From: Paul Conway [mailto:paul@adralberta.com]
Sent: Thursday, September 21, 2017 5:22 PM
To: Jocelyn Christian <education@adralberta.com>
Subject: FW: ADRIA Annual Strategic Planning Session (SPS)

Email is 13.1.1
Attachment is 13.1.2

Paul Conway | ***Executive Director***
ADR Institute of Alberta
The Professional Association for Mediators, Arbitrators & ADR Practitioners in Alberta.
Over 550 members and still growing!

From: Paul Conway [mailto:paul@adralberta.com]
Sent: September-21-17 9:30 AM
To: 'Alasdair MacKinnon'; 'Amin Poonja'; 'Dolores Herman'; 'Dolores Herman'; 'Dora Dang'; 'Kevin Kelly'; 'Michelle Simpson'; 'Stan Galbraith'; 'Wendy Hassen'; 'Barbara McNeil'
Cc: 'Barrie Marshall'
Subject: ADRIA Annual Strategic Planning Session (SPS)

On the eve of our end-of-summer in-person Board meeting, it would appear that winter has arrived early in Edmonton. Please drive carefully, and don't hesitate to take the Red Arrow instead. On the bright side, the forecast is predicting improved conditions as the weekend progresses. We look forward to seeing you 6pm for dinner at La Boheme.

Our dinner on Friday evening provides the kick-off to our Strategic Planning Session (SPS). Everyone - staff & guests alike - will be given a strategic question to consider upon arrival, and later invited to provide an answer *from their perspective* during the dinner introductions.

Our dinner guests on Friday are:
ADRIA staff: Tammy Borowiecki & Karen Sommerfeld
Linda Long: An influential lawyer and family mediator, well grounded in the history Alberta's Court-administered ADR programs
Peter Portlock (Linda's husband): A former long-serving Executive Director of AAMS (9 years in the position?)
David Chung: ADRIA's Auditor who, you might recall, generously refunded our Audit fees for 2016 as a donation to ADRIA (approx $8.5K)

Our Saturday meeting will focus on Strategic Opportunities, Priorities and an Action Plan for the Board. In consultation with Barrie, the morning portion of Saturday's formal Board meeting will be purposefully short, and will prioritize issues that impact on Strategic Issues & Directions that ADRIA Directors should all be aware of. Commencing with a working lunch, the afternoon Strategic Planning Session (SPS) involves a trip to the **OPERA**: Specifically, we will start with a robust exploration of our **Opportunities**, before setting **Priorities**, confirming **Expectations**, and assessing our **Resources** - all before moving to create an **Action** plan for the Board. Leveraging the talents of our Board and fully tapping into your expertise and passions for maximum advantage has always been a collective goal, and an expectation of our members. BArrie has suggested that we conclude the SPS with a review of our

current Vision, Mission, Values & Strategic Plan (attached) in order to confirm that these remain aligned with our chosen Courses of Action (COA). Other important references include the ADRIA Action Plan for Mediation Advocacy and ADRIA's Communication & Marketing Plan (both previously posted online).

The OPERA offers us opportunities to explore our:

Opportunities (60 minutes)
- Objectives - what are our most important and/or challenging goals?
- Occurrences - what recent events will shape our future opportunities and threats?
- Obsolescence - what activities or ideas are no longer relevant as we explore our future situation?
- Opinions - what strongly-held opinions help our hinder our future?
- Ordinary - what has faded to the backdrop, but could emerge as big positive or negative issues?
- Objections - what objections must be overcome to realize our desired future?
- Organization - is the organization ready to deal with threats, or poised to capitalize on opportunities?
- Options - what options have we overlooked, ignored or been blind to?

Priorities (30 minutes)
- What should be our immediate Priorities? (with reference to the Strategic Plan, the Action Plan for Mediation Advocacy, and a one-year horizon)
- Time permitting, what are our long-term Priorities?

Expectations (30 minutes)
- Internal: What are our Expectation of each other as Board members? of the staff? of our membership? ADRIA and Affiliates?
- External: What are our Expectations of Government? ADR non-profit partners? Industry & Commerce? Educational Institutions? the Public?

Resources (20 minutes)
- What are our current Resource challenges?
- Are we making best use of or accessing all the Resources that are available to us?
- What new Resources might be available?
- How can we best leverage our Resources to achieve maximum effect?

Actions (40 minutes)
- What Actions will we commit to taking this year?
- What resources will be Assigned to what priorities?
- Who do we call upon for Assistance?
- Within ADRIA, how will we organize ourselves?
- How will we remain Accountable?

See you tomorrow!

Paul Conway | ***Executive Director***

From: Marshall, Barrie [mailto:Barrie.Marshall@gowlingwlg.com]
Sent: September-19-17 9:20 AM
To: Paul Conway

Cc: Dolores Herman; Dolores Herman (Dolores.herman@neb-one.gc.ca)
Subject: RE: ADRIA Annual Strategic Planning Session (SPS)

Hi, Paul,

I completely agree. I believe that there are a number of key issues that need to be addressed, namely, (in no particular order) the possible reinstatement of the mandatory adr Rule in our Rules of Court, the Education and Designations Task Force, the CAB/ADRIA MOU, White Paper Action Plan, and ADRIC relationship issues. At the end of the process we may need to spend some time addressing whether these issues cause a reordering of aspects of the Strategic Plan. The OPERA platform you summarize below is a good platform to work from in this regard.

J. Barrie Marshall QC
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