

**ADR SASKATCHEWAN  
STRATEGIC PLAN – 2020 to 2025  
Approved by Board – January 20, 2020**

The Board of the ADR Institute of Saskatchewan (ADRSK) has developed a strategic plan for the period 2020 to 2025 that provides focus, direction, and strategies that will advance ADRSK from where we are now towards where we want to be. The plan was developed in consideration of input from ADRSK's members, ADR Institute of Canada (ADRIC), and a number of Referring Agencies.

**VISION statement sets out the desired future state for our community:**

Leading ADR Engagement: In Saskatchewan, For Saskatchewan.

**MISSION statement summarizes the mandate/purpose of our organization:**

An Affiliate of ADRIIC, we build Saskatchewan's capacity in alternative and appropriate dispute resolution (ADR) by providing leadership, education and advocacy. We:

- Offer our members professional development resources through training, networking and mentoring;
- Facilitate access to quality ADR services;
- Assist organizations in the development of internal ADR practices and policies; and
- Promote and support understanding and use of ADR.

**VALUES reflect the principles that will be demonstrated by all those who serve our stakeholders:**

We have adopted the Values of ADRIIC:

- **Accountability:** We honor our commitments. We are disciplined in fulfilling our governance responsibilities;
- **Collaboration:** We leverage our strength as a member of a national Federation. We seek out and build partnerships that provide mutual benefit;
- **Excellence:** We are passionate about dispute resolution. We strive for excellence through professionalism. We constantly evolve and challenge our best practices to add value to those who use our services;
- **Integrity:** We are ethical, honest and transparent in everything we do. We value our diversity and demonstrate respect for everyone; and
- **Leadership:** We seek out innovative ideas and approaches to lead ADR in Saskatchewan to build a stronger organization and ADR community.

**GOALS, STRATEGIES and PERFORMANCE INDICATORS:**

ADRSK’s STRATEGIC GOALS identify the objectives that the Board will strive to accomplish during the six-year plan period to achieve the vision, in alignment with the mission and will be reviewed, prioritized, and reported to the membership annually. The STRATEGIES outline what will be focused on to achieve the strategic goals. The PERFORMANCE INDICATORS measure progress over the next six years:

Strategic Goals	Strategies	Performance Indicators*
<p><b>I. Centre of Excellence:</b> ADRSK will be a go-to organization in Saskatchewan supporting quality ADR services, resulting in highly satisfied members and users of ADRSK services.</p>	<ol style="list-style-type: none"> <li>1. Develop a multi-year professional development plan for mediation and arbitration that enables members to become and remain qualified in various ADR practices (e.g. family law, domestic violence, parenting coordinators), in consideration of other service providers. On an annual basis, review the plan and make changes based on usage and evaluations.</li> <li>2. Develop and implement a plan to build the mentorship program.</li> <li>3. Develop and implement a plan to enhance on-line resources to ensure they are easy to access, comprehensive and current.</li> <li>4. Leverage the relationship and resources available from ADRIIC.</li> <li>5. Develop and implement a plan to enhance the process for members to access work opportunities.</li> <li>6. Develop and publish a standardized package to assist organizations in the development of internal dispute resolution practices and policies.</li> <li>7. Develop and implement a plan to enhance the diversity of ADRSK’s membership and volunteers as well as those participating in mediations and arbitrations.</li> <li>8. Determine the role, if any, for ADRSK in regulation and disciplinary process, and take action accordingly.</li> </ol>	<ul style="list-style-type: none"> <li>• Level of satisfaction by members and users of ADRSK services.</li> </ul>

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<p><b>II. Increased Awareness and Access:</b> ADR will be the desired means of conflict management and more readily available across Saskatchewan, resulting in 10% annual increased demand for ADR with 80% of requests for ADR being met every year.</p>	<p>9. Develop and implement a promotions plan using various modes of communications to improve the extent to which the public and organizations understand and recognize the value of ADR.</p> <p>10. Develop and implement a plan to enhance the practice roster program to include at least 10 organizations and ensure listings are comprehensive and current.</p> <p>11. Develop and implement a plan to enable ADR practitioners to be available and easily accessible in every judicial district of the province.</p> <p>12. Develop and implement a plan to increase/enhance strategic partnerships with other ADR organizations, feeder institutions, and referring agencies, both current and prospective.</p>	<ul style="list-style-type: none"> <li>• Level of demand for ADR in Saskatchewan (e.g. number of requests through ADRSK, and other organizations as information is available).</li> <li>• Extent to which demand for requests for ADR are met (through ADRSK, and with other organizations as information is available).</li> </ul>
<p><b>III. Increased Membership and Engagement:</b> Increase ADRSK's membership to 250 people and/or organizations, with 60%+ of members engaged in ADR and/or ADRSK services every year.</p>	<p>13. Develop and implement a plan that focuses on different means of interacting with organizations, members and future members to ensure awareness and benefits of ADRSK as well as awareness of activities and services.</p> <p>14. Conduct a review of the pros and cons of soliciting corporate memberships, and take action accordingly.</p> <p>15. Develop and implement a plan to obtain stakeholder feedback on a regular basis (e.g. annual, bi-annual) and to utilize the feedback in a positive and constructive way to support and grow our membership.</p>	<ul style="list-style-type: none"> <li>• Number of members (individuals and organizations).</li> <li>• Proportion of members engaged in ADR and/or ADRSK services.</li> </ul>
<p><b>IV. Financial and Workload Stability:</b> ADRSK will employ staff locally and be financially self-sufficient.</p>	<p>16. Develop and implement a process of multi-year financial planning/forecasting to reach a balanced budget, with core revenues from membership covering core expenses, based on increased membership and revised programming.</p> <p>17. Develop a job description for a staff position and take action accordingly.</p> <p>18. Explore various options for additional funding sources to support strategic initiatives and priorities.</p>	<ul style="list-style-type: none"> <li>• Extent to which revenues exceed expenditures, including local staff resources.</li> </ul>

\* The extent to which the Strategic Plan is accomplished will be measured in accordance with an action plan to assess the progress on all strategic goals and strategies.