Executive Director's Report – November 2016

Much has changed since we last met, and our financial fortunes have soured. There are some red lights to negotiate in 2017, and I will be seeking Board guidance in this regard.

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

Designations

Tammy Borowiecki, Director Professional Development
Truus Souman, Executive & Membership Coordinator
Jon Souman, Chair MDC
John Welbourn, Chair ADC

- As the September application window closed, we were able to forward a total of 27 approved applications from the two designation committees to ADRIC.
- This makes 2016 a record year for ADRIA with 46 complete designation applications (all of which have been or are likely to be approved by ADRIC)
- The next application window is March 2017.
- Alberta continues to lead the country in terms of growth in designations.
- ADRIA staff continue to note and observe upon differences in how each province administers and qualifies those with designations. This was of particular concern to the Aga Khan CAR as

Membership

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

Membership remains stable, and we have continued to forecast a 90% renewal rate for our 2017 Budget (50% for Associate members). We have recently launched an ADRIA membership drive, with incentives for both new members and current members who can introduce a colleague to ADRIA. Organizational memberships have generated some recent interest from the public sector, with two new memberships bringing our total to three (AER, Health Canada, and the AB Labour Board). Organizational membership details are still awaiting finalization in concert with ADRIC, but will be actively marketed in 2017.

Reporting date	**Full Members, which includes an ADRIC membership**	**Associate Members* (*non-ADRIC Mbrs) + Org Learner Mbrs* + LINK members (see note below)**	**Total ADRIA Members, including non-ADRIC Mbrs**	**Paid Organizational Members**
BoD Meeting Nov 2016	**388**	**160 + 2 +3**	**553**	**3**
BoD Meeting Sep 2016*	**388**	**173 + 2**	**563**	
AGM June 2016**	**381**	**165**	**546**	
End-2015	380	163+2	545	
AGM June 2015	**369**	**150+2**	**521**	
End-2014	361	144+4	509	
AGM May 2014	**338**	**145**	**483**	
End-2013	328	151	479	
End-2012	329	102	431	
ADRIA Sep 2012 (Stand-up of ADRIA)	**311**	**92**	**403**	
AAMS (May 2012)	354	113	467	
AAMS (May 2011)	333	104	437	
ADRIA High (BoDMtg) Sep 2016*	**388**	**173+2**	**563**	
Previous recorded low (ADRIA start Sep 2012)	311	92	403	
*** end-Aug stats ** end-May stats**				
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.				

Online ADR Directory

- We currently feature 79 members in the directory
- Effective January 2017, a national designation will be required in order to be listed. We will likely lose 10-12 listings as a consequence.
- Anyone currently approved, but not holding a national designation, will be allowed to maintain their listing until their membership renewal date (but not beyond).

Professional Development & Education

Tammy Borowiecki, Director Professional Development
Jocelyn Christian, Education Assistant

September-November 2016 Courses:

Edmonton

- Communications in ADR (September) – 9 students (including 2 mid-course withdrawals)
- National Introductory Arbitration (October) – Cancelled
- Conflict Management for HR Professionals (November) – 5 students (at last minute reduced to 4)
- National Introductory Mediation (November) – Cancelled
- Specialty Courses:
  - Conflict Coaching (September) – 5 students
  - Mediation Case Development (October) - Cancelled

Calgary

- Conflict Management for HR Professionals (September) - Cancelled
- Communications in ADR (October) – Cancelled
- National Introductory Arbitration (October) – 6 students (plus 2 last minute withdrawals)
- National Introductory Mediation (November) – Cancelled
- Specialty Courses:
    - Conflict Coaching (October) - Cancelled

Private Training

Edmonton

- Professional Home Builders Institute (November) – 5 students

Calgary

- Professional Home Builders Institute (November) – 6 students (projected)

Upcoming December and 2017 courses and student registrations

Edmonton

- Multi-Party Mediation (December) – 7 students
- Communications in ADR (January) – 1 student
- Separation and Divorce Mediation: Module 1 (January) – 2 students
- National Introductory Mediation (February) – 2 students
- Separation and Divorce Mediation: Module 2 – 1 student
- National Introductory Arbitration (April) – 1 student
- Conflict Management for HR Professionals (April) – 0 students
- Restorative practices (June) – 0 students

Calgary

- Communications in ADR (January) – 2 students
- Conflict Coaching (February) – 1 student
- Conflict Management for HR Professionals (February) – 0 students
- National Introductory Mediation (March) – 0 students
- Separation and Divorce Mediation: Module 1 (April) – 1 student
- National Introductory Arbitration (April) – 1 student
- Communications in ADR (April) – 0 students

Private Contracts

- No private contracts scheduled

General Information

- We have cancelled numerous courses this fall, including National Introductory Mediation, National Introductory Arbitration, Mediation Case Development in Edmonton and Communications in ADR, Conflict Management for HR Professionals, National Introductory Mediation, and Conflict Coaching in Calgary

- We are also significantly behind in registrations for 2017 courses compared to the same time last year.
- In an attempt to attract Calgary students to our program, we have scheduled a Communications in ADR class that runs only on weekends (April/May). We are testing the theory that getting time off work to take courses is an obstacle for some.
- We have been investigating web-based delivery options for the How to Start an ADR Business course.
- Web delivery of courses and content is high on our list of priorities to get up and running. Webinar style delivery of courses will be useful for several different projects we are working on (e.g. CAB).
- We have completed the first stage in the redevelopment of the Consensus Decision Making course. We hope to have it sufficiently complete before Christmas so that we can schedule the course and open registrations in January.
- We are working with BCAMI to provide our experience and expertise in delivering the Communications in ADR & Mediation Courses with the objective of developing capacity within BCAMI to run their own programs. We will also be licensing the Communications in ADR Course to BCAMI.
- We have re-organized our private training curriculum to make it easier for potential clients to understand options for half-day, one-day and two-day workshops for various audiences. We are working towards putting this content on website with hopes of soliciting more private contracts. The increased information on the website will also assist in optimizing our marketing efforts.
- We have updated our course withdrawal policy as we were having people drop courses at the last minute wishing to transfer their registration to the next scheduled course. The new policy reflects the administrative and material costs of last minute withdrawals and mid-course drops.
- Qualitative course feedback will be provided to the board on an annual basis at the first meeting of the year.
- We have had our first two applicants for the Separation and Divorce Mediation practicum program in partnership with Family Justice. Family Justice hopes to have the students start the practicum by the new year.
- Tammy spent a half day with the Conciliation and Arbitration Board (CAB) at their national meeting held in Edmonton observing some training and role-play practice groups. We continue to work with CAB in accrediting their programs and hope to provide some training webinars for them in 2017.
- Paul and Tammy had a telephone conference with the new contact for the MTI program to discuss continuing our partnership and possible growth opportunities. We feel they are much on the same page as us and look forward to making progress on this front over the next several months. We are currently in a holding pattern as they update their course manuals and website.
- Barbara Gilbert left ADRIC mid-October. Barbara was our primary contact for the National training programs and very supportive of our needs. As of yet, her position has not been filled.

Professional Development & Education notes from the ED:

Although we had added courses last Spring to meet demand, and delivered on a lucrative private contract to AHS, our Fall course cancellations meant the loss of over $40K in budgeted revenue. This dramatically reduced our surplus from a high of $100K to a year-end projection of under $15K. At peak, funds were invested in the Communications & Marketing transition AND in social media marketing campaigns. Funds were also expended to complete the course design of SDM, MPM, online how-to-start-an ADR business, and restructuring our training programs for the private training market – all sound investments for 2017 and beyond. As presented in September, our instructor and coach contracting manuals and online web supports were also completed this year. Given the low Fall registrations, the hours of our Education Assistant have already been reduced.

As we approach year-end and monitor the Winter & Spring course registrations, it is clear that additional courses are already at risk. Deferred revenue for 2017 courses is a fraction of what we had in the bank at this point last November. Budget preparations have been difficult and very conservative with respect to Education revenue – but even that is at risk. December budget adjustments, and Q1 & Q2 fiscal reviews in early 2017 will be extremely important, and may necessitate further reductions in staff hours, etc.

I am satisfied that we have the right people representing ADRIA on all of the national ADRIC Educational Committees (Deborah Howes, Tammy, Joanne, Michelle, etc.). The lack of ADRIC staff resources to support the national training programs is problematic but manageable. Actually, I have suggested to ADRIC that they contract these support services to ADRIA. Our partnership with the BCAMI holds promise, and has allowed us to develop a licensing fee structure for our Communications in ADR course. I have begum approaching other Affiliates in this regard, and we will consider similar licensing arrangements for other ADRIA-owned courses (HR, SDM, MPM, etc.). The effective marketing of private ADR training in 2017, in concert with an organizational membership drive, remains a priority.

Strategic Planning

- Board consideration of our current fiscal challenge is the focus of our November meeting
- A review of ADRIA's 2016 milestones, accomplishments and shortfalls has been deferred to the Board's January meeting, along with an update on our fiscal projections for 2017

ADR Networking Events & Luncheons

- Two low-cost ADR Networking events were hosted by ADRIA in October, although the Edmonton event was not particularly well attended. The events were free, and the Calgary event was generously sponsored by Jim McCartney. Charitable donations were accepted in support of tour Community Mediation partners (MRJC & CMCS)
- ADR Networking events will be scheduled for April or May, hopefully sponsored, and consideration will be given to changing the format (speaker, recognizing designations, etc.)
- ADRIA also hosted White Paper feedback sessions in Calgary and Edmonton for our membership – both were attended by over 15 members, and valuable feedback was received. Two online opportunities were also made available, for those unable to

IT, Communications & Marketing

Introduction of the new ADRIC iMIS membership database has been delayed, causing problems for ADRIA members wishing to access their ADRIC portal. ADR Connect is also off line. Hopefully this will be fully resolved before January, when designation fees are payable. There has been no impact on ADRIA, as Alberta & Atlantic continue to be supported by Wild Apricot. An initial analysis of the iMIS costs suggest that it would cost ADRIA $10-15K to buy-in, plus annual fees estimated at approximately $3K per year. iMIS functionality, with respect to supporting the ADRIA business model and website, is yet to be evaluated (but I'm thankful that we didn't buy-in on the initial implementation)

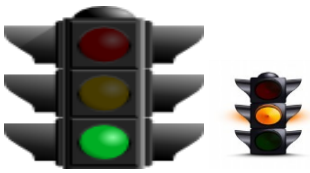
Kristy Rhyason will be meeting with the Board this Saturday to outline her Marketing & Communications efforts since the summer, and seek insights regarding 2017 from the Directors.

Outreach

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

- Aga Khan Conciliation & Arbitration Board (CAB)
- Foundation of Administrative Justice (FOAJ)
- Alberta Family Mediation Society (AFMS)
- Alberta Restorative Justice Association (ARJA)
- Mediation & Restorative Justice Centre (MRJC)
- Community Mediation Calgary Society (CMCS)
- Peer Mediation & Skills Training (PMAST)
- Canadian Bar Association, Alberta (CBA)
- Mediation Training Institute (MTI) and Eckerd College, Florida
- Dispute Resolution Network (DRN)
- Ministry of Justice, Resolution Services
- Reforming the Family Justice System initiative (RFJS)
- Alberta Dispute Resolution Centre
- Municipal Affairs and MDRS Advisory Group
- Mount Royal University (MRU) Advisory Group
- CF/DND Conflict Management Program & Edmonton Garrison CRC
- Canadian Motor Vehicle Arbitration Plan (CAMVAP)
- People for People Conference Planning Committee (P4P)
- International Conflict Resolution Day Committee (CRDay)
- ADRIC Affiliates (notably BCAMI, ADRIO and ADRAI)
- ADRIC Committees (Insurance, PRT, etc)

Human Resources



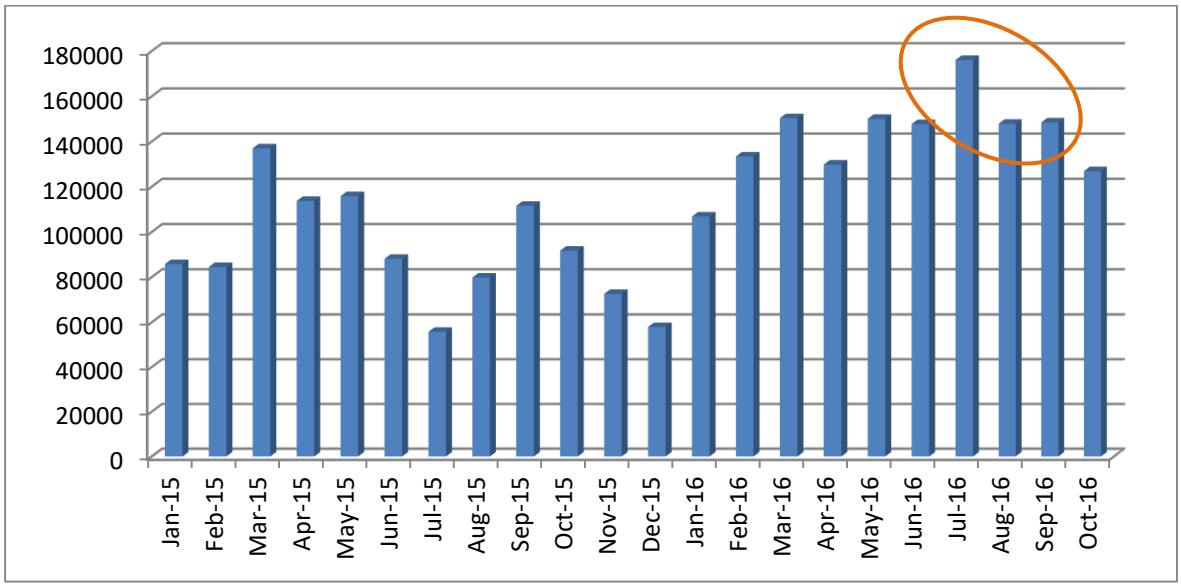
ADRIA is remains at full strength with 7 Full & Part time staff (2 employees, and 5 Contractors). Any new hiring considerations have been suspended (BDO, volunteer coordinator, Calgary, etc), and the hours of some staff have been reduced. Budgeted staff hours for 2017 have similarly been reduced, awaiting improvements to the ecomomy and/or new revenue streams to develop. Budgeted ED hours for 2017 have been reduced from 4.0 to 3.5 days per week commencing in January. Pay increases for the staff have been capped at 2%, and even this increase is subject to Board consideration.

Finan
cial

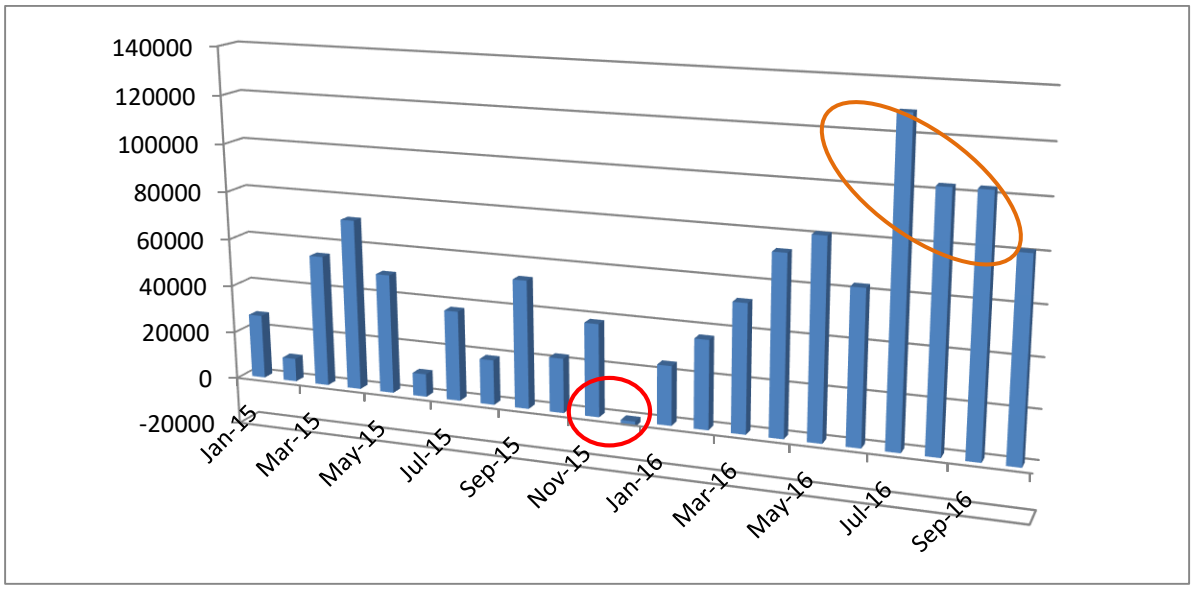
These notes will augment the Treasurer's report, accompanied by the end-October financial reports from Karen. I have added some financial summaries in the graphs below.As reported in September, we had experienced a nice bounce in the first half of 2016, but registrations were unexpectedly down for the Fall. We thus did not rush into any new hiring or expenditure decisions, opting instead to seek a better understanding of the dynamics at play.

A balanced and conservative budget continues to be the touchstone for all important spending decisions, and the essential Q3 review allowed us to re-evaluate our spending Priorities in the latter half of 2016.

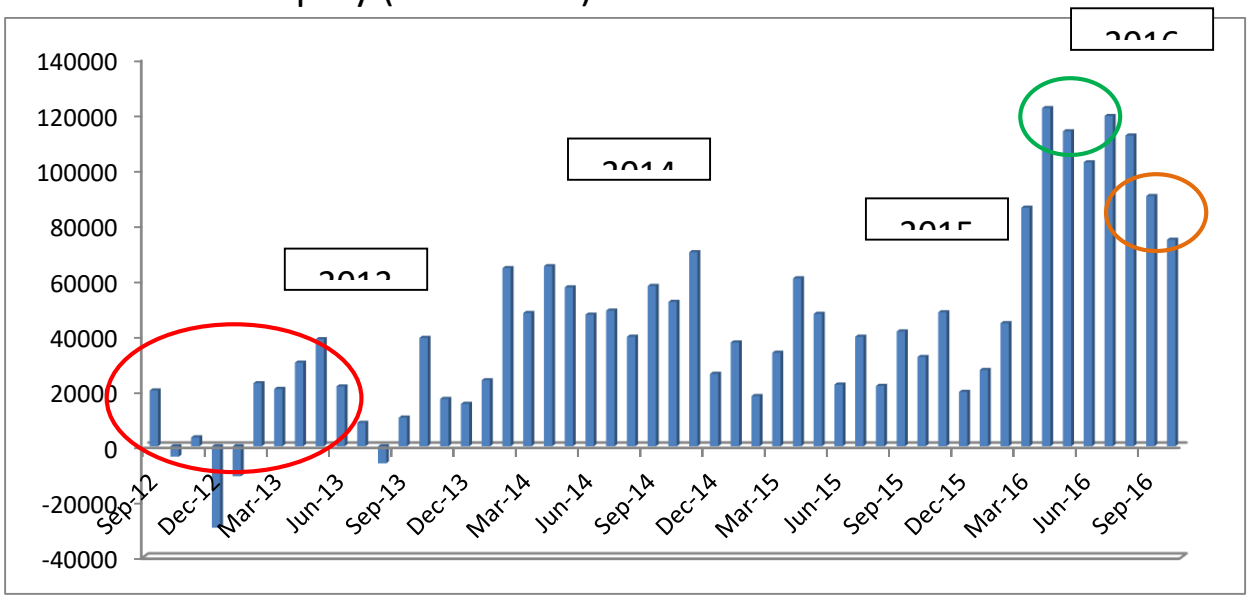
Cash+Reserves:



Cash+Reserves vs Deferred Revenue:



Total Member Equity (2012-2016):



Conferences & Learning Events

The 2016 ADRIC Conference in Toronto was well represented by ADRIA members, including Dolores, Wendy and the ED. In truth, I spent far more time attending the many simultaneous ADRIC committee meetings than in the conference sessions, but that proved to be better use of my time. At best, the ADRIC Conference broke even, as there was perhaps only 100 paid attendees (of the 200 in attendance). Extra catering was provided in-house for ADRIC meetings, staff and Board members just to allow ADRIC to meet its contractual obligations to the hotel. I remain convinced that ADRIC needs to fundamentally change its approach to planning their national conferences.

The next ADRIC Conference was announced for St John's Newfoundland in late October 2017. ADRIA's fiscal situation will determine the extent to which we can support ADRIA representation, although Wendy's participation will be covered by ADRIC.

Approval in Principle has been secured from the GOA/DRN to commence planning an all-Alberta ADR Forum and Learning event for 2017 or 2018, as a GOA/Non-Profit partnership. An executive planning committee meeting is scheduled for November 22nd, hosted by ADRIA, with representation from Justice, other GOA agencies, ADRIA and the AFMS.

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