Executive Director's Report – September 2014

As we start the 2015 Strategic Planning and Budgeting cycle, I'd like to thank all Board Directors for their continued dedication, for the support extended to our staff, and for your personal support to me over the summer months (baby & funerals). It is my sincere hope that you all enjoyed the summer months, and that September kicks off an exceptional period of growth for ADRIA, and for each of us personally.

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 performance metrics. 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 regular feedback and suggestions regarding the metrics presented – what's useful, what's not, and what might be needed in the future.

Designations

Presented as Green, although our September intake numbers for designation applications are actually quite low (less than 10 at time of writing). The Spring applications are expected to be much higher and, as will be mentioned later, a marketing campaign will be launched over the winter. ADRIA has now piloted the new ADRIC National Mediation course and the new ADRIC National Arbitration course, along with the new Communications course, and second serials are running this Fall. Both ADRIC courses are expected to increase interest in our strategically important Q.Med and Q.Arb designations.

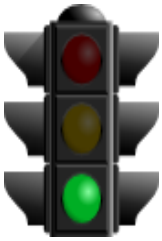
ADRIA and National ADRIC Designation statistics are presented below in the Membership matrix, and as a separate attachment from ADRIC (item 7.3). Both indicate strong representation from our Alberta membership. To boost applications further, I have recently suggested that the 2015 ADRIC Professional Liability Insurance policies offer a discount for members with designations, similar to the discounts offered for those who take the Ethics course.

The Designation Committees' Terms of Reference and applicants are to be discussed elsewhere in the Board agenda.

Designations continue to represent an important strategic opportunity to build and retain membership, although both ADRIA and ADRIC must do more to promote the value of designations in the public eye, and must continue to enhance the value of membership overall.

Membership

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



ADRIA passed a significant milestone this summer – surpassing 500 members! Strategically, as a membership organization first and foremost, our focus remains on attracting and retaining new FULL members, where we currently stand at over 350 members, and 400+ should be our goal over time.

	Full Members	Associate Members	Total Members
Current (25 Sep 2014)	**352**	**157**	**509**
BoD Meeting June 2014	341	143	484
AGM May 2014	338	145	483
End-2013	328	151	479
End-2012	329	102	431
ADRIA start (Sep 2012)	311	92	403
AAMS (May 2012)	354	113	467
AAMS (May 2011)	333	104	437
North/South June 2014			
Calgary & South	46%	40%	44%
Edm, Central & North	51%	57%	53%
Out-of-province	3%	3%	3%
ADRIA High (Aug 2014)	350	152	501
ADRIA Low (Jan 2013)	323	114	437
5-year high (Apr 2010)	355	151	506
5-year low (Sep 2012)	311	92	403
ADRIA/ADRIC stats * from ADR Connect			
Membership	363/1745		ADRIA 21%
C.Arb	21/170		ADRIA 12%
Q.Arb	18/44		ADRIA 41%
Designated Arbitrators	39/214		ADRIA 18%
C.Med	86/301		ADRIA 29%
Q.Med	75/193		ADRIA 39%
Designated Mediators	161/494		ADRIA 33%
Total Designations	200/708		ADRIA 28%

Discussions continue with ADRIC to explore the option of embracing the ADRIC member database, member profile, and on-line payment systems. Our current dual systems are not efficient, and serve as an irritant to members.

Professional Development & Education

Tammy Borowiecki, Director Professional Development
Tasha Innes, Education Assistant

- ADRIA's new Communications in ADR 40-hour course and ADRIC's National Introductory Mediation Training 40-hour course ran this July in Edmonton. Feedback on the first offering of the new mediation program was very positive
    - "appreciate the amount of one-on on coaching and role-play integration to develop skills"
    - "Outstanding materials"
    - "appreciate the expertise and passion of the instructor & coach – great value in learning from experts"
- All core courses are scheduled and posted until June 2015.
- Specialty course/elective courses
    - Courses posted but canceled due to insufficient enrollment: Appreciative Inquiry (Edm/Cal); Med/Coach (Edm/Cal), Peacemaking Circles (Cal)
    - Courses currently posted: Mediation Case Development (Edm/Cal), Language and Behaviour Profiling (Cal), Multi-party Mediation (Edm)
    - We are currently in discussion with instructors to schedule additional specialty courses for early 2015
    - A new marketing initiative will be launched
- Our September Communications in ADR courses had 21 students total between Edmonton and Calgary with the majority (18) in the Edmonton class.
- Knack, the new cloud-based database application to schedule instructors & Coaches is nearly ready to roll out. We have been testing it with a few coaches and instructors and are just making some minor adjustments before we roll it out.
- We have several long term contracts for private training. The four-day course for the Professional Home Builders Industry will be running in February/March in both Edmonton and Calgary in 2015 and we expect yearly offerings of this program. We are running a one-day negotiation course for ATCO electric as part of their engineer professional development program and we also expect that course to be offered yearly in Edmonton.
- We are still working on edits for the ADRIC National Introductory Arbitration course and are waiting for dates from ADRIC before we can offer the train-the-trainer for the Mediation and Arbitration programs.

- The Negotiation course and the Consensus Decision Making Course are undergoing updates to bring them in line with the new Communication and Mediation courses. We expect those edits to take several months.
- We are working on some changes to our procedures regarding student evaluations. This includes options for out-of-town students, dealing with unsuccessful students and re-evaluations, evaluator calibration for consistent grading, the use of video cameras, etc.
- We have had a great deal of calls regarding designation questions in the past two-months. We have updated content on our website to answer many of the frequently asked questions.
- We are no longer able to book classroom space at the Calgary Real Estate Board on weekends which means we need to find new classroom space in Calgary. For small classes, we use the North Calgary Business Centre boardroom but we can only accommodate maximum 8 students at that location. We are currently searching for alternate space.
- We are exploring an online practice group format for our students that would be similar to Skype but also allow for recording the sessions for students to review. We have been unsuccessful in getting practice groups running in Calgary due to logistical challenges and inconsistent interest from students. The online practice groups would be an alternative for Calgary students and would also allow for students from smaller centers to participate. The program we are exploring is www.zoom.us
- We continue to put in place procedures and policies to streamline much of the educational workload.

Additional Professional Development & Education notes from the ED:

Legacy and implementation issues have plagued our PD&E staff all summer, and the decision was made early to expend the required resources to "clear the decks" and be ready for the Fall & Winter sessions. Dealing with legacy issues in particular has hampered our efforts to aggressively seek out new opportunities and private contracts (there's been a snake under every stone turned). Consequently, there has been a substantial outlay of contractor dollars over the summer and early Fall to develop, improve and conclude a number of ADRIC and ADRIA course delivery packages, and to protect our reputation as a competent and reliable source of training expertise – in both design and delivery.

Design and delivery of the two ADRIC National Introductory courses has been a costly (albeit worthwhile) exercise for ADRIA. While we have earned $30K over the past two years (with $10K remaining for a Train the Trainer), our outlay far exceeded this amount, and refinements continue.

With the addition of Jennifer to the team, marketing efforts will achieve greater success in filling our Specialty courses, and expand our course deliveries in Calgary.

A 2014 Professional Development Report is included as a chart in your Board materials.

Directory of Arbitrators, Mediators and ADR Professionals

We anticipate progress on this important **on-line** revenue stream before year-end.
IT has presented the biggest challenge, and we are now exploring the Knack application.

Financial footnotes

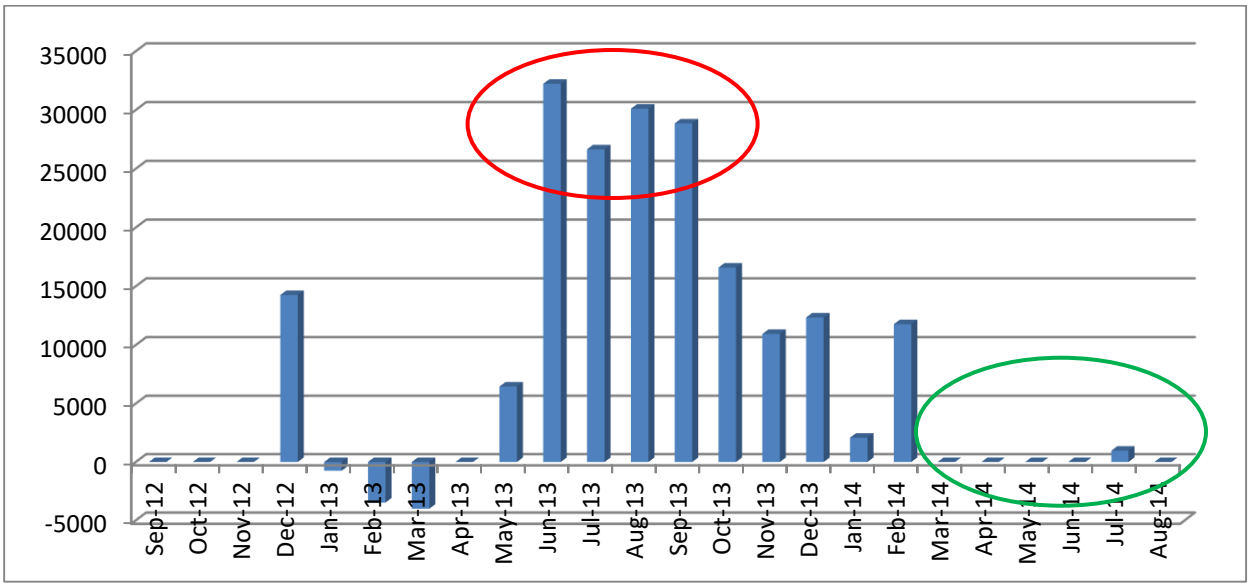
In support of detailed submissions from the Treasurer, ADRIA continues to enjoy an improved financial position and we approach the last quarter of 2014. ADRIA has gained new members and education revenues over the summer months as new learners enrolled for Fall training. The bulk of these earnings are still held as deferred revenue, pending course delivery. Expenses had been tightly controlled during the Spring transition of ED, but additional staff and contractor resources were recently brought to bear on legacy issues and critical course implementations. Most recently, of course, resources have been allocated for a new Manager, Marketing, Communications and Social Media. All this has placed some new pressures on our Cash Reserves and overall fiscal health, but I am confident that ADRIA is positioning itself for new growth and the development of new revenue streams. Sometimes you just have to spend money to make money, as someone far wiser than I once said.

Less than $3000 remains in our loan obligation to AAMS, and will be fully paid out by December.

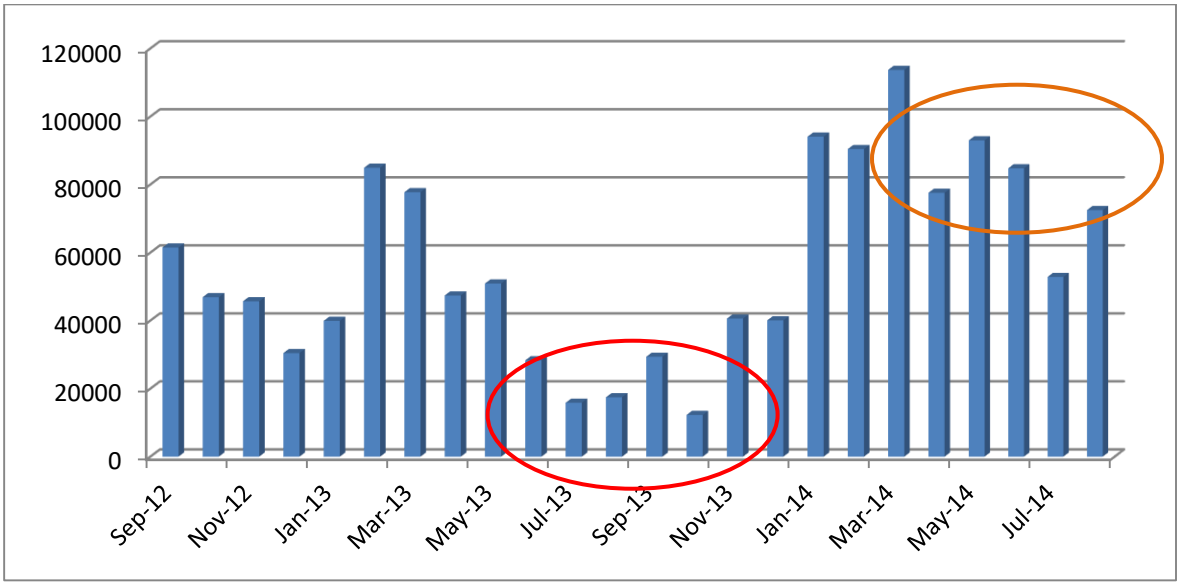
We are concerned about the costs being expended to maintain an underutilized Calgary office, and will explore options to reduce this cost. ADRIA and AAMS recently cleared out their shared storage locker, reducing that expense to zero. A new 2-year contract has been signed with CAMVAP, with an increase of over 5% included in the terms. ADRIA insurance expenses have been deferred slightly as we recently switched brokers and are re-marketing our portfolio in search of better rates. Although our current website pages are not ideal, website development costs have been kept low pending the arrival of our new Communications Manager, and the potential launch of a new website.

As recommended by the Board, revised financial procedures have been introduced by the Treasurer that will enhance Board oversight, but reduce the administrative burden of having a Board member co-sign cheques for all transactions. Work continues with Karen and our Auditor to realign past, present and future revenues and expenses along ADRIA's business lines, providing added clarity as we assess our strategic planning and budget processes.

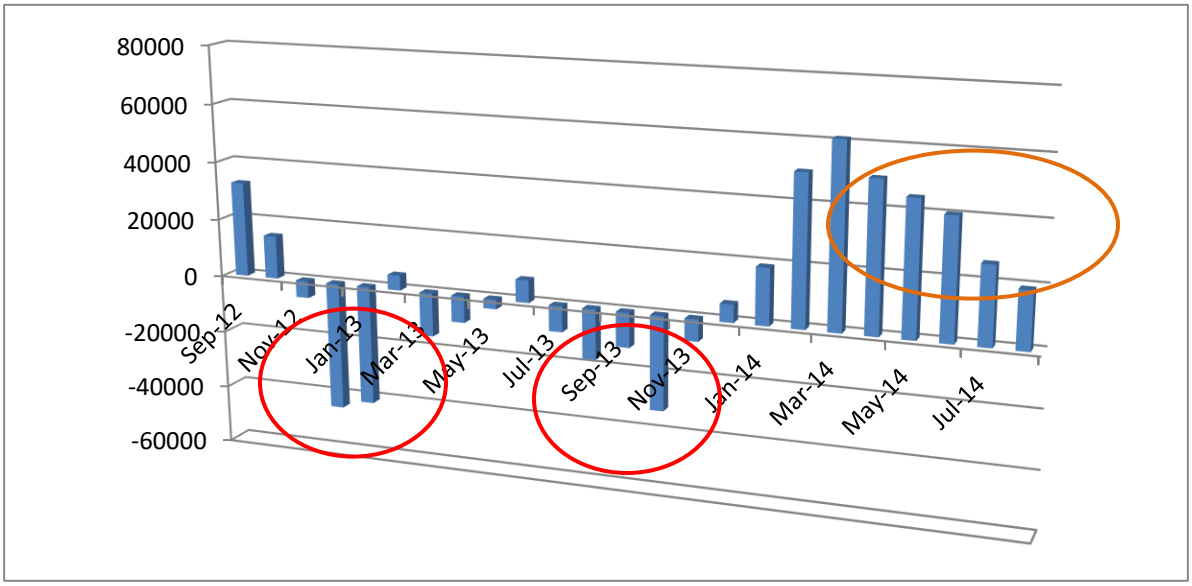
Accounts Payable (unpaid bills):



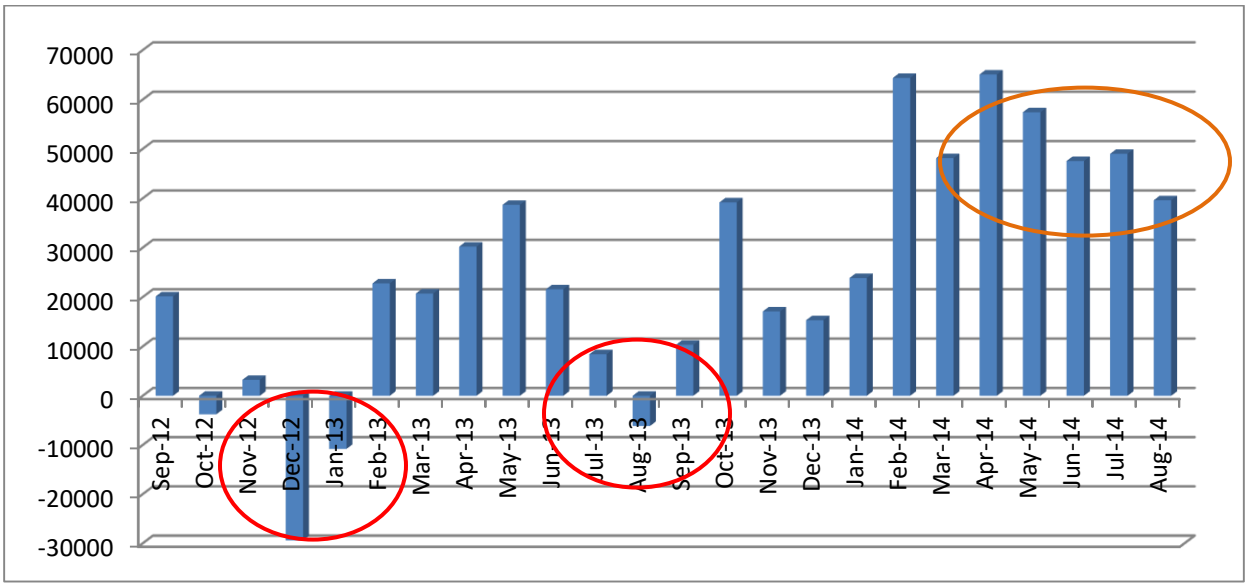
Cash+Reserves:



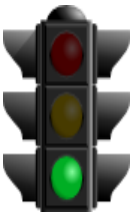
Cash+Reserves vs Deferred Revenue (ideally positive):



Total Member Equity:



Human Resources



The ADRIA office team is now fully staffed, in accordance with the HR plan previously presented to the Board. Jennifer Warren has joined staff three days a week as the Manager Marketing, Communications & Social Media. Her biography is included in your Board materials, and I'm sure you've seen her recent September newsletter. Collectively the ADRIA staff provides quality membership services in the form of membership administration, designations, communications, education and professional development:

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

Jennifer will be the glue that connects Board and Staff activities to our membership and to the public. She will join me on the ADRIC Marketing & Membership Committee, the ADRIA IT Committee, and the CR Day Marketing Committee, eventually assuming full responsibility in these areas. While initially absorbed in some urgent communications tasks, Jennifer will soon turn her attention to ADRIA's Marketing & Communications tools, notably ADRIA's "Look & Feel", brochures and website. She has already updated ADRIA's Facebook and LinkedIn pages, and launched an introductory Newsletter. New templates will be developed for our On Board, Newsletter and regular member communications. The website will be re-aligned to support both member and public communication strategies, and enhance our revenue streams. Jennifer will develop separate Marketing and Communications strategies for 2015, to be presented to the Board in late November. We are excited to have Jennifer on board.

Networking

There's been some exciting developments, as ADRIA, AAMS, MRJC & AFMS collaborated on their very first combined ADR Networking event In Edmonton. Plans are now underway to host a similar event in Calgary, with AAMS, AFMS, PMAST, CMCS, Alberta Justice and others all expressing interest. Sponsors?

AGM & Conference 2015/2016

The 2015 National ADRIC Conference is coming to Calgary, date and location yet to be determined. The ADRIC office and Board are currently focussed on the October 2014 Conference in Montreal, and an RFP for a suitable Calgary venue has not yet been developed. Venue suggestions are welcome.

The one year planning horizon is recognized by ADRIC as insufficient, as October is the prime Conference month and many venues are already booked for 2015. ADRIC will endeavour to a have a 5-year planning horizon, so that potential venues can be tentatively booked several years in advance, and keynote speakers can be secured.

Wendy & Paul (and other ADRIA members) are attending the Montreal Conference, and opportunities to meet with and learn from this year's organizing committee are being sought.

ADRIC is open to working collaboratively with ADRIA to ensure the success of the 2015 conference. That said, I do not believe that ADRIA should embrace any financial risk in this regard. Regular meetings of a combined National and Regional Conference Committee (roughly 3 members each), serves to advance the conference planning, meeting by teleconference at least monthly over the year. Subordinate staff and volunteers will work in three distinct areas: Speaker & Program Development, Sponsorships & Marketing;, and Administration/Logistics (venue, catering, volunteers, etc.). ADRIA must thus assess its options, and select appropriate senior representatives to work collaboratively with ADRIC if that is our desire.

A date and format for the 2015 AGM needs to be set, with the intent of outreach throughout the province by means of videoconferencing, live streaming, telephone dial-in and/or on-line Q&As. Service support providers are already being sought and identified. We envision that a learning event, but not a conference, will be conducted at the same time.

Discussions have commenced with other ADR organizations in Alberta, with a view towards collaborating on a 2016 Alberta ADR Forum. An enhanced program, quality keynote speakers, and greater public attention are the obvious benefits of collaboration, and the potential venues are already being explored (notably the Banff Centre).

Outreach

Demonstrated leadership in advancing ADR issues within the province will attract membership and business opportunities. While not an exhaustive list, ADRIA has participated and/or demonstrated leadership with the following groups and forums in 2014:

ADR Institute of Canada (ADRIC)

- Insurance Committee
- IT Committee
- Marketing & Membership Committee

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