



LEMONADE
ANNUAL REPORT
2020

The **International Association for Impact Assessment (IAIA)** is an organization with a voluntary membership of professionals from a diverse array of interests and organizations, all of whom are concerned with environmental stewardship and sustainability. Collectively, our goal is to protect, not harm, the earth and its environments and peoples.



VISION

A just and sustainable world for people and the environment.

MISSION

IAIA provides the international forum to advance best practice and innovation in impact assessment and advocates for its expanded use for the betterment of society and the environment.

MESSAGE FROM THE PRESIDENT

BEN CAVE



Question: How proud am I to have served as the President of IAIA for 2020-2021?

Answer: Very.

When I stood for office, I anticipated hard work.

IAIA's mission is to provide the international forum to advance best practice and innovation in impact assessment and to advocate for its expanded use for the betterment of society and the environment.

No small task.

I must admit, I also looked forward to the trappings of high office.

What came to pass in 2020? Sadly, we know all too well as the globe lies still in the grip of a pandemic.

Short- and long-term pressures combined to enable this. These include an increasingly urban and mobile population and the increasing encroachment on, and exploitation of, wild areas. A pandemic was hardly a surprise, but there was a failure to prepare. The World Economic Forum ranks global risks annually, and typically characterized the spread of infectious disease as low in probability but high in impact. We now see and feel this high impact: deaths; illness; struggling health services; inequalities, across society and, in access to vaccination. An economic hit valued in the trillions of dollars with an additional 130 million people likely to experience extreme poverty.

The path ahead is bumpy, but we must believe that better times are coming.

Impact assessment provides scientific evidence about, and a contextual understanding of, choices. IAIA states loudly and clearly that impact assessment, together with all its associated skills, is needed now more than ever as economies rebuild and as societies work, albeit slowly, towards action on climate.

IAIA, the organization and its members, have taken what 2020 had to offer and adapted.

Activities include a survey of impact assessment practice in the pandemic; taskforces looking at the pandemic and at racial justice; implementing the Climate Change Action Plan; inspirational discussions with IAIA affiliates and branches; action on accreditation as well as webinars, fasttips and reference papers and more.

The IAIA staff has worked tirelessly and deserve special mention for moving at speed to an online event for 2020, as well as supporting members, the Board, and each other in these trying times.

It was with great sadness that we cancelled the in-person conferences in Seville in 2020 and 2021. Much thanks to the Asociación Española de Evaluación de Impacto Ambiental for their diligence and energy.

As for my experience of being President and those trappings of high office? Hard work? Yes. Perks? Not in 2020 and that is fine.

I look forward to seeing you online in May. I also thank you for your contribution to this great organization and I look forward to more!

I leave you with a quotation from Shakespeare. In *All's Well That Ends Well*, the Countess advises her son how to behave when he is at the court of the King of France. She captures the spirit at the heart of our mission for the betterment of society and the environment, and her words are fitting as we see afresh the importance of prudence and of caring for one another: "Love all, trust a few, do wrong to none."

BOARD OF DIRECTORS



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Uganda

MESSAGE FROM THE EXECUTIVE DIRECTOR

DAVID BANCROFT



Dear IAIA Members and Friends

The year 2020 started with such hope and promise. IAIA had just adopted refreshed vision and mission statements, had a new strategic plan in place with an emphasis on communications, and had just hired two new staff, a training specialist and a communications specialist, to increase benefits to the membership.

In late 2019, the IAIA Board of Directors had passed a process to approve position statements on public policy issues, so that in 2020 IAIA could expand its profile on the world stage in advocating for increased application of impact assessment to projects, programs, plans, policies, and products.

IAIA20 in Seville, Spain, was on track to break all annual meeting attendance records with 917 delegates registered by the 12 February Early Bird deadline. Reaching over 1200 attendees was a definite possibility.

Then the COVID-19 pandemic hit and IAIA20 had to be canceled. The IAIA template for member services that relied on travel and convening members would not work in this new pandemic world.

There is a saying attributed to motivational author Louise Hay: "It's not what happens to you in life that matters, but how you handle it does. If life gives you lemons, make lemonade. If the lemons are rotten, take out the seeds and plant them in order to grow new lemons." And plant seeds IAIA did.

The IAIA Board worked diligently in early 2020 on the groundbreaking effort to endorse IAIA's very first position statement, which was focused on climate change. The Climate Change Section, which had championed the statement, then developed an ambitious \$800,000 action plan to make the tenets of the statement a reality. One of the first steps was developing a partnership with the site GlobalGiving.org to expand IAIA's fund base to receive contributions from individual donors.

After the postponement of IAIA20, IAIA issued a position statement on COVID-19, and two surveys were conducted on how the pandemic had affected the practice of impact assessment. This led to a series of blogs and press releases highlighting the challenges that impact assessment practitioners were facing in the field and in the regulatory arena. That led to IAIA's being featured in an article in the popular press: "From the US to Brazil, countries use the pandemic as an excuse to ease environmental regulations" (<https://www.zmescience.com/science/countries-use-covid-environmental-regulations-52352/>).

IAIA soon issued a third position statement on racial inequality and the Black Lives Matter movement. Recommendations for the impact assessment practice and communities will be forthcoming in 2021.

If life gives you lemons, make lemonade.

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MAIN EVENTS



Position Statements

IAIA recently added a new web page to house position statements it takes on various issues: www.iaia.org/position-statements.php. Three statements were approved in 2020.

- Climate Change
- COVID-19 Pandemic
- Black Lives Matter



IAIA's First Virtual Event

With the postponement of IAIA20, IAIA still wanted to offer an educational and networking opportunity, so a virtual symposium was developed. "Our Interconnected World: Impact Assessment, Health, and the Environment" took place 5-8 October, with content available to view and discuss through 30 October.

- 151 delegates from 42 countries
- 68 presenters
- 4 themes – one per day
- 16 sessions and over 17 hours of recorded content
- 6 virtual coffee breaks for networking



The virtual symposium was **highly educational** and provided me with important **insight into some of the innovative components of impact assessment** pertaining to health impact assessment, climate change, and overall overview of the cross-cutting issues in impact assessment.

– Participant from Tanzania

It was very educative and **eye opening in so many ways** especially the emphasis and relevance of Health Impact Assessments and Socio-ecological resilience topics.

– Participant from Uganda



Innovation grants

Innovation Grants are a competitive source of funds provided by the IAIA Board to encourage members, Sections, Branches, and Affiliates to undertake innovative projects to advance the strategic direction of IAIA. Between 2-4 grants are awarded each year, ranging from US\$2,000 - \$5,000 each, and the projects must be achievable within a 12-month time frame.



Completed in 2020

Spreading the word: Addressing Human Health in Environmental Impact Assessment as per European Union EIA Directive (\$4,988)

Ben Cave, Francesca Viliani, Filipe Silva, Yina Xiao (IAIA members)

After a technical meeting held at WHO Europe in Germany, members of the IAIA Health Section drafted a reference paper on health in EIA together with the European Public Health Association (EUPHA). IAIA hosted a webinar in December 2019 to introduce the draft and invite comment. The final reference paper, "Human health: Ensuring a high level of protection," is a joint publication by IAIA and EUPHA and is available on IAIA's website. It provides health authorities with a guide to navigating the EIA process and proportionately addressing health in EIA, and it assists other parties in addressing health in EIA.

Awarded in 2020

How/Has the COVID-19 situation changed public consultation practices in ESIA?: A comparative analysis of two Asian countries (\$5,000)

Gaia Consult, Inc. (IAIA corporate member)

The project will provide a deep-dive examination into the issue of restricted field work and public consultations for IA practitioners. The output will be case studies regarding countries' reaction to COVID-19 (and similar pandemic situations) in conducting ESIA as well as sharing lessons and providing materials for further discussions to identify alternative innovative solutions/measures to such challenges in the future.

Research and reporting on "The State of Digital Impact Assessment Practice: Perspectives, Case Examples and Future Trajectories" (\$4,875)

Josh Fothergill and Jo Murphy (IAIA members)

The study will provide IAIA and the wider IA community with a clear and collated analysis of the application, challenges and opportunities of digital technology and approaches across IA practice. This will help IAIA demonstrate its leadership in this growing area and provide the potential to catalyze uptake across the globe to deliver improvements in practice, while recognizing the risks such advances can also carry with them.

TRAINING AND RESOURCES

Webinars

- | | |
|---|--|
| ✓ Microplastics in Estuarine and Coastal Ecosystems: Recent Assessment of the State of Knowledge in the Chesapeake Bay (Bob Murphy) | ✓ Compliance and Enforcement of Impact Assessment (ESIA) Requirements, Commitments and Related Permit Conditions (Sebastian Elgueta, Phil Sheeto, Erica van den Honert, Matthew Baird) – organized by IAIA's Governance and Implementation Systems Section |
| ✓ The IAIA Guide on Air Quality Impact Assessments (Franco DiGiovanni) | |
| ✓ Species Environmental Assessment Guideline (Domitilla Raimondo) – in conjunction with IAIA's | ✓ ESG: What is It, Why is It Important, and How Does it Relate to Impact Assessment? (Marla Orenstein and Jamie Bonham) |
| ✓ Understanding Impact Assessment (Richard Morgan) | ✓ Impact Assessment for Belt & Road Initiative Projects (Xufeng Zhu, Jean-Luc Fiol, Thiri Aung, Thomas Fischer, Francesca Viliani, Sara Bice, Ben Cave) |
| ✓ Effective Project-Level Grievance Mechanisms in a Changing Landscape: An Interactive Tool (Elizabeth Mensah) – in conjunction with IAIA WAB | |

Journal Highlights: *Impact Assessment and Project Appraisal*



Special issue 2020-2 (Sara Bice and Thomas Fischer): *Impact Assessment for the 21st century: what future?*

Includes 16 letters to the editors and an extensive editorial. A special issue following IAIA19 in Brisbane.



A 'half' special issue 2020-6: *Green Infrastructure and Impact Assessment*



Editorial: *Embedding the sustainable development goals (SDGs) in IAPA's remit.*

A great reflection on SDG-related research.



Impact assessment for the 21st century – what future?

Over 1,500 downloads.



Publications in 2020

FASTIPS

FasTips No. 20: What should an EIA contain?

FasTips No. 21: Convention on EIA in a Transboundary Context

TRANSLATIONS

FasTips No. 8, Health Impact Assessment (Japanese)

FasTips No. 9, Non-Technical Summary (Japanese)

FasTips No. 11, Alternatives to Project EIA (Japanese)

Biodiversity and ecosystem services best practice guide (Spanish)

REFERENCE

Human Health: Ensuring a High Level of Protection. A Reference Paper on Addressing Human Health in Environmental Impact Assessment (with summary)

Best Practices for Publishing Biodiversity Data from Environmental Impact Assessments

KEY CITATIONS

Social License to Operate key citations

Technology Assessment key citations (Updated)

Displacement and Resettlement key citations (Updated)



CAPACITY BUILDING

Norad Grant

Since 2006, the Norwegian Agency for Development Cooperation (Norad) has funded capacity building in developing countries by sponsoring professionals from those countries to attend IAIA's annual conferences. The funding has historically been subject to annual approval by Norad, but in late 2019, a formal four-year agreement between IAIA and Norad was signed, with 2020 as the inaugural year. In addition to funding conference participation, Norad also agreed to pay for participation in IAIA's Professional Development Program (PDP).

Of course, IAIA20 did not take place and delegates could not travel. However, Norad decided it could

still meet its project mission by funding IAIA's development of two new PDP courses: Involuntary Resettlement and Social Impact Assessment. They will also be funding capacity development of trainers in African countries. The delegates who had already been selected to attend IAIA20 were given free registration to both IAIA's virtual symposium in October 2020 and to IAIA21.

IAIA is grateful for the continued (and now more formalized) opportunity to work with Norad in our mutual goals of building IA capacity in developing countries.

Professional Development Program

The "Foundations of IA" course continues to experience growth, increasing from 17 participants in January 2019 to 40 in December 2020. (The May 2019 course was held in person in Ethiopia.) Country representation has expanded as well, moving from 10 to 21 countries in the same time frame. Some of that growth is because the Norwegian Agency for Development Cooperation (Norad) added PDP training to the funding it offers developing country professionals, and some growth is due to increas-

ing market demand. The PDP program is working to add to its current roster of 11 trainers, significantly increasing capacity of the program.

Also in 2020, Norad agreed to fund development of two new PDP course offerings: Involuntary Resettlement, and Social Impact Assessment. IAIA expects to launch those pilots in late 2021 or early 2022.



Growth

Course participant numbers increased from 17 in January 2019 to 40 in December 2020



Diversity

21 countries were represented in the final course of 2020.

**70%**increase in
LinkedIn followers**23%**increase in
Twitter followers**12%**increase in
Facebook likes*change from 2019 to 2020*

SOCIAL MEDIA SNAPSHOT

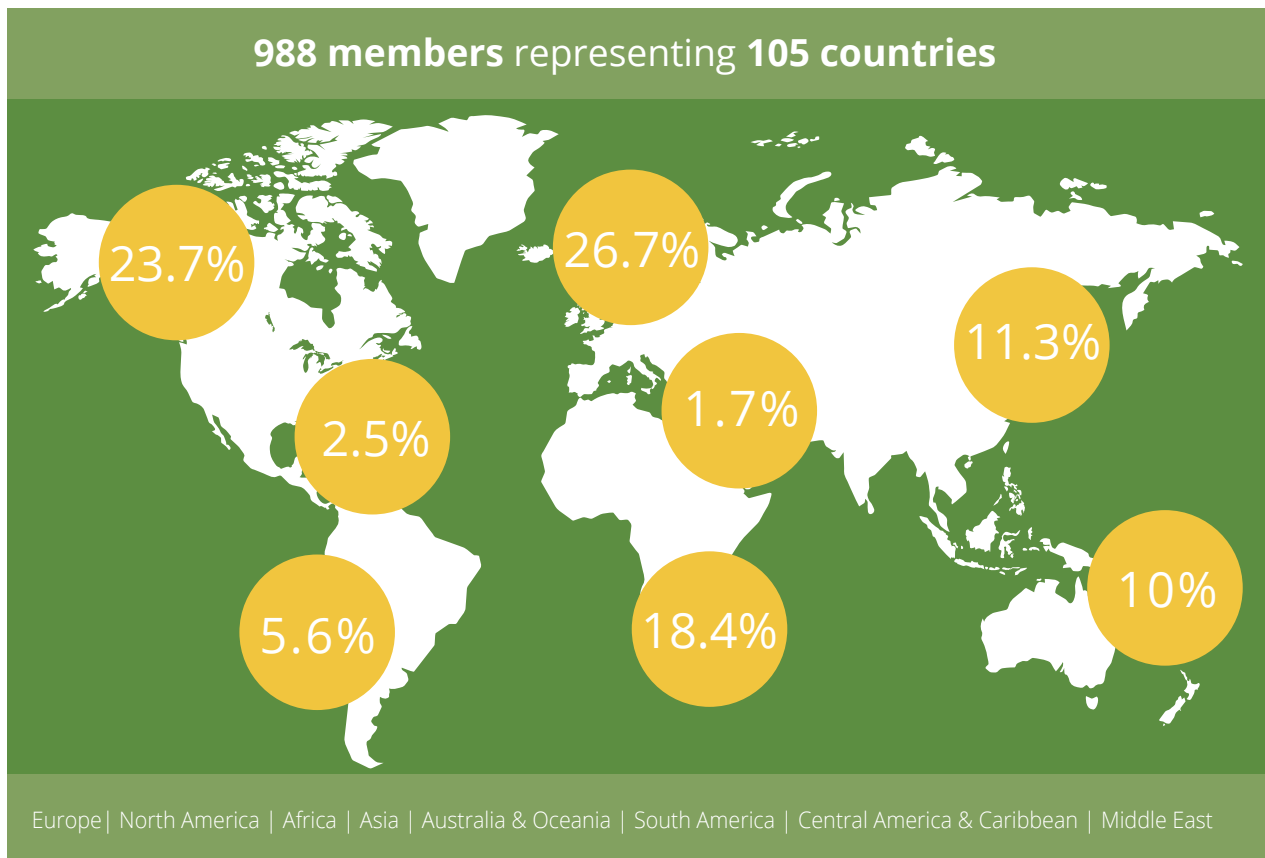
To increase IAIA's online visibility, engagement, and accessibility, IAIA added a communications specialist to the team in January 2020, allowing IAIA to devote full-time efforts to its social media and outreach. In addition to a higher quantity and frequency of posts, IAIA also developed a media list for press release distribution, resulting in an article on the ZME Science website. IAIA continues to cultivate its relationships with the Society of Environmental Journalists and has established closer media relations to a select group of domestic and international environmental reporters.

Individual social media posts continue to support IAIA's search engine optimization (SEO) and drive a large audience to IAIA's home page and conference site. In 2020, 30% of all IAIA website visitors and 47% of all IAIA conference site visitors clicked into the sites from social media posts and direct links. Organic online searches, through search engines such as Google and Bing, accounted for 62% of all IAIA website visitors and 46% of all IAIA conferences site visitors.

The growth in social media followers and engagement has helped drive greater interest in IAIA's webinar series and virtual events, helping to raise registration and membership totals. Social media promotions of IAIA's fundraisers, "Wise Climate Action Using Impact Assessment" and "Build Sustainability Skills of Ten African Leaders," also helped to raise thousands of dollars in funds from individual donors.



MEMBERSHIP



CORPORATE MEMBERS

STEWARDSHIP LEVEL

European Investment Bank (Luxembourg)

STANDARD LEVEL

AGV Environment SDN BHD (Malaysia)
 Anglo American PLC (United Kingdom)
 Edith Cowan University (Australia)
 EPA Guyana
 Gaia Consult Inc (Republic of Korea)
 MAAWANDOON "Bringing People Together" (Canada)
 National Environmental Certification Service for Sustainable Investment - SENACE (Peru)
 National Offshore Petroleum Safety and Environmental Management Authority (Australia)

Netherlands Commission for Environmental Assessment
 Oyarzun y García Ltda (Chile)
 Parks Canada
 RINA Consulting SPA (Italy)
 SISDEV SARL (Burkina Faso)
 Synergy Global Consulting Ltd (United Kingdom)
 Uganda Association for Impact Assessment

AFFILIATES

BRAZIL: Associação Brasileira de Avaliação de Impacto (ABAI) (pilot)
CHINA: Chinese Society for Environmental Sciences' Environmental Impact Assessment Committee (EIAC) (pilot)
GERMANY: UVP-Gesellschaft e.V.
GHANA: IAIA-Ghana
IRAN: Iranian Association for Environmental Assessment (IAEA) (pilot)
ITALY: IAIA-Italia
KOREA: Korea Society of Environmental Impact Assessment (KSEIA)
MOZAMBIQUE: Associação Moçambicana de Avaliação do Impacto Ambiental (AMAIA)
NEW ZEALAND: New Zealand Association for Impact Assessment (NZAIA)
NIGERIA: Association for Environmental Impact Assessment of Nigeria (AEIAN)
ONTARIO, CANADA: Ontario Association for Impact Assessment (OAIA)
PORTUGAL: Associação Portuguesa de Avaliação de Impactes (APAI)
QUÉBEC, CANADA: Association québécoise pour l'évaluation d'impacts (AQÉI)
SOUTH AFRICA: IAIAAsa
SPAIN: Asociación Española de Evaluación de Impacto Ambiental (AEEIA)
WESTERN AND NORTHERN CANADA: IAIA-WNC
ZAMBIA: Impact Assessment Association Zambia (IAAZ)

ASSOCIATED ORGANIZATIONS

California Association of Environmental Professionals
Center for Research in Corporate Governance & Financial Regulation (CCG) - Boğazici University
China Association for Environmental Impact Assessment (CAEIA)
Environment Institute of Australia and New Zealand (EIANZ)
Secretariat International Francophone Pour L'évaluation Environnementale (SIFÉE)
University Institute of Impact Assessment (UIIA)
University of the Philippines National Engineering Center (UP NEC)

SPECIAL-INTEREST SECTIONS

Agriculture, Forestry & Fisheries
Biodiversity & Ecology
Climate Change
Corporate Stewardship & Risk Management
Cultural Heritage
Disasters & Conflicts
Emerging Technologies
Governance & Implementation Systems
Health
Indigenous Peoples
Public Participation
Social Impact Assessment
Students & Young Professionals

BRANCHES

Ireland-UK Branch
Japan Branch
Washington Area (USA) Branch

TREASURER'S REPORT

TAKEHIKO MURAYAMA



In the last year, IAIA experienced one of the most severe periods in our 40-year history. The COVID-19 pandemic forced us to change ordinal activities and directly impacted the financial situation. In March 2020, IAIA20 was postponed to 2021, and planning for two in-person symposia was halted. Conference registrations were refunded or carried over to IAIA21. Some members generously donated their registrations to IAIA. While both are good news, we will not see those revenues until 2021 under accrual accounting. In April 2020, IAIA applied for and received a US \$94,000 Paycheck Protection Program loan from the U.S. government. By meeting certain requirements, IAIA qualified for 100% forgiveness of this loan, which essentially became a grant. IAIA quickly developed and offered its first virtual symposium last October. This provided some content to our members, and it also provided some revenue to help offset the lack of conference registrations in 2020.

Regarding annual income in 2020, membership fees were almost the same level as in 2019, and Professional Development Program revenue increased. Income from events, however, reduced from about \$1,000,000 to \$61,000 as we did not have IAIA20 in Seville. For expenses in 2020, we reduced some items including direct event expenses, board sup-

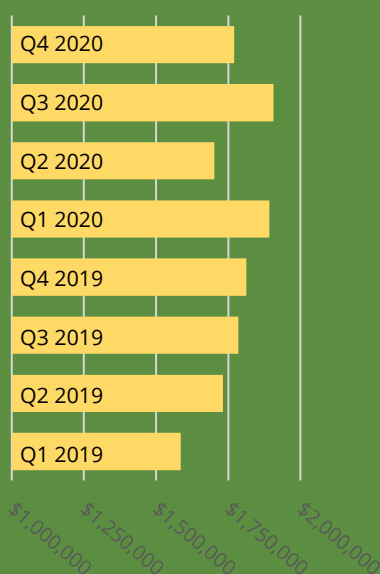
port, computer and software services, and non-conference travel and meetings, while payroll expenses increased because we added two new staff supporting training and communications. In total, our deficit of net income was \$318,801. This is mainly because we did not have annual meeting on an ordinal basis.

Preparing for a fluctuating stock market, IAIA re-examined its equity-to-bond ratio in investment and with our broker, developed an exit strategy from equities if markets started to tumble. To maintain cash flow without conference registration, IAIA liquidated \$244,000 of investments in September 2020. Still, IAIA did not dip into its Financial Sustainability Fund which maintains a balance of \$1,335,000. Although there was some overall decline in Q2 of 2020 in the investments market, IAIA and the Finance Committee closely monitored the situation. Our investments rebounded in Q3 of 2020 and declined a bit again in Q4, in part due to liquidating some investments for cash flow.

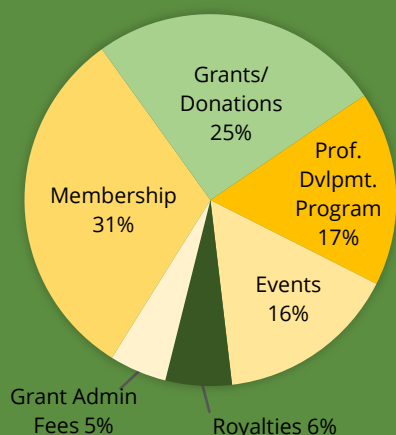
IAIA conducted its first organization-wide audit of the 2019 financial statements which was completed in 2020. The 2019 year-end amounts shown in this annual report do not match the 2019 year-end amounts in last year's annual report. This is because the auditor made some adjusting entries to the 2019 accrual statements after the annual report was published, and IAIA ended 2019 with an increase in total assets of \$44,000 over what was shown in the 2019 Annual Report.

While the financial situation during 2020 was definitely serious, IAIA also developed a virtual symposium and continued webinar meetings which contributed for interactive activities among members. Overall, I would say that IAIA "turned life's lemons into lemonade," which means we made the best of a bad situation, and our experiences will lead to better activities in the future.

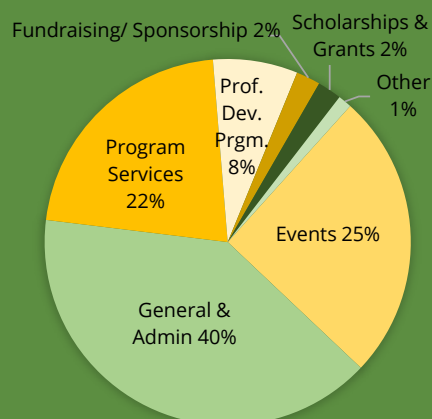
INVESTMENTS 2019-2020



2020 INCOME



2020 EXPENSES



STATEMENT OF ASSETS, LIABILITIES AND EQUITY - OPERATING ACCOUNT

All figures are in US\$ and based on the accrual method of accounting.

	Dec 31, 20	Dec 31, 19*
ASSETS		
Current Assets	353,544	501,135
Fixed Assets	12,895	15,191
Other Assets	1,930,689	1,929,344
TOTAL ASSETS	2,297,129	2,445,670
LIABILITIES & EQUITY		
Liabilities		
Total Liabilities	437,950	267,690
Equity		
Financial Sustainability Fund	1,335,000	1,335,000
Without Donor Restrictions	839,122	635,762
With Donor Restrictions	3,858	77,358
Net Income	-318,801	129,860
Total Equity	1,859,178	2,177,980
TOTAL LIABILITIES & EQUITY	2,297,129	2,445,670

STATEMENT OF ACTIVITY - OPERATING ACCOUNT

For the years ended 31 December 2019 and 2020.

	Jan - Dec 20	Jan - Dec 19*
Ordinary Income/Expense		
Income		
Admin Fees	\$ 19,478	\$ 25,921
Government Support	95,288	-
Memberships	121,674	132,233
Paper Copy of IAPA	315	560
Donations	4,150	265
Career Central Revenue	668	131
Prof. Development Program	66,210	32,110
Non-Conference Training	50	200
Royalties IAPA	22,022	39,182
Royalties-Other	532	81
Book Sales/Proceedings	110	25
Events	61,432	1,067,496
Miscellaneous Revenue	287	860
Total Income	392,217	1,299,065
Expense		
Bank Service Charges	4,502	4,359
Committee Expenses	115	1,407
Computer and Software Services	43,221	50,331
Payroll Expenses	611,949	493,917
Imp. Assessment/Proj. Appraisal	-	1,350
Board Support	(94)	24,575
Office Expense	36,635	31,221
Professional Fees	109,512	97,643
Scholarships and Grants	20,421	14,181
Prof. Dev. Prgm	50,226	31,319
Marketing Expense	1,569	3,568
Liaison Activity	785	1,550
Non-Conference Travel & Meeting	2,165	6,838
Carbon Offsets	21	1,264
Miscellaneous Expense	15	-
Depreciation Expense	5,392	5,236
Direct Event Expenses	67,028	700,585
Total Expense	953,461	1,469,343
Net Ordinary Income	(561,244)	(170,278)
Other Income/Expense	242,443	300,138
Net Income	\$ (318,801)	\$ 129,860

* Due to adjustments made during the audit of the 2019 financial statements, these 2019 figures do not match the figures in IAIA's 2019 Annual Report.

DONORS

These are the partners who have contributed over the past three years and their total cumulative contributions.

HIGHER LEVELS OF CONTRIBUTIONS TO IAIA

- eThekweni Municipality (\$193,000)
- Government of Canada/ Impact Assessment Agency of Canada (\$276,000)
- Oil for Development (NORAD) (\$1,622,000)
- World Bank Group (\$209,000)

\$50,000+ IAIA GLOBAL LEADERSHIP CLUB

- ERM
- European Investment Bank
- Golder Associates
- Republic of South Africa Dept. of Environmental Affairs
- Tourism and Events Queensland

\$25,000+ IAIA RESILIENCE CLUB

- Brisbane Marketing
- European Bank for Reconstruction and Development

\$10,000+ IAIA STRATEGIC INITIATIVES CLUB

- African Development Bank
- AngloAmerican
- Chiba University of Commerce
- SRK Consulting
- Wood/Amec Foster Wheeler

\$5,000+ IAIA ADVANCED CAPACITY CLUB

- Cardno
- Centerra Gold
- Eskom
- Lydian Armenia
- OceanaGold
- Prizma
- SLR Consulting

\$2,500+ IAIA PREMIER CLUB

- Weston Fisher

\$1,000+ IAIA Club

- IsoMetrix
- Juan Quintero
- Stephen Lintner



*Letter from the Executive Director**Continued from page 5*

From the moment that we knew that IAIA20 would not be held, planning for an online event in 2020 began. The topic of the event was obvious—with the COVID-19 pandemic raging, we need to be looking at the interaction between the environment and human health. About 160 individuals registered for IAIA's first virtual symposium, entitled "Our Interconnected World: Impact Assessment, Health, and the Environment." The entire symposium remains online for those who are interested and may benefit from its content focused on linkages among climate change, biodiversity, health, and resilience.

IAIA updated its governance with an online Annual General Meeting where the membership voted on revised Bylaws that more fully defined the roles of Directors and Officers. In addition, IAIA engaged the audit firm Eide Bailly to perform IAIA's first audit.

There is a famous quote by Gary Marcus, who said, "It's one thing to make lemonade out of lemons, another to proclaim that lemons are what you'd hope for in the first place." None of us wished for the pandemic, nor did we want to cancel IAIA20.

The COVID-19 pandemic brought everyone's families challenges in health and in economic security. This included working at home and schooling our children at home. Then there were the less tangible impacts such as not getting to see our IAIA "extended family" and networking in person, and the disappointment of realizing that all the work the IAIA20 local team put in to showcase Spain would not be seen.

IAIA staff send their heartfelt appreciation to members and IAIA20 registrants who were patient in giving us time to process refunds once IAIA20 was postponed, those who sent kind words of encouragement and support and understanding, and those who generously donated all or part of their IAIA20 registration because they know conferences are our main revenue source.

However, I believe IAIA has used this time wisely and has strengthened its communications capabilities and training opportunities in innumerable ways. Now, in the coming months we will be working to harvest those newly-grown lemons, and to mix their juice with sweet sugar in order to provide additional servings of lemonade that will have benefits to the membership for years to come.

In closing, when I look back at facing the COVID-19 challenges of 2020, the most applicable approach comes from embracing the words of wisdom of philosopher/comedian Ron White, who proclaimed, "When life hands you lemons, make lemonade. Then find someone whose life gave them Tequila and have a party."





STAFF

David Bancroft, Executive Director | Bridget John, Deputy Executive Director | Jennifer Howell, Resources and Conference Program Manager | Shelli LaPlante Schneider, Membership Manager and Graphic Designer | Kayla Deitch, Event Logistics Specialist | Tanya Fraizer, Training Program Specialist | Jack Marsden, Communications and Development Specialist | Sue Quinn, Registration and Accounting Specialist



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