidson@adralberta.com](mailto:brenda.davidson@adralberta.com)

### **Jocelyn Christian**

Ext. 110

### **Executive & Membership Coordinator**

[membership@adralberta.com](mailto:membership@adralberta.com)

Ext. 116

### **Education Administrator**

[education@adralberta.com](mailto:education@adralberta.com)

### **Karen Sommerfeld**

Ext. 112

### **Accountant**

[financial@adralberta.com](mailto:financial@adralberta.com)

## *2016 National Designation recipients*

### **Chartered Mediator**

Karen	Anthony
Nancy	Flatters
Michael	Hokanson
Jennifer	Warren
Leanne	Leverick

### **Chartered Arbitrator**

D. Blair	Mason
David	Towers

### **Qualified Mediator**

Lloyd	Fisher
Barbara	Rangen
Trina	Laking
Lori	Price-Wagner
Jason	Wright
Carla	Odishaw
Kevin	Kelly
Pierre	Boileau
Amin	Poonja
Jamil	Sawani
Shairoze	Damji
Jean	D'Amour
Kris	Ellis
Sarah	Dolgoy
Angie	Perras
Fram	Moos
Bashir	Jamal
Joelle	Thibault
Maryla	Ali
Eric	Berg
Tracey	Heerschop
Daryl	Fridhandler

### **Qualified Arbitrator**

James	Neilson
Alasdair	MacKinnon
Brett	Code
Keith	Miller
Teresa	Carswell
Wendy	Rollins
Karin	Schwab
Thor	Skaft
Jonathan	Chapman
Janice	Charnstrom
Graham	Downey
Robert	Telford
Matthew	Potts
Daryl	Fridhandler
Philip	Davies
Donald	Mallon

**ADR Institute of Alberta**

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**Financial Statements**

**December 31, 2016**

**ADR Institute of Alberta**  
**Index to Financial Statements**  
**Year Ended December 31, 2016**

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FINANCIAL STATEMENTS	
Statement of Financial Position	3
Statement of Operations	4
Statement of Changes in Net Assets	5
Statement of Cash Flows	6
Notes to Financial Statements	7 - 11



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## INDEPENDENT AUDITOR'S REPORT

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To the Members of ADR Institute of Alberta

We have audited the accompanying financial statements of ADR Institute of Alberta, which comprise the statement of financial position as at December 31, 2016 and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*(continues)*

Independent Auditor's Report to the Members of ADR Institute of Alberta *(continued)*

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of ADR Institute of Alberta as at December 31, 2016 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Edmonton , Alberta  
May 19, 2017

Colin Presizniuk & Associates  
Chartered professional accountants

**ADR Institute of Alberta**  
**Statement of Financial Position**  
**December 31, 2016**

	2016	2015
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 23,837	\$ 51,894
Cash held in trust DRN	4,360	4,704
TD Savings account (Note 4)	6,018	6,019
Term investment	75,000	-
Accounts receivable	16,662	14,715
Interest receivable	20	-
Goods and services tax recoverable	507	-
Prepaid expenses (Note 5)	3,920	9,661
	<b>130,324</b>	86,993
<b>CAPITAL ASSETS (Note 6)</b>	<b>9,937</b>	12,532
	<b>\$ 140,261</b>	<b>\$ 99,525</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 11,297	\$ 8,000
Due to ADR Institute of Canada	11,289	6,336
Goods and services tax payable	-	752
Wages payable	656	-
Deferred revenue (Note 7)	70,110	60,088
DRN conference fund payable	4,360	4,704
	<b>97,712</b>	79,880
<b>NET ASSETS</b>		
Unrestricted operating fund	<b>42,549</b>	19,645
	<b>\$ 140,261</b>	<b>\$ 99,525</b>

COMMITMENTS (Note 12)

**ON BEHALF OF THE BOARD**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Director

See notes to financial statements

**ADR Institute of Alberta**  
**Statement of Operations**  
**Year Ended December 31, 2016**

	2016	2015
<b>REVENUE</b>		
Professional Development and Education <i>(Note 8)</i>	\$ 412,852	\$ 374,741
Member Services <i>(Note 8)</i>	115,862	107,855
ADR Business Services <i>(Note 8)</i>	80,701	78,495
Other Income	242	477
	<b>609,657</b>	<b>561,568</b>
<b>EXPENSES</b>		
Professional Development and Education <i>(Note 9)</i>	293,600	284,435
General and Administrative <i>(Note 10)</i>	111,105	108,310
ADR Business Services	84,234	81,350
Governance	46,465	45,886
Member Services	48,045	45,159
Amortization	3,324	4,026
	<b>586,773</b>	<b>569,166</b>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FROM OPERATIONS</b>	<b>22,884</b>	<b>(7,598)</b>
OTHER INCOME	20	2
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b>	<b>\$ 22,904</b>	<b>\$ (7,596)</b>

See notes to financial statements

**ADR Institute of Alberta**  
**Statement of Changes in Net Assets**  
**Year Ended December 31, 2016**

	2016	2015
<b>NET ASSETS - BEGINNING OF YEAR</b>	<b>\$ 19,645</b>	<b>\$ 27,241</b>
Excess (Deficiency) of revenue over expenses	<u><b>22,904</b></u>	<u><b>(7,596)</b></u>
<b>NET ASSETS - END OF YEAR</b>	<b>\$ 42,549</b>	<b>\$ 19,645</b>

See notes to financial statements

**ADR Institute of Alberta**  
**Statement of Cash Flows**  
**Year Ended December 31, 2016**

	2016	2015
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenue over expenses	\$ 22,904	\$ (7,596)
Amortization of capital assets	3,324	4,026
	<u>26,228</u>	<u>(3,570)</u>
Changes in non-cash working capital:		
Accounts receivable	(1,947)	7,056
Interest receivable	(20)	-
Accounts payable and accrued liabilities	3,297	(20,214)
Deferred revenue	10,022	25,459
Prepaid expenses	5,741	695
Goods and services tax payable (recoverable)	(1,259)	(258)
Due to ADR Institute of Canada	4,953	488
DRN conference fund payable	(344)	4,704
Wages payable	656	-
	<u>21,099</u>	<u>17,930</u>
Cash flow from operating activities	<u>47,327</u>	<u>14,360</u>
<b>INVESTING ACTIVITY</b>		
Purchase of capital assets	(729)	(2,009)
Cash flow used by investing activity	<u>(729)</u>	<u>(2,009)</u>
<b>INCREASE IN CASH FLOW</b>	<b>46,598</b>	<b>12,351</b>
Cash - beginning of year	<u>62,617</u>	<u>50,266</u>
<b>Cash - end of year</b>	<b>\$ 109,215</b>	<b>\$ 62,617</b>
<b>CASH CONSISTS OF:</b>		
Cash on hand and balances with banks	\$ 28,197	\$ 56,598
TD Savings account (Note 4)	6,018	6,019
Term investment	<u>75,000</u>	<u>-</u>
	<u>\$ 109,215</u>	<u>\$ 62,617</u>

See notes to financial statements

**ADR Institute of Alberta**  
**Notes to Financial Statements**  
**Year Ended December 31, 2016**

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**1. NATURE OF OPERATIONS**

ADR Institute of Alberta (the "Society") is a non-profit organization incorporated under the Societies Act of Alberta on May 14, 2012. The Society is dedicated to the promotion of alternative dispute solutions and provides leadership in conflict resolution in the areas of Negotiation, Mediation, and Arbitration and addressing harm through processes like Restorative Justice.

The Society is a tax-exempt organization for income tax purposes and has therefore made no provision for income taxes in these financial statements.

---

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Capital assets

Capital assets are recorded at cost and are amortized over their estimated useful lives at the following rates and methods:

Computer equipment	30%	declining balance method
Classroom furniture and equipment	20%	declining balance method
Furniture and fixtures	20%	declining balance method

The Society regularly reviews its capital assets to eliminate obsolete items.

Cash and cash equivalents

Cash and cash equivalents include bank balances and term deposits with a maturity period of three months or less from the date of acquisition.

Contributed services

Volunteers contributed time and services to the programs of the Society. Contributed goods and services are not recognized in the financial statements as their fair market value cannot reasonably be determined.

Financial instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

*(continues)*

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**ADR Institute of Alberta**  
**Notes to Financial Statements**  
**Year Ended December 31, 2016**

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (*continued*)**

Revenue recognition

ADR Institute of Alberta follows the deferral method of accounting for contributions.

Fees and services related to the courses and programs are recognized as revenue when such courses and programs are delivered.

Membership fee revenue is recognized in the period in which it is earned.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for private enterprises requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

Statement of cash flows

The Society uses the indirect method in preparing the statement of cash flows.

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**3. FINANCIAL INSTRUMENTS**

The Society's financial instruments consist of cash, security deposits, accounts receivable, and accounts payable. Unless otherwise indicated, it is management's opinion that the Society is not exposed to significant interest or credit risks arising from these financial statements. The fair values of these financial instruments approximate their carrying values, unless otherwise noted.

Credit risk

Credit risks arises from cash and cash equivalents, and accounts receivable. Cash and cash equivalents are deposited with reputable, major financial institutions to limit the credit risk exposure. Accounts receivable are due from customers who obtained educational programs and ADR Business Services are not considered to be significant.

Fair value

The fair value of these financial instruments approximate their carrying value due to the immediate or short term maturity of these financial instruments.

Currency risk

The Society does not have any significant currency risk.

Interest rate risk

It is management's opinion that the Society is not exposed to significant interest rate risk.

**ADR Institute of Alberta**  
**Notes to Financial Statements**  
**Year Ended December 31, 2016**

**4. TD SAVINGS ACCOUNT**

TD Savings account held to facilitate two credit cards used for operation purposes.

	<b>2016</b>	<b>2015</b>
TD Savings account	\$ 6,018	\$ 6,019

**5. PREPAID EXPENSES**

	<b>2016</b>	<b>2015</b>
Insurance - Commercial, Board and Directors	\$ 3,035	\$ 5,560
IT Services prepaid	885	2,401
Rent deposit - North Calgary Business Centre	-	1,700
	<b>\$ 3,920</b>	<b>\$ 9,661</b>

**6. CAPITAL ASSETS**

	Cost	Accumulated amortization	<b>2016 Net book value</b>	2015 Net book value
Computer equipment	\$ 17,913	\$ 12,336	\$ 5,577	\$ 7,082
Classroom furniture and equipment	3,896	2,228	1,668	2,085
Furniture and fixtures	6,762	4,070	2,692	3,365
	<b>\$ 28,571</b>	<b>\$ 18,634</b>	<b>\$ 9,937</b>	<b>\$ 12,532</b>

**7. DEFERRED REVENUE**

Consists of the following:

	<b>2016</b>	<b>2015</b>
Certificate Programs	\$ 51,905	\$ 49,000
CAMVAP contract income	3,922	3,808
Member Services	1,083	5,180
Specialty and Professional Development	4,800	2,100
Conference	8,400	-
	<b>\$ 70,110</b>	<b>\$ 60,088</b>

**ADR Institute of Alberta**  
**Notes to Financial Statements**  
**Year Ended December 31, 2016**

**8. PROGRAM REVENUE**

Program revenue by pillar consists of the following:

	2016	2015
<b>PROFESSIONAL DEVELOPMENT AND EDUCATION</b>		
Certificate Programs	\$ 298,067	\$ 308,106
Specialty and Professional Development	24,800	29,160
Contract Training	76,410	28,600
Designations and Accreditation	13,575	8,875
	<b>\$ 412,852</b>	<b>\$ 374,741</b>
	2016	2015
<b>MEMBER SERVICES</b>		
Full Member	\$ 77,629	\$ 74,117
Associate Member	21,805	20,000
Directory	8,374	4,381
Administration Fee	6,000	6,336
Marketing	1,000	-
Networking	829	3,021
Retired Member	225	-
	<b>\$ 115,862</b>	<b>\$ 107,855</b>
<b>ADR BUSINESS SERVICES</b>		
CAMVAP	\$ 66,652	\$ 69,834
Roster Administration	3,600	3,600
National Rules	7,307	2,965
DRN Conference	1,642	1,596
Corporate Member	1,500	500
	<b>\$ 80,701</b>	<b>\$ 78,495</b>

**9. PROFESSIONAL AND DEVELOPMENT EDUCATION PROGRAM**

	2016	2015
<b>EXPENDITURES</b>		
Certificate Programs	\$ 177,849	\$ 184,322
Specialty and Professional Development	35,705	38,649
Contract Training	44,770	29,968
Conference	18,045	16,617
Designations and Accreditation	17,231	14,879
	<b>\$ 293,600</b>	<b>\$ 284,435</b>

**ADR Institute of Alberta**  
**Notes to Financial Statements**  
**Year Ended December 31, 2016**

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**10. GENERAL AND ADMINISTRATIVE**

	2016	2015
Office administration	\$ 35,510	\$ 30,752
Bank charges, interest and merchant fees	15,286	15,919
Rent	13,537	20,250
Office supplies	8,035	7,638
Professional fees	8,000	8,128
Telephone and internet	6,441	6,366
Equipment rental leasing	6,228	5,492
Conference attendance	4,896	-
IT development, maintenance and software	4,491	5,728
Insurance	4,076	4,760
Travel and meeting expense	2,440	1,952
Postage and courier	1,434	1,325
Vacation Expense	656	-
Donation	75	-
	<b>\$ 111,105</b>	<b>\$ 108,310</b>

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**11. CAPITAL MANAGEMENT**

The Society's objectives when managing capital are to safeguard its ability to continue as a going concern with sufficient capital to pay monthly operating costs as they come due as well as to fund services and programs provided by the Society.

In managing its capital, the Society prepares an annual budget of operating costs with expected funding sources. This budget is reviewed and approved by the Board of Directors in principle. Also, the budget is monitored on a monthly basis by the Executive Director and Treasurer by comparing budgeted expenses with actual expenses.

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**12. COMMITMENTS**

Under the terms of a contract entered in 2013 with the Concordia University College of Alberta, the Society is committed to monthly payments of \$2,075 plus taxes for the use of space and access to services from June 1, 2016 to May 31, 2017.

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**13. COMPARATIVE FIGURES**

Some of the comparative figures have been reclassified to conform to the current year's presentation.

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# ADRIA Action Plan for Mediation Advocacy – DRAFT v7

– May 2017

The Task Force recommended that the ADRIA Board of Directors adopt a multi-faceted, long-term, and progressive approach to Advocacy for the Mediation Profession in Alberta to enhance the potential for mediation through the following five key objectives:

1. **Increase Awareness** - ensuring Albertans are more aware of mediation (and other ADR options) and how such options can provide for less costly and more satisfying outcomes to disputes that arise in their personal and professional lives.
2. **Increase Access to and Use of Mediation (ADR First)** - working to increase the use of mediation as a dispute resolution option available to Albertans. Putting forth progressive initiatives with the courts, government agencies, regulatory bodies, municipal bodies, professional associations, organized labour, industry groups, non-profits and the business community to create new "3mainstream" opportunities for mediation and ADR.
3. **Advance the Business Case for Mediation** - promoting the economic argument for mediation (and related ADR practices) to demonstrate the value they provide to government, businesses, organizations and the public will increase investment in mediation and opportunities for mediators. Especially in times of fiscal constraint, the "business case" and industry-wide success indicators will ensure an organization's proposed or existing ADR program will be supported, or even expanded.
4. **Enhance the Value of the Mediation Profession** – by:
  - Advocating for fair and appropriate compensation that recognizes the unique skills and competencies mediators bring to resolving disputes and their personal investment in training and development
  - Supporting excellent training and education; and
  - Ensuring proper and effective credentialing.

While recognizing pro-bono mediation activities are an important mechanism for developing skills and "giving back" to the community, our public institutions must be encouraged to do more to ensure their roster mediators are appropriately compensated and recognized for the significant role they play in reducing the heavy cost of workplace conflict, family breakdowns, litigation and the courts. Many of these institutions hope to increase the use of mediation in the resolution of disputes. Building public and organizational expectations for pro-bono or low-cost mediations will not sustain a profession and, over time, will compromise future quality and supply of mediators. Advocating for appropriate compensation is important to attract competent professionals and contribute to long-term viability of the profession.

5. **Protect the Public** – while mediation, (and other ADR professions such as Arbitration) are unregulated professions, the ADR Institutes of Canada and Alberta provide national standards, recognized designations, ongoing quality assurance and robust complaint policies that serve to protect the public. Continued diligence and attention to maintaining high standards of quality, and to building public awareness, will enhance the profession and increase demand for professionally qualified and designated mediators.

## **COLLABORATIVE STAKEHOLDER ENGAGEMENT**

It was further recommended by the Task Force that these objectives can be best achieved through Collaborative Stakeholder Engagement. The five recommended stakeholder communities with whom ADRIA must work to achieve success are:

- A. The Courts and Justice System;
- B. Other Government Ministries and Publically Funded Agencies;
- C. The Business Community and Professional Associations;
- D. ADR Associations and Partners; and
- E. ADRIA Resources and Membership.

## **FEEDBACK FROM STAKEHOLDERS**

Feedback from stakeholders, representing all groups listed above, was universally positive. In many cases, constructive feedback and perspectives were offered that will guide ADRIA in their advocacy efforts. Worthy of particular note was the fact that the cost effectiveness of ADR and mediation was fully acknowledged by all respondents, and that the research contained in the White Paper to this effect was fully accepted. Certainly some White Paper conclusions and recommendations were challenged, but always in a constructive fashion that consistently acknowledged the value of mediation, as well as the professionalism of the written paper.

## **MEMBERSHIP PERSPECTIVES**

The top priorities or views, as expressed by the membership when consulted, were to:

- Improve GOA/Justice compensation levels for mediators;
- Reinstate the Rules of Court regarding mandatory ADR;
- Increase public awareness and demand for ADR, mediation and designations;
- Regulate the profession (noting that there were mixed views expressed on this issue);
- STOP apologizing for or justifying ADR advocacy (the research is conclusive);

AND – that the ADRIA Task Force’s efforts were truly appreciated and valued by our members.

## **ADRIA BOARD OF DIRECTORS’ RESPONSE TO THE WHITE PAPER RECOMMENDATIONS**

The White Paper’s overarching recommendations and actions have been formally endorsed by the ADR Institute of Alberta’s Board of Directors following extensive consultation with stakeholders and members. These have been further detailed and structured into completed/initiated, short-term and long-term activities, and presented in table format below.

The Board commits to advancing the viability of mediation as a recognized skill, and enhancing the potential for professional levels of compensation. The Board recognizes the generous nature of its membership, and the social value of pro-bono and low-bono mediation activities. The Board will, however, strive to promote the long-term sustainability of the profession by seeking improvements to any compensation mechanism that currently or potentially undervalues the skills and requisite training.

The Board recognizes that it lacks the resources to achieve these objectives alone, and must look to its membership, stakeholders, collaborative partners **and the public** to achieve the desired outcomes. To this end, the action plan below is organized by stakeholder communities.

The ADRIA Board of Directors will add Advocacy as a regular agenda item to their Board meetings, assess changing circumstances and opportunities as they arise, monitor progress, select or sustain appropriate advocacy action items, identify collaborative partners, and take concrete actions as a Board to advance the practice and profession of mediation.

The Board has adopted an approach to mediation advocacy that will be strategic and forceful. The Board will embrace new opportunities as they arise, be mindful of changing circumstances in government and/or the economy, and be willing to move in new and appropriate directions as circumstances permit over the next several years.

**The Board wishes to thank again all of the task force volunteers who provided countless hours to this project, and worked together to produce an exceptional white paper with meaningful recommendations. The Board would particularly like to recognize and thank the Co-Chairs Joanne Munro and Wendy Hassen for their leadership and tireless efforts in this regard.**

The Board is committed to recording and sharing its successes, challenges and failures with the ADRIA membership and our collaborative partners in a meaningful and ongoing fashion.

ACTION PLAN - Attached

5.1.1

**Paul Conway** | *Executive Director*



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***No Albertan Fears Conflict.***

Visit: [www.adralberta.com](http://www.adralberta.com)

**From:** Paul Conway [<mailto:paul@adralberta.com>]

**Sent:** June-07-17 10:46 AM

**To:** 'Michelle Simpson'

**Subject:** RE: Membership and voting questions

All this is strictly for Board consumption, and it was a Board member that posed the question.

Regarding motions and resolutions that might be "fundamental to the organization and structure of ADRIA", it might be better if we established some clarity around what issues would require a special resolution and/or a super-majority vote.

You appear satisfied that motions regarding "fundamental" issues cannot be raised and voted upon at an AGM or Special Meeting without proper notice (21 days). Since we don't allow proxy voting, can the Board direct (in advance and/or during) an AGM or Special Meeting that a vote (presumably on a fundamental issue) be conducted electronically or by other means than a vote by those present at the meeting?

Can I post this for Board consideration?

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**From:** Michelle Simpson [<mailto:Michelle@simpsonlaw.ca>]

**Sent:** June-06-17 3:00 PM

**To:** Paul Conway

**Subject:** RE: Membership and voting questions

Hello Paul,

I am not sure who asked the question so be careful when responding-we don't want to write a roadmap for anyone thinking of hijacking ADRIA...

Here are the "rules".

### **For AGM's**

Under the Societies Act, ADRIA must hold an AGM (called a "general meeting") once per calendar year.

By-Law 3.1 specifies that our AGM will be held in the first half of each calendar year.

By-Law 2 sets out what will be brought to the AGM namely:

- Board's report
- Auditor's report
- Appointment of auditor
- Any other business that is properly before the meeting

How does something other than the reports "properly come before the AGM"?

Bylaw 3.3 provides that:

-Notice of the AGM must be accompanied with a draft agenda. If the matter is not on the agenda it cannot be brought before the AGM unless another notice period is sent out to the membership. This is the first way to avoid "hijacking". This is also why at an AGM the Chair never asks if there is anything to be added to the agenda. Only what is on the agenda circulated to the membership can be voted upon at the AGM-that is how it is "properly before the meeting".

-Notice of the AGM must be provided to the members:

21 calendar days before the meeting if a Special Resolution is to be passed at the meeting with some exceptions; or

14 calendar days before the meeting in no Special Resolution is required.

In addition to the AGM (the general meeting), ADRIA can call a special meeting whenever it wants.

If the special meeting involves a Special Resolution or something that requires more than a majority vote of the members then unless you fit within an exception, 21 calendar days' notice with attached notice of the purpose of the meeting must be provided to the membership. Again, everyone gets notice of the purpose of the meeting and so, there should be no hijacking of the agenda. Only that which is disclosed as the "purpose of the meeting" will be properly before the meeting.

Bylaw 3.2.2 is where hijacking usually occurs if it is to occur:

If a requisition is signed by at least 10% of the Full Members stating the reason for the meeting, the Board must call a meeting within 90 calendar days from the date of receipt of the requisition. Remember however, that anything "fundamental" to the structure of the organization normally requires a 75% vote from the membership.

So, the key is this: for anything that is fundamental to the organization and structure of ADRIA, we should require a special resolution to change the same. Right now, any amendment to our by-laws (which would be very fundamental) requires a "Special Resolution". Although I could not find anything

specific that stated the same, I assume that the Board's policies only require a simple majority of the board to change however that is within the power of the board and not the membership.

A "special resolution" is defined under the Societies Act and it basically means anything requiring 75% of the voting members to agree upon.

Proxies are not allowed under bylaw 3.6.2.  
Electronic votes can be taken under bylaw 3.7

The board can be hijacked if there are a large number of vacancies on the board and the members submit under bylaw 4.5.1 during the period between 45 days and 30 calendars days before the AGM, a list of nominations to the Board and at the AGM those new Board members get voted in by a simple majority of votes. Each full member has the same number of votes as there are vacancies on the Board. With Gayle and now John's withdrawal from the Board and with further succession already in line to occur next AGM we will be at risk unless we add some new directors now.

I hope that the above answers all your questions however if I have missed anything just let me know.

Thank you,  
Michelle M. Simpson JD, CMed and CARb  
Lawyer, Chartered Mediator, and Chartered Arbitrator

Simpson Law  
#1600 College Plaza Professional Building  
8215-112 Street  
Edmonton, Alberta T6G 2C8  
Phone: 780-966-9226  
Fax: 780-435-1424  
e-mail: [michelle@simpsonlaw.ca](mailto:michelle@simpsonlaw.ca)  
Website: [www.simpsonlaw.ca](http://www.simpsonlaw.ca)

**From:** Paul Conway [<mailto:paul@adralberta.com>]  
**Sent:** June-02-17 6:34 PM  
**To:** Michelle Simpson <[Michelle@simpsonlaw.ca](mailto:Michelle@simpsonlaw.ca)>  
**Subject:** FW: Membership and voting questions

Michelle - a governance question recently put to me:

What kind of motions can be made and voted upon by members at an AGM or special meeting? What constitutes a special resolution vice a motion from the floor, and what types of motions or special resolutions require more than a simple majority? To what extent can the board refer a vote to the broader membership by means of directing an electronic vote or deferred to a future meeting?

Given our current membership criteria, Bylaws and policies, to what extent could a group of current or future members, practitioners or others, gain membership and "highjack the organization". What kind

of motions or special resolutions could such a group make? Must they provide notice, or simply raise a motion at an AGM? Could they vote out a Board or Director? Would some types of motions require 50% or 75% in favour? Should we allow proxy voting, or can motions/resolutions deemed problematic be put to the membership electronically or at a later date at the Board's discretion?

I've appended numerous extracts below from our website, the Societies Act, ADRIA Bylaws and Board policies that might assist you

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Members who are arbitrators agree to adhere to the [Alberta Arbitration Act](#), when working in our province.

Payment of membership dues must be received within 30 days of the membership application or expiry date. New and expired memberships are

### **Select membership level**

**\* Mandatory fields**

**\* Membership level**

**Full Member - \$295.00 (CAD)** *Subscription period: 1 year No recurring payments*

*Full Membership is open to anyone practicing or supporting Alternative Dispute Resolution (ADR), and who is committed to excellence in this field.*

*This level of membership is required to hold professional ADR designations, participate on ADRIA rosters, and to be eligible for ADRIA's directory of ADR practitioners. It includes membership with the ADR Institute of Canada (ADRIC) and full voting rights.*

This fee includes the ADR Institute of Canada (ADRIC) annual membership fee of \$89 plus GST (ADRIC GST/HST Registration No. 125294660 RT0001).

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This level of membership allows the member to enrol in ADRIA courses, but does NOT include an annual membership in the ADR Institute of Canada (ADRIC). Associate members are not eligible for a listing in ADRIA's directory of ADR professionals or to join our roster of instructors, coaches, and evaluators.

A \$50 administration fee will be applied to new or expired memberships.

**LINK Member - \$75.00 (CAD)** Subscription period: 1 year No recurring payments

ADRIA LINK memberships are available to those who have fully or temporarily withdrawn from the workforce, either through retirement, personal, family or medical circumstances that preclude meaningful employment or contract income from any sector. Full-time students in a College, University or training program qualify for a LINK membership, which includes both ADRIA & ADRIC communications and limited benefits. For full details on this membership: <https://adralberta.com/LINK-Membership>

There are no administration fees.

## FROM THE SOCIETIES ACT

**"special resolution" means**

(i) a resolution passed

(A) at a general meeting or special meeting of which not less than 21 days' notice specifying the intention to propose the resolution has been duly given, and

(B) by the vote of not less than 75% of those members who, if entitled to do so, vote in person or by proxy,

(ii) a resolution proposed and passed as a special resolution at a general meeting or special meeting of which less than 21 days' notice has been given, if all the members entitled to attend and vote at the general meeting or special meeting so agree, or

(iii) a resolution consented to in writing by all the members who would have been entitled at a general meeting or special meeting to vote on the resolution in person or, where proxies are permitted, by proxy.

## FROM OUR ADRIA BYLAWS:

Full Member means a person that is a member of the Society as defined by the Board in the Board Policies.

Membership means the status of belonging to any category of membership in the Society, as specified pursuant to the Bylaws.

### 2.1 MEMBERSHIP, ADMISSION AND CATEGORIES

1. The Society is a membership society and is ultimately accountable to its members through an elected Board.

2. Categories of membership (if any) will be determined by the Board and defined in the Board Policies.

3. Application may be made to the Society for membership in the Society and, upon the application's approval **by the Executive Director** and, on payment and acceptance of the required fees, the applicant becomes a member.
4. **A person or an organization may be deemed a member as determined by the Board**

### 3.2 OTHER SOCIETY MEETINGS

1. In addition to AGMs, the Society will hold Society special and general meetings at such times, at such places and for such purposes as the Board determines.
2. The Board will call a Society Meeting to be held within 90 calendar days from the Secretary's receipt of a requisition **signed by at least 10% of the Full Members stating in reasonable detail the reason for the meeting.** *[This would currently require 35-40 signatures, and a clear statement of intent]*

### 3.3 NOTICE

1. Members will be given notice of the time and location of a Society Meeting at least:
  - a. 21 calendar days before the meeting, or such lesser number of days before the meeting as may be agreed upon by all members, if a Special Resolution is proposed for passage at the meeting; and
  - b. 14 calendar days before the meeting, in all other cases.
2. Notice of an AGM will be accompanied with a draft agenda.
3. **Notice of a Society Meeting at which will be proposed:**
  - a. a Special Resolution; or
  - b. **any other resolution requiring passage by more than a simple majority will specify the intention to propose the Special Resolution or other resolution.**
4. Except as provided in Subsection 3, notice of a Society Meeting need not specify the purpose of the meeting or any business proposed to be transacted at the meeting.

...

Note that I believe that ADRIA Bylaw 3.3.3 above should be re-formatted grammatically as follows, and that I believe I have already identified this to you as a minor correction to be addressed the next time we amend our bylaws at an AGM:

### 3.3 Notice

...

3. Notice of a Society Meeting at which will be proposed:
  - a. a Special Resolution; or
  - b. any other resolution requiring passage by more than a simple majority.  
will specify the intention to propose the Special Resolution or other resolution.

### 3.5 QUORUM

1. No business will be transacted at a Society Meeting unless **at least 15 Full Members** are present as a quorum for the meeting.

....

### 3.6 VOTING

1. **Each Full Member is entitled to 1 vote** at a Society Meeting or in a mail or electronic vote.

2. Votes at a Society Meeting may be cast only by Full Members present and votes may not be cast by proxy. *[This provision, combined with 3.5.1, could potentially put us at risk, although the Board itself represents up to 12 votes]*
3. Except where the Act or the Bylaws provide otherwise, all resolutions and other matters before a Society Meeting will be determined by: a. show of hands; and b. simple majority vote of the Full Members present and who vote.
4. The declaration of the chair that a resolution or Special Resolution has been carried or defeated is conclusive.
5. The result of a vote at a Society Meeting or by mail or electronic vote will be deemed the decision of all members upon the matter in question.
6. A resolution in writing signed in one or more counterparts by all Full Members is:
  - a. as valid as if it had been duly passed at a Society Meeting; and
  - b. effective as of and from the stated effective date of the resolution.
7. Except where the Act requires a different voting method, the Board may direct that a mail or electronic vote by Full Members be conducted on any matter to be determined by the Full Members, in which case:
  - a. the vote will be conducted and completed in such manner as the Board prescribes;
  - b. the tabulation of votes as accepted by the Board will be final and conclusive; and
  - c. except with respect to votes conducted under Section 4.6, the Secretary will within 10 business days from tabulation of the vote, advise the members of the vote result.
8. A signed resolution or vote in a mail vote sent by fax, courier or email to and received at the Society's registered office by any applicable deadline will be effective.

#### FROM OUR ADRIA BOARD POLICIES:

##### 9. Member Relations

Recognizing that ADRIA is a member-owned organization and so that the members of ADRIA are well served, the Executive Director must:

1. Act in compliance with the bylaws of ADRIA.
2. Operate with a privacy and complaint policy for all services and programs
3. Obtain reasonable member input and involvement in making decisions.
4. Treat members in a dignified, fair and polite manner, in compliance with human rights legislation.
5. Ensure compliance with current privacy legislation.

##### Delegation to the Executive Director

The Board's job is generally confined to establishing the broadest policies. Implementation of these policies is delegated to the Executive Director .

....

##### 2. Ends (Mission, Vision and Values – ....

3. The Executive Director is authorized to establish all further operational policies, make all decisions, take all actions and develop all activities consistent with Board policies. If a question arises regarding the interpretation of Board Policies the Executive Director must consult with the Board.

4. The Executive Director must provide information to the Board in sufficient detail to allow the Board to review, assess and provide feedback to the Executive Director in the specified policy areas, except for confidential member information.

....

Linkage to Ownership [This section needs re-formatting, as paras 1-3 should be distinguished from paras 4-6]

The Board acts in trusteeship for membership and serves as the connection with the ADRIA members.

Legal Ownership: The members of ADRIA.

Moral Ownership: The members of the public who benefit from the services of members.

The Board links to the ownership in the following ways:

1. Attitude

The first level of obligation is attitude: Directors act on the belief that they are trustees for the owners.

The Board takes into account all appropriate considerations, loyalties and leadership in its discussions.

2. Statistics

At a second level, the Board gathers statistical evidence of the members' concerns, needs and demographic information.

3. Information

The third level engages the Board in information gathering such as:

- reviewing articles in the media for appropriate trends
  - presentations at Board meetings by appropriate people
  - dialogue with other Boards or public officials
  - other community input
4. The Board has determined as a policy that the following membership categories will be offered to its members: Full, Associate, LINK, Organizational and Organizational Learner, as these membership categories are defined on the ADRIA website from time to time. *[which brings us back to the website descriptors]*
5. The Board will spend regular time in its meetings discussing and deciding issues of membership.
6. ....

**Paul Conway** | *Executive Director*



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5.1.2

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**From:** Paul Conway [<mailto:paul@adralberta.com>]

**Sent:** June-03-17 10:46 AM

**To:** 'Michelle Simpson'

**Cc:** Wendy Hassen; 'Marshall, Barrie'; Stan Galbraith

**Subject:** FW: Membership categories

Michelle - In discussions with Wendy yesterday regarding the ADRIA/Affiliate MOU and harmonizing the membership categories, we were both surprised to find that for public consumption, the definition and details of ADRIA's membership criteria and eligibility is largely determined by the ED using the website (and the same is true for all other membership categories). Although ED & staff decisions or actions are scrutinized, debated, validated and occasionally overturned by the Board of Directors, both Wendy & I agree that something as important as what constitutes the criteria for membership in ADRIA, especially Full membership with voting privileges, should be written and captured in Board policies (where it can be re-visited, re-litigated and amended from time to time). The Board had a great discussion last year and passed a resolution in regard to the new LINK membership category, and our Board discussions will continue in regard to Organizational members & learners. That said, it's been a long time since we had a robust Board discussion of the criteria we currently use for Full & Associate members, and certainly nothing has been written into our policies. As the PRT and MOU discussions must continue, I've added this to our Board agenda for next weekend.

By policy, only Full members present at an AGM or Special meeting have a vote (as per my email to you yesterday).

By practice, not policy, there are no barriers to ADRIA/ADRIC membership, and by extension, everyone who purchases a Full membership gets a vote.

We might also want to discuss if our Organizational members should have voting rights (as they do at ADRIC)

See website, bylaw and policy extracts below. Your thoughts?

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**From:** Paul Conway [<mailto:paul@adralberta.com>]

**Sent:** June-03-17 9:52 AM

**To:** Wendy Hassen

**Subject:** RE: Membership questions

PS - I fully agree that membership criteria should not be defined by the website. That surprised me.

**Paul Conway** | *Executive Director*



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**From:** Paul Conway [<mailto:paul@adralberta.com>]

**Sent:** June-03-17 9:51 AM

**To:** Wendy Hassen

**Subject:** RE: Membership questions

Hi Wendy - I'm in the office now, a little later than I expected (on such a beautiful day). My apologies for cutting into time with your daughter yesterday.

Give me a call at ADRIA when it's convenient for you.

PS - I have two cheques that need signing (for ADRIC & myself), in case you're passing anywhere near Concordia today.

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**From:** Wendy Hassen [<mailto:wendy@wendyhassen.ca>]  
**Sent:** June-03-17 9:27 AM  
**To:** Paul Conway  
**Subject:** RE: Membership questions

Thanks Paul – I think it is important for the Board to validate.

Do we have a motion approving the Full membership category? I know we did one for the LINK – I simply can't recall ( or may not have understood) this reference. As discussed, I am not opposed to having a membership category. My concern is voting on things at the AGM like Bylaw changes and if we ever did pursue self regulation – I would think we would want a membership vote on that given the time and resources it would require and importance to have membership backing ( \$\$\$\$). I am sure we can find a way to address all perspectives.

The Board Policy should not say membership is determined by the web site.( So the staff can define membership categories) The Board policy should say that the membership categories are approved by the Board and posted on the web site – just my opinion.

I am in my office for another 20 minutes if you have time to chat this morning

W

***Keep your face to the sunshine and you cannot  
see a shadow.***

***Helen Keller***

*This communication is intended for the use of the recipient to which it is addressed, and may contain confidential, personal and or privileged information. Please contact me immediately if you are not the intended recipient of this communication, and do not copy, distribute, or take action replying on it. Any communication received in error, or subsequent reply, should be deleted or destroyed.*

**From:** Paul Conway [<mailto:paul@adralberta.com>]  
**Sent:** June 2, 2017 5:56 PM  
**To:** Wendy Hassen <[wendy@wendyhassen.ca](mailto:wendy@wendyhassen.ca)>  
**Subject:** Membership questions

Great discussion Wendy. I look forward to hearing more in consultation with you, ADRIC, other Affiliates and (of course) the Board. I will add to June's agenda.

From our website:

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## Membership Benefits

- add your profile to ADRIA's online [Directory of ADR Practitioners](#) if qualified (additional fee applies)\*
- be eligible for ADRIA's [Select-and-Appoint referral process](#)\*
- apply to our roster of instructors, coaches, and evaluators\*
- qualify for rosters ADRIA manages for other organizations\*
- enhance your professional profile
- register for ADRIA's [nationally-recognized training](#)
- apply for [national designations in mediation and arbitration](#)\*
- receive discounts on professional development events, including ADRIA conferences
- receive news and updates about current issues, events, and opportunities in ADR
- automatically become a member of the [ADR Institute of Canada](#) and be listed in its national directory: [ADR Connect](#)\*
- save on [professional liability insurance for mediators and arbitrators](#)\*
- share or gain experience through volunteer opportunities
- connect with other ADR professionals
- support the use of ADR in our province

\*Full members only

### Select membership level

\* Mandatory fields

\* Membership level

**Full Member - \$295.00 (CAD)** *Subscription period: 1 year No recurring payments*

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    - b. 14 calendar days before the meeting, in all other cases.
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  3. Notice of a Society Meeting at which will be proposed:
    - a. a Special Resolution; or
    - b. any other resolution requiring passage by more than a simple majority will specify the intention to propose the Special Resolution or other resolution.
  4. Except as provided in Subsection 3, notice of a Society Meeting need not specify the purpose of the meeting or any business proposed to be transacted at the meeting.
- ...

### 3.5 QUORUM

1. No business will be transacted at a Society Meeting unless at least 15 Full Members are present as a quorum for the meeting.
- ....

### 3.6 VOTING

1. Each Full Member is entitled to 1 vote at a Society Meeting or in a mail or electronic vote.
2. Votes at a Society Meeting may be cast only by Full Members present and votes may not be cast by proxy. *[This provision, combined with 3.5.1, could potentially put us at risk, although the Board itself represents up to 12 votes]*
3. Except where the Act or the Bylaws provide otherwise, all resolutions and other matters before a Society Meeting will be determined by: a. show of hands; and b. simple majority vote of the Full Members present and who vote.
4. The declaration of the chair that a resolution or Special Resolution has been carried or defeated is conclusive.
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#### 2. Mission

To provide leadership and services in Appropriate Dispute Resolution (ADR) to our members and to the public by:

- Fostering understanding of, and excellence in negotiation, mediation, arbitration and restorative practices
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Recognizing that ADRIA is a **member-owned organization** and so that the members of ADRIA are well served, the Executive Director must:

1. Act in compliance with the bylaws of ADRIA.
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5. Ensure compliance with current privacy legislation.

#### 10. National and Affiliate Relations *[I add this because we are currently trying to understand ADRIC's preferences, and harmonize Affiliate membership criteria]*

The Executive Director is responsible for developing and maintaining positive relations with the ADR Institute of Canada (ADRIC) and its Affiliates.

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1. Consider the impact of decisions on any of the other organizations.
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The Board's job is generally confined to establishing the broadest policies. Implementation of these policies is delegated to the Executive Director .

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#### 2. Ends (Mission, Vision and Values – ....

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Linkage to Ownership [This section needs re-formatting, as paras 1-3 should be distinguished from paras 4-6. I will advise Michelle]

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The first level of obligation is attitude: Directors act on the belief that they are trustees for the owners.

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The third level engages the Board in information gathering such as:

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- other community input

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5. The Board will spend regular time in its meetings discussing and deciding issues of membership.

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**Paul Conway** | *Executive Director*



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Arbitrators & ADR Practitioners in Alberta.*

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*Check out ADRIA's new Vision, Logo & Website!*

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Visit: [www.adralberta.com](http://www.adralberta.com)

**From:** Wendy Hassen [<mailto:wendy@wendyhassen.ca>]

**Sent:** June-02-17 2:49 PM

**To:** Paul Conway ([paul@adralberta.com](mailto:paul@adralberta.com))

**Subject:** PHone Chat?

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Do you have time to chat about the membership group?

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see a shadow.***

***Helen Keller***

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## 5.1 Membership Categories

**From:** Wendy Hassen [<mailto:wendy@wendyhassen.ca>]  
**Sent:** June-07-17 7:57 AM  
**To:** Michelle Simpson; Paul Conway  
**Cc:** 'Marshall, Barrie'; Stan Galbraith  
**Subject:** RE: Membership categories

Hi Michelle and all - I am wondering if we should put the definition in the policy (per a Board motion) and not say as per the website.( I don't mind saying we post on the web site)

This will anchor any promotional materials on the web site ( we can refer to the policy to ensure accuracy) around membership and reduce the likelihood that we have to dig out a motion from the past if there are questions.

My 2 cents

W



PHONE: 780.951.9855 FAX: 780.464.0111  
EMAIL: [wendy@wendyhassen.ca](mailto:wendy@wendyhassen.ca)

***Faith is taking the first step even when you don't see the whole staircase.***

**Martin Luther King, Jr.**

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**From:** Michelle Simpson [<mailto:Michelle@simpsonlaw.ca>]  
**Sent:** June 6, 2017 1:59 PM  
**To:** Paul Conway <[paul@adralberta.com](mailto:paul@adralberta.com)>  
**Cc:** Wendy Hassen <[wendy@wendyhassen.ca](mailto:wendy@wendyhassen.ca)>; 'Marshall, Barrie' <[Barrie.Marshall@gowlingwlg.com](mailto:Barrie.Marshall@gowlingwlg.com)>; Stan Galbraith <[stan@galbraith.ab.ca](mailto:stan@galbraith.ab.ca)>  
**Subject:** RE: Membership categories

Hello,

ADRIA Bylaw 2.1.2 provides as follows:

“Categories of membership (if any) will be determined by the Board and defined in the Board Policies.”

ADRIA Policy Type IV Item 3 Linkage to Ownership provides as follows:

“The Board has determined as a policy that the following membership categories will be offered to its members: Full Associate, LINK, Organizational and Organizational Learner, as these membership categories are defined on the ADRIA website from time to time.”

## 5.1 Membership Categories

I don't see where it states that the ED will determine what gets put on the website in fact, I believe that whatever gets put on the website must pursuant to ADRIA bylaws and policies, be approved by the Board. My recollection of our discussion at the Board level was not to write the criteria/description for each type of membership into the policies which would then require frequent revisions and to better, just agree that whatever the Board decides from time to time, we will publish on the website.

In my view, the Board has not delegated its responsibilities in this area to the ED-it has retained them under Bylaw 2.1.2 and Item 3 Policy Type IV.

Thank you,  
Michelle M. Simpson JD, CMed and CARb  
Lawyer, Chartered Mediator, and Chartered Arbitrator

Simpson Law  
#1600 College Plaza Professional Building  
8215-112 Street  
Edmonton, Alberta T6G 2C8  
Phone: 780-966-9226  
Fax: 780-435-1424  
e-mail: [michelle@simpsonlaw.ca](mailto:michelle@simpsonlaw.ca)  
Website: [www.simpsonlaw.ca](http://www.simpsonlaw.ca)

**From:** Paul Conway [<mailto:paul@adralberta.com>]  
**Sent:** June-03-17 10:46 AM  
**To:** Michelle Simpson <[Michelle@simpsonlaw.ca](mailto:Michelle@simpsonlaw.ca)>  
**Cc:** Wendy Hassen <[wendy@wendyhassen.ca](mailto:wendy@wendyhassen.ca)>; 'Marshall, Barrie' <[Barrie.Marshall@gowlingwlg.com](mailto:Barrie.Marshall@gowlingwlg.com)>; Stan Galbraith <[stan@galbraith.ab.ca](mailto:stan@galbraith.ab.ca)>  
**Subject:** FW: Membership categories

Michelle - In discussions with Wendy yesterday regarding the ADRIC/Affiliate MOU and harmonizing the membership categories, we were both surprised to find that for public consumption, the definition and details of ADRIA's membership criteria and eligibility is largely determined by the ED using the website (and the same is true for all other membership categories). Although ED & staff decisions or actions are scrutinized, debated, validated and occasionally overturned by the Board of Directors, both Wendy & I agree that something as important as what constitutes the criteria for membership in ADRIA, especially Full membership with voting privileges, should be written and captured in Board policies (where it can be re-visited, re-litigated and amended from time to time). The Board had a great discussion last year and passed a resolution in regard to the new LINK membership category, and our Board discussions will continue in regard to Organizational members & learners. That said, it's been a long time since we had a robust Board discussion of the criteria we currently use for Full & Associate members, and certainly nothing has been written into our policies. As the PRT and MOU discussions must continue, I've added this to our Board agenda for next weekend.

## 5.1 Membership Categories

By policy, only Full members present at an AGM or Special meeting have a vote (as per my email to you yesterday).

By practice, not policy, there are no barriers to ADRIA/ADRIC membership, and by extension, everyone who purchases a Full membership gets a vote.

We might also want to discuss if our Organizational members should have voting rights (as they do at ADRIC)

See website, bylaw and policy extracts below. Your thoughts?

**Paul Conway** | *Executive Director*



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***No Albertan Fears Conflict.***

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**From:** Paul Conway [<mailto:paul@adralberta.com>]

**Sent:** June-03-17 9:52 AM

**To:** Wendy Hassen

**Subject:** RE: Membership questions

PS - I fully agree that membership criteria should not be defined by the website. That surprised me.

**Paul Conway** | *Executive Director*



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**From:** Paul Conway [<mailto:paul@adralberta.com>]

**Sent:** June-03-17 9:51 AM

**To:** Wendy Hassen

**Subject:** RE: Membership questions

Hi Wendy - I'm in the office now, a little later than I expected (on such a beautiful day). My apologies for cutting into time with your daughter yesterday.

Give me a call at ADRIA when it's convenient for you.

## 5.1 Membership Categories

PS - I have two cheques that need signing (for ADRI & myself), in case you're passing anywhere near Concordia today.

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**From:** Wendy Hassen [<mailto:wendy@wendyhassen.ca>]

**Sent:** June-03-17 9:27 AM

**To:** Paul Conway

**Subject:** RE: Membership questions

Thanks Paul – I think it is important for the Board to validate.

Do we have a motion approving the Full membership category? I know we did one for the LINK – I simply can't recall ( or may not have understood) this reference. As discussed, I am not opposed to having a membership category. My concern is voting on things at the AGM like Bylaw changes and if we ever did pursue self regulation – I would think we would want a membership vote on that given the time and resources it would require and importance to have membership backing ( \$\$\$\$). I am sure we can find a way to address all perspectives.

The Board Policy should not say membership is determined by the web site.( So the staff can define membership categories) The Board policy should say that the membership categories are approved by the Board and posted on the web site – just my opinion.

I am in my office for another 20 minutes if you have time to chat this morning

W

## 5.1 Membership Categories

***Keep your face to the sunshine and you cannot see a shadow.***

***Helen Keller***

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**From:** Paul Conway [<mailto:paul@adralberta.com>]

**Sent:** June 2, 2017 5:56 PM

**To:** Wendy Hassen <[wendy@wendyhassen.ca](mailto:wendy@wendyhassen.ca)>

**Subject:** Membership questions

Great discussion Wendy. I look forward to hearing more in consultation with you, ADRIC, other Affiliates and (of course) the Board. I will add to June's agenda.

From our website:

The ADR Institute of Alberta is the professional association for Appropriate Dispute Resolution (ADR) practitioners such as mediators and arbitrators, other professionals who use ADR practices in their work, and supporters of ADR in Alberta.

All members must adhere to the [ADR Institute of Canada's Code of Ethics](#).

Members who are mediators agree to abide by the [ADR Institute of Canada's Code of Conduct for Mediators](#).

Members who are arbitrators agree to adhere to the [Alberta Arbitration Act](#), when working in our province.

Payment of membership dues must be received within 30 days of the membership application or expiry date. New and expired memberships are subject to a \$50 administration fee.

## Membership Benefits

- add your profile to ADRIA's online [Directory of ADR Practitioners](#) if qualified (additional fee applies)\*
- be eligible for ADRIA's [Select-and-Appoint referral process](#)\*
- apply to our roster of instructors, coaches, and evaluators\*

## 5.1 Membership Categories

- qualify for rosters ADRIA manages for other organizations\*
- enhance your professional profile
- register for ADRIA's nationally-recognized training
- apply for national designations in mediation and arbitration\*
- receive discounts on professional development events, including ADRIA conferences
- receive news and updates about current issues, events, and opportunities in ADR
- automatically become a member of the ADR Institute of Canada and be listed in its national directory: ADR Connect\*
- save on professional liability insurance for mediators and arbitrators\*
- share or gain experience through volunteer opportunities
- connect with other ADR professionals
- support the use of ADR in our province

\*Full members only

### Select membership level

#### \* Mandatory fields

#### \* Membership level

#### **Full Member - \$295.00 (CAD)** *Subscription period: 1 year* *No recurring payments*

*Full Membership is open to anyone practicing or supporting Alternative Dispute Resolution (ADR), and who is committed to excellence in this field.*

*This level of membership is required to hold professional ADR designations, participate on ADRIA rosters, and to be eligible for ADRIA's directory of ADR practitioners. It includes membership with the ADR Institute of Canada (ADRIC) and full voting rights.*

*This fee includes the ADR Institute of Canada (ADRIC) annual membership fee of \$89 plus GST (ADRIC GST/HST Registration No. 125294660 RT0001).*

*A \$50 administration fee will be applied to new or expired memberships.*

#### **Associate Member - \$125.00 (CAD)** *Subscription period: 1 year* *No recurring payments*

*Associate membership is open to anyone who supports ADRIA objectives, is registered in ADRIA courses, or who has an ADRIC membership through another province but wishes to be connected to Alberta's ADR community. Note that ADRIC members from other provinces can attend ADRIA training without purchasing an ADRIA membership.*

*This level of membership allows the member to enrol in ADRIA courses, but does NOT include an annual membership in the ADR Institute of Canada (ADRIC). Associate members are not eligible for a listing in ADRIA's directory of ADR professionals or to join our roster of instructors, coaches, and evaluators.*

*A \$50 administration fee will be applied to new or expired memberships.*

#### **LINK Member - \$75.00 (CAD)** *Subscription period: 1 year* *No recurring payments*

*ADRIA LINK memberships are available to those who have fully or temporarily withdrawn from the workforce, either through retirement, personal, family or medical circumstances that preclude meaningful employment or contract income from any sector. Full-time students in a College, University or training program qualify for a LINK membership, which includes both ADRIA & ADRIC communications and limited benefits. For full details on this membership: <https://adralberta.com/LINK-Membership>*

*There are no administration fees.*

## 5.1 Membership Categories

### FROM OUR ADRIA BYLAWS:

Full Member means a person that is a member of the Society **as defined by the Board in the Board Policies.**

Membership means the status of belonging to any category of membership in the Society, as specified pursuant to the Bylaws.

### 2.1 MEMBERSHIP, ADMISSION AND CATEGORIES

1. The Society is a **membership society** and is ultimately accountable to its members through an elected Board.
2. **Categories of membership (if any) will be determined by the Board and defined in the Board Policies.**
3. Application may be made to the Society for membership in the Society and, upon the application's approval **by the Executive Director** and, on payment and acceptance of the required fees, the applicant becomes a member.
4. **A person or an organization may be deemed a member as determined by the Board**

### 3.2 OTHER SOCIETY MEETINGS

1. In addition to AGMs, the Society will hold Society special and general meetings at such times, at such places and for such purposes as the Board determines.
2. The Board will call a Society Meeting to be held within 90 calendar days from the Secretary's receipt of a requisition **signed by at least 10% of the Full Members stating in reasonable detail the reason for the meeting.** *[This would currently require 35-40 signatures, and a clear statement of intent]*

### 3.3 NOTICE

1. Members will be given notice of the time and location of a Society Meeting at least:
  - a. 21 calendar days before the meeting, or such lesser number of days before the meeting as may be agreed upon by all members, if a Special Resolution is proposed for passage at the meeting; and
  - b. 14 calendar days before the meeting, in all other cases.
2. Notice of an AGM will be accompanied with a draft agenda.
3. **Notice of a Society Meeting at which will be proposed:**
  - a. a Special Resolution; or
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### 3.5 QUORUM

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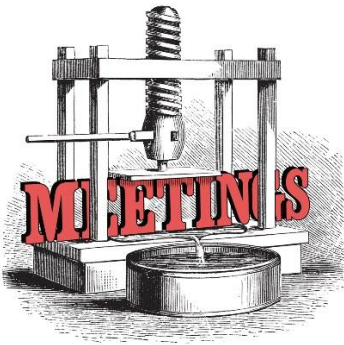
W

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***Helen Keller***

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# Executive Director's Report – June 2017



Welcome to our new Board members. This is our first meeting as the 2017/18 Board, with only a half day in which to conduct our current business. While there are lots of positive things happening at ADRIA, there's also real work to get accomplished in a challenging environment of reduced resources.



Note - 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 to be incorporated slowly into Board presentation materials, and will progressively be 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 topics, materials and metrics presented – what's useful, what's not, and what might be needed in the future.



## Membership

Paul Conway, Executive Director

**NEW** Jocelyn Christian, Executive & Membership Coordinator

We have unexpectedly bid farewell to Truus Souman as our Executive & Membership Coordinator, and recruited Jocelyn into the portfolio. Please welcome Jocelyn, who you will meet again in September, and many thanks to all the Board members who contributed to Truus & Jan's farewell gift and/or attended their retirement dinner last month. Jocelyn will divide her time between the Membership and Education desks and, as will be discussed later, this has alleviated some of our current financial pressures.

Having noted a drop in membership at our last Board meeting and at the AGM, I am pleased to report a partial resurgence this month. There are a variety of reasons we experienced a dip in memberships, including the heavy volume of Q1 renewals (many of which were tardy), the extended economic downturn, retirements, and the introduction of LINK and Organizational memberships. Full memberships remain our strategic priority, and 400 Full members remains the short-term objective.

Organizational memberships remain a key priority for 2017, and we have finally witnessed the finalization and posting of ADRIC's Corporate membership program. ADRIC will launch their corporate marketing drive in the next few months, and we will stay in step with promotional materials and programs of our own. A promotional video is planned to support the drive. Without any current marketing materials, the website has still attracted 5 Organizational members (4 Public & 1 Private = 14 Organizational Learners).

In collaboration with the AFMS, both organizations now offer a \$50/year discount to dual members effective 1 May 2017 (ie \$100/year total). ADRIA will also waive the \$50 admin fee for new applicants.

Efforts continue to harmonize membership categories across the Affiliates, with ADRIA participating in a small working group along with ADRIO & IMAQ. A key issue remains the distinction between "Exclusive vs Inclusive" membership criteria, as that concept pertains to the admission of Full Affiliate/ADRIC members and their voting rights. The ADRIA Board discussed this at the last Board meeting, and passed a resolution endorsing a "broad and inclusive" approach. This currently includes ADR supporters and users.

<b>Reporting date</b>	<b>Full Members, which includes an ADRIC membership</b>	<b>Assoc Members* + Org Learner Mbrs* + LINK members (see notes below)</b>	<b>Total ADRIA Members, including non-ADRIC Mbrs</b>	<b>Paid Organizational Members</b>
<b>BOD June 2017</b>	<b>385</b>	<b>140-+14+7</b>	<b>546</b>	<b>5</b>
<b>AGM May 2017*</b>	<b>376</b>	<b>142+13+6</b>	<b>537</b>	<b>5</b>
BoD Meeting Mar 2017	<b>374</b>	<b>146 + 8 + 6</b>	<b>538</b>	4
BoD Meeting Jan 2017	<b>378</b>	<b>160 + 8 + 3</b>	<b>549</b>	4
End-2016	<b>385</b>	<b>161 + 4 + 3</b>	<b>553</b>	<b>3</b>
BoD Meeting Nov 2016	<b>388</b>	<b>160 + 2 + 3</b>	<b>553</b>	<b>3</b>
BoD Meeting Sep 2016*	<b>388</b>	<b>173 + 2</b>	<b>563</b>	
<b>AGM June 2016*</b>	<b>381</b>	<b>165</b>	<b>546</b>	
End-2015	380	163+2	545	
<b>AGM June 2015</b>	<b>369</b>	<b>150+2</b>	<b>521</b>	
End-2014	361	144+4	509	
<b>AGM May 2014</b>	<b>338</b>	<b>145</b>	<b>483</b>	
End-2013	328	151	479	
End-2012	329	102	431	
<b>ADRIA Sep 2012 (Stand-up of ADRIA)</b>	<b>311</b>	<b>92</b>	<b>403</b>	
AAMS (May 2012)	354	113	467	
AAMS (May 2011)	333	104	437	
<b>ADRIA High Sep 2016*</b>	<b>388</b>	<b>173+2</b>	<b>563</b>	
<b>ADRIA Low Sep 2012</b>	311	92	403	
<b>* end of prev. month</b>		<b>*non-ADRIC Mbrs</b>		
<b>NOTE: The category of Organizational Learner Members is similar to an Associate Member; typically Organizational Member employees or other ADRIC Affiliate members. LINK members are connected to ADRIC and include full-time students, retired members and those without employment income.</b>				



## Online ADR Directory

**NEW** Jocelyn Christian, Executive & Membership Coordinator

Tammy Borowiecki, Director Professional Development

- We currently feature 90 members in the Directory, and member feedback remains positive.
- Directory listings are priced at \$99/year + GST, and are only available to those with designations



## Designations

Tammy Borowiecki, Director Professional Development

**NEW** Jocelyn Christian, Executive & Membership Coordinator

**VACANT**, Chair MDC

**VACANT**, Chair ADC

- As detailed at the AGM, there were 45 designations approved in 2016 [5 C.Med, 2 C.Arb, 22 Q.Med, 16 Q.Arb]. During the March 2017 application window there were 20 applications approved [2 C.Med, 2 C.Arb, 5 Q.Med, 11 Q.Arb]. Alberta still leads the country in designation growth, and ADRIC's Designations Promotion Committee has finally resumed its work with a new Chair.
- GOA resolution Services has indicated that the Civil Claims Mediation Program has now identified 7 candidates to date - 3 in Edmonton (including Tammy) and 4 in Calgary, providing these ADRIA members with solo mediation opportunities to facilitate and encourage their pursuit of an ADRIC C.Med designation. This policy initiative was instigated by ADRIA, adopted by the GOA, and shared with ADRIC as a potential best practice in other provinces.
- ADRIC has now responded positively to the concerns expressed in October 2016 regarding inconsistent standards for designation approval across Canada, and is pursuing corrective action along the lines that ADRIA and other Affiliates have suggested. Most notably, this includes provisions to ensure that the additional 100 hours of training required for a C.Med application is directly related to ADR.
- The Board's letter to ADRIC and the Affiliates regarding Q criteria, training and designation standards has been well received. The Task Force will be formally announced to the membership this month.



# Professional Development & Education

Tammy Borowiecki, Director Professional Development

Jocelyn Christian, Education Assistant

- Now included as stand-alone documents for the Board's review

## Professional Development & Education notes from the ED:

- Course registrations remain low, and this poses a financial challenge to ADRIA.
- We remain very fortunate to have the expertise of Tammy & Jocelyn available to us, along with the skills and enthusiasm of our many member contributors, trainers and coaches.
- New ADRIC staff responsible for the national training courses are slowly coming up to speed.
- The ADRI BC initiative proved to be a terrific opportunity to collaborate, although ultimately BC was unsuccessful in launching an 80-hour 2-stage mediation program (modeled after ADRIA).
- We were pleased with our initial overture to LESA, and follow-up efforts will continue.
- Our next promotional marketing video will promote our private ADR training resources.
- ADRIA has a significant presence now on all of the national education committees.

## ADR Networking Events & Luncheons



- Edmonton & Calgary ADR luncheons conclude this month, before resuming in September.
- Come September, the Edmonton luncheons will no longer be conducted on the second Wednesday of the month, as this conflicts with long-standing GOA/DRN meetings. More to follow, as the luncheon committees plan their Fall programs. The Calgary luncheons will continue on the 2<sup>nd</sup> Tuesday of the month at the Danish Canadian Club (DCC)
- **ADRIA Board members are strongly encouraged to support these Calgary, Edmonton and online Bridging the Distance professional development activities.**
- **We would particularly appreciate a strong turnout for the luncheons next week.**
- September Networking Events have not yet been announced, although the intent is to celebrate our 5<sup>th</sup> anniversary.

## IT, Communications & Marketing



- Some Affiliates remain frustrated by the IMIS system, and extraordinary measures continue to ensure corrective action. We believe that ADRIA dodged a bullet, but we have not had any recent feedback from our Full members accessing the ADRIC portal, positive or negative.
- Marsh insurance renewals have just begun, so feedback on the application and renewal webpages is appreciated.
- We continue to invest in Kristy's marketing efforts, social media outreach, website redesign and email communications. We still believe that while this will pay dividends in the long run, course registrations remain low. In addition to enhanced website content and a new blog, the marketing focus for 2017 will remain on our education programs, organizational memberships and private training contracts.



## Human Resources

- ADRIA staff has been reduced by one, with the retirement of Truus Souman. In light of our fiscal review, and with Jocelyn seeking more hours, we elected to increase her temporarily to full time, and have her work both portfolios until at least September. This is working well, and should Jocelyn be willing, I anticipate that this arrangement will continue until year-end and beyond.
- With the resignation of both Jan Souman and John Welbourn, both Designation Committee are short a member and a Chair. A solicitation to the membership has been issued, and appointments will be recommended in due course. The next application window is September.
- ADRIC hiring and office relocation activities appear to have stabilized in Toronto, and we are beginning to work with some of the new staff. It will still be several more months before all of the ADRIA/ADRIC staff interactions can be considered routine, and potentially improved.



# Outreach

A verbal report will be presented, but outreach activities since March have included:

- Aga Khan Conciliation & Arbitration Board (CAB)
  - Minister of Justice
- Speaker of the Legislative Assembly, Robert Wanner
- National Defence (CF/DND)
- ADR Symposium Committee (GOA, Non-profit partnership)
- Edmonton Chamber of Volunteer Organizations (ECVO)
- Alberta Law Reform Institute (ALRI)
- People for People Conference (P4P)
- Association des juristes d'expression française de l'Alberta (AJEFA)
  - Alberta Legal Information Centre (ALIC)
- Foundation of Administrative Justice (FOAJ)
- Alberta Family Mediation Society (AFMS)
- Mediation & Restorative Justice Centre (MRJC)
- Peer Mediation & Skills Training (PMAST)
- GOA Dispute Resolution Network (DRN)
- Ministry of Justice, Resolution Services
- Reforming the Family Justice System initiative (RFJS)
- International Conflict Resolution Day Committee (CR Day)
- Alberta Law Day (CBA)
- Eckerd College Florida / Mediation Training Institute (MTI)
- University of Alberta
  - School of Business
  - Faculty of Law
  - Ombudsman
  - Leadership College (PLLC)
  - HR
- ADRI Affiliates
- ADRI Committees (M&M and several sub-groups, Insurance, Designation Marketing, PRT, MOU and sub-group, Designation Standards, etc)



## Conferences & Learning Events

Planning continues for an All-Alberta ADR Symposium - a GOA/DRN non-profit partnership. The date remains 15/16 May 2018, with potential pre- and post-symposium activities 14 & 17 May. **ADRIA Board members are encouraged to note these dates on their long-term planning calendars.**

Details have been published regarding ADRIC's National Conference in St. John's NL, and Alberta's Minister of Justice Kathleen Ganley has been invited to both speak and attend.

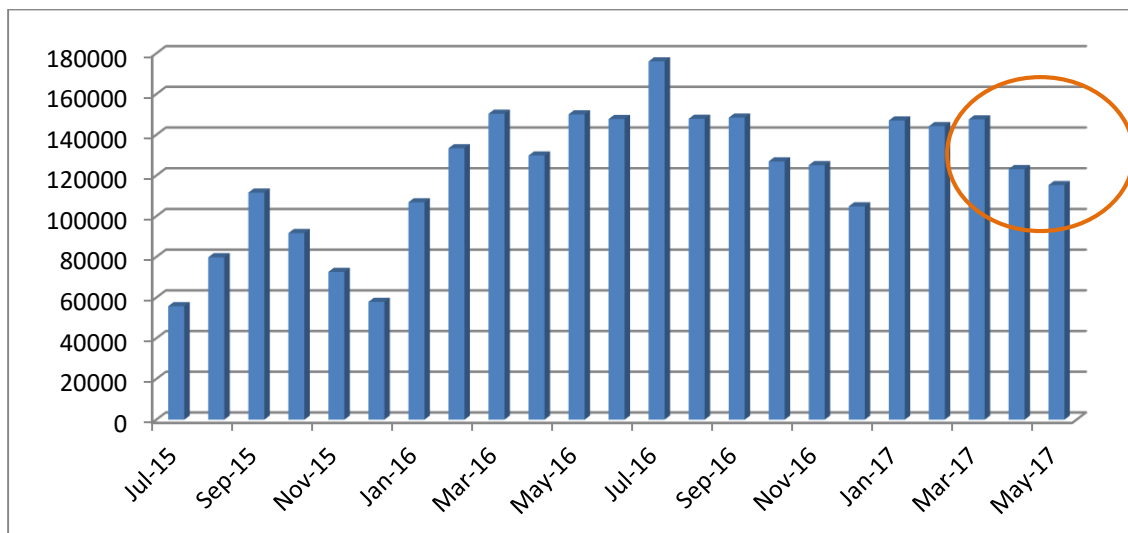
ADRIA's one-day Learning Event in Edmonton (Mental Health Works for Arbitrators & Mediators on June 1st) was well attended, and participant feedback is still being reviewed. The Calgary event (May 25th) was unfortunately cancelled due to low registrations – doubly unfortunate as this event was scheduled in support of the AGM, which instead proceeded as a stand-alone event. Fall Learning Events are still under consideration, most likely in partnership with the GOA/DRN and ARJA.



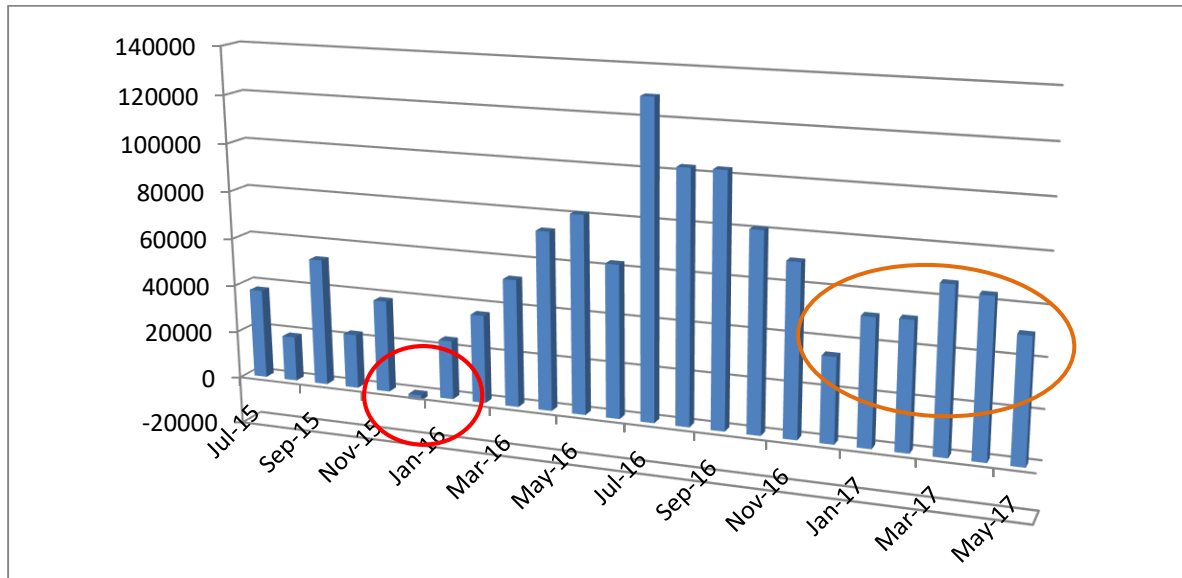
## Financial footnotes

ED notes usually augment the Treasurer's attachments and verbal report, but most aspects of our current fiscal challenges have been fully covered during the AGM, orientation, Board report and meeting agenda. The Q2 fiscal review and forecast has been completed and discussed with the Treasurer. Some adjustments will be required in the months ahead. Financial trends are provided in the graphs below.

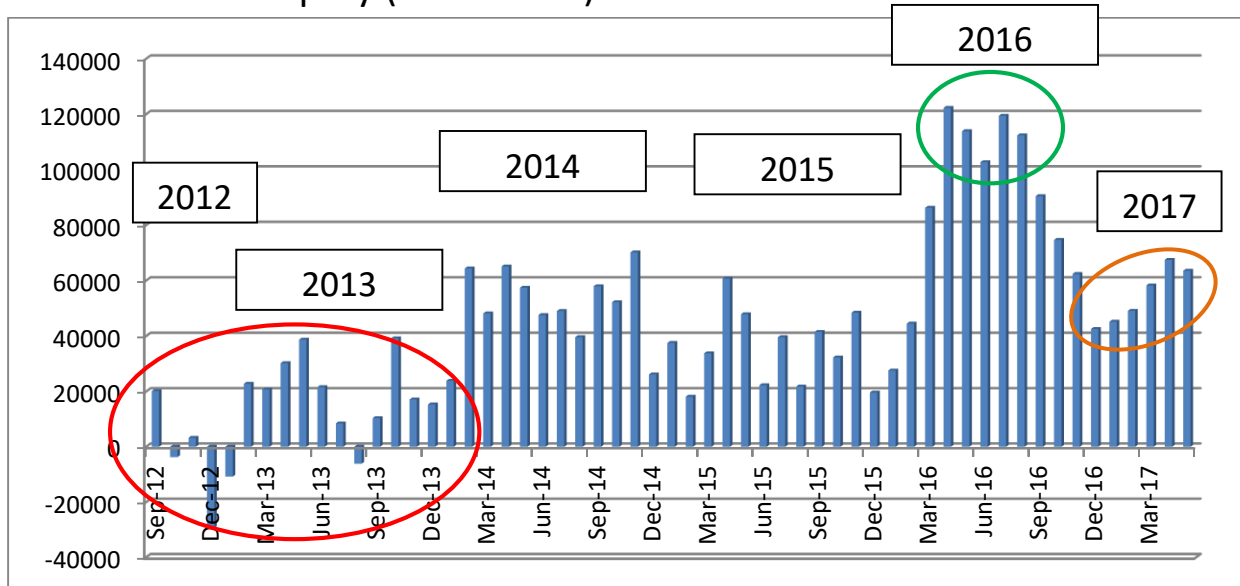
### Cash+Reserves:



## Cash+Reserves vs Deferred Revenue:



## Total Member Equity (2012-2017):



Yours in ADR,

**Paul Conway** | Executive Director | ADR Institute of Alberta (ADRIA)

# Professional Development & Education

June 2017

Tammy Borowiecki, Director of Professional Development

Jocelyn Christian, Education Administrator

## March - May 2017 Courses:

Edmonton

- National Introductory Arbitration (April) – 7 Students

Calgary

- National Introductory Arbitration (April) – 6 students

Private Training

- *Gateway Casino and Local 401 (March 20-21, Edmonton), 16 students, 2 days*

## Upcoming courses and student registrations as of June 2, 2017

Edmonton

- Consensus Decision Making (May) – Cancelled (moved to fall)
- Restorative practices (June) – Cancelled
- Communications in ADR (July) – 11 students
- National Introductory Mediation (July) – 5 students
- Separation and Divorce Mediation: Foundations, Parenting Plans, and Child Support (September) – 0 students
- Communications in ADR (September) – 1 student
- National Introductory Arbitration (September) – 1 student
- Separation and Divorce Mediation: Spousal Support and Division of Property (October) – 0 students
- National Introductory Mediation (November) – 1 student
- Conflict Management for HR Professionals (November) – 1 student
- Consensus Decision Making (November) – 4 students

Calgary

- Communications in ADR (September) – 1 student
- National Introductory Arbitration (September) – 1 student
- National Introductory Mediation (November) – 1 student
- Conflict Management for HR Professionals (November) – 0 students

Private Training

- June 13 – One Day training – Layfield Group

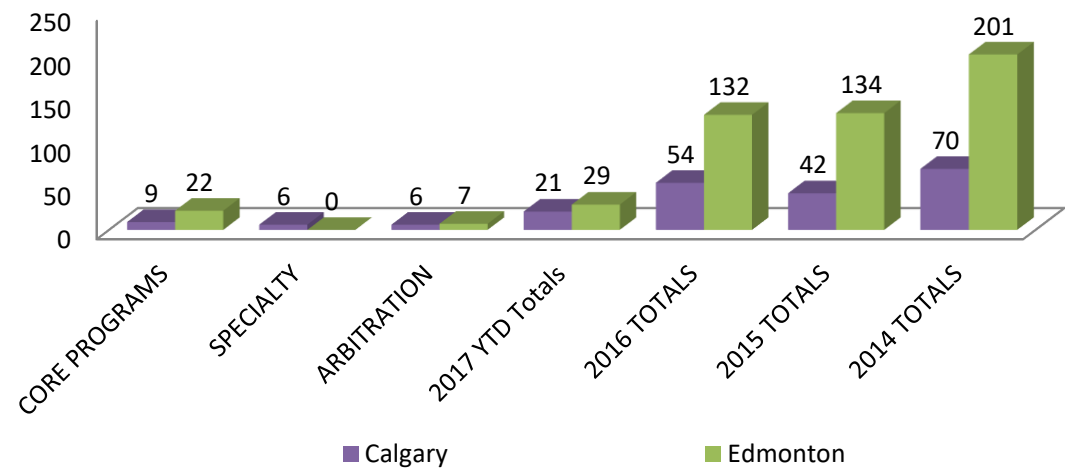
## General Information

- Dates for the first two modules of the updated Separation and Divorce program are posted. This program will now be 61 hours. The third module, High Conflict Mediation, is open to all mediation students. Modules can be taken in any order. Students who have completed Modules 1 and 3 but not Module 2 of the old program will receive a discount in order to complete program.

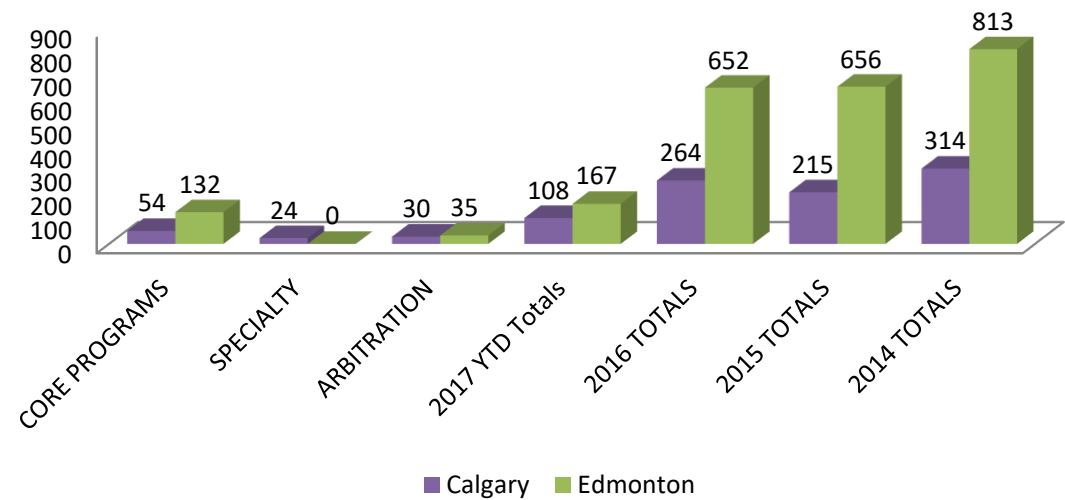
- In May, the first student completed the Family Mediation Practicum with Family Justice. A second student will be starting in June.
- ADRIC has been approved for 40 CPD credits from the BC Law Society for the National Introductory mediation course.
- ADRIA has received approval for CPD credits for Communications in ADR, National Introductory Mediation and Conflict Management for HR Professionals from CPHR (Chartered Professional in Human Resources). The Law Society of Alberta has also acknowledged that ADRIA is allowed to encourage lawyers to consider our courses for their professional development plans.
- Edmonton Luncheons have been running for five months now. Attendance for the past three have been low and we are hoping that by fall we will have a regular group of attendees.
- We had scheduled two learning events in Edmonton and one in Calgary with the topic of Mental Health Works for Arbitrators and Mediators. Due to low registration, the Calgary Learning event was cancelled. Edmonton's learning event was held on June 1 and we had 23 participants.
- The revised National Introductory Arbitration course has now run in both cities. This course update has required a substantial amount of administrative time as well as instructor preparation time. We have conducted three conference calls with the instructors for feedback and sharing learning. A full report will be made up and shared with ADRIC for updates. As ADRIC did not have a video hearing ready for the Arbitration exam, Paul, Tammy, Jocelyn, Gary Selby and Michelle Simpson recorded the hearing on zoom to play in the class. ADRIC will need to ensure that a video is available for the fall as this was only a stop-gap measure.
- Our partnership BCAMI to license the Communications in ADR course and to assist in running the National Introductory Mediation Course has been cancelled. The BCAMI board expressed concern with the competition in BC from JIBC and has decided instead to run the Mediation Course as a standalone 5-day course without pre-requisites. They will be launching this without our assistance.
- Paul and Tammy met with LESA (Legal Education Society of Alberta) to discuss designation requirements and their 40-hour Family Mediation course. This was only a preliminary discussion and we will follow up over the next couple of months.
- Select webinars from the Bridging the Distance Committee's Community of Practice have been recorded and are now posted on the members only section of our website.
- We will be updating our server software in June as the software is no longer compatible with some of the newer programs and has slowed down our computers.
- Tammy continues to work on the 2018 Symposium speakers' committee with the goal of having the key note speakers and plenary sessions selected by early summer. The goal is to get sufficient information needed to begin marketing the symposium.
- In April, Joanne Munro presented a half-day session on Conflict Resolution at the Alberta Schools Council Conference and Tammy presented a half-day session at the Northern Alberta Co-operative Housing Association Conference.
- The ADR Institute of Alberta has started a discussion group on LinkedIn for ADR professionals in Canada. It is a place to pose questions, exchange ideas and engage with other professionals on topics in Alternative Dispute Resolution. The first discussion thread began the first week of June. Please support us by participating in the discussion and sharing with your ADR colleagues.

2017 TOTAL STUDENTS			
	Calgary	Edmonton	Other
CORE PROGRAMS	9	22	0
SPECIALTY	6	0	0
ARBITRATION	6	7	0
2017 YTD Totals	21	29	0
2016 TOTALS	54	132	0
2015 TOTALS	42	134	66
2014 TOTALS	70	201	0
2017 STUDENT DAYS			
	Calgary	Edmonton	Other
CORE PROGRAMS	54	132	0
SPECIALTY	24	0	0
ARBITRATION	30	35	0
2017 YTD Totals	108	167	0
2016 TOTALS	264	652	0
2015 TOTALS	215	656	66
2014 TOTALS	314	813	0

2017 COURSE REGISTRATIONS

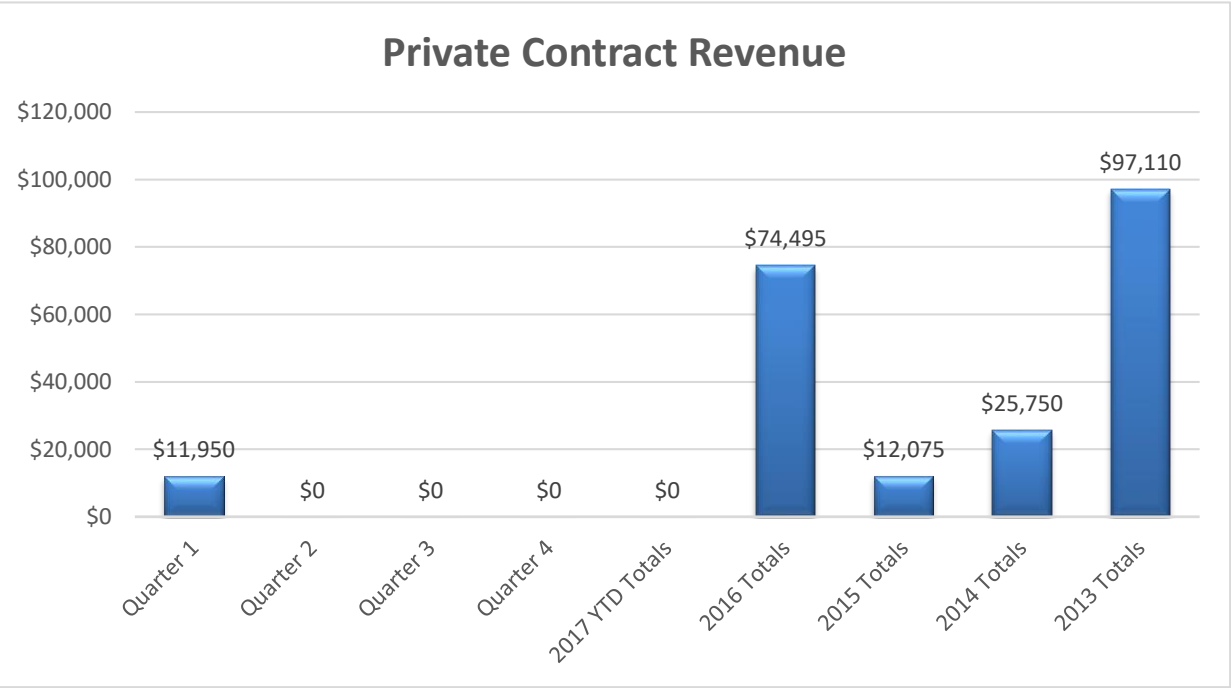


2017 STUDENT DAYS



PRIVATE CONTRACTS	
January	\$0
February	\$0
March	\$11,950
April	\$0
May	\$0
June	\$0
July	\$0
August	\$0
September	\$0
October	\$0
November	\$0
December	\$0
Total	\$11,950

PRIVATE CONTRACTS	
Quarter 1	\$11,950
Quarter 2	\$0
Quarter 3	\$0
Quarter 4	\$0
2017 YTD Totals	\$0
2016 Totals	\$74,495
2015 Totals	\$12,075
2014 Totals	\$25,750
2013 Totals	\$97,110



# ADR Institute of Alberta

## BALANCE SHEET

May 31, 2017

### ASSETS

	2017
<b>CURRENT ASSETS</b>	
Cash	\$ 34,162
Accrued Interest	15
Term Deposit for Visa	6,018
Guaranteed Investment Certificate	75,079
Accounts Receivable	23,259
Prepaid Expenses	1,197
Due from ADRIC - License	<u>4,988</u>
<b>Total Current Assets</b>	<b>144,718</b>
<b>PROPERTY AND EQUIPMENT</b>	
Office Furniture & Fixtures	2,558
Computer Equipment	5,508
Classroom Furniture & Equipment	<u>1,585</u>
<b>Total Property and Equipment</b>	<b>9,651</b>
<b>OTHER ASSETS</b>	
DRN Conference	<u>4,354</u>
<b>Total Other Assets</b>	<b><u>4,354</u></b>
<b>TOTAL ASSETS</b>	<b><u>\$ 158,723</u></b>

### LIABILITIES AND MEMBERS' EQUITY

	2017
<b>CURRENT LIABILITIES</b>	
Accounts Payable	\$ 0
Accrued Liabilities	13,300
Deferred Revenue	64,845
Due to ADRIC - Membership	7,476
Due to ADRIC - License	4,500
DRN Conference Balance	4,354
Payroll Liabilities	691
GST/HST Payable	<u>4</u>
<b>Total Current Liabilities</b>	<b>95,170</b>
<b>LONG TERM LIABILITIES</b>	
<b>Total Long Term Liabilities</b>	
<b>TOTAL LIABILITIES</b>	<b>95,170</b>
<b>MEMBERS' EQUITY</b>	
General Surplus	42,549
Net Income (Loss)	<u>21,004</u>
<b>Total Members' Equity</b>	<b><u>63,553</u></b>
<b>TOTAL LIABILITIES AND MEMBERS' EQUITY</b>	<b><u>\$ 158,723</u></b>

**ADR Institute of Alberta**  
**BUSINESS UNIT REPORT**  
**5 Months Ended May 31, 2017**

	2017 Budget	2017 YTD Budget	5 Months Ended May 31, 2017	Variance	2016 Audited	2015 Audited	2014 Audited	2013 Audited
<b>Governance</b>								
Less: Direct Costs	\$ 41,955	\$ 17,481	\$ 13,505	\$ 3,976	\$ 46,465	\$ 45,886	\$ 47,375	\$ 41,163
Less: Indirect Costs Allocated at 5%	5,020	1,897	1,945	(48)	5,721	5,617	6,521	7,898
Total Governance	<u>\$ (46,975)</u>	<u>\$ (19,378)</u>	<u>\$ (15,450)</u>	<u>\$ 3,928</u>	<u>\$ (52,187)</u>	<u>\$ (51,503)</u>	<u>\$ (53,896)</u>	<u>\$ (49,061)</u>
<b>Membership</b>	\$ 126,316	\$ 64,110	\$ 60,111	\$ (4,000)	\$ 115,862	\$ 107,855	\$ 93,375	\$ 101,780
Less: Direct Costs	44,066	18,445	21,676	(3,231)	48,045	45,159	43,485	56,199
Less: Indirect Costs Allocated at 25%	25,098	9,486	9,723	(238)	28,607	28,084	32,604	39,490
Net Profit (Loss) Membership	<u>\$ 57,153</u>	<u>\$ 36,179</u>	<u>\$ 28,711</u>	<u>\$ (7,468)</u>	<u>\$ 39,210</u>	<u>\$ 34,612</u>	<u>\$ 17,286</u>	<u>\$ 6,091</u>
<b>ADR Business Services</b>	\$ 83,880	\$ 39,400	\$ 37,848	\$ (1,552)	\$ 80,701	\$ 78,495	\$ 80,810	\$ 66,491
Less: Direct Costs	83,005	34,965	35,496	(531)	84,234	81,350	68,882	63,933
Less: Indirect Costs Allocated at 10%	10,039	3,794	3,889	(95)	11,443	11,234	13,042	15,796
Net Profit (Loss) ADR Business Services	<u>\$ (9,164)</u>	<u>\$ 641</u>	<u>\$ (1,538)</u>	<u>\$ (2,179)</u>	<u>\$ (14,975)</u>	<u>\$ (14,089)</u>	<u>\$ (1,114)</u>	<u>\$ (13,239)</u>
<b>Certificate Programs</b>	\$ 268,824	\$ 145,012	\$ 99,316	\$ (45,696)	\$ 298,068	\$ 308,106	\$ 320,212	\$ 393,982
Less: Direct Costs	174,659	87,089	56,196	30,893	177,849	184,322	188,662	225,590
Less: Indirect Costs Allocated at 25%	25,098	9,486	9,723	(238)	28,607	28,084	32,604	39,490
Net Profit (Loss) Certificate Program	<u>\$ 69,068</u>	<u>\$ 48,437</u>	<u>\$ 33,397</u>	<u>\$ (15,040)</u>	<u>\$ 91,611</u>	<u>\$ 95,699</u>	<u>\$ 98,946</u>	<u>\$ 128,901</u>
<b>Specialty &amp; Professional Dev</b>	\$ 16,200	\$ 7,200	\$ 7,575	\$ 375	\$ 24,800	\$ 29,160	\$ 67,721	\$ 13,500
Less: Direct Costs	29,699	13,025	12,807	218	35,705	38,649	48,319	25,379
Less: Indirect Costs Allocated at 10%	10,039	3,794	3,889	(95)	11,443	11,234	13,042	15,796
Net Profit (Loss) Specialty & Professional Dev	<u>\$ (23,538)</u>	<u>\$ (9,619)</u>	<u>\$ (9,122)</u>	<u>\$ 498</u>	<u>\$ (22,348)</u>	<u>\$ (20,723)</u>	<u>\$ 6,361</u>	<u>\$ (27,676)</u>
<b>Contract Training</b>	\$ 20,000	\$ 10,000	\$ 13,100	\$ 3,100	\$ 76,410	\$ 28,600	\$ 27,295	\$ 132,032
Less: Direct Costs	29,024	13,260	11,260	2,000	44,769	29,968	40,935	94,037
Less: Indirect Costs Allocated at 10%	10,039	3,794	3,889	(95)	11,443	11,234	13,042	15,796
Net Profit (Loss) Contract Training	<u>\$ (19,063)</u>	<u>\$ (7,054)</u>	<u>\$ (2,049)</u>	<u>\$ 5,005</u>	<u>\$ 20,198</u>	<u>\$ (12,602)</u>	<u>\$ (26,682)</u>	<u>\$ 22,199</u>
<b>Conference</b>	\$ 10,000	\$ 10,000	\$ 0	\$ (10,000)	\$ 0	\$ 0	\$ 23,693	\$ 26,865
Less: Direct Costs	16,638	6,932	7,745	(813)	18,045	16,617	32,811	29,836
Less: Indirect Costs Allocated at 10%	10,039	3,794	3,889	(95)	11,443	11,234	13,042	15,796
Net Profit (Loss) Conference	<u>\$ (16,677)</u>	<u>\$ (726)</u>	<u>\$ (11,635)</u>	<u>\$ (10,908)</u>	<u>\$ (29,488)</u>	<u>\$ (27,850)</u>	<u>\$ (22,159)</u>	<u>\$ (18,767)</u>
<b>Designation &amp; Accreditation</b>	\$ 11,475	\$ 5,600	\$ 7,350	\$ 1,750	\$ 13,575	\$ 8,875	\$ 9,700	\$ 15,145
Less: Direct Costs	15,884	7,461	7,133	328	17,231	14,879	11,949	13,093
Less: Indirect Costs Allocated at 5%	5,020	1,897	1,945	(48)	5,721	5,617	6,521	7,898
Net Profit (Loss) Designation & Accreditation	<u>\$ (9,429)</u>	<u>\$ (3,758)</u>	<u>\$ (1,727)</u>	<u>\$ 2,031</u>	<u>\$ (9,377)</u>	<u>\$ (11,621)</u>	<u>\$ (8,770)</u>	<u>\$ (5,846)</u>
<b>Other Income</b>	\$ 0	\$ 0	\$ 415	\$ 415	\$ 262	\$ 479	\$ 1,907	\$ 1,827
<b>Total Revenue</b>	\$ 536,695	\$ 281,322	\$ 225,715	\$ (55,607)	\$ 609,677	\$ 561,570	\$ 624,713	\$ 751,622
<b>Total Expense</b>	<u>535,320</u>	<u>236,601</u>	<u>204,711</u>	<u>31,890</u>	<u>586,773</u>	<u>569,166</u>	<u>612,835</u>	<u>707,193</u>
<b>Net Profit (Loss)</b>	<u>\$ 1,375</u>	<u>\$ 44,721</u>	<u>\$ 21,004</u>	<u>\$ (23,717)</u>	<u>\$ 22,905</u>	<u>\$ (7,596)</u>	<u>\$ 11,877</u>	<u>\$ 44,429</u>

**From:** Paul Conway [<mailto:paul@adralberta.com>]  
**Sent:** June-07-17 9:41 AM  
**To:** 'Marshall, Barrie'  
**Cc:** 'Dolores Herman'; 'Dolores Herman'; Wendy Hassen; 'Michelle Simpson'; Stan Galbraith  
**Subject:** RE: Orientation Agenda

I'll bring our notes from the Nominating Committee's work.

Although there is a great deal of flexibility, the gap that John & Gayle have created is:

- Neutral in terms of gender, mediator/arbitrator, and lawyer/non-lawyer
- We're light on rural representation, and of course John was a Calgary-based member
- Having lost both Joanne & Gayle, we're short on "ADR Trainers", indigenous representation and restorative practices
- Losing Dolores next year (unless she remains as Past President) will leave us short on HR representation
- Other gaps include youth, "users", marketing expertise and Construction Engineering

Perhaps we can recruit someone willing to take on the role of Secretary.

Budget concerns will factor into our decision, noting that rural members can be more costly than city-based

Any such appointments expire at the next AGM, although technically an individual can be re-appointed.

Any individual so appointed can be nominated to the Board at next year's AGM, at the discretion of the Nominating Committee

**Paul Conway** | *Executive Director*



ADR Institute of Alberta

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Arbitrators & ADR Practitioners in Alberta.*

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**From:** Marshall, Barrie [<mailto:Barrie.Marshall@gowlingwlq.com>]  
**Sent:** June-07-17 9:04 AM  
**To:** Wendy Hassen; Michelle Simpson; Paul Conway; Stan Galbraith  
**Cc:** 'Dolores Herman'; 'Dolores Herman'  
**Subject:** RE: Orientation Agenda

Thanks, Wendy. Yes it sounds as though there is some momentum building for the appointment of a new member. Let's definitely talk about some potential candidates at the Friday dinner.

J. Barrie Marshall QC

*Partner*

T +1 403 292 9884

[barrie.marshall@gowlingwlq.com](mailto:barrie.marshall@gowlingwlq.com)



**From:** Wendy Hassen [<mailto:wendy@wendyhassen.ca>]

**Sent:** June-07-17 7:35 AM

**To:** Michelle Simpson <[Michelle@simpsonlaw.ca](mailto:Michelle@simpsonlaw.ca)>; Marshall, Barrie <[Barrie.Marshall@gowlingwlg.com](mailto:Barrie.Marshall@gowlingwlg.com)>; Paul Conway <[paul@adralberta.com](mailto:paul@adralberta.com)>; Stan Galbraith <[stan@galbraith.ab.ca](mailto:stan@galbraith.ab.ca)>

**Cc:** 'Dolores Herman' <[dolores.herman@neb-one.gc.ca](mailto:dolores.herman@neb-one.gc.ca)>; 'Dolores Herman' <[dherman2010@gmail.com](mailto:dherman2010@gmail.com)>

**Subject:** RE: Orientation Agenda

Hi folks

Sorry to hear about John's resignation.

I think with 2 vacancies, we should consider appointing at least 1 person on an interim basis ( we did this the first year I was put on AAMS – that is how Joanne came onto the Board) – we have lots to do and need to have active and engaged Board members- and it takes a bit of time to get up to speed. I would point out that at the recent workshop some of my ADRIA colleagues inquired about the ability for members to put their names forward for Board appointments and some concern about the apparent lack of opportunity to do so.

Paul and I have discussed this a bit – it is difficult when you have gaps in the Board ( geographic, gender, profession, skill sets, etc. ) you want to fill but perhaps there are ways to address this. When the opportunity arises we may want to chat as a Board – perhaps Saturday's dinner would be a good place?

My thoughts

Wendy

***Faith is taking the first step even when you don't see the whole staircase.***

**Martin Luther King, Jr.**

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**From:** Michelle Simpson [<mailto:Michelle@simpsonlaw.ca>]

**Sent:** June 6, 2017 4:06 PM

**To:** Marshall, Barrie <[Barrie.Marshall@gowlingwlg.com](mailto:Barrie.Marshall@gowlingwlg.com)>; Paul Conway <[paul@adralberta.com](mailto:paul@adralberta.com)>; Stan Galbraith <[stan@galbraith.ab.ca](mailto:stan@galbraith.ab.ca)>

**Cc:** 'Dolores Herman' <[dolores.herman@neb-one.gc.ca](mailto:dolores.herman@neb-one.gc.ca)>; Wendy Hassen <[wendy@wendyhassen.ca](mailto:wendy@wendyhassen.ca)>; 'Dolores Herman' <[dherman2010@gmail.com](mailto:dherman2010@gmail.com)>

**Subject:** RE: Orientation Agenda

Hello,

Another thought is this:

If we wait until next year's AGM we will have way too many vacancies and that could expose ADRIA to "board hijacking" (a subject first brought up by Paul) and we would lose the nice rhythm ADRIA created relative to transition with new blood coming every 2 years and others staying for longer.

In the meantime, no more resignations from the Board please! I know that we are all busy but this is important work.

Thank you,  
 Michelle M. Simpson JD, CMed and CARb  
 Lawyer, Chartered Mediator, and Chartered Arbitrator

Simpson Law  
 #1600 College Plaza Professional Building  
 8215-112 Street  
 Edmonton, Alberta T6G 2C8  
 Phone: 780-966-9226  
 Fax: 780-435-1424  
 e-mail: [michelle@simpsonlaw.ca](mailto:michelle@simpsonlaw.ca)  
 Website: [www.simpsonlaw.ca](http://www.simpsonlaw.ca)

**From:** Marshall, Barrie [<mailto:Barrie.Marshall@gowlingwlg.com>]  
**Sent:** June-06-17 3:41 PM  
**To:** Paul Conway <[paul@adralberta.com](mailto:paul@adralberta.com)>; Michelle Simpson <[Michelle@simpsonlaw.ca](mailto:Michelle@simpsonlaw.ca)>; Stan Galbraith <[stan@galbraith.ab.ca](mailto:stan@galbraith.ab.ca)>  
**Cc:** 'Dolores Herman' <[dolores.herman@neb-one.gc.ca](mailto:dolores.herman@neb-one.gc.ca)>; Wendy Hassen <[wendy@wendyhassen.ca](mailto:wendy@wendyhassen.ca)>; 'Dolores Herman' <[dherman2010@gmail.com](mailto:dherman2010@gmail.com)>  
**Subject:** RE: Orientation Agenda

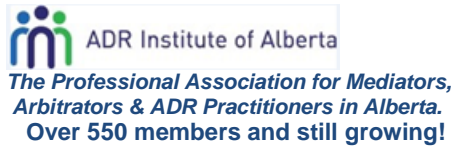
Dolores and I had a chat about this today. We may wish to discuss it informally at the dinner on Friday to save time on Saturday. We are agreed that we don't need to take any immediate action to fill the vacancy created by John's resignation. We also agreed, however, that it likely makes sense for us to start the process of seeking out a new board member (or two) sooner than would have otherwise be the case and, if a suitable opportunity presents itself (ie. a particularly well-qualified candidate can be located within the next few months) ask that individual whether he/she would accept an appointment to our board sooner rather than later. Anyway, those are my and Dolores' thoughts.

J. Barrie Marshall QC  
*Partner*  
 T +1 403 292 9884  
[barrie.marshall@gowlingwlg.com](mailto:barrie.marshall@gowlingwlg.com)

**From:** Paul Conway [<mailto:paul@adralberta.com>]  
**Sent:** June-06-17 2:46 PM  
**To:** Marshall, Barrie <[Barrie.Marshall@gowlingwlg.com](mailto:Barrie.Marshall@gowlingwlg.com)>; 'Michelle Simpson' <[Michelle@simpsonlaw.ca](mailto:Michelle@simpsonlaw.ca)>; Stan Galbraith <[stan@galbraith.ab.ca](mailto:stan@galbraith.ab.ca)>  
**Cc:** 'Dolores Herman' <[dolores.herman@neb-one.gc.ca](mailto:dolores.herman@neb-one.gc.ca)>; Wendy Hassen <[wendy@wendyhassen.ca](mailto:wendy@wendyhassen.ca)>; 'Dolores Herman' <[dherman2010@gmail.com](mailto:dherman2010@gmail.com)>  
**Subject:** RE: Orientation Agenda

Indeed unfortunate news indeed. Certainly worthy of discussion on Saturday. Two resignations after only one year - go figure.

**Paul Conway** | *Executive Director*



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**From:** Marshall, Barrie [<mailto:Barrie.Marshall@gowlingwlg.com>]

**Sent:** June-06-17 1:41 PM

**To:** Paul Conway; 'Michelle Simpson'; Stan Galbraith

**Cc:** 'Dolores Herman'; Wendy Hassen; 'Dolores Herman'

**Subject:** RE: Orientation Agenda

All,

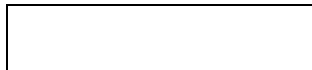
I have some unpleasant news to convey. John Welbourn has just advised me that he will be submitting his resignation from the Board this week citing personal reasons. I expressed to him that this would have been better timed had he advised us prior to our AGM. He apologized in this regard but advised that he had been considering the matter for some time and that the decision was not made lightly. I do note, however, that we will still have 8 board members, 3 above the minimum of 5. It does, however, make it that much more difficult to achieve quorum at our meetings for the upcoming year (5 will now be quorum as I read our By-Laws). We should, therefore, discuss at Saturday's board meeting whether or not we wish to appoint another member to fill this vacancy. I welcome the input of the others on this issue.

J. Barrie Marshall QC

*Partner*

T +1 403 292 9884

[barrie.marshall@gowlingwlg.com](mailto:barrie.marshall@gowlingwlg.com)



From April 10th ADRIA Newsletter to all members:

## **ADRIA 2017 Board Nominations**

In accordance with ADRIA's Bylaws, the Board of Directors is pleased to present its nominations for 2017. The Board's Nominating Committee, comprised of Michelle Simpson, Tom Smith and Paul Conway, has put forward the names of two member candidates to fill the two anticipated openings on the Board. Nominee biographies are presented below. The committee's mandate is to nominate candidates to ensure a Board composition that reflects the best possible balance of genders, city centres, rural influences, cultures, the different ADR sectors, and external professions such as Law, Human Resources, Construction/Engineering and Finance. Should there be additional nominees from the membership, ADRIA Bylaws require that all nominations must be received at [board@adralberta.com](mailto:board@adralberta.com) before midnight April 25th (ie 30 days in advance of the AGM). Should an election be required, votes will be collected in advance electronically, with final results announced at the AGM May 25th.

From Feb 17th ADRIA Newsletter and linked Board blog:

## **From the Board Blog**

### **Building an Effective Board of Directors**



This year the ADRIA membership will be electing two new Directors. The Nominating Committee's challenge is to seek out and recommend potential Board members in such a fashion that the Board's composition for 2017/18 continues to reflect the best possible balance of genders, city centres, rural influences, cultures, representation from the different ADR sectors, and from external professions such as Law, Human Resources, Construction/Engineering and Finance.

For full details on the process, visit the Board Blog.

**[Read the Board Blog Post](#)**



## Building an Effective Board of Directors

Anonymous | Wednesday, February 15, 2017 3:14 PM



ADRIA's Annual General Meeting (AGM) has been scheduled for Thursday evening, May 25th, and the Board of Director's Nominating Committee is diligently assessing the Board's current profile in accordance with ADRIA's Bylaws, its future needs, establishing selection criteria, and searching out interested and engaged members. This year the ADRIA membership will be electing two new Directors. The Nominating Committee's challenge is to seek out and recommend potential Board members in such a fashion that the Board's composition for 2017/18 continues to reflect the best possible balance of genders, city centres, rural

influences, cultures, representation from the different ADR sectors, and from external professions such as Law, Human Resources, Construction/Engineering and Finance.

ADRIA Board Directors are elected for a three-year term of voluntary service, and may be nominated for a second term (for a total of six years maximum). Service in the role of Past President or ADRI Representative might extend a Director's overall time on the ADRIA Board, but otherwise there are always newly elected Directors to ensure that ADRIA benefits from fresh ideas and perspectives. The Nominating Committee is usually comprised of one Board Director, the Executive Director, and one full member at large. Anyone interested in a future Board position should indicate such on their online member profile. Nominations or expressions of personal interest can be sent by email to [board@adralberta.com](mailto:board@adralberta.com). Board nominations will be circulated to the membership on or before April 10th, after which additional nominations are accepted until April 25th. Further details regarding voting, special resolutions, ADRIA financial accounts and the AGM agenda will be promulgated soon on the ADRIA website and in our Newsletter. As was the case last year, members will be able to participate in the AGM from locations in Calgary or Edmonton, or online from anywhere in the world.

### 3. Linkage to Ownership

The Board acts in trusteeship for membership and serves as the connection with the ADRIA members.

**Legal Ownership:** The members of ADRIA.

**Moral Ownership:** The members of the public who benefit from the services of members.

1. The Board links to the ownership in the following ways:

a) Attitude

The first level of obligation is attitude: Directors act on the belief that they are trustees for the owners. The Board takes into account all appropriate considerations, loyalties and leadership in its discussions.

b) Statistics

At a second level, the Board gathers statistical evidence of the members' concerns, needs and demographic information.

c) Information

The third level engages the Board in information gathering such as:

- reviewing articles in the media for appropriate trends
- presentations at Board meetings by appropriate people
- dialogue with other Boards or public officials
- other community input

2. The Board has determined as a policy that the following membership categories will be offered to its members: Full, Associate, LINK, Organizational and Organizational Learner, as these membership categories are defined on the ADRIA website from time to time.

3. The Board will spend regular time in its meetings discussing and deciding issues of membership.

4. The Board has a role in member complaints.

**REPORT TO THE ADRIA BOARD  
PRESIDENTS ROUNDTABLE (PRT) MOU TASK FORCE**

Wendy Hassen  
June 1, 2017

The following is prepared as information to support ADRIA BOARD MEMBER Orientation meeting

---

**CURRENT TASK FORCE MEMBERS:**

Pierre Grenier (President IMAQ)	Kathryn Munn (Past President of ADRIO) – Co-Chair
Ron Pizzo (Director ADRAI)	Wendy Hassen (ADRIA Director on ADRIC Board & Prior President ADRIA) Co-Chair
Elton Simoes (President ADRBC)	
Vacant (Corp ADRIC Board Rep.)	

**MOU TASK FORCE MANDATE:**

The MOU Task force terms of Reference were approved by the Presidents Round Table (PRT) on June 17, 2015, and they state:

*This MOU initiative is viewed as an important opportunity for ADRIC and Regional Affiliates to strengthen and transform their working relationship to successfully achieve their mutual goals and better serve their members moving into the future.*

*The MOU Task Force will engage in activities it finds necessary to develop a proposed MOU for ADRIC and Affiliates, for recommendation to the Presidents' Roundtable. The following are broad guidelines for the Task Force in conducting its work:*

- *The Governance Model to be explored is for ADRIC and Affiliates to be considered "A Federation of peers" with ADRIC taking key responsibility to oversee and enforce the relationship provisions and matters of a "pan-Canadian" or "multi-affiliate" nature.*
- *The target is one MOU signed by all regions and ADRIC to provide a consistent framework for all regions to work together while honouring any necessary elements to address unique differences through Appendices or other similar approaches.*
- *"Guiding Principles" will be included in the MOU which will underpin the working relationship of ADRIC and the regions moving forward*
- *The proposed MOU must be in compliance with any legal requirements (Example: ADRIC\Regional Bylaws and new Canada Not for Profit Act with the Affiliate)*
- *Consultation and input of stakeholders is important and will occur at various points in the MOU development process to ensure the needs and interests of our diverse membership are considered. The Task Force will take an interest based approach in working through differences that may arise in achieving an MOU that can be supported by ADRIC and Regional Affiliates.*

**The complete Terms of reference are found in this embedded pdf:**

**A summary of Current MOU's is found in [Appendix A](#)**



2016-04 - TERMS OF  
REFERENCE- MOU Ta

### **TASK FORCE APPROACH & WORK TO DATE:**

The Task force is drafting the MOU in sections or “chunks” in sequence. After researching an area, the MOU consults the PRT on “general concepts” for that section. The section is then drafted considering the response and forwarded to PRT (for consultation with their organizations) and then the next version is reviewed at a PRT meeting. Once all sections are developed in this way, a final draft MOU will be prepared for PRT consideration and changes will be made to present the draft to all 8 organizations at the October 2017 ADRI AGM. (Note: Consultation sessions with the 8 boards were also held at the 2016 and 2017 ADRI AGM’s)

This process will allow MOU review and resolution of any issues on a progressive basis so when the last draft MOU is prepared, it has the best chance of reflecting consensus of all 8 organizations.

### **The following outlines these “Chunks” and their status to date:**

<b><u>“CHUNK”</u></b>	<b><u>STATUS</u></b>
<b>Background\Purpose\Principles</b>	Consultation on Draft completed and reviewed by PRT December 2016 ( <a href="#">See Appendix B</a> )
<b>Relationship Framework</b> <ul style="list-style-type: none"><li>• Roles and responsibilities</li><li>• Scope</li><li>• Governance structures</li><li>• Sharing of services</li><li>• Financial Relationship</li><li>• Training &amp; Designations</li></ul>	<ul style="list-style-type: none"><li>• Concept document reviewed by PRT Jan 11\16</li><li>• Draft out for consultation through PRT members April 12<sup>th</sup> – April 26<sup>th</sup> (<a href="#">See Appendix C</a>)</li><li>• Task Force Meeting May 1, 2016 to edit draft</li><li>• Key Questions\Next Draft submitted to PRT <b>May 10<sup>th</sup></b></li><li>• <b>Task Force met May 30<sup>th</sup> and is drafting changes to the last draft to review at the next TF meeting June 20<sup>th</sup></b></li></ul>
<b>Membership</b>	<ul style="list-style-type: none"><li>• Membership Concepts reviewed at PRT March 8<sup>th</sup></li><li>• The MOU has created a membership sub-group (ED’s of ADRI &amp; ADRIA and IMAQ Board member) to explore ideas for standardizing membership categories across the country with focus on FULL Membership. (about 75% of members covered- (<a href="#">See Appendix D</a>))</li><li>• Group met May 31<sup>st</sup> and June 5<sup>th</sup>.</li><li>• Input\draft provisions targeted for <b>July 12 PRT meeting</b></li></ul>
<b>Adaptability Provisions:</b> <ul style="list-style-type: none"><li>- Conflict Resolution Clause</li><li>- Agreement changes</li><li>- Termination provision</li></ul>	Drafting underway – <b>concepts targeted for July 12<sup>th</sup> PRT meeting</b> with MOU draft for September PRT meeting (not yet set)  (The need for other provisions, for example Appendices to address unique needs and any other supplemental documents will also be considered)

### **Appendix A: SUMMARY OF EXISTING MOU’s<sup>1</sup>**

IMAQ re-negotiated and signed a new MOU with ADRI in October 2013, all other current Affiliate MOU’s were put in place in 1996 with AMIC and then transferred to ADRI when it was formed in 2000. With the exception of reference to their specific regional territory, these 1996 MOU’s are the same.

---

<sup>1</sup> From a document prepared by Pierre Grenier for the October 2015 ADRI Consultation Session

1996 MOU's	Québec 2013 MOU
1) General provisions <ul style="list-style-type: none"> <li>a. Region accepted as a regional association</li> <li>b. ADRIC's by-laws and MOU set out terms and obligations</li> <li>c. MOU not replacing ADRIC's authority</li> <li>d. Region agrees to abide to ADRIC's incorporation documents and by-laws</li> </ul>	1) General provisions <ul style="list-style-type: none"> <li>a. IMAQ's mission</li> <li>b. ADRIC's mission</li> <li>c. IMAQ: a regional affiliate since 2008</li> <li>d. ADRIC's by-laws and MOU set out terms and obligations but cannot impose unreasonable constraint upon IMAQ to carry out its own mission</li> <li>e. MOU not replacing ADRIC's authority</li> <li>f. IMAQ agrees to abide to ADRIC's incorporation documents and by-laws</li> <li>g. MOU supersedes any previous agreement and MOU</li> </ul>
2) Objective <ul style="list-style-type: none"> <li>a. To advance and promote the use of ADR</li> <li>b. To provide education, training and support to members</li> <li>c. To work in cooperation with ADRIC and all Regions (similar goals)</li> </ul>	2) Objectives <ul style="list-style-type: none"> <li>a. (IMAQ) Advancement, development and promotion of ADR</li> <li>b. Common objectives: promote use of ADR, ensure education, training and support to IMAQ members, provide services to highest standards, work cooperatively with each other and other affiliates</li> </ul>
2) Administrative structure <ul style="list-style-type: none"> <li>a. Region has right to establish and organize its association</li> <li>b. Region must comply with (1) above</li> </ul>	3) Administrative structure Same as A
3) Membership and fees <ul style="list-style-type: none"> <li>a. Region to bill and collect ADRIC's fees</li> </ul>	4) Membership and fees <ul style="list-style-type: none"> <li>a. Only accredited members (vs. non-accredited) oblige to pay ADRIC's fees</li> <li>b. Region to bill and collect ADRIC's fees</li> </ul>
4) Operations <ul style="list-style-type: none"> <li>a. Region to manage its affairs and business</li> <li>b. Region to prepare and submit ADRIC's designations</li> <li>c. Region to engage in activity to meet the goals and objectives</li> </ul>	5) Operations <ul style="list-style-type: none"> <li>a. Region to manage its affairs and business</li> <li>b. IMAQ to promote advantage of ADRIC's membership</li> <li>c. IMAQ to promote program of national significance</li> <li>d. IMAQ to promote national rules of mediation and arbitration (although IMAQ has its own mediation rules and professional designations)</li> <li>e. IMAQ's representative is authorized to speak for IMAQ at the ADRIC's board of directors and bring regional perspective</li> <li>f. ADRIC board members shall work for the benefit of the national organization</li> </ul>
	Translation of documents for ADRIC
5) Forfeiture of rights <ul style="list-style-type: none"> <li>a. Forfeiture any right if membership in ADRIC is terminated</li> </ul>	6) Forfeiture of rights Same as A
6) Territorial area – identified as each applicable region in their MOU.	7) Territorial area -Province of Québec
	8) Signature in two versions

## **Appendix B:**

### **Draft Memorandum of Understanding: BACKGROUND, PURPOSE AND OBJECTIVES V7**

**Dec 5, 2016**

#### **BACKGROUND:**

While ADRIC and the seven (7) ADR Regions are separate organizations, they have a joint, collaborative history and are structurally tied together. In 1974, the Arbitrator's Institute of Canada Inc. (AIC) based in Ontario was formed. Its goal was to act as a national center of information, education and research on arbitration and mediation. Separate Regional organizations (whose members were also Mediators and Arbitrators) soon started forming: Quebec (1977), BC (1980) and Alberta (1982). Discussions between national and regional leaders led to creation of the Arbitration and Mediation Institute (AMIC) in 1984. The new AMIC Board consisted of one (1) representative from each region. Regions agreed to collect a fee from their members to fund the national organization. As part of this, AMIC Ontario was created to function as a separate organization (Ontario was previously served by AIC). Additional Regional organizations developed in Saskatchewan (1987), Manitoba (1989) and Nova Scotia, which became the Atlantic region. In 1996, the first Memorandums between AMIC and each region were signed, to "clarify their relationship and provide consistent integration". In 1994, a separate organization of Canadian corporations and law firms had come together to promote creative resolution of business disputes (the use of ADR). Leaders of AMIC and Canadian Foundation for Dispute Resolution (CFDR) agreed to consolidate the two (2) organizations, which became the ADR Institute of Canada in August 2000. The goal of this union was to provide a forum to integrate ADR professionals with ADR users, combine resources to

increase the profile and ability to promote ADR across the country and to provide greater ability to represent its members as the professional organization for ADR practitioners in Canada.

**PURPOSE:**

This Memorandum of Understanding sets out the relationships among:

- ADR Atlantic Institute (ADRAI);
- ADR Institute of Alberta (ADRIA);
- ADR Institute of British Columbia (ADRIBC); [new name pending]
- ADR Institute of Canada Inc. (ADRIC);
- ADR Institute of Manitoba (ADRIIM);
- ADR Institute of Ontario (ADRIO);
- ADR Institute of Saskatchewan Inc. (ADRSK);
- Institut de médiation et d'arbitrage du Québec (IMAQ).

We are a federation.

We share the following objectives:

- Increase the understanding and use of ADR by the public, business, academia and government;
- Ensure excellence and quality in the practice of ADR, including expansion of the recognition and use of ADR professional designations;
- Provide excellent services to our members.

## **GUIDING PRINCIPLES:**

**National Scope:** We are interdependent organizations. We work together within a national framework to achieve our objectives across Canada.

**Diversity:** We value our diversity. We recognize our uniqueness, including variations in nature, size, finances and other resources, geography, business focus, language and kinds of members represented.

**Collaboration:** Collaboration is our strength. We look for creative ways to collaborate to achieve our objectives. We leverage our strengths, rather than duplicating our efforts. We avoid actual or perceived competition with one another. We provide consistent, unified and complementary messages to our members, their clients and the public.

**Transparency:** We communicate openly and honestly. We share information willingly. We consult one another on matters of mutual interest and where our decisions may affect each other.

**Mutual Accountability:** We are clear about our distinct roles and responsibilities. We create sound and effective structures (including this Memorandum of Understanding) and processes to frame and build our relationships. We support each other. We honour our commitments to each other. We use appropriate methods to prevent, manage and resolve issues among ourselves.

**RESPECT** – We respect our differences and our autonomy within our federation. We see the worth of each other.

## APPENDIX C:

### **RELATIONSHIP FRAMEWORK – FOR PRT Member Input**

#### **DRAFT 6 - April 5, 2017 MOU Taskforce**

Please provide your input to Wendy Hassen [wendy@wendyhassen.ca](mailto:wendy@wendyhassen.ca) by April 26<sup>th</sup>. The MOU Task Force will meet May 1<sup>st</sup> to review PRT input and then provide another draft to the PRT members for their meeting on May 10<sup>th</sup>.

#### **Note for PRT Members:**

*The following outlines potential draft provisions to include in the new MOU relating to the “Relationship Framework” Chunk. It is hoped this draft will serve as a basis for ADRIC and Affiliates to discuss, explore areas of importance to clarify roles and relationships.*

*The Task Force has tried to write this at a high enough level while achieving the target of clarity, which we heard was important to Affiliates and ADRIC.*

*Earlier drafts contained more DETAIL which you will find in text boxes below so it is not lost. One idea is that if there is value to have more detail, it could be included in a supplemental document to the MOU.*

*You will also note some duplication resulting from the Task Force sharing up the drafting. We are leaving this in for the moment in order to ensure all concepts are captured. This will be addressed in the next draft.*

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## 1. Scope

ADRIC and the Affiliates are a federation of eight interdependent organizations. Affiliates serve members in their respective regions with ADRIC taking a Stewardship role to support successful achievement of the federations common objectives and nationwide initiatives.

### *1.1.1.ADRIC’s Scope*

ADRIC’s focus is the national context, linking with international related roles. ADRIC provides stewardship for the federation.

### *1.1.2.Affiliate’s scope*

The Affiliate’s focus is their regional jurisdiction. The Affiliate ensures that the national standards are met at the local level, and has discretion within those limits to ensure a flexible response appropriate for the local context. The Affiliates may prioritize national commitments differently region to region.

<b>AFFILIATE</b>	<b>GEOGRAPHIC REGION</b>
<b>ADR Atlantic Institute (ADRAI);</b>	Provinces of New Brunswick, Nova Scotia, Prince Edward Island, and Newfoundland & Labrador
<b>ADR Institute of Alberta (ADRIA);</b>	Province of Alberta
<b>ADR Institute of British Columbia (ADRIBC);</b> <b>[new name pending]</b>	Province of British Columbia
<b>ADR Institute of Manitoba (ADRIIM);</b>	Province of Manitoba
<b>ADR Institute of Ontario (ADRIO);</b>	Province of Ontario
Institut de médiation et d'arbitrage du Québec (IMAQ)	Province of Québec
<b>ADR Institute of Saskatchewan Inc. (ADRSK);</b>	Province of Saskatchewan

The following table provides example of the general scope of ADRI and its Affiliates and how these intersect:

<b>ADRIC</b>	<b>Affiliates</b>
<ul style="list-style-type: none"> <li>Provides overall marketing and branding guidance to encourage consistency of branding across regions</li> </ul>	<ul style="list-style-type: none"> <li>Regional affiliates who adopt the ADRI branding will ensure their marketing is consistent with the ADRI branding</li> </ul>
<ul style="list-style-type: none"> <li>Supports and promotes Affiliates in their regional activities, conferences and projects to advance ADR and members nationally and internationally</li> </ul>	<ul style="list-style-type: none"> <li>Support and promote ADRI's national activities, conferences and projects to advance ADR and members in their regions</li> </ul>
<ul style="list-style-type: none"> <li>Supports Affiliates with opportunities to share information, best practices, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Supports ADRI with opportunities to share information, best practices, etc.</li> </ul>
<ul style="list-style-type: none"> <li>Provides leadership to coordinate federation joint initiatives including problem-solving discussions</li> </ul>	<ul style="list-style-type: none"> <li>Participates in joint initiatives and problem-solving discussions that support other Affiliates and ADRI nationally</li> </ul>
<ul style="list-style-type: none"> <li>Engages Affiliates in the development of an ADRI strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>Considers the ADRI strategic plan in the Affiliate's planning process</li> </ul>
<ul style="list-style-type: none"> <li>Includes Affiliates in the work of ADRI by involving the Affiliates in the recruitment of volunteers from the region to sit on ADRI Committees</li> </ul>	<ul style="list-style-type: none"> <li>Contributes to the work of ADRI by assisting ADRI in identifying volunteers from their region to sit on ADRI committees</li> </ul>
<ul style="list-style-type: none"> <li>Communication to Members will be coordinated so as to be clear and effective.</li> </ul>	

## 2. Relationships

### 2.1. Roles and Responsibilities

Clear roles and responsibilities for ADRIIC and Affiliates are important and all regional Affiliates and ADRIIC will strive for efficiency as much as reasonably possible. Where service or effort duplication is identified, ADRIIC and the Affiliates will work together to explore service delivery options that would most effectively use time and resources to the mutual benefit of ADRIIC and the Affiliates.

#### *2.1.1. Affiliate Obligations to ADRIIC*

The Affiliate will at all times

- (a) collaborate with ADRIIC to promote ADR, and support its members;
- (b) incorporate as a not for profit society with objectives that do not conflict with ADRIIC;
- (c) maintain a functioning organization capable of providing services to and representation of its members;
- (d) participate in ADRIIC governance on the basis of equality with other affiliates;
- (e) manage its affairs and members and address issues with members at the regional level in coordination with ADRIIC where appropriate.
- (f) Comply with operational agreements between ADRIIC and the Affiliate;
- (g) Provide input into the national standards and code of conduct for ADRIIC designations
- (h) Facilitate and receive applications for national designations and recommend granting of designations to ADRIIC, consistent with standards set at the national level;
- (i) Require all members residing in the region to be members of ADRIIC and collect and forward membership fees for ADRIIC;
- (j) Ensure that affiliate programs do not have a negative impact on or compromise the operation of ADRIIC
- (k) Support ADRIIC's national and international activities

#### *2.1.1. ADRIIC Obligations to Each Affiliate*

ADRIIC will at all times:

- (a) Recognize the Affiliate as an official representative of ADRIIC in the region;
- (b) Facilitate the Affiliate's participation in ADRIIC governance;
- (c) Provide guidance and assistance to support the Affiliate's programs as may be necessary and appropriate;
- (d) Set, review and revise national standards for attaining and retaining professional designations in consultation with Affiliates
- (e) Demonstrate accountability to its affiliates on commitments it has made to affiliates including complying with operational agreements between ADRIIC and the Affiliate;
- (f) Support Affiliates' regional activities
- (g) Develop and implement national initiatives and programs consistent with ADRIIC's strategic plan;
- (l) Ensure that national programs do not have a negative impact for/ compromise the operation of an affiliate.

### 2.1.3 *Affiliate Obligations to Other Affiliates*

- (a) Share information and best practices with one another to enhance ADR practice and initiatives across the country;
- (b) Share information where that would be important to another Affiliate or its members in another region;
- (c) Work with other Affiliates to address applications for membership, transfer of membership, or dual membership in a way that maintains the credibility of membership, ensures support for discipline of members by an Affiliate, and facilitates member mobility from region to region;
- (d) Comply with operational agreements between it and another affiliate;
- (e) Capture efficiencies and economies of scale on activities of mutual interest across Affiliates.
- (f) Other?

### 2.2 **Governance Structures**

ADRIC will respect each Affiliate's governance structure; each Affiliate will respect ADRIc's governance structure.

### 2.3 **Sharing of Services**

ADRIC and any of its Affiliates may enter into agreements to share or purchase services from each other. Such agreements will in all cases be open and transparent between all Affiliates and ADRIc with clear accountabilities.

## 3. **Designations**

3.1 National designations in ADR are recognized as foundational to ADRIc and the Regions in their integrated role as the professional association for mediators, arbitrators and other ADR practitioners. Promoting and maintaining designations creates a high standard of excellence in ADR professions.

3.2 The Affiliates agree to collaborate with ADRIc to develop, promote and administer the National Designations established by ADRIc. ADRIc and the regions will ensure the processes and their respective roles for designation promotion, approval, and maintenance are clear and understood, including:

- Designation application
- Designation standards
- Designation renewal
- Complaints and discipline
- Application and renewal fees

3.3 Nothing in the foregoing shall be deemed to preclude any Affiliate from implementing region – only designations.

**DETAILS:**

- Regions currently serve as the conduit through which applications for Designations are received, and initially screen prior to submission to ADRIC for approval with application fees which are set, collected and retained by each Region
- The Regions and ADRIC applying common standards for the achievement, maintenance or discontinuation for any ADRIC designations.
- ADRIC administers the designation renewal process including setting, collecting and retaining fees associated with Designation Renewal
- The Regions and ADRIC work collaboratively to facilitate recognition of members holding designations who work in more than one region or move from one Region to another
- ADRIC should consult with the Regions prior to any changes to the designations being implemented
- ADRIC and Regions collaborate on any National designation promotion initiatives
- Complaints\Discipline against designation holders – uncertain how they work now – they need to be synchronized in some way

***Question -Do we want to include any reference to National Mediation and Arbitration Rules?***

#### **4. EDUCATION AND TRAINING FOR PROFESSIONAL/ INDIVIDUAL(?) MEMBERS**

ADRIC and the Regions support the highest quality of education and training for their professional members. It is recognized that engagement in delivery of education varies between Regions and this MOU does not impose any requirement for a region or ADRIC(?) to provide training or not provide training.

**National ADRIC Courses:**

It is understood that the key purpose of ADRIC National courses is to both create an opportunity for a standard of training available across the country, and to provide training in regions where otherwise quality training is not available. The main (but not exclusive?) vehicle of delivery of the ADRIC National Training Programs is through the Affiliates

Affiliates are not required to participate in ADRIC National Courses, but if they do, ADRIC will strive to set pricing, fees, instructor or other requirements that are fair and reasonable and consider the interests of all regions engaged in program delivery.

ADRIC and the Affiliates agree to the value of collaboration and consultation in the ongoing development of ADRIC National Training programs.

**<sup>2</sup>National Course Accreditation Program?** *This is a new area that needs further discussion and consultation at the PRT – here is a rough concept to start the dialogue:*

The Regions and ADRIC agree in principle that it is important to have consistency in the Accreditation of Courses (and Instructors) who are seeking approval that their courses \qualifications meet the education standards required for designations. A National Accreditation Program is preferred \ supported, provided that revenue sharing arrangements can meet the satisfaction of ADRIC and the Affiliates affected.

## 5. SUSTAINING OUR ORGANIZATIONS

### 5.1 Alignment of Strategic Planning

- 1.1.1. Strategic Planning for ADRIC shall be done with the participation of affiliates. Affiliates agree to participate with ADRIC in completing ADRIC's Strategic Plan.
- 1.1.2. Each affiliate shall consider the ADRIC Strategic Plan when developing the affiliate's strategic plan.

Details: Some ideas of how it could work

1. All federation [signatories] will together develop and amend as required a federation Mission (and Vision?)
2. Each affiliate will provide its strategic plan to each other
3. The signatories will monitor and celebrate the progress made in achieving the federation strategic plan.
4. All signatories will use a collaborative style and consensus decision-making when working with each other. In the event that consensus cannot be achieved as defined, there will be a means to vote such as 60% of the affiliates with 60% of the national membership.

## 5.2 Inter-affiliate Communication

ADRIC shall facilitate communication among affiliates.

Details:

ADRIC role in facilitating inter-Affiliate communication for such purposes as

- Communicating each affiliate's strategic plan
- sharing best practices
- sharing or coordinating initiatives
- complaints about members

## 5.3 Financial, Revenue sharing

Signatories shall ensure that revenue is shared fairly between all signatories, that duplication is avoided, and the administration of all signatories is done efficiently and for the benefit of members of the signatories.

[Note: The MOU Task Force is considering whether this might be better in a separate and more detailed section of the MOU dealing with the Financial Relationship]

DETAILS

1. Do we define fair sharing of revenue? For example, Course accreditation, Rosters, etc.
2. Amount of professional membership fees which go to ADRIC
3. Amount of corporate member's fees – shared with affiliates where the corporate member has staff who want active participation in the affiliate?

## 6 PROMOTING USE AND AWARENESS OF ADR – HOW DO WE WORK TOGETHER?

6.1 The signatories shall work together on promoting the use and awareness of ADR in Canada.

DETAIL:

ADRIC's role is to continuously develop and implement a national plan to promote the use of ADR throughout Canada, in consultation with the affiliates.

Each affiliate's role is

- to support the national plan of ADRIC, and
- to promote the use of ADR within its region and in alignment with the national plan

- 6.2 Each affiliate is responsible for development and retention of its own membership.
- 6.3 As a condition of membership ADRIIC shall require that corporate members pledge that they will use ADR themselves and promote the use of ADR for disputes in which they are involved in all aspects of their business.

## **7. FACILITATING AND PROMOTING WORK FOR PROFESSIONAL MEMBERS**

- 7.1 The signatories shall cooperate to provide means by which members of the public may select appropriate professional members, such as directories and searchable databases.

**DETAIL:**

An affiliate may request support from ADRIIC national office for this and this service may be part of services purchased by the affiliate from ADRIIC.

- 7.2 As a means of promoting work for members the signatories may develop and administer rosters of members available to provide services to clients.
- 7.3 Any revenue which is generated from either of the above activities shall be shared fairly between the signatories.

**DETAIL:**

ADRIIC – national rosters, plus if requested may administer joint rosters of >1 affiliate

Affiliates – rosters within their region, may contract with ADRIIC for this service within their region

Determination of fair sharing of revenue

## **8. MEMBERSHIP ACCOUNTABILITY**

- 8.1 Each signatory may have a Code of Conduct for professional members or for corporate members.
- 8.1.1 Where a signatory has a Code of Conduct, in order to be a member in good standing, the members must comply with the Code of Conduct, if any, of ADRIIC and of the applicable affiliate.
- 8.2 Each signatory must have a process for receiving and acting upon complaints about a member, determining the complain and imposing discipline.

8.3 If after a member is found to be in violation of their professional responsibility ADRIC shall maintain records of such members.

DETAILS:

- a. Each affiliate shall notify ADRIC if it determines a complaint or imposes discipline against a member (to make sure the member does not re-join another affiliate)
- b. A member or applicant for membership may request the information which ADRIC has in this database about that member.
- c. Each affiliate has the opportunity to check this ADRIC database before accepting an application for membership.
- d. What if the member is a current member of >1 affiliate?

**9. INTERNATIONAL WORK**

9.1 International work may be undertaken by affiliates, by a group of affiliates or ADRIC. Such work shall be transparent to and as applicable, collaborative with all other signatories.

DETAILS:

There should be a specific protocol for informing the other signatories, inviting participation in international projects, sharing revenue, and deciding which organization is responsible as the lead for a project.

Preferably signatories would not be competing with each other for international work.

**Appendix D:**

Affiliate Membership Numbers by Types of Membership - April 18, 2017									
Affiliate	ASSOCIATE	CONDITIONAL	FELLOW	FULL	RETIRED ADRIA " Link"	STUDENT	TOTAL	% Total Full Members	% Total
ADRAI			1	131	1	1	134	7.52%	
ADRBC	8		3	182	9	5	207	10.45%	9.91%
ADRIA	144		1	372	6	13	536	21.35%	25.67%
ADRIC							0	0.00%	0.00%
ADRIIM		1	2	52	1	1	57	2.99%	2.73%
ADRIO	53	5	1	639	15	41	754	36.68%	36.11%
ADRSK	5		1	84	1	2	93	4.82%	4.45%
IMAQ	17			282		8	307	16.19%	14.70%
<b>Total</b>	<b>227</b>	<b>6</b>	<b>9</b>	<b>1742</b>	<b>33</b>	<b>71</b>	<b>2088</b>		

Note: These #'s do not include all ADRAI membership categories or ADRIA's 5 Organizational Members

1 May 2017

ADR Institute of Canada, Inc.  
Attn. Scott Siemens, President  
234 Eglinton Ave. East, Suite 407,  
Toronto, Ontario M4P 1K5

Dear Scott,

I write this letter to you in my role as President of the ADRIA.

The purpose of the letter is to share with the ADRIC Board of Directors recent discussions and concerns voiced within the ADRIA community, and of recent motions adopted by the ADRIA Board of Directors. Specifically, the Board has expressed concerns over the term "Qualified", and has directed the formation of a task force to examine ADRIA's training and designation standards in the national context. It is our sincere desire that ADRIC sees these actions as complementary to, and in keeping with, the activities of both the ADRIC Board and its Designation & Training standards committees.

Although initially resistant, over the last 5 years ADRIA has fully embraced the "Qualified" designations for both mediators and arbitrators, and still believes that basic or entry-level designations are an essential part of our future as a professional association. ADRIA's strategic plan, for example, includes the following two strategies:

- #5 Promote Chartered Designations, internally and externally, and
- #7 Promote ADR training and the Q. designations to key professions as a valuable secondary qualification.

Our growing concerns with these entry-level designations start with the choice of the title word "Qualified". In the face of what are perceived to be very low application and CEE requirements, use of the term "Qualified" is a very descriptive word which, in the view of many within our ADRIA Board and community, is seriously misleading to the public.

In Alberta, prior to initiation of the "Qualified" designation, achieving any form of a national designation (ie a Chartered designation) required over 200 hours of study and extensive practice. Arbitrators took at least 11 days of in-class training. With the introduction of the "Qualified" designations, the bar has dropped to 80 and 40 hours respectively for mediators and arbitrators, after which those with

designations are given the title "Qualified". This unfortunate use of the word "Qualified" is not only doing a disservice to the public, but to our membership as well. Once "qualified", members seemingly lack the incentive to achieve Chartered status, and are susceptible to over-estimating their own qualifications. You will note, as we have in Alberta, that there has been a steady decline in Chartered applications in recent years, in sharp contrast to the rising number of Q applications. Weak or non-existent CEE requirements exacerbate this emerging problem.

On a related note, ADRIC's National Introductory Training courses were initially developed in Alberta and have now been introduced in several other provinces. ADRIA has continued to support the roll out, to encourage best practices, and to recommend high training and evaluation standards. However, we have observed wide discrepancies in terms of pre-requisite training requirements, class size, coaching ratios, number of training days allotted, pass/fail criteria, student feedback and the like. ADRIA has nominated several experienced members to the national education committees to support and sustain efforts to enhance the standards and quality of training in a uniform manner across Canada. The Board's recent review of its ADRIA training program, coupled with the aforementioned concerns over designation standards, has prompted the Board to convene a single task force to explore these two related issues. High designation and training standards lie at the core of ADRIA's raison d'être.

I write this letter to you so that this task force review is not conducted in a vacuum, and so that ADRIC and the Affiliates are fully aware and consulted. Based on this review, ADRIA intends to determine to what extent it wishes to maintain or raise the Alberta designation and training standards (to the extent allowable under ADRIC guidelines), and/or to what extent and in what fashion it wishes to advocate nationally for change. It is our hope that ADRIC and the Affiliates will support the work of this task force as its activities are intended to parallel and enhance the ongoing and valuable work of ADRIC's national committees.

Yours sincerely,

A handwritten signature in cursive script, appearing to read "D. Herman".

Dolores Herman, President

cc Affiliate Presidents

**From:** Gary Furlong [<mailto:gary@agreeinc.com>]

**Sent:** May-26-17 12:31 PM

**To:** [scott.siemens@cra-arc.gc.ca](mailto:scott.siemens@cra-arc.gc.ca); Cheryl Gaster ([cheryl.gaster@sympatico.ca](mailto:cheryl.gaster@sympatico.ca)); Blaine Donais ([donais@workplacefairness.ca](mailto:donais@workplacefairness.ca)); [workplacemediator@gmail.com](mailto:workplacemediator@gmail.com); [paul@adralberta.com](mailto:paul@adralberta.com); [alasdairmackinnon7@gmail.com](mailto:alasdairmackinnon7@gmail.com); [michael@mottwelsh.ca](mailto:michael@mottwelsh.ca); [jmusgrave@coxandpalmer.com](mailto:jmusgrave@coxandpalmer.com); [colm@mediate.ca](mailto:colm@mediate.ca); [rmoore@mdrassociates.ca](mailto:rmoore@mdrassociates.ca)

**Cc:** ADRIC - Janet McKay

**Subject:** MDSAAC Committee - ADRIC Consultation Process #1

Hello everyone:

This is Gary Furlong, I'm the chair of the Mediation Designations Standards, Audits, Appeals and CEE Committee. I'm sending this to all Regional Affiliates involved with and responsible for the C.Med and Q.Med designation processes in your region. This is the first of two requests for feedback and consultation on a number of issues.

In October 2016 and the ADRIC conference, we held a session for regional affiliates to discuss a range of issues and ideas for the C.Med designation process. A number of issues and ideas were raised. This is the next step in the process, and is described in depth in the attached documents.

The Consultation document identifies 7 topics – some are simply for information on work we're doing, and some request your feedback. The Attachments document supplements some of those items in detail.

Please take a read, and take the time to send in your thoughts and direction. The MDSAAC committee feels that action on a number of these needs to be taken, but is approaching this as a partnership and consultation process.

We look forward to your responses. Most have a response target date of June 30<sup>th</sup>, one has a date of Sept. 30<sup>th</sup>, to give you time to canvas your assessors in your region.

Shortly, a second request will come out, one that's more in-depth, and will be described in detail at that time.

Thanks again for all your work and commitment, the committee looks forward to hearing from you.

*Gary Furlong*

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**From: ADRIC MDSAAC<sup>1</sup> Committee Chair, Gary Furlong**

**To: C.Med Regional Committee Chairs**

**Date: May 29<sup>th</sup>, 2017**

### **Changes to the C.Med Designation– Consultation Process**

At the last ADRIC Conference, the MDSAAC Committee hosted a session for all affiliates regarding the C.Med process to raise and discuss any areas of concern, and to share any ideas on how to strengthen and improve the process. Numerous ideas came out of that discussion. Subsequently, the MDSAAC Committee at ADRIC, who is responsible for overseeing the designation process on the mediation side, has met and reviewed a number of the ideas and suggestions.

There are two separate consultations that are now going to take place, and this document is the first of these. In this document, there are draft proposals for changes and clarifications to the C.Med process. The committee is sending this to all affiliates for review and comment, after which the MDSAAC committee will send out any changes that will apply across all affiliates. ADRIC is committed, as always, to working any of these changes in partnership with the affiliates. At the end of the day, any changes made are changes that need to be implemented consistently across the country.

In this document there are seven topics and areas that the committee has made proposals, mostly based on the ideas from affiliates at last October's session. Please review these carefully, and send in your responses, ideas and concerns, along with suggestions if you feel changes need to be made. Any final changes will be based on your collective feedback, so we look forward to hearing from you on these. A second consultation that goes into more depth on the application and approval process, including specific audit functions, will be sent separately.

Thank you all for your interest, and your feedback on this, and if you have any questions, please contact me directly at [gary@agreeinc.com](mailto:gary@agreeinc.com).

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<sup>1</sup> Mediation Designations Standards, Audits, Appeals and CEE

Topic:	Requested Action:
<p><b>1. New Roleplays:</b> It was requested that new roleplays be developed for Regional Committees (RCs) to work with.</p> <p><b>Next Steps:</b> Based on this request, the MDSAAC is revising the Boutros/George roleplay, and developing a new roleplay focused more on interpersonal conflict. These will be ready and distributed in September, 2017.</p>	<p>None needed. The Committee will distribute the new/revised roleplays early this fall.</p>
<p><b>2. Longevity of Practice – Q.Med</b> There was a request to consider a “longevity of practice” exemption for the Qualified Mediator designation.</p> <p><b>Response:</b> After review, the committee felt that the Q.Med is an early in practice designation, and that if any applicant has significant longevity of practice, they should be guided to applying for the C.Med.</p>	<p>None needed. This is for information only.</p>
<p><b>3. Confidentiality Agreement</b> At the October session, it became clear that not all RCs are ensuring that applicants sign the confidentiality agreement regarding not discussing the C.Med process or the fact situations in the skills assessment. The committee felt this was important to make a common practice across the country.</p> <p><b>Proposal:</b> The committee is proposing that the attached Confidentiality Agreement become part of the application process, and that this form must be signed by the applicant for the application process to proceed.</p>	<p>Please review the form, and more broadly the proposal that this become a required part of the process, and give the committee your feedback.</p>
<p><b>4. Post Skills Assessment Debrief, and Letter to Applicant</b> Two issues arose at the October session:</p> <ol style="list-style-type: none"> <li>Some regions do a verbal debrief with the applicant immediately after the skills assessment, asking the applicant for their approach and choices made during the role play, and offering feedback on the applicant’s. It was suggested that this become a standard part of all skills assessments.</li> <li>Some regions, when deciding an applicant did not pass the skills assessment, send a letter detailing the main reasons for declining to recommend the applicant. It was suggested that this become a standard part of all skills assessments.</li> </ol>	<p>Please review both proposals on this topic, and send the committee any feedback on the proposal being made.</p> <p>Please respond by June 30<sup>th</sup>, 2017.</p>

<p><b>Proposal #1:</b> The committee is proposing that any verbal debrief with an applicant after the skills assessment is up to the discretion of the RC, and not be a standard part of the skills assessment process. The committee recognizes that some assessments are done by videotape, and in these cases it would not be applicable in any event.</p> <p><b>Proposal #2:</b> The committee felt strongly that if an applicant is declined, the reasons from the skills assessment should be outlined for the applicant. It is proposed that all RCs, when declining an applicant, include in the letter to them the main reasons they are not being recommended for the C.Med.</p>	
<p><b>5. Best Practices Guide for Assessors on Regional Committees</b> At the October session, it was requested that ADRIC put together a “Best Practices” guide for assessors with ideas, tips, and guidelines, and that this would help contribute to quality and consistency in the C.Med process across the country.</p> <p><b>Proposal:</b> The committee agrees, but recognizes that this cannot just come from ADRIC, as it is the RCs that are implementing the process and have developed strong and effective practices. Therefore, the committee is proposing that each RC consult with their assessors and review their own best practices, and submit what they see as important practices and learnings for assessors to ADRIC.</p> <p>ADRIC will compile this, put it in the form of a Best Practices Guide, and circulate to the RCs for final comment and improvement. This would then become the guide all RCs can use in their running of the C.Med process regionally.</p>	<p>Please consult with your assessors to gather what are seen to be Best Practices, helpful guidelines, etc., and submit to the MDSAAC Committee.</p> <p>Our proposed date for receiving submissions is September 15<sup>th</sup>, 2017. The committee will target a draft to be circulated in the fall.</p>
<p><b>6. Related Study Definition</b> At the October session, there was in-depth discussion about the 100 hours of “Related Study”, and what qualified for this. There was concern that just about anything was being accepted, and it was clear that different RCs saw this differently. The committee discussed this, and believes this should be standardized across the country. Attached is a full proposal on how Related Study would be defined going forward, and what would be accepted for this 100 hours.</p> <p><b>Proposal:</b> The committee is proposing that the attached Related Study language be adopted and become a required part of the application process.</p>	<p>Review the attached Related Study proposed changes, and send feedback to the committee.</p> <p>Please respond by June 30th, 2017.</p>

<p><b>7. Lead Mediator in a Co-Mediation Definition</b></p> <p>At the October session, there were questions raised about the clarity of what being a Lead Mediator in a co-mediation means. It was suggested the current language in the application is vague, and it was requested that this be clarified.</p> <p><b>Proposal:</b> The committee is proposing that the attached Lead Mediator in a Co-Mediation language be adopted and become a required part of the application process.</p>	<p>Review the attached Lead Mediator in a Co-mediation proposed changes, and send feedback to the committee.</p> <p>Please respond by June 30th, 2017.</p>
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### Summary

The committee wanted to thank everyone who attended or had input into these issues, and we both encourage and look forward to all feedback from the regions. Based on that feedback, the MDSAAC will then move forward with any changes, based on this consultation process.

**The Regional Affiliate ("RA") AND-**

**Name of the Candidate for the Chartered Mediator  
Designation**

RA and the Candidate agree to enter into a confidentiality agreement with regard to the written and oral confidential information received by the Candidate in preparation for and while in attendance at, his or her skills assessment for the designation of Chartered Mediator.

**IN CONSIDERATION OF** and as a condition of the RA providing the Confidential Information to the Candidate in addition to other valuable consideration, the receipt and sufficiency of which consideration is hereby acknowledged, the parties to this agreement agree as follows:

- i. All written and oral information and materials disclosed or provided by the RA under this Agreement is Confidential Information regardless of whether it was provided before or after the date of this Agreement or how it was provided to the Candidate.
- ii. The Candidate agrees not to disclose to any person not participating in the skills assessment any of the Confidential Information obtained through the process and identified as such by RA and which is not in the public domain

In Witness Whereof, the parties have duly executed this

Agreement: The Candidate:

Name

Date:

**RA - I have authority to bind the Corporation.**

Name:

Title:

Date:

Signature

## 6. Related Study Definition

Currently, the following language defining “related study” is in the C.Med. Application:

List and describe completion of 100 hours of related training in dispute resolution. Generally, the following areas qualify: psychology of dispute resolution, negotiation, public consultation, mutual gains bargaining, communication skills, conflict management, or specific substantive areas such as law, psychology, social work, counseling etc.

This language clearly states that specific substantive areas, such as the law etc., qualify for this training.

It is proposed that this be clarified and changed, and that all 100 hours of this requirement meet the test of “related study”, specifically meaning “related” in some fashion to alternative dispute resolution and mediation. The following new language defining this is proposed:

“List and describe completion of 100 hours of training that is clearly related to mediation or dispute resolution. Generally, the following areas qualify: psychology of dispute resolution, negotiation, public consultation, mutual gains bargaining, communication skills, and conflict management. Specific substantive areas such as law, social work, facilitation skills, etc., may qualify if they are demonstrated to be related to mediation, or alternative dispute resolution as it relates to the mediation process. For example, law school courses specific to dispute resolution, such as Negotiation Skills, would be considered “related”, whereas courses on constitutional law would likely not qualify.

“It will remain the responsibility of the applicant to establish how any courses being proposed qualify as being clearly related to dispute resolution or mediation.”

NOTE: This change would clearly identify the additional 100 hours as training that is beyond core mediation training, but still related to the practice of mediation. Since this is an advanced designation, the committee felt this was a reasonable expectation.

## **7. Lead Mediator in a Co-Mediation**

Currently, the following language regarding lead mediator in a co-mediation is in the C.Med Application:

“The applicant must clearly have been the lead mediator or chairperson, not simply a co-mediator.”

While this statement is clear, it was suggested that further defining this would assist both applicants and Regional Committees. The following language is proposed to be added to the application:

“The applicant must clearly have been the lead mediator, not simply a co-mediator. While there is no hard and fast determination, criteria for being lead mediator in a co-mediation may include some of the following indicators:

- The applicant chaired the mediation;
- The applicant took a primary role in running the session;
- The applicant organized the process during the mediation by actively guiding the discussions, delegating time to the other mediator and/or the parties, and having primary voice during the session;

It will be the responsibility of the applicant to describe and establish that they were the lead mediator in a co-mediation for it to count toward the required number of mediations.”

NOTE: The goal with this has always been to not strike all co-mediations from consideration, but to ensure that any co-mediations, in order to count toward the C.Med, were ones where the applicant had a full and significant role in the mediation, not simply attending and contributing somewhere during the process.

**The Regional Affiliate ("RA") AND-**

**Name of the Candidate for the Chartered Mediator  
Designation**

RA and the Candidate agree to enter into a confidentiality agreement with regard to the written and oral confidential information received by the Candidate in preparation for and while in attendance at, his or her skills assessment for the designation of Chartered Mediator.

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In Witness Whereof, the parties have duly executed this

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Name

Date:

**RA - I have authority to bind the Corporation.**

Name:

Title:

Date:

Signature

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It will be the responsibility of the applicant to describe and establish that they were the lead mediator in a co-mediation for it to count toward the required number of mediations.”

NOTE: The goal with this has always been to not strike all co-mediations from consideration, but to ensure that any co-mediations, in order to count toward the C.Med, were ones where the applicant had a full and significant role in the mediation, not simply attending and contributing somewhere during the process.

**From: ADRIC MDSAAC<sup>1</sup> Committee Chair, Gary Furlong**

**To: C. Med Regional Committee Chairs**

**Date: June 5<sup>th</sup>, 2017**

**Consultation Process #2 – The C.Med Application and Approval Process**

It is incumbent on ADRIC, as the body that awards the C. Med. designation, to ensure the integrity of the designation. This means ensuring reasonable consistency across the Regional **Affiliates, along with ensuring that there is a process of checks and balances within the system** itself.

Upon review of the current system, it was decided that some changes were warranted to ensure full integrity of the system. To achieve this, what is proposed below is a system meant to standardize all important areas. In other words, what is proposed below is a system that will eventually result in being mandatory for all Regional Affiliates to follow, to ensure a consistent and clear process for the Chartered application and award process.

This approach is being proposed following these principles:

- The process needs to be standardized to ensure the integrity of the C. Med. Process – all Regional Affiliates will need to follow the steps as developed by ADRIC through this consultation process;
- The process is designed to maximize Regional Affiliate flexibility in all other aspects of running the C. Med process.
- All revisions to processes and forms will be done in collaboration with the Regional Affiliates (RA).

While the goal is a standardized process across the country, please note that we are committed to arriving at this process through consultation with all regions. This document and draft proposal is the first step in engaging all Regional Affiliates and getting input from all before any decision is considered.

Please review the proposed process below, and respond to the MDSAAC committee by Friday, September 8<sup>th</sup>, 2017. While this is a ways down the road, we want all affiliates to have the time they need to review the draft, and send detailed feedback in to the committee. Once we have gathered all feedback, we'll propose next steps based on that feedback.

If you have any questions, please contact myself, Gary Furlong, at [gary@agreeinc.com](mailto:gary@agreeinc.com)

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<sup>1</sup> The Mediation Designations Standards, Audits, Appeals & CEE Committee

## Proposed Chartered Mediator Application and Approval Process

<b>Application Process:</b>	<b>Commentary:</b>
<p><b>Step One: Vetting the Application</b></p> <ul style="list-style-type: none"> <li>• All applications for the Chartered Designation will first be submitted to the National Office. <ul style="list-style-type: none"> <li>○ All RAs will use the same application form, standardized.</li> <li>○ The National Office will review the application to ensure all criteria has been met.</li> <li>○ Once the application is reviewed and deemed complete and meeting criteria, it will be forwarded to the Regional Affiliate.</li> <li>○ The Regional Affiliate will conduct a second review, as a check and balance, to ensure all criteria have been met and the applicant can move ahead to the Skills Assessment.</li> <li>○ Should there be any out of the ordinary requests, such as Longevity of Practice, this will be handled by both National and the RA until resolved.</li> </ul> </li> <li>• If the application is complete, the Regional Affiliate then takes over the application, including collecting payment for the application process.</li> <li>• If the application is not complete, National will forward it to the RA for a second review; the RA will communicate with the applicant until the application is either complete, or is closed.</li> <li>• The RA then communicates the resolution, either way, to National.</li> </ul>	<p>Changing the process to having all applications first go to National will allow National to start tracking key data:</p> <ul style="list-style-type: none"> <li>• Total number of applications;</li> <li>• Applications that meet criteria;</li> <li>• Application that do not;</li> <li>• Reasons for failing to meet criteria, etc.</li> </ul> <p>This also creates a two-step check and balance on the applications themselves, ensuring quality for both National and the Regional Affiliate.</p>
<p><b>Step Two: Skills Assessment</b></p> <p>The RA proceeds to schedule and conduct the skills assessment:</p> <ul style="list-style-type: none"> <li>• A standardized assessment form will be developed and used by all RAs. This form will include category A and B competencies evaluated by the assessors, and all assessor names and signatures on the assessment form. <ul style="list-style-type: none"> <li>○ If the applicant passes, this is communicated to National. National then notifies the applicant of the decision and collects payment for the C. Med designation and any other paperwork needed to finalize.</li> <li>○ If the applicant does not pass the skills assessment, the forms, including the assessment form from the assessors, is sent to National.</li> </ul> </li> </ul>	<p>By standardizing the process, National can collect a range of data, including:</p> <ul style="list-style-type: none"> <li>• Type of skills assessment: in person, video, etc.</li> <li>• Number of applications for Longevity of Practice;</li> <li>• Reasons for denial (i.e. which competencies are not being met most frequently);</li> <li>• Timeframes from application to conclusion, etc.</li> </ul>

<ul style="list-style-type: none"> <li>▪ It remains with the RA to notify the applicant, along with reasons. This is copied to National.</li> </ul>	<p>This data collection will help National and the RAs maintain good information and high quality processes around the C. Med.</p>
<p><b>Step Three: Audit Processes</b></p> <ul style="list-style-type: none"> <li>• Given the two-check system, auditing files to simply review the application would be redundant, and is not recommended.</li> <li>• Based on data collected by National, National may audit any files or applications from any region to ensure the integrity of the process and the designation. <ul style="list-style-type: none"> <li>○ This can include reviewing video tapes, competency assessments, letters of rejection, etc.</li> </ul> </li> </ul>	<p>Auditing would be focused into areas such as:</p> <ul style="list-style-type: none"> <li>• Review of data, looking for areas of concern, or patterns that require more attention. <ul style="list-style-type: none"> <li>○ If any are found, National can engaged the RAs to investigate further.</li> </ul> </li> <li>• Review of the skills assessment, especially with standardized competency forms, and possible video review, if needed.</li> </ul>

NOTE: The appeal process as currently established will not be changed.

# **Terms of Reference - ADRIA Education and Designations Task Force**

DRAFT May 2017

## **Background**

Over the years the ADRIA/AAMS's core education programs have evolved significantly. With mediation, for example, what began as over 200 hours of core and elective training was first reduced to 120 hours, and later to 80 hours to achieve some form of national designation (Qualified vice Chartered status). Arbitration training was similarly reduced from 11 days to five days, as 40 hours of core training became the minimum standard for an ADRIC designation. As part of this transition, ADRIA retained the Certificate of Conflict Management Certificate, which still requires 180 hours of core & advanced ADR training, and which complements ADRIC's C.Med training requirement of 180 hours. At the heart of an issue facing our profession today is determining at what point one is considered qualified to conduct a solo mediation or arbitration without risk to the public. The rationale for change was certainly tied, in a significant way, to ADRIC's national educational requirement for 80 hours of mediation and related training to achieve a Q.Med Designation, or 40 hours for a Q.Arb. ADRIA students have always had the option of taking further specialty training, and yet the ADRIA electives that would allow them to achieve the higher Chartered status remain under-subscribed. The ADRIA Board of Directors has responded to this challenge by adopting strategies that encourage its members to strive for Chartered status, but the uptake remains low. The Board recognizes the Q (Qualified) designations as valuable secondary qualifications for some occupations (Law, HR, Social Work, etc), but also believes that the Q designations should only function as a short-term stepping stone for those who intend to mediate or arbitrate professionally. The question becomes, are we doing enough to ensure that our members are motivated to advance their qualifications to achieve Chartered status? Concerns have certainly been raised regarding the title of "Qualified", suggesting that it conveys the wrong message to both learners and the public at large. The number of applications for Chartered status has declined as the number of Q-level applications has been consistently high since being introduced. In truth, very few Q-qualified members go on to attain Chartered status.

In several areas, ADRIA has maintained higher training and designation standards than other Affiliates across Canada. These include: 40 hours of pre-requisite training before taking the ADRIC National Introductory Mediation Course, an added training day, higher coaching ratios, smaller classes, and stringent pass/fail criteria. Lower standards and the lack of consistency across Canada potentially undermines the value and credibility of ADRIC training and national designations.

ADRIA instructors, coaches and students have over the years raised concerns about the educational program. Just recently Alberta Justice Resolution Services attempted to hire a family mediator, and of the 90 applications received, not one was deemed sufficiently skilled in basic mediation for the job. Many of the applicants had taken training their core through ADRIA.

In keeping with ADRIA's Vision and Mission<sup>1</sup> to advance excellence in the field of ADR, its practice and its professionals, and in keeping with the Board's adoption of its White Paper on Mediation Advocacy recommendation to Protect the Public<sup>2</sup>, this task force is struck to explore the broad questions around ADRIA's educational program, what is happening in terms of education nationally and with the other affiliates, and the interconnectedness between education, competencies, and the Qualified and Chartered Mediator designations. The task force will make recommendations to the Board of Directors regarding the extent to which ADRIA should maintain or raise the Alberta training and designation standards (where allowed under ADRIC guidelines), and/or to what extent the ADRIA Board should advocate nationally for change.

## Responsibilities/Tasks

1. The following timelines/deliverables will guide the work of the task force:

- a. Conduct research into: **(Target completion: October 31, 2017)**
  - Mediation education practices in Canada and other jurisdictions the task force believes to be of benefit/value, including but not limited to:
    - Core education programs
    - Expectations of mediators for ongoing professional development
    - Evaluations to assess mediator competency
  - Mediator training programs' best practices
  - Educational requirements for ADRIC's Qualified and Chartered Designations and their impact on the mediation profession
- b. Engage, coordinate and collaborate as practical with ADRIC's Education Committees, ADRIC staff and the Affiliates
- c. Prepare a Report of Findings and Recommendation to the ADRIA Board  
**(Target Completion: December 31, 2017)**

2. The Task Force will operate in a manner consistent with the Core Values and ethics as detailed by ADRIA/ADRIC.

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<sup>1</sup> **VISION:** *No Albertan Fears Conflict*

**MISSION:** *To provide leadership and services in Appropriate Dispute Resolution (ADR) to our members and to the public by:*

- *Fostering understanding of, and excellence in, negotiation, mediation, arbitration, and restorative practices*
- *Supporting the viable practice of ADR in Alberta*
- *Providing excellence in ADR professional development*
- *Promoting the ethical use of ADR processes*
- *Maintaining accreditation standards, accountability, and designations for the ADR profession*
- *Encouraging those practicing ADR to join our organization*
- *Connecting Albertans with ADR resources and expertise*

<sup>2</sup>**Protect the Public**– *while mediation, (and other ADR professions such as Arbitration) are unregulated professions, the ADR Institutes of Canada and Alberta provide national standards, recognized designations, ongoing quality assurance and robust complaint policies that serve to protect the public. Continued diligence and attention to maintaining high standards of quality, and to building public awareness, will enhance the profession and increase demand for professionally qualified and designated mediators.*

**Duration of Committee:** From date of appointment to the delivery of a final report and recommendations to the Board

**Chair/Co-chair of Committee:** ADRIA member(s) as appointed by the Board

**Committee Membership:**

- At least one ADRIA Board member (at least one of whom shall be Chair/Co-chair??), and holding a Chartered designation
- ADRIA's Executive Director or Director of Professional Development
- At least four and not more than seven volunteers with a keen interest in ADR education and in enhancing the profession, who hold a Chartered or Qualified designation and, together with the Chair(s), can provide relevant perspectives, skills, experience, and/or knowledge. At least two task force members must have an Arbitration designation. Asset criteria includes:
  - Ability and time to conduct research and compile information
  - ADRIA classroom experience as coach or instructor
  - Familiarity with ADRIA's core and elective programs
  - Knowledge of Government of Alberta Dispute Resolutions processes, Alberta Justice, community, and other roster ADR programs
  - Ability to work in a team environment
  - Ability to keep an open mind and consider different options
- ADRIA members will be invited to submit expressions of interest to become part of the Task Force. The Chair(s) in consultation with the ED or Director of Professional Development will select members of the Task Force in order to achieve the skills, experience and knowledge required.

**Requirements for Staff Time:** To assist task force in finding meeting space, supporting research and report development.

**Budget Requirements:** Expenses associated with travel to meetings, meeting supports, teleconferencing, printing, and member communications. This is a voluntary committee.

**Reporting of Task Force:** The task force will seek the advice of the Board, through the Chairs(s), if required, as the work unfolds and keep the Board apprised of progress through interim reports and final recommendations.

**From:** Dolores Herman [<mailto:Dolores.Herman@neb-one.gc.ca>]  
**Sent:** April-28-17 8:52 AM  
**To:** Marshall, Barrie; Wendy Hassen; Stan Galbraith; Paul Conway  
**Cc:** Dolores Herman - home  
**Subject:** FW: Opportunities for Discussions among Affiliates

Good morning,

I am forwarding you a letter I received from Jennifer Bell, President of ADRIO. The letter contains ADRIO's ideas of working collaboratively with ADRIC and the affiliates on many of the issues we recently discussed in ADRIA. The letter proposes that the items articulated in the letter be discussed at the May 6 ADRIC Board Meeting.

Have a read of the letter and let me know at your earliest convenience if you feel we should have a teleconference to discuss to share our thoughts on the items articulated in the letter with Wendy as ADRIA's representative to the ADRIC Board.

Thanks everyone and I look forward to hearing from you at your earliest convenience.

Dolores

**From:** Jennifer Bell, C. Med. [<mailto:j.bell@placet.ca>]  
**Sent:** Wednesday, April 26, 2017 8:54 PM  
**To:** Elton Simoes; Dolores Herman; Scott Siemens; Eric Stutzman; Grenier, Pierre; [wmscott@nbnet.nb.ca](mailto:wmscott@nbnet.nb.ca)  
**Subject:** Opportunities for Discussions among Affiliates

Dear Affiliate President,

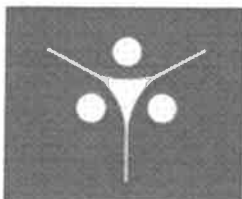
As you may already be aware, ADRIC is holding their annual spring in-person meeting in Toronto this year and has invited ADRIO's Board to join them in a discussion. In preparing for this discussion, ADRIO identified not only opportunities for productive discussion with ADRIC but also opportunities for discussion with and among Affiliates.

Attached you will find a letter submitted to ADRIC in advance of our joint discussion. My Board felt it important to share this document with you.

Yours very truly,

Jennifer Bell, C.Med.  
President, ADR Institute of Ontario, Inc.  
Principal, Placet Dispute Resolution

Availability Calendar: <http://placet.ca/availability/>



Placet Dispute Resolution

Toronto Exchange 416.927.9606  
Kingston Exchange 613.767.9649  
Fax 416.990.1368  
Direct 416.990.5060

[www.placet.ca](http://www.placet.ca)

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April 26, 2017

Dear Board of the ADR Institute of Canada,

The ADRIO Board ("ADRIO") is pleased to have been invited to participate in a joint discussion with the ADRIC Board ("ADRIC") on May 6, 2017 and will send a representative delegation to the meeting. These representatives are looking forward to socializing and meeting the ADRIC Board and hearing ADRIC's vision for the coming years. The meeting will provide insight to where there are points of commonality with ADRIO's stated mission and values.

ADRIO has taken this time to reflect on past successes and plan for future growth. With the largest membership in the ADRIC structure, comprising nearly 1000 members and contributing close to \$70,000 dollars to ADRIC in the last fiscal year, ADRIO has a vested interest in ensuring that both the affiliate and national organizations succeed.

ADRIO wishes to express its sincere thanks to ADRIC and its Executive Director, Janet McKay, for the assistance and support during its Executive Director staffing transition. The creation of two separate Executive Director positions and mandates for each of ADRIC and ADRIO has afforded ADRIO the opportunity to discuss and plan for the next 3-5 years. ADRIO has invested a great deal of time to consider how it may best contribute to a national organization. This has led to a search for best practices for internal ADRIO governance and a look to other organizations for insight into emulating the ideal in national and affiliate relationships.

The strength of a national organization is the ability to gain from its regions and affiliates and to act in unison on matters that are national in character. ADRIC is in a position to leverage and develop national and international partnerships, beyond the scope of any affiliate. These associations (such as ADRIC to CBA) have a positive effect on regional ties and opportunities for individual and corporate members. ADRIO hopes that ADRIC plans to continue to build such relationships.

With thoughts of ADRIO's 'next phase' in mind, ADRIO would like to share some of its ideas with ADRIC and with other Affiliates, to enable ADRIO to continue to actualize its mission and vision and work collaboratively with ADRIC and other Affiliates. ADRIO would like to open discussions with other Affiliates on a number of topics and learn from other regional initiatives and ADR inroads. ADRIO could also benefit from communication in advance of ADRIC projects that impact Affiliate programs and revenue streams. Should there be interest and time, some of the following ideas could be explored at the May 6, 2017 discussion.

ADRIO applauds ADRIC's efforts to develop and enhance practice standards for all its members. We understand that education and credentialing are important elements to the ADRIC brand. National gold standards, designations and codes of ethics for mediation and arbitration have benefitted from national initiatives and affiliate input and mirroring. These concepts should be carried over to other educational areas.



ADRIO recognizes regional disparity of trainers and materials and acknowledges that some regions have a plethora of trainers, where other regions may not. ADRIO wishes all Affiliates to consider their own needs and strengths and share what has been developed regionally. ADRIO does not wish to encroach on the work of its own members who are ADR trainers. In fact, ADRIO would like to bolster their training opportunities and assist with marketing and support to their training initiatives.

ADRIO would consider licensing its course, *Practical Ethics for Working Mediators*, such that others can benefit from national accreditation from ADRIAC or regional access through their Affiliate provided that the administration is managed by ADRIO and its revenue is not decreased. A model of regional course development with national accreditation could serve for future projects around the country - such that everyone benefits, regionally and nationally.

ADRIO further would like to request that ADRIAC channel requests to the regions where the expertise and governance lies. So, for example, a course requiring approval from the Law Society of Upper Canada would be referred to ADRIO for discussions with that province's law society (and the same for each affiliate). Similarly, an organization based out of Calgary with expertise in arbitration would be approached by ADRIO on behalf of ADRIAC - to develop an arbitration course. In such a manner regional channels are strengthened and national expertise expands.

The multidirectional nature of a national organization is what benefits the affiliate members and vice versa. ADRIAC is privileged to count corporate members on its Board who have incredible business savvy and national reach. The hope is for some of these corporate representatives to liaise with ADRIO (and/or other Affiliates) so that the Affiliates could benefit from the perspective of national corporate businesses. To this end ADRIO would like to encourage corporate members to join an Affiliate board and have representation at the regional level while contributing to the national organization as well - perhaps even to the point that one corporate seat could be reserved in perpetuity at ADRIO for corporate members who are provincially affiliated with ADRIAC, in a given two-year term (voice and vote to be discussed).

ADRIO is concerned that ADRIAC's governance structure does not provide the Affiliates with sufficient authority to influence ADRIAC's decision-making. ADRIO is particularly concerned that all of the Affiliates acting together do not constitute a majority of ADRIAC's Board. ADRIO supports a change in governance structure that would afford all of the Affiliates acting together a majority vote. ADRIO hopes Affiliates and ADRIAC will consider a proportionate formula for representation to the ADRIAC Board, whereby every Affiliate should have a minimum of one seat on the ADRIAC Board. Thereafter, a system should be designed to give additional seats (whether voice and vote or just voice) for every "x" number of members - to a maximum of two or three such seats in total.

There is a further suggestion that the role of Corporate membership in ADRIAC be revisited. For example, the ADRIAC Board would have a permanent corporate seat (to a maximum of two) based on proportionate formula of numbers of corporations with ADRIAC membership, in a given two-year term. Other corporate members could be encouraged to participate at appropriate affiliate levels, or share a voice but not vote.



ADRIO hopes to assist ADRIC to develop its corporate membership base and corporate member benefit programming. Much like the national insurance program, corporate member offerings have been a benefit to all Affiliate members.

ADRIO has been impacted financially by the recent changes to ADRIC's office space and the implementation of the new iMIS computer system. Therefore, ADRIO proposes that its member contribution to ADRIC be reduced by \$15 per member for each of the next two years.

It is the expectation of ADRIO that on a going-forward basis, ADRIC will forward to the ADRIO Executive Director all blast emails so that ADRIO communicates directly with its members on behalf of ADRIC and can time the emails - so as not to overlap or duplicate efforts or to overwhelm the members with multiple communication pieces.

With a new commitment to increase the level of communication and cooperation between the ADRIO and ADRIC Boards there is awareness that an increased level of respect needs be established. On a going-forward basis, staff and volunteers must feel recognized and valued, in all capacities, at all organizational levels. It is hoped that the meeting on May 6, 2017 will go a long way toward establishing common organizational goals and fortifying interpersonal relationships.

ADRIO would like to better understand ADRIC's goals for this discussion. Please detail the items ADRIC wishes to discuss so that ADRIO's delegates may prepare.

Thank you for this opportunity.

Yours very truly,

The Board of the ADR Institute of Ontario, Inc.

cc Affiliate Presidents

To: the Board Members of ADRIC and of the affiliates

CC: Executive Director of ADRIC and of each affiliate

From: Michelle T. Maniago, Chair, 'Under 40' Engagement Subcommittee (*Ad Hoc*),  
Marketing and Membership Committee

Date: 06 June 2017

**Re: Questionnaire re marketing best practices for developing 'under 40' membership**

## **Background**

As many current members begin to retire from active practice or reduce full-time practice, ADRIC thought it prudent that it and its affiliates begin, to the extent not already started, to consider membership trends for the next 10-20 years, and identify and implement best practices for recruitment of new, younger, members.

To this end, ADRIC created an AD HOC subcommittee to its Marketing and Membership committee, chaired by Michelle Maniago, to consider engagement strategies aimed at the "under 40" population, with a sub-focus on engaging new women members (the "**Subcommittee**").

The Subcommittee recognized that to move forward meaningfully with its mandate, it needed first to obtain data to understand the current situation regarding membership and engagement strategies across the country, and then identify possible best practices for the future.

In March 2017, the Subcommittee received data from several of the affiliates in response to an initial request to create a baseline understanding. That data reveals, in general, that we do not track metrics related to under 40 membership, and, with the notable exception of ADRIA, there are no targeted efforts by the affiliates to increase their exposure with the under 40 population.

The purpose of this questionnaire is to discover best practices drawn from the personal experiences of the directors or other interested individuals from across our organization to consider how, if at all, we should focus on including 'under 40' individuals as part of our membership. In considering this, it may be of interest to bear in mind the following:

- First, it is well documented that "generational" attitudes towards career longevity have shifted over time, where the norm is that younger workers no longer expect to remain in the same job, let alone the same career, for all of their working years. Indeed, studies now suggest that younger professionals

may shift their careers (and their employer) multiple times, and the expectation of working in a single company throughout their working years is much more rare.<sup>1</sup>

- Second, even the most promising and senior individuals in the under 40 category are likely at least 5-10 years away from regularly acting as arbitrators or mediators, *if they ever develop into that career stream at all*. Some will remain as advocates or practitioners of ADR, without ever taking on an arbitrator, facilitator or mediator role.
- Finally, it is important to recognize that major career shifts will likely occur throughout these younger individual's life. Consequently, the impact of ADRIC or the affiliates may well be felt years after initial exposure to the organization.

Please share this background document, with the questionnaire, with your fellow board members and other interested persons, as you see fit. We greatly appreciate your participation and consideration, and hope that we can then share best practices from across the country for the benefit of the entire organization.

### **Deadline for Response and Next Steps**

Completed written responses to the questionnaire should be returned to Michelle Maniago at [mmaniago@blg.com](mailto:mmaniago@blg.com) by **1 August 2017**. If you would like to provide further feedback by way of a small group teleconference with Ms. Maniago, please indicate so at the end of the questionnaire.

The results of this consultation are expected to be finalized for the ADRIC October board meetings. A copy of the final report will be circulated to all affiliates for potential distribution to their respective boards and may be a topic of discussion at an upcoming president's roundtable.

Thank you in advance for your participation and consideration.

Sincerely,  
Michelle T. Maniago

---

<sup>1</sup> See for example: Sean T. Lyons, Eddy S. Ng and Linda Schweitzer, "Generational career shift: Millennials and the changing nature of careers in Canada" in *Managing the New Workforce: International Perspectives on the Millennial Generation* (Edward Elgar: Northampton, MA, USA, 2012), chapter 4.

## Questionnaire

1. If you were approached by someone under 40 years of age who has an interest in building a business in ADR, what advice would you give if asked?
  - *Would this advice change if the person said they wanted to be an arbitrator, mediator or facilitator (and if yes, please describe how so)?*
2. Should someone under 40 years of age be interested in ADRIIC/local affiliate now? If yes, why? What kinds of benefits should they receive from us?
3. If someone under 40 wanted mentorship in an ADR practice, what opportunities can provide this?
4. What successful marketing approaches have you seen (or heard of) used in conjunction with marketing to the 'under 40' population?
5. Do you have any other comments about ADRIIC or its affiliates engaging with the 'under 40' population to increase membership within this age demographic?

If you would like to participate in a short teleconference to discuss any of the above in further detail, please confirm.

*Completed written responses to the questionnaire should be returned to Michelle Maniago at [mmaniago@blg.com](mailto:mmaniago@blg.com) by **1 August 2017**.*

**From:** Paul Conway [mailto:paul@adralberta.com]

**Sent:** March-31-17 3:56 PM

**To:** Stan Galbraith <stan@galbraith.ab.ca>; 'Dolores Herman' <dherman2010@gmail.com>; 'Marshall, Barrie' <Barrie.Marshall@gowlingwlg.com>; Dolores Herman <daherman@shaw.ca>; Truus Souman <membership@adralberta.com>

**Cc:** Wendy Hassen <wendy@wendyhassen.ca>

**Subject:** RE: ADRIC Government Relations Committee Terms of Reference

Just to follow up on the chain below, Wendy & I did a gap analysis on the question of what new ADRIA committees might be set up in the future.

Our conclusion/recommendation was that the only significant gap was a Committee to tackle "**Government Relations & Public Awareness**"

We did discuss the possibility of splitting this into two committees, but concluded that it would dilute our resources and ignore the obvious relationship between the two.

That said, if there were sufficient volunteers, the work could be divided into sub-committees, reporting to a single overarching, executive or steering committee.

If created, partly in support of the White Paper Action Plan (but not limiting itself to mediation), such a committee would most likely report directly to the Board.

Committee members and a Chair (or Co-Chairs) need not be drawn exclusively from the Board, but Board representation is certainly recommended.

Truus - please add this as a potential Board agenda item.

**Paul Conway** | *Executive Director*



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**From:** Wendy Hassen [mailto:wendy@wendyhassen.ca]

**Sent:** March-22-17 8:14 AM

**To:** Paul Conway; Stan Galbraith; 'Dolores Herman'; 'Marshall, Barrie'

**Subject:** RE: ADRIC Government Relations Committee Terms of Reference

Hi There!

Stan I don't know enough about the ADRIC committees to provide much insight yet. My perception is also that there are too many. (I think we need to also keep in mind that ADRIC is both a policy and an operational Board – that is not the case with ADRIA)

ADRIC Board members Chair each of the major (parent?) ones so I understand they are the point of coordination. They suggest ADRIC Board members be involved in at least 2 committees. Because I am spending so much time on the MOU Task Force they have told me not to worry about more for now. I am travelling to Toronto ( May 4<sup>th</sup> -7<sup>th</sup>) with Sara Ahlstrom and hope to learn more about what committee(s) she is now working on.

Engaging Volunteers through committees I think is a good area to explore for a lot of reasons. I think we would need to consider the real value for the effort ( it is worse to set up a committee that does not get anywhere – I think you need a meaningful purpose and committed driver\champion(s)) . . .and whether any committee would be BOARD (policy focused) committees which are creatures of the Board or Operational Committees that work with staff- like our bridging the distance committee. ( Board members could be on Operational committees, however the reporting is not through the Board)

Not sure if that helps, look forward to more exploration.

Wendy



PHONE: 780.951.9855 FAX: 780.464.0111  
EMAIL: [wendy@wendyhassen.ca](mailto:wendy@wendyhassen.ca)

***"Advice is like snow--the softer it falls, the longer it dwells upon, and the deeper it sinks into the mind."***

**Samuel Taylor Coleridge**

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*recipient of this communication, and do not copy, distribute, or take action replying on it. Any communication received in error, or subsequent reply, should be deleted or destroyed.*

**From:** Paul Conway [<mailto:paul@adralberta.com>]

**Sent:** March 21, 2017 5:18 PM

**To:** Stan Galbraith <[stan@galbraith.ab.ca](mailto:stan@galbraith.ab.ca)>; Wendy Hassen <[wendy@wendyhassen.ca](mailto:wendy@wendyhassen.ca)>; 'Dolores Herman' <[dherman2010@gmail.com](mailto:dherman2010@gmail.com)>; 'Marshall, Barrie' <[Barrie.Marshall@gowlingwlg.com](mailto:Barrie.Marshall@gowlingwlg.com)>

**Subject:** RE: ADRIC Government Relations Committee Terms of Reference

It certainly speaks to my hope to one day recruit or hire an ADRIA volunteer coordinator (one day a week)

**Paul Conway** | *Executive Director*



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**From:** Stan Galbraith [<mailto:Stan@galbraith.ab.ca>]

**Sent:** March-21-17 5:17 PM

**To:** Paul Conway; Wendy Hassen; 'Dolores Herman'; 'Marshall, Barrie'

**Subject:** RE: ADRIC Government Relations Committee Terms of Reference

Although ADRIC is far too top heavy with committees and committees that report to other committees, there is something we could learn from them – perhaps looking at their chart of 101 committees and

picking the best of the best for us to implement at the provincial level and involve more of our interested members.

Wendy, as our ADRIAC rep I am interested in your thoughts on what ADRIAC committees are actually making a difference and ones that we might consider at the provincial level that would give us the biggest bang for our buck.

Stan

**From:** Paul Conway [<mailto:paul@adralberta.com>]  
**Sent:** Tuesday, March 21, 2017 4:52 PM  
**To:** Stan Galbraith; Wendy Hassen; 'Dolores Herman'; 'Marshall, Barrie'  
**Subject:** RE: ADRIAC Government Relations Committee Terms of Reference

I like that idea!

**Paul Conway** | *Executive Director*



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**From:** Stan Galbraith [<mailto:Stan@galbraith.ab.ca>]  
**Sent:** March-21-17 3:57 PM  
**To:** Wendy Hassen; Paul Conway ([paul@adralberta.com](mailto:paul@adralberta.com)); Dolores Herman ([dhorman2010@gmail.com](mailto:dhorman2010@gmail.com)); 'Marshall, Barrie'  
**Subject:** RE: ADRIAC Government Relations Committee Terms of Reference

Hello All

This initiative certainly has my support and something we should actively consider at the provincial level. Perhaps this is another opportunity to engage members who have expressed an interest in Board work.

Thanks  
Stan

**From:** Wendy Hassen [<mailto:wendy@wendyhassen.ca>]  
**Sent:** Tuesday, March 21, 2017 9:41 AM  
**To:** Paul Conway ([paul@adralberta.com](mailto:paul@adralberta.com)); Dolores Herman ([dhorman2010@gmail.com](mailto:dhorman2010@gmail.com)); 'Marshall, Barrie'; Stan Galbraith  
**Subject:** ADRIAC Government Relations Committee Terms of Reference

Hi All!

This is the Government Relations committee terms of reference I mentioned at the ADRIA Board meeting

- A Gilbert Van Nes is noted as an Alberta representative

- They will be developing and submitting a 3 year plan to the Board in October.

One thing that came to mind when I reflected on our discussions about networking and who to invite for dinner next time. . .

Last fall ( I think) we had discussed inviting them to a gathering to connect with the ADRIA board – perhaps once a year.

I don't have a current list of all the Alberta folks on the ADRIA committees and can't access on the web page at the moment so not sure how many people we are talking about

While I understand this is not a high priority, as ADRIA's rep on the ADRIC Board – I would be very interested in pursuing these connections and would volunteer to help plan something if this is still an idea supported by the Board.

Best!

Wendy



PHONE: 780.951.9855 FAX: 780.464.0111

EMAIL: [wendy@wendyhassen.ca](mailto:wendy@wendyhassen.ca)

***"Advice is like snow--the softer it falls, the longer it dwells upon, and the deeper it sinks into the mind."***

***Samuel Taylor Coleridge***

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Sous-comité: **RELATIONS GOUVERNEMENTALES** (Comité de la promotion et du rayonnement des PRD)

Membres: Andrew Wychnenka (Manitoba)  
Del McLennan (Ontario)  
Elser Lee Archer (Ontario)  
Elton Simoes (Colombie-Britannique)  
Gilbert Van Nes (Alberta)  
Harvey Haber (Ontario)  
Joyce Young (Ontario)  
Laura Gray (Colombie-Britannique)  
Viki Scott (Ontario)

Expert: Conseiller juridique – Droit du lobbying (à être nommé)

*Ex Officio:* Président de l'IAMC – Scott Siemens (Saskatchewan)  
Président, comité de la promotion et du rayonnement des PRD - Thierry Bériault (Québec)  
Directrice exécutive – Janet McKay

**MANDAT**

Établir et maintenir des relations constructives avec le gouvernement du Canada et ses agences afin d'encourager l'utilisation des modes de prévention et de règlement des différends (PRD) au Canada, y compris par le gouvernement canadien, et de veiller à ce que les modes de PRD conservent leur statut de moyens privilégiés et efficaces afin de prévenir et de résoudre les conflits dans notre société.

Fournir au conseil d'administration et au leadership de l'IAMC des conseils et des recommandations relativement aux relations gouvernementales, et ce, sur demande.

**2017 PROJECTS & OBJECTIVES**

1. D'ici le mois d'octobre 2017, proposer au conseil d'administration de l'IAMC une stratégie triennale (2018-2021) visant à établir une relation solide et durable entre l'IAMC et le gouvernement du Canada pour le développement des modes de PRD au pays, y compris la médiation et l'arbitrage.
2. Déterminer le cadre juridique applicable (législation et réglementation) lorsque l'IAMC communique et établit des relations avec le gouvernement du Canada, y compris de clarifier si les représentants de l'IAMC agiraient alors comme «lobbyistes» ou entreprendraient des activités de lobbying, et identifier leurs obligations légales (inscription à un registre, formation, etc.), le cas échéant.

Sub-committee: **GOVERNMENT RELATIONS** (Advocacy & Outreach Committee)

Members: Andrew Wychnenka (Manitoba)  
Del McLennan (Ontario)  
Elser Lee Archer (Ontario)  
Elton Simoes (British Columbia)  
Gilbert Van Nes (Alberta)  
Harvey Haber (Ontario)  
Joyce Young (Ontario)  
Laura Gray (British Columbia)  
Viki Scott (Ontario)

Expert: Legal Counsel – Lobbying Law (to be named)

*Ex Officio*: President – Scott Siemens (Saskatchewan)  
Chair, Advocacy & Outreach Committee – Thierry Bériault (Québec)  
Executive Director – Janet McKay

**TERMS OF REFERENCE**

Establish and maintain positive relations with the Government of Canada and its agencies to encourage the use of ADR in Canada, including by the government itself, and to ensure that it maintains its status as the leading and most efficient means to prevent and solve conflict in our society.

Provide advice and recommendations on Government Relations to ADRI's Board and Leadership, when requested.

**2017 PROJECTS & OBJECTIVES**

1. By the month of October 2017, propose to ADRI's Board of Directors a three-year strategy (2018-2021) to build a strong and sustainable relationship between ADRI and the Government of Canada for the development of ADR in this country, including mediation and arbitration.
2. Determine the applicable legal framework (legislation and regulations) applicable when ADRI communicates and establishes relations with Government of Canada, including if ADRI's representatives would be acting as "lobbyists" or would undertake lobbying activities, and identify what would be their legal obligations in that regard (registering, training, etc.).

Kristy - Newsletter and social media material

Jocelyn - Board agenda

**Paul Conway** | *Executive Director*



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**From:** [admin@adric.ca](mailto:admin@adric.ca) [<mailto:admin@adric.ca>]

**Sent:** May-31-17 9:44 AM

**To:** Mr. Paul Conway

**Subject:** Call for Nominations: McGowan / Demande de nominations : McGowan



ADR Institute of Canada  
Institut d'arbitrage et de  
médiation du Canada <sup>TM/MC</sup>

---

*(le français suit...)*

**LIONEL J. MCGOWAN AWARDS OF EXCELLENCE IN DISPUTE RESOLUTION**

**CALL FOR NOMINATIONS FOR 2017**

**The ADR Institute of Canada is calling for nominees**  
for the Lionel J. McGowan Awards of Excellence in  
Dispute Resolution.

The awards are named in recognition and honour of  
Lionel J. McGowan, the first Executive Director of the  
Arbitrators' Institute of Canada. The presentation of the  
McGowan Awards will take place at the Institute's Annual  
General Meeting to be held in **St. John's**, Newfoundland,  
**October 18-20**, 2017.

There are two awards: one which recognizes outstanding  
contribution to the support, development and success of the  
ADR Institute of Canada, and/or development of alternative  
dispute resolution nationally, and one which recognizes  
contribution to a Regional Affiliate and within a Region.



### REGIONAL AWARD OF EXCELLENCE

This award is for an individual who has made an  
outstanding contribution to the development and  
success of the Regional Affiliate of the ADR Institute  
of Canada, either by a short-term exceptional effort  
or through constant contributions over a long period  
of time, or has contributed significantly to the  
promotion and development of ADR within the  
region. Note that simply being a member for many  
years, being on a board or committee for many  
years, or carrying out one's own ADR practice do not  
apply toward the award.

### NATIONAL AWARD OF EXCELLENCE

This award is similar to the Regional award, but given  
for contributions to the ADR Institute of Canada. A  
candidate's contributions to the support,  
development and/or progress of the ADR Institute of  
Canada and its policies and programs, and to

### DEADLINE

Nominations will be accepted until **Friday,  
September 1, 2017**.

You are encouraged to submit nominations  
at any time prior to this date.

Please send nominations **in the form of a  
letter explaining why you feel your  
nominee should be recognized**, to the  
McGowan Nomination Committee at the  
ADR Institute's national office, by fax or  
email.

**MCGOWAN NOMINATION COMMITTEE**  
**ADR INSTITUTE OF CANADA**

234 Eglinton Ave. E., Suite 407  
Toronto, Ontario M4P 1K5  
Fax: 416-901-4736 [admin@adric.ca](mailto:admin@adric.ca)

promotion of ADR on a national scale, would be relevant. Professional ADR teaching, hearing ADR cases and other ADR practice activities do not qualify. Similarly, simply being on the Board of the ADR Institute of Canada does not qualify unless it included major contributions to the Institute through development of the Institute's structure, National-Regional relationships, national programs or materials, funding, or other significant Institute initiatives.

### **REMINDER - CALL FOR SPEAKERS FOR ADRIC 2017**

The **ADRIC 2017: ADR & Access to Justice** Annual National Conference will be held in St. John's NL, October 19-20, 2017.

If you are interested in speaking, the ADRIC 2017 Conference Committee invites members to submit a proposal.

Click below for more information and the link to submit your proposal:

<http://fluidsurveys.com/surveys/adrinstitute/adric-2017-national-conference-speaker-proposals/>

**Proposal Submission Deadline: Monday June 12, 2017 at 11:59 pm ET.**

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**PRIX D'EXCELLENCE À LA MÉMOIRE DE LIONEL J. MCGOWAN**

**DEMANDE DES NOMINATIONS POUR 2017**

**L'Institut d'arbitrage et de médiation du Canada cherche des nominations** pour le prix d'excellence en résolution extrajudiciaire de disputes.

Le prix est accordé en honneur et en reconnaissance de Lionel J. McGowan, le premier Directeur exécutif de l'Institut d'Arbitrage du Canada, une des organisations fondatrices de l'Institut d'arbitrage et de médiation du Canada. La présentation se fera lors de la réunion générale annuelle de l'Institut à **St. John's**, Terre-Neuve, **du 18 au 20 octobre** 2017.

Deux prix sont décernés lors de la présentation : l'un en raison des contributions à l'Institut et au domaine au niveau national, et l'autre, en raison des contributions au niveau régional.



### **PRIX D'EXCELLENCE RÉGIONAL**

Ce prix est décerné à celui ou celle-ci qui a contribué au développement et au succès d'un Institut régional d'une façon incomparable, soit par son effort remarquable à court terme, ou par sa contribution constante sur une longue période et qui a contribué de façon significative à la promotion et/ou au développement de la PRD au sein de la région. Il faut noter que, payer ses frais pour plusieurs années, siéger sur un comité ou un Conseil d'administration pour plusieurs années, et avoir sa propre pratique de PRD avec rémunération, ne comptent pas envers un prix.

### **PRIX D'EXCELLENCE NATIONAL**

Ce prix est semblable au prix régional, mais est décerné en raison des contributions à l'Institut National. Les contributions du candidat à l'appui, le développement, et/ou le progrès de l'Institut d'arbitrage et de médiation du Canada et ses politiques et programmes, et de promouvoir la PRD

### **DATE DE SOUMISSION**

La date limite pour recevoir les nominations est **vendredi le 1er septembre 2017.**

Nous vous encourageons de soumettre vos nominations dès que possible, **avec une lettre indiquant pourquoi votre candidat(e) devrait être reconnu**, au bureau de l'Institut d'arbitrage et de médiation du Canada, par télécopieur ou courriel électronique.

COMITÉ DES NOMINATIONS MCGOWAN  
Institut d'arbitrage et de médiation du Canada  
234, rue Eglinton est, bureau 407  
Toronto (Ontario) M4P 1K5  
Télec. : 416-901-4736 [admin@adric.ca](mailto:admin@adric.ca)

au niveau national, sont pertinent. Enseigner la PRD professionnellement, écouter aux cas de PRD, et d'autres activités de la pratique de la PRD, ne comptent pas. En plus, étant sur le Conseil d'administration de l'Institut national ne compterait pas, à moins que ça incluse des contributions majeures à l'Institut à travers le développement de la structure de l'Institut, des relations régionales nationales, des programmes ou matériaux nationaux, du financement, ou d'autres initiatives significatives de l'Institut.

### **RAPPEL - APPEL AUX CONFÉRENCIERS POUR IAMC 2017**

La Conférence nationale annuelle **IAMC 2017 : PRD et accès à la justice**, aura lieu à St-John's, Terre-Neuve, du 19 au 20 octobre 2017.

Si vous êtes intéressé à être conférencier, le Comité de la conférence IAMC 2017 vous invite à soumettre une proposition.

Afin d'assurer que votre proposition sera considérée, veuillez compléter le formulaire de soumission en ligne au <http://fluidsurveys.com/surveys/adrinstitute/proposition-de-conferenciers-pour-iamc-2017/>

**La date limite pour présenter des propositions est le lundi 12 juin 2017 à 23h 59 HE.**

ADR Institute of Canada / Institut d'arbitrage et de médiation du Canada  
234 Eglinton Ave. E., Suite 407 / 234, rue Eglinton est, Bureau 407  
Toronto (Ontario) M4P 1K5

Tel / Tél : 416-487-4733 / 1-877-475-4353 Fax / Téléc : 416-901-4736  
Email / Courriel : [admin@adric.ca](mailto:admin@adric.ca) Web : [adric.ca](http://adric.ca)

[désabonner](#)  
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ADRIC Committee structure, Affiliate representation, and potential nomination to the ADSAAC  
John - as the Chair of the ADC, your views or suggestions regarding who we might nominate to the ADSAAC, as an ADRIA/Affiliate rep and/or potential Chair, would add value

The two emails highlighted in grey below were cut and pasted into Wendy's chain for clarity/resolution.

**Paul Conway** | *Executive Director*



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**From:** Wendy Hassen [<mailto:wendy@wendyhassen.ca>]

**Sent:** May-17-17 8:18 AM

**To:** ADRIC - Janet McKay; Paul Conway

**Cc:** [scott.siemens@cra-arc.qc.ca](mailto:scott.siemens@cra-arc.qc.ca); 'Marshall, Barrie'; 'Dolores Herman'; 'Dolores Herman'; 'Marshall, Barrie'; 'John Welbourn'; 'Andrew D. Butt'; Thierry Beriault ([tberiault@beriault.qc.ca](mailto:tberiault@beriault.qc.ca))

**Subject:** RE: PowerPoint for Scott's speech at ADRIA AGM

Hi all!

The process for recruiting reps to ADRIC committees seems to be part of determining how we can all most effectively work together moving forward. This has come up in some of the discussions underway as part of the work of the MOU Task force and relates to the broader topic of communications to our mutual members.

As Paul has noted, the idea we came up with) was to identify ADRIC committees that are a priority for Affiliate representation (which would mean the Affiliate would recruit that member and that member would understand that part of their responsibility would be liaising with the Affiliate to transfer information\ideas back and forth) This would ensure and strengthen communications and consensus building. It would of course be subject to the capacity of each Affiliate, which may vary. It may also assist with the larger goal of clarifying roles of ADRIC and Affiliates.

For example, marketing and membership, given the need to engage Affiliates as a consolidated network to promote and educate may be an example where Affiliate representation is very important. Another might be designations, where Affiliates are responsible for intake and recommending designation candidates. A committee where Affiliate appointed representation is not needed might be the Publications Support Committee where ADRIC would put a call out to interested members.

While this idea was briefly raised at the ADRIC meeting where Affiliate reps are present, it was not discussed. Janet and Scott, if you think this idea has merit, should we run by the other Affiliates?

... My two cents. Take care!

Wendy



P. 780.951.9855

F. 780.464.0111

wendy@wendyhassen.ca

**Every new beginning comes from some other  
beginning's end**  
Seneca

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*error, or subsequent reply, should be deleted or destroyed.*

**From:** ADRIC - Janet McKay [<mailto:janetmckay@adric.ca>]

**Sent:** May-16-17 4:06 PM

**To:** Paul Conway

**Cc:** [scott.siemens@cra-arc.gc.ca](mailto:scott.siemens@cra-arc.gc.ca); 'Marshall, Barrie'; 'Dolores Herman'; 'Dolores Herman'; 'Marshall, Barrie'; 'John Welbourn'; 'Andrew D. Butt'; Wendy Hassen

**Subject:** RE: PowerPoint for Scott's speech at ADRIA AGM

Paul,

I have revised Scott's speech as follows to accommodate your request:

Speaking of Committees, ADRIC has many opportunities for your involvement. We encourage you to share your experience and talent on our numerous and varied committees. [Some of ADRIC's committees require official affiliate representation such as the Arbitration Designations Standards Committee](#) for which we are currently seeking a Chair. This individual is also required to be a Chartered Arbitrator. Have a look at the chart on our website to see where there are vacancies or contact Janet McKay, ADRIC's Executive Director to learn how you can become involved.

[In the unlikely case that someone comes directly to me with interest in the position, I will direct them to ADRIA.](#)

Noted re MDSAAC, thanks.

*Janet*

416-487-4733 ext 105

[877-475-4353 ADRIC.ca](mailto:877-475-4353@ADRIC.ca)

**From:** Paul Conway [<mailto:paul@adralberta.com>]

**Sent:** Tuesday, May 16, 2017 5:24 PM

**To:** ADRIC - Janet McKay

**Cc:** [scott.siemens@cra-arc.gc.ca](mailto:scott.siemens@cra-arc.gc.ca); 'Marshall, Barrie'; 'Dolores Herman'; 'Dolores Herman'; 'Marshall, Barrie'; 'John Welbourn'; 'Andrew D. Butt'; Wendy Hassen

**Subject:** RE: PowerPoint for Scott's speech at ADRIA AGM

Thanks Janet - we have appreciated the ADRIC committee vetting as recently introduced (informally), and would only ask that Scott incorporate the Affiliate's essential role into any remarks he might make at the AGM regarding volunteers for key national committees such as the ADSAAC. We look forward to seeing the suggested changes to ADRIC committee representative selection and approval processes as they take form.

For the record, my note below refers to all three ADRIC national committees under the PPED (Andy Butt), and does correctly state that Mary & Chuck are on the **MDSAAC**

**Paul Conway** | *Executive Director*



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**From:** ADRIC - Janet McKay [<mailto:janetmckay@adric.ca>]

**Sent:** May 16, 2017 2:19 PM

**To:** Paul Conway <[paul@adralberta.com](mailto:paul@adralberta.com)>

**Cc:** [scott.siemens@cra-arc.gc.ca](mailto:scott.siemens@cra-arc.gc.ca); 'Marshall, Barrie' <[Barrie.Marshall@gowlingwlg.com](mailto:Barrie.Marshall@gowlingwlg.com)>; 'Dolores Herman' <[Dolores.Herman@neb-one.gc.ca](mailto:Dolores.Herman@neb-one.gc.ca)>; 'Dolores Herman' <[dherman2010@gmail.com](mailto:dherman2010@gmail.com)>; 'Marshall, Barrie' <[Barrie.Marshall@gowlingwlg.com](mailto:Barrie.Marshall@gowlingwlg.com)>; 'John Welbourn' <[jhw@macwel.ca](mailto:jhw@macwel.ca)>; 'Andrew D. Butt' <[andrewdbutt@nl.rogers.com](mailto:andrewdbutt@nl.rogers.com)>; Wendy Hassen <[wendy@wendyhassen.ca](mailto:wendy@wendyhassen.ca)>

**Subject:** RE: PowerPoint for Scott's speech at ADRIA AGM

Paul, I believe there is no harm in what is included in the speech, we would still run folks by ADRIA if they expressed interest.

ADRIC is fortunate the current members of these two committees have been participating for many years.

Mary and Chuck are on the MDSAAC (not the ADSAAC) and Mary is not a practitioner, is not representing ADRIA and is a corporate member: has a user perspective (as corporate counsel, she engages practitioners) and a vested interest in engaging the best practitioners.

<p><b>Arbitration Designations Standards, Audits, Appeals &amp; CEE Committee (ADSAAC)</b>  <i>(previously known as National Audit and Appeals Committee)</i>  Determine criteria, policy, protocol, revisions, CEE points requirements;  Hear appeals from RCMACs; Audit a percentage of applications from each affiliate at random to ensure consistency and adherence to standards;  Audit CEE reports.  <b>Chair: Vacant</b>  Glen Bell, BC  Guy Couturier, Atlantic  Barry Effler, MB  Michael Erdle, ON  Robert Masson, QC  Jim Musgrave, Atlantic</p>	ents; n each ds; Audit CEE reports.
--	---

I have not yet had the time to separate the committees requiring "affiliate representation", but agree, these are committees that would benefit from it. I look forward to hearing about whom ADRIA may nominate.

*Janet*

416-487-4733 ext 105  
877-475-4353 ADRIC.ca

**From:** Paul Conway [<mailto:paul@adralberta.com>]  
**Sent:** Tuesday, May 16, 2017 3:41 PM  
**To:** ADRIC - Janet McKay  
**Cc:** [scott.siemens@cra-arc.qc.ca](mailto:scott.siemens@cra-arc.qc.ca); 'Marshall, Barrie'; 'Dolores Herman'; 'Dolores Herman'; 'Marshall, Barrie'; 'John Welbourn'; 'Andrew D. Butt'; Wendy Hassen  
**Subject:** RE: PowerPoint for Scott's speech at ADRIA AGM

.....and that's a great example of an ADRIC national committee to which the Affiliate should be fully involved in selecting an ADRIA/Alberta candidate, Chair or otherwise.

ADRIA's interest in the work of such committees is reflected in our recent letter to ADRIC regarding training and designation standards, and the formation of a task force..  
High designation standards are considered vital to the long-term viability of ADRIA, and it is essential that we secure a voice on these particular national committees.

<http://adric.ca/wp-content/uploads/2017/05/ADRIC-Committee-Chart.pdf>

**Under the PPED (Chaired by Andy Butt), ADRIA needs to nominate or approve an Alberta rep to the ADSAAC (as Chair or member)**

The MDSAAC has two "Alberta" reps, Mary Comeau & Chuck Smith, both of whom are ADRIA members, and with whom the ADRIA Board must establish better connectivity.

It is worth noting that neither rep was nominated or approved by the ADRIA Board, and that Mary is a Corporate member without designation, Chartered or Qualified.

The Ethics and Professional Practice Committee includes Alberta members Sharon Wilson (as nominated by ADRIA) and Pete Desrochers

Obviously this is still an open discussion.

**Paul Conway** | *Executive Director*



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**From:** ADRIC - Janet McKay [<mailto:janetmckay@adric.ca>]

**Sent:** May-16-17 1:15 PM

**To:** Paul Conway

**Cc:** [scott.siemens@cra-arc.gc.ca](mailto:scott.siemens@cra-arc.gc.ca); 'Marshall, Barrie'; 'Dolores Herman'; 'Dolores Herman'; 'Marshall, Barrie'

**Subject:** RE: PowerPoint for Scott's speech at ADRIA AGM

Paul, Scott will be saying something like:

Speaking of **Committees**, ADRIC has many opportunities for your involvement. We encourage you to share your experience and talent on our numerous and varied committees. We are currently looking for a **Chartered Arbitrator** to fill a very important position as **Chair of the Arbitration Designations Standards Committee**. Have a look at the chart on our website to see where there are vacancies or contact Janet McKay, ADRIC's Executive Director to learn how you can become involved.

*Janet*

416-487-4733 ext 105  
877-475-4353 [ADRIC.ca](http://ADRIC.ca)

**From:** Paul Conway [<mailto:paul@adralberta.com>]

**Sent:** Tuesday, May 16, 2017 3:06 PM

**To:** ADRIC - Janet McKay

**Cc:** [scott.siemens@cra-arc.gc.ca](mailto:scott.siemens@cra-arc.gc.ca); 'Marshall, Barrie'; 'Dolores Herman'; 'Dolores Herman'; 'Marshall, Barrie'

**Subject:** RE: PowerPoint for Scott's speech at ADRIA AGM

Thanks Janet

Scott - could I ask in advance what you plan to say about Slide #5 ADRIC Committees? As you know, ADRIA has voiced concerns about how "Provincial" or "Affiliate" reps are selected, screened and/or connected to their respective Affiliates. Janet has done a great job this past year about consulting with ADRIA, but as Wendy & I have discussed, we would ultimately like to see greater definition of which ADRIC committee positions are considered "Affiliate" reps, and which committees could provide open

volunteer opportunities to the membership. For certain committees, the Affiliates should have the first opportunity to nominate or approve a candidate, while other committees are less critical.

As this remains an active ADRIC/Affiliate/MOU discussion, it is our hope that Slide #5 simply serves to increase our members' awareness of the volunteer opportunities on national committees, and encourages them to consult with ADRIA and/or ADRIC to determine what such opportunities might be open for new volunteers.

**Paul Conway** | *Executive Director*



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**From:** ADRIC - Janet McKay [<mailto:janetmckay@adric.ca>]

**Sent:** May-16-17 11:47 AM

**To:** Paul Conway

**Cc:** [scott.siemens@cra-arc.gc.ca](mailto:scott.siemens@cra-arc.gc.ca)

**Subject:** PowerPoint for Scott's speech at ADRIA AGM

Here it is, Paul.

Have a great event(s)!

**Janet McKay**

Executive Director / Directrice générale



**WE'VE MOVED!** New **ADRIC Suite #407** and new **Fax #416-901-4736** effective immediately.  
(Our phone numbers remain unchanged and ADRIA remains in Suite 405.)



ADR Institute of Canada  
Institut d'arbitrage et de  
médiation du Canada <sup>TM/MC</sup>

407 - 234 Eglinton Avenue East  
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[ADRIC.ca](http://ADRIC.ca)



@ADRCanada #ADRIC

[unsubscribe/désabonner](#)

**From:** Paul Conway [<mailto:paul@adralberta.com>]

**Sent:** March-31-17 2:49 PM

**To:** 'Wendy Hassen'

**Subject:** How ADRIC fills committees

See below - extracted from the March ADRIC newsletter to all members. As per our recent discussion, we need to distinguish between those committees where volunteers from any province are welcome, and those (operational?) committees that should require or favour Affiliate-connected and approved representation.

---

**WANTED: Volunteers  
for ADRIC Committees**

ADRIC has vacancies on the following committees: We invite interested members from across Canada to consider participating to help advance our common interests.

**Mediation Rules -**

to review, update and improve the National Mediation Rules in 2017.

**Marketing: HR Outreach -**

marketing to HR professionals including corporate HR to promote the value of ADR in their work.

See a full listing of committees and opportunities on ADRIC's website: <http://adric.ca/about-adr/committees/>

If you are interested and are a member, please send a message to [admin@adric.ca](mailto:admin@adric.ca) indicating:

1. why you are interested
2. why you feel you would be an excellent member/contributor on this committee.

8.8.3

**Paul Conway** | *Executive Director*



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**From:** Paul Conway [<mailto:paul@adralberta.com>]

**Sent:** June-05-17 3:13 PM

**To:** 'ADRIC - Janet McKay'; 'Siemens, Scott'

**Subject:** RE: Nominee to the ADSAAC

Adam just sent be a slightly updated bio:

Adam Letourneau, QC is a Chartered Arbitrator (C.Arb) and Chartered Mediator (C.Med), Adam has arbitrated, mediated, refereed and umpired numerous disputes in a variety of areas, including labour, employment, divorce and family, civil litigation, real estate, business and commercial. Managing Partner of Letourneau LLP, Adam has also acted as legal counsel for hundreds of arbitrated and adjudicated matters, as well as counsel in significant litigation at all levels of court in Alberta and Federal Court. Adam holds a Juris Doctor degree (University of Alberta), Master of Laws (LLM) degree in International Dispute Resolution (University of London), as well as a Bachelor of Science and Bachelor of Arts degree. Adam was appointed as Queen's Counsel in 2016 and is currently an elected Bencher of the Law Society of Alberta. Adam works and resides in Lethbridge, AB.

**Paul Conway** | *Executive Director*



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**From:** Paul Conway [<mailto:paul@adralberta.com>]

**Sent:** June-05-17 2:37 PM

**To:** 'ADRIC - Janet McKay'; 'Siemens, Scott'

**Cc:** 'Marshall, Barrie'; 'John Welbourn'; 'Tammy Borowiecki'

**Subject:** Nominee to the ADSAAC

Scott/Janet - ADRIA is pleased to nominate Adam Letourneau to Chair the ADSAAC. Adam has served for several years now on ADRIA's Arbitration Designation Committee (ADC), and his nomination to the ADRIC Committee is endorsed by the current ADC Chair, John Welbourn. Adam's bio follows. If

approved, I'm confident you'll be pleased with this candidate for the position of Chair, or as a committee member from Alberta. Submitted for your consideration & feedback.



Both a Chartered Arbitrator (C.Arb) and Chartered Mediator (C.Med), Adam has arbitrated, mediated, refereed and umpired numerous disputes in a variety of areas, including labour, employment, divorce and family, civil litigation, real estate, business and commercial. Managing Partner of Letourneau LLP, Adam has also acted as legal counsel for hundreds of arbitrated and adjudicated matters, as well as counsel in significant litigation at all levels of court in Alberta and Federal Court. Adam holds a Juris Doctor degree (University of Alberta), Master of Laws (LLM) degree in International Dispute Resolution (University of London), as well as a Bachelor of Science and Bachelor of Arts degree. Adam works and resides in Lethbridge, AB.

**Paul Conway | Executive Director**



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Corner of 112th Ave & 73rd Street

Contact details: fax. (780) 433-9024  
7128 Ada Boulevard, Edmonton AB T5B 4E4  
1-800-232-7214 or **(780) 433-4881 ext. 111**

***ADRIA has engaged a dedicated team of part-time staff, so  
calls and e-mails are usually returned within 2 business days.  
Calls & visits are best accommodated weekdays from 10am-2pm.***

## ●●● Focus: Mediators largely unregulated in Canada

Focus on: Alternative Dispute Resolution

Monday, 17 April 2017 09:00 | Written By Marg. Bruineman

<http://www.lawtimesnews.com/201704176086/focus-on/focus-mediators-largely-unregulated-in-canada?print=1&tmpl=component>

Mediation has increasingly gained traction and is becoming an important alternative means of settling legal disputes in Canada, but mediators themselves remain largely unregulated.

“Mediation, as part of a broader collection of ADR [alternative dispute resolution] tools, is playing an increasing role in our justice system today. There’s no doubt that there is a privatization of justice that is happening,” says Trevor Farrow, who focuses on the administration of justice as academic director of the Winkler Institute for Dispute Resolution at Osgoode Hall Law School.

“One of the concerns is making sure that the professionals involved are properly trained and potentially properly regulated.”

The need for mediation clearly exists, with only seven per cent of those with legal disputes turning to the formal court or tribunal systems, which are often considered costly and time-consuming routes, he adds.

As mediation has matured into an acceptable alternative, it has bred ADR organizations that offer training and set out ethical expectations, certifications and provide some guidance.

That has led to self-regulation, which is supported by market forces — if a mediator doesn’t prove their worth, further work is unlikely to follow.

Unlike the courts system, mediation is a private process that is confidential and not subject to public scrutiny.

It is also a non-adversarial process that usually involves willing parties interested in achieving a settlement instead of having a decision imposed upon them by a court, says Paul Morrison, a senior litigation partner with McCarthy Tétrault LLP in Toronto.

“To a certain extent, the process regulates itself because people just won’t use that person as the mediator,” says Morrison, whose corporate/commercial cases almost inevitably include mediation at some point in the process.

The Canadian and Ontario ADR institutes as well as family and other mediation organizations impose their own standards and codes of ethics, which play a role in consumer protection.

They also have educational requirements, so someone with a chartered mediator

designation, for example, will have met those obligations.

"I think it's more than satisfactory, actually. The reason that it works is that successful, good mediators get the repeat business," says David McCutcheon, a mediator and arbitrator who practises environmental and administrative law and is director and past president of the ADR Institute of Canada and the ADR Institute of Ontario. "If they're negligent, they can be sued like anybody else."

Many will carry insurance, often through a professional organization.

And they also protect themselves through retainer agreements indicating where they are excluded from liability.

The Ontario Mandatory Mediation Program also requires certain credentials of mediators and offers a set of guidelines taking in mediation experience, training, education, familiarity with the justice system and references.

It also has a score sheet available online to help mediation committees evaluate applicants.

"My concern is if you're going to make it really restrictive, who's going to regulate it," says Brampton arbitrator/mediator Colm Brannigan. In addition, most mediators are lawyers who are already regulated by their governing bodies.

The criteria required by the ADR organizations and the best practices approach they adopt reflects what Brannigan believes is important in the profession. And he wonders if certifications by these organizations would be a more practical approach than "full-blown regulation."

A more basic issue Brannigan sees is how to define exactly what mediation is because there isn't an agreement within the mediation community on its definition. And an ethical framework should be in place before regulation is considered.

But he does see some benefits to regulation, which includes an assurance to the public that their interests are a primary consideration and there would be universal standards.

"To me one of the biggest guarantees in making sure that the process, the results are OK, would be to have a lot of emphasis on the parties either having, at the very least, legal advice or legal representation for any binding agreement," which generally occurs in practice, adds Brannigan.

Often, agreements have a clause allowing for legal review for the party that doesn't have their own lawyer.

While the Law Reform Commission has expressed a concern over the lack of regulation in the past, it is not considered a burning issue among those involved in mediation.

B.C. does provide standards in its new family law regulations, defining who is entitled to practise as a mediator and arbitrator in family law.

Although, there is no disciplinary process or organization attached to it.

How it is effective is to give participants of mediation the ability to extricate themselves from the process and perhaps challenge the result.

"The standards that are set are really quite high, which is, in my view, entirely appropriate given the seriousness of family law disputes," says John-Paul Boyd, executive director of the Canadian Research Institute for Law and the Family.

"It's better than nothing and, frankly, it's a great deal easier to allow people to police themselves than go to the trouble of establishing some sort of organization.

"Market forces will prevail. If somebody is a lousy mediator, that person isn't going to get a lot of business."

The question Farrow looks at is whether formal regulation would pass the cost-benefit analysis.

"How much . . . is currently at stake and are there bigger issues at stake in the justice community that perhaps we should be focusing on before we spend social and economic capital on trying to regulate mediators?" he asks.

"Before committing to creating a new oversight body, we'd need a better picture of what are the current issues . . . at stake right now in terms of the cost of not regulating it."

He'd like to know the number of situations in which users are poorly served as well as the kinds of outcomes obtained through different types of mediators.

In the absence of detailed study, he says, there can be no absolute determination on the need. And while the idea of regulation has been explored and law societies have looked at the adequacy of lawyers working as mediators, Farrow says he isn't aware of any detailed examination of the issue.

At the same time, there doesn't seem to be a crisis crying out for the need of regulation.

Although, mediation is expected to play more of an important role in how disputes are

resolved and the number of people relying on it is increasing, so that question isn't expected to disappear.

"By and large, mediators have become a pretty solid professional group. In the early days when qualifications were a little less rigorous and there weren't codes of ethics, I think the people actually had a pretty broad range of behaviours. I think as the mediation profession has matured, the bad apples have been pretty much taken out of the profession," says McCutcheon.

"It definitely has become a mainstay profession now."

# The chosen alternatives

---

Written by [Mallory Hendry](#) Posted Date: May 15, 2017



Demand for alternative dispute resolution growing in wake of Jordan.

According to the lawyers at the arbitration chambers on the top 10 list who spoke to *Canadian Lawyer*, we're on the cusp of an alternative dispute resolution revolution.

"People are about to realize they have to be a lot more creative," says Allan Stitt, owner of ADR Chambers. "I don't mean inside the box but a lot more creative."

He says he's heard about chess clock arbitrations, Redfern schedules and how discovery is moving from where you just discover anything that could possibly be relevant, and while he calls these interesting developments, he still feels they are operating within the box and failing 98 per cent of the market. He says the vast majority of disputes don't justify a full-blown arbitration process and there is an opportunity now for the arbitration community to start coming up with ways people can do arbitration in an expedited way.

"I think what's going to happen next is some lawyers are going to really try to be creative and other lawyers will have to be brought along kicking and screaming to say proportionality is going to have to become more important than due process in arbitration — and that's for me the crucial thing," Stitt says. "Once people take that step, then all bets are off. Anything goes."

Stitt says he's developed expedited rules and seen others try to use similar ones only to meet resistance. ADR Chambers has done a few cases using Stitt's rules and they've gone well, he says, but you need "really forward-thinking" lawyers on both sides. More often than not, one of them says no, but despite some pushback, he is sure this is where arbitration is headed.

Brian Casey, of Bay Street Chambers, agrees that arbitrators have to find ways to be creative in their delivery, but he warns that they also must be careful not to become slaves to a rigid procedure.

“We got into arbitration in part to avoid the sometimes overly rigorous rules of court and one thing you don’t want to see is arbitrators simply developing a new set of rules that they think must be followed,” he says. “Flexibility is key.”

For Paul Torrie, president of Global Resolutions, the fact it’s a non-regulated profession means for mediators to continue to be value added to the process, they need to “up their game on their creativity” through their effectiveness, energy and perseverance.

In line with Stitt, Torrie thinks that, going back to evolutionary process, “we reached one plateau of development and are about to launch into another.”

He adds the Supreme Court of Canada’s decision in *R. v. Jordan* has had the effect of essentially prioritizing criminal cases, which consequently pushes civil cases further down on the priority list.

“This means mediation becomes even more relevant and important,” he says. “In the last few years, there’s been a greater number of people offering mediation services and as a consequence I think there are a lot more options for counsel and their clients. I think that’s very healthy and good for everybody.”

Paul Iacono, founder of YorkStreet Dispute Resolution Group Inc., says all of the problems in the area of civil justice that created the need for ADR in the first place are still there — if anything, they’re getting worse. Civil justice and ADR will always be joined at the hip, he says.

“What’s happening now is maybe one per cent of all of the civil actions that are launched are actually getting to trial,” Iacono says. “When they get to the courthouse, they take too long. So there will always be a need for ADR.”

Casey agrees the demand for ADR is still high, adding the cases he deals with most vary year to year, though he’s found it evenly divided between domestic and international work lately, with “a lot of work in the energy field in arbitration.”

While the biggest area is still insurance and personal injury, this historical leader is losing some of its dominance, says Iacono.

“That business is shrinking because there’s going to be fewer lawsuits, the threshold’s higher, the deductible’s higher,” he says. “I think, eventually, in the area of accident benefits, that’s probably going to turn into something like workers compensation.”

Torrie agrees the majority of work Global Resolutions does has a negligence base to it, and he says that, for his firm, the second largest group after that is commercial matters.

The area of estates mediation is a rapidly growing area. These cases are more traditional mediation, Iacono says, noting it's becoming a huge source of litigation as "billions of dollars pass from one generation to the next and there is inevitably arguments," usually about money. They are straightforward disputes, he says.

One area that's challenging YorkStreet right now is work with First Nations, which Iacono says is groundbreaking.

"It requires what I call a 'hybrid form' of mediation," he says. "It really is a team approach because in these kinds of disputes there are so many moving parts. You need neutrals with special skills. You require someone who can bridge the cultural gap and someone who can sort through multiple layers of conflict."

He says he's been refining techniques because the mediation process is fluid.

"Going down the road we're going to be thinking about how can we refine our approach, how can we make it better? We've seen it work and now we have to take on some tougher challenges."

Another trend noted was an increased interest in ADR by younger partners and associates in litigation firms.

Though Casey says there is a higher degree of co-operation expected and he finds in some cases they still have to educate counsel on that fact, he speculates younger lawyers are more comfortable because they've taken a course in ADR, noting when he went to school there was no such thing.

"Canada is small, relatively speaking," he says. "If you can't get educated by experience, the only other way is to get educated by learning through books and courses and whatnot. I think in this country in particular education is the key."

Torrie, who has been practising ADR since the late '80s, says he's seen an evolution in mediation practice that has become a stand-alone discipline of mediation advocacy.

Most lawyers on the civil side accept their cases will most likely be argued in a

mediation room than a courtroom, he says, and as a consequence the “skill package” they need is a combination of advocacy and negotiation — and there is a corresponding trend in the training of lawyers that he says is positive.

Torrie spoke to *Canadian Lawyer* from an empty classroom at Queen’s University School of Law where he was waiting to speak to a class focused on mediation advocacy and skills.

“What we’re seeing now are lawyers who are emerging from law schools into a practice where they’re more focused on how they’re going to be successful in a mediation as opposed to a trial,” he says.

Osgoode Hall Law School at York University is also offering classes on ADR. Iacono spoke to students focusing on ADR early in March and told them if they decide to go into the practice of litigation it is very likely it will be 10 years or more before they get into a courtroom in front of a Superior Court judge, because of problems in civil justice. Because of the growth of ADR, on the other hand, they’ll be mediating their first case within a week.

“It’s a growing area in law school, and that’s good — it’s important,” Iacono says. “It’s a great procedure. For our fellow citizens, a lawsuit is a pathological experience. Arbitration is informal, relaxed, nobody bites them. It’s a process that flows and you get a dispute settled in a day. What could be better?”

## **ADR Chambers**

Toronto

[adrchambers.com](http://adrchambers.com)

ADR Chambers was founded in 1994. It is the largest private alternative dispute resolution company in the world, having administered more than 50,000 arbitrations and mediations over the last five years. ADR Chambers has more than 50 neutrals who conduct arbitrations and mediations across Canada and internationally. It has regular arbitration rules and expedited arbitration rules for faster and less expensive arbitration.

“It helps parties to reach settlement positions in an efficient manner.”

“Ease of booking and reasonable fees.”

## **Amicus**

Toronto

[amicuschambers.com](http://amicuschambers.com)

Amicus Chambers is a collaborative group of retired judges of the Ontario Superior Court. Extensive judicial experience leads it to independent practices that create distinctive and innovative dispute resolutions. Amicus manages complex matters efficiently and effectively through all levels of the process, from evaluative and interest-based neutral mediation to adjudicative arbitration. Its offices are located at Neesons Court Reporting in Toronto. As a collaborative group of retired judges, its services cover arbitration, mediation and complete “CASE Management” with superior bench strength.

“Excellent location with great facilities and friendly staff.”

“Terrific accommodation and excellent transcripts.”

### **Arbitration Place**

Toronto

[arbitrationplace.com](http://arbitrationplace.com)

Arbitration Place is an arbitration centre located in the heart of Canada’s financial district in downtown Toronto, with a second facility opening in Ottawa in September 2017. Featuring a roster of internationally renowned resident and member arbitrators, Arbitration Place offers an “all-encompassing approach”: state-of-the-art hearing rooms, a full suite of administrative services including court reporting and transcription and an on-site commercial kitchen staffed by a team of chefs and in-house legal counsel to act as tribunal secretary. Recently ranked among the top 10 arbitration facilities in the world, Arbitration Place puts parties in the best possible place to resolve disputes. Arbitration Place also serves as a hub of Toronto’s litigation and arbitration communities, and it frequently runs educational programs on domestic and international topics of interest.

“Commitment to arbitration, modern facilities, knowledge of arbitral proceedings, good selection of arbitrators, an in-house arbitral secretary, warm and helpful staff.”

“The youth and zest of their panelists and their fantastic administration.”

### **AR Group Inc.**

Toronto

[argroupinc.com](http://argroupinc.com)

AR Group was formed in 2000 as a boutique arbitration and mediation firm providing

dispute resolution services in the personal injury field. Its initial areas of focus included tort, accident benefits and LTD claims. When Shari Novick joined founding member Guy Jones in 2001, the firm expanded its focus to include similar services in the field of labour and employment law.

Jones and Novick have each conducted thousands of mediations, and they have also been very active in providing arbitration services, primarily between insurers.

“Experienced, efficient and capable mediators and arbitrators. Very good website with case law made available.”

### **Bay Street Chambers**

Toronto

[baystreetchambers.com](http://baystreetchambers.com)

Founded in 2012, Bay Street Chambers consists of senior barristers practising as arbitrators and mediators in international and domestic commercial disputes. Current active members are J. Brian Casey and Joel Richler, supported by a case manager. Former member Janet Mills has taken an appointment as an Ontario Superior Court master. Casey’s 37 years’ experience included a stint as head of the Baker McKenzie disputes group in North America, while Richler practised commercial litigation and arbitration for close to 40 years with Blake Cassels & Graydon LLP.

“Overall competence . . . attention to detail and spirited interaction.”

“They go out of their way to support their clients.”

### **Canadian Commercial Arbitration Centre**

Montreal, Quebec City

[ccac-adr.org](http://ccac-adr.org)

This non-profit organization was formed in 1986 to act as an independent manager of private, public and para-public alternative dispute resolution programs. It pairs up clients (more than 250 files opened annually) with more than 50 mediators and arbitrators, drawn from various professional backgrounds, ensuring, throughout the process, “that procedural acts, proceedings and choice of arbitrators, in view of costs and time, are proportionate to the nature and purpose of the claim and its level of complexity,” according to president Michel Jeannot.

“Seem to resolve many cases, which free up the courts. Well-run sessions.”

### **Global Resolutions**

Toronto

[globalresolutions.com](http://globalresolutions.com)

Global Resolutions was founded in 1996 by Paul Torrie. Its panel consists of 12 members who specialize in mediating multi-party, multi-faceted cases in commercial, insurance and estate matters. Global has been involved in the resolution of class actions and mass torts covering land claims, business interruption, financial services, E. coli outbreaks, sexual assault and product liability. The recent additions of Christine Fotopoulos and Diane McDowell have expanded its expertise in municipal and professional liability.

“They are very fair and reasonable, and also concise in their approach.”

“Professional, bright, good ethics.”

### **Ottawa Dispute Resolution Group**

Ottawa

[odrg.net](http://odrg.net)

Ottawa Dispute Resolution Group Inc. was founded in 2004 by James Chadwick, former Superior Court regional senior justice for the East Region, and two longtime colleagues of the Ottawa Civil Bar, Brian Parnega and Walter Langley. They were joined in 2014 by Albert Roy, former Superior Court justice for the East Region, who for 20 years presided over a wide variety of cases in both official languages. Together, the firm offers extensive judicial and civil litigation counsel experience in mediation, arbitration, settlement conferences and private trials, and individually, the members of ODRG work with all parties to resolve complex civil matters.

“Very professional and does a great job mediating.”

“Efficacy and loyalty.”

### **Vancouver Arbitration Chambers**

Vancouver

[vancouverchambers.com](http://vancouverchambers.com) \*

Vancouver Arbitration Chambers provides office facilities and a full range of support services for leading independent arbitrators and mediators. Resident neutrals occupy individually leased offices in a suite in Vancouver’s downtown business district. VAC presently is the base of operations for independent resident neutrals — Henri Alvarez, Gerald W. Ghikas and William Everett, all three of whom were formerly partners at

leading Canadian law firms. Alvarez serves as arbitrator of international disputes — including investor-state proceedings — while Ghikas serves as arbitrator of both international and domestic disputes. Everett has a domestic arbitration and mediation practice and also has been appointed a commissioner of the British Columbia Utilities Commission and member of the British Columbia Property Assessment Appeal Board. VAC is operated by Charest Court Reporting Services, which also owns and operates Vancouver Centre for Dispute Resolution in conjunction with VAC.

“Both Gerry Ghikas and Henri Alvarez are best in class in Canada (not just Vancouver) and between them have an incredible breadth of experience.”

“The mediators and arbitrators they have are excellent.”

\* This website is currently being rebuilt

### **YorkStreet Dispute Resolution Group Inc.**

Toronto

[yorkstreet.ca](http://yorkstreet.ca)

Paul Iacono founded the YorkStreet group in 2003. Recently expanding to serve southwest Ontario, YorkStreet now consists of 18 expert panellists who cover dispute resolution in all practice areas. They are a diverse group, experienced and ADR trained, including former Ontario Superior Court justice Harvey Spiegel, former Ontario attorney general Charles Harnick and former Grand Council chief John Beaucage, insurance executives, legal professionals and chartered accountants. Their expertise covers insurance law, municipal, life/health, First Nations, IT, estates, forensic accounting, construction, commercial and employment.

“Excellent arbitrators. . . . they take the time to listen and support settlement decisions.”

“Excellent experience, provide expedient resolutions in various areas of litigation and are well respected in their industry.”

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## **Mallory Hendry**

Mallory Hendry is associate editor for Canadian Lawyer. Mallory is dedicated to delivering the latest news in legal education across Canada. She contributes to both print and online content.