ADRIA STRATEGIC PLAN 2013 –2015

As at January 12, 2013
With Vision and Mission changes Sept 28, 2013

VISION:
ADRIA is the strongest, most vibrant Appropriate Dispute Resolution membership organization in Canada - recognized for advancing excellence in the field of ADR, its practice, and its professionals

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

- Fostering excellence in negotiation, mediation, arbitration, and restorative practices
- Supporting the viable practice of ADR in Alberta
- Providing excellence in (high quality?) 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

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.

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.

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 it is only through trying new ideas and learning from our failures that we can grow and move forward.

STRATEGIC DIRECTION	STRATEGIES	Success Indicators (Targets)	OPERATIONAL PLAN 2013
1. Enhance the Awareness, reputation of and access to ADR services	a. Forge **strategic [1]partnerships** with government, courts, schools, businesses and other associations to support ADRIA members in working, teaching and coaching in the ADR field	2 new partnerships (Example Municiplities) in each of 2013, 2014 and 2015	Started: Provincial Neighborhood Mediation program Done: Professional Homebuilders Institute (PHBI) prof.dev.program
	b. Increase the value of ADRIA membership to ADR professionals and industry leaders	Increase the number of ADRIA members by 17% in 2013.	Increase from 435 to 470 members = 8 % Attended 8 conferences (ADRIC, DRN, HRIA, ADRIA, AFM, People For People, Career & Employment Fair, ACB) Member Services Director presented at 2 Conferences (ADRIA and AB Congress Board)
	c. Develop and implement a roster development plan with defined deliverables	ADRIA administers 4 rosters by end of 2013	CAMVAP BBB Instructor Roster Coaches Roster
	d. Strengthen our partnerships with ADRIC and other *ADR organizations to promote the practice of AD*R	2013 – at least 1 initiative with ADRIC, and 1 with AAMS plus 2 others	Started: plan for ADRIC/ADRIA accreditation of programs and instructors Done: AAMS cost-revenue sharing agreement for ADR110 Started: PMAST

[1] A **partnership** is an arrangement where parties agree to cooperate to advance their mutual interests

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			partnership to deliver ADR educ. In schools, to parent councils, teacher training (at Concordia) Started: ABFI & ADRIA partnership in cross-educating members
2. Strengthen our Profession	a. Continue to work with ADRIC to support development & delivery of National Mediation and Arbitration education Programs for entry into the profession.	Complete current initiatives\contracts with ADRIC in 2013. At least 1 new initiative in 2014.	Done: National Gold Standard (NGS) Mediation and Arbitration 40-hour programs delivered to ADRIC Ongoing: Trainer Orientation design and delivery for NGS prgrms.
	b. Develop Partnerships with universities and colleges to integrate ADRIA accredited Appropriate Dispute Resolution courses into their Certificate and Degree programs.	1 Partnership in place in 2013 and 1 in 2014	Done: Signed agreement with Red Deer College Started: Discussions with MacEwan University (NGS Arbitration) Started: Discussions with Athabasca University (NGS prgrms – online conversion)
	c. Increase partnerships with professional and industry associations to create and accredit ADR courses for their Certification programs that will lead to Q.Med designations	2 courses accredited in 2013 (homebuilders and HRIA) and at least 1 more partnership in 2014	Done: PHBI Com & Neg, HRIA Certificate
	d. Promote the value of ADRIC designations with organizations and the public who access Appropriate Dispute Resolution services	Increase the # of coaches and instructors with designations in 2013	Done: 100 % (with minor exceptions for Specialty Instructors)

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3. Increase the number of ADRIA MEMBERS across Alberta	a. Increase access and value of designations to targeted groups to build membership (See # 1a - 2a & c)	At least 1 group targeted and a strategy implemented for Q-Med in 2013 and Q-Arb in 2014	Started: HRIA members (PD points)
	b. Develop and implement a plan for increasing ADRIA profile and service delivery in centers with a high percentage of ADR professionals who are not members of ADRIA	Plan developed in 2013 and increase Calgary\Southern Alberta members by at least 40 Increase in number of students attending courses in Southern Alberta in 2013	Started: Community Mediation Calgary project (outsourcing ADR professionals for-profit) 2012: 351 Edmonton 122 Calgary 2013: 220 Edmonton 148 Calgary/South
4. Strengthen the long term sustainability of ADRIA as an organization	a. Develop and implement a mid- to long-term revenue stream strategy and targets for ADRIA founded upon 1-3 above	Line of credit paid off on schedule- 2013 A reserve is created in 2014 to cover hard costs Membership revenues (non- Education) cover hard costs	2/3 of loan repaid to AAMS ($20,000 of $30,000 loan) A reserve was created and $ 20,000 GIC established Started: increase in Members increase in Corporate Membership fee increase in the number of Designation (39) applications (19 Q.Med., 10 C.Med., 7 Q.Arb., 3 C.Arb.)

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	b. Develop and implement an effective mid-term organizational structure and human resources plan that aligns with 1-3 above	A structure for operational leadership is implemented in 2013	Done: Mission-Vision-Values Strategic Plan 2014-16 Operational Plan 2014 Budget 2014 Ongoing: Human Resource Restructure • Executive Director (21hrs) • Member Services Director (25hrs) • Professional Development Manager (25hrs) • Executive Assistant (28hrs) • Education Assistant (hrs as needed) • IT Assistant (hrs as needed) • Bookkeeper (10hrs) • CAMVAP Coordinator (full-time staff) • Term contractors (ad hoc) – project specific