



ADR Institute  
of Alberta

# ANNUAL REPORT 2023





ADR Institute  
of Alberta

Resolving conflict is rarely about who is right.  
It is about acknowledgement and appreciation  
of differences.

*-Thomas Crum, The Magic of Conflict*



# Introduction

The ADR Institute of Alberta (ADRIA) is a registered not-for-profit organization that serves as a source of Alternative Dispute Resolution information, resources, and expertise in Alberta.

ADRIA is the professional membership body for mediators, arbitrators, adjudicators and other Alternative Dispute Resolution (ADR) practitioners in Alberta. As a regional affiliate of the ADR Institute of Canada, ADRIA recommends candidates for the nationally-recognized professional designations of Chartered Arbitrator (C. Arb), Chartered Mediator (C. Med), Chartered Mediator-Arbitrator (C. Med-Arb), Qualified Arbitrator (Q. Arb), Qualified Mediator (Q. Med), Qualified Mediator (Family) (Q. Med (Fam)) and Qualified Adjudicator (Construction) (Q. Adj (Const)).

ADRIA also trains mediators and arbitrators and provides advanced specialized training.

Our organization houses a Directory of ADR Professionals with verified qualifications. Members of the public can access the Directory to search for mediators, arbitrators, adjudicators, restorative justice professionals etc. trained for specific areas of practice. In addition to possessing verified credentials, the ADR Professionals in our Directory are members of both the ADR Institute of Alberta and the ADR Institute of Canada, are bound by a Code of Ethics, and are subject to a complaint resolution process.

We have a 30-year history as a leader in Alberta Mediation and Arbitration. Formally a part of Alberta Arbitration and Mediation Society (AAMS), ADR Institute of Alberta became incorporated under the Societies Act in 2012.

# Board of Directors

2023/2024

Stephen Carter-Edwards - President

Barbara McNeil - Past President

Andrea Menard - Vice President

Cindy Imppola - Secretary

J.B. Isaacs - Treasurer

Dora Dang - Director/ ADRIC  
Representative

Lauren Bartlette - Director

Jill Mason - Director

Coreen Roth - Director

Leda Stawnychko - Director

Sharon Roberts - Director

Larissa Brell - Ad-Hoc Director

# Board of Directors



*Back row, from the left: Stephen Carter-Edwards, Andrea Menard, Leda Stawnychko, Lauren Bartlette, Jill Mason, Larissa Brell, JB Isaacs.*

*Front row, from the left: Cindy Imppola, Lynn King, Coreen Roth, Dora Dang.*

# Staff

2023/2024

Lynn King, Executive Director (effective June 1, 2023)

Paul Conway, Executive Director (to June 1, 2023)

Karen Sommerfeld, Finance

Jillian Young, Education Program Consultant

Brenda Davidson, CAMVAP Provincial Administrator

Contracted supports:

Britt Dorland, Membership Services Coordinator & Executive Assistant

Tammy Borowieki, Professional Development Consultant

Arifa Virani, Marketing & Communications Consultant



*Back row, from the left: Karen Sommerfeld, Britt Dorland, Arifa Virani, Jillian Young.  
Front row, from the left: Tammy Borowieki, Lynn King, Brenda Davidson.*

# President's Report: 2024

## Stephen Carter-Edwards

It is my pleasure to provide this glimpse into the year past, the year ahead and to give thanks.

Last year ADRIA went through several positive changes: new office, new executive director, several new board members and changes to the executive. Change can be uncomfortable, but this group recognized that the status quo would not properly serve the membership. So we embraced change.



The present time, I do not have to remind you, is challenging. The ADRIA office is run by excellent part time staff and a very dedicated executive director. This staff, our ED, volunteers and the volunteer Board are tasked with operating ADRIA day to day including the many programs, training, accreditation, and the list goes on. This dedicated group is dealing with the present challenges head on.

So I want to thank:

Our volunteers: Thank you to the many ADRIA members who volunteer to support this organization. You provide your time and talent on committees, and when asked to provide your specialised expertise, you're there for us. Thank you all for being part of the ADRIA community, your contributions are deeply appreciated and I would ask that you keep an eye out for the new opportunities that the Board will be rolling out.

ADRIA staff keep the machinery of our organization moving and advancing. Membership services, accounting needs, marketing, public and private training development, and offerings. On behalf of the Board and members, please accept our gratitude. You keep our organization successful. Thank you.

Thank you to my fellow Board members. You are a committed, insightful, smart, great bunch of people to work with. It's a privilege.

Lynn's report will give detail about board operations. We look forward to the year ahead and we welcome involvement of members and I am making a point of seeking it in the days to come. Stay tuned and stay in touch.

I will conclude with a promotional pitch for the ADRIC 50th AGM and conference, Toronto, October 24 to 25. Hope to see you there.

# Governance and Human Resources Committee

**Andrea Menard (Chair)**

The Governance and Human Resources Committee is a Standing Committee of the ADRIA Board of Directors. Our Committee supports the work of the Board with our mandate to:

- Identify strategies and actions for building and strengthening the Board's capacity in the area of Board Governance;
- Identify strategies and carry out the annual actions of for Board Director Nominations as well as the ADRIC representative;
- Identify strategies and actions in support of Human Resources related activity in support of the Executive Director including the development of annual deliverables, annual performance evaluation, compensation, and succession planning;
- Support other initiatives as may be assigned by the Board from time to time for ensuring effective governance practices;
- Intentionally align committee activities with ADRIA's commitment to equity, diversity and inclusion.

Members of the Committee for 2023-2024 included: Andrea Menard, Cindy Imppola, Lauren Bartlette, Leda Stawnychko and Larissa Brell. The Board President and Executive Director served as ex-officio members.

In the term to December 31, 2023 the Committee completed Terms of Reference which were adopted by the Board and created a comprehensive annual work plan template to serve as a helpful guide for the governance work of the Board.

# Finance, Audit and Risk Committee

**J.B. Isaacs (Chair)**

The Finance, Audit and Risk Committee is a Standing Committee of the ADRIA Board of Directors.

Members of the Committee for 2023-2024 included: J.B Isaacs (Chair), Coreen Roth, Dora Dang and Jill Mason. The Board President and Executive Director served as ex-officio members.

Our Committee is charged with the following responsibilities:

- To provide advice and support to the Treasurer for overseeing the accounting and financial reporting processes of ADRIA including the audits of the financial statements of ADRIA;
- To develop a risk management framework for the organization; review, monitor and evaluate the effectiveness of ADRIA's risk management and internal control framework;
- To make recommendations to the Board regarding sustainability of the organization.

**In this fiscal year our Committee completed and adopted Terms of Reference for our work.**

**These were approved by the Board on August 23, 2024. Together with the Executive Director, we reviewed and approved a process document for preparation of the organization's annual budget cycle. In the coming term we will continue work on development of a risk management framework as we support the Board in governance responsibilities.**

# Executive Director Report

## Jan. 1, 2023 - Dec. 31, 2023

Lynn King

### Highlights

Continued transition is a theme in this year's annual report.

ADRIA settled into a new office space where we are co-located with the Foundation of Administrative Justice (FOAJ).

While our organization experienced many changes, programs and services continued to be provided with our successes highlighted throughout this annual report.

Staff worked diligently to respond to member and public queries; managed memberships and member communications; coordinated Designation applications; helped connect our members and members of the public needing the services of dispute resolution professionals; and delivered education programs and training in conjunction with a dedicated roster of trainers and coaches.

The Canadian Motor Vehicle Arbitration Plan (CAMVAP) program continued to be administered under the capable direction of Brenda Davidson.

Long-serving Executive Director Paul Conway provided his final report at the June 2023 AGM where he was honoured for his 10 years of service. Over the year, Paul continued to provide dedicated service to the ARCANA Committee.

Volunteers continue to be welcomed and appreciated as key players in the success of our programs and advocacy efforts. We are happy to have initiated and revived the ADRIA Family Committee. In our stakeholder relationships, we continued to attend and support developments related to dispute resolution within government Ministries, such as condominium forums and responding to the Ministry of Justice Family Justice Strategy.



Lynn King

“

My role as ADRIA's new Executive Director began in June 3, 2023 and coincided with the induction of several new Board members. With the changes in our leadership over the past year, we have taken time to learn together and prepare for developing new strategies to serve the organization, including setting the groundwork for a new strategic plan in 2024.

# Year in Review

Total Membership 469

Active Designations from January 1, 2023 to December 31, 2023:

|                        |     |
|------------------------|-----|
| Q.Med                  | 82  |
| C.Med.                 | 60  |
| C.Med-Arb.             | 4   |
| Q.Arb.                 | 51  |
| C.Arb.                 | 27  |
| Full Members           | 322 |
| Associate Members      | 132 |
| LINK Members           | 5   |
| Organizational Members | 10  |
| Directory Listings     | 73  |

# Treasurer's Report

J.B. Isaacs



The 2023 audited financial statement officially represents the financial position of the ADR Institute of Alberta to December 31, 2023.

For 2023, revenues were \$613,940.00. This increase of \$105,652 over the previous year is largely due to our ability to return to offering training and courses in a post-pandemic environment. Expenses were \$553,961.00. This amount is a decrease of 58,655.00 from the previous year. The decrease in expenses is reflective of ADRIA's move to a smaller office space and increase in online course delivery.

The primary source of revenue for ADR Institute is Professional Education and Training with this area of revenue representing \$418,674.00 of total revenues, an increase of \$94,167.00 over the previous year. Another significant revenue source continues to be ADRIA's delivery of CAMVAP services (Canadian Motor Vehicle Arbitration Plan). This source brought \$71,463.00 in revenue for 2023. Other revenue sources include ADRIC (ADR Institute of Canada) related business, construction dispute resolution, organizational memberships and participation in the DRN Conference.

ADR Institute of Alberta ended the fiscal year in a positive position of \$59,979 in revenues over expenses.

In the coming year, future focused planning is recommended to ensure that revenue streams and services are in a position to grow and adapt to membership needs and changing environments in the provision of dispute resolution services and training arenas.

The Finance Audit & Risk Committee will continue to monitor the financial position of ADRIA and provide advisement to the Board of Directors on financial matters to ensure that the organization can continue our commitments to our professional association and the important role we play in the dispute resolution community.



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## INDEPENDENT AUDITOR'S REPORT

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To the Management of ADR Institute of Alberta

### *Opinion*

We have audited the financial statements of ADR Institute of Alberta (the Society), which comprise the statement of financial position as at December 31, 2023, and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Society as at December 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

### *Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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### CONTACT

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✉ info@hollip.ca    🏠 202B, 1230 - 91 Street SW, EDMONTON, AB | T6X 0P2

WWW.HOLLIP.CA

Independent Auditor's Report to the Management of ADR Institute of Alberta *(continued)*

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Edmonton, Alberta  
April 10, 2024



Ho LLP  
Chartered Professional Accountants

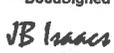
**ADR INSTITUTE OF ALBERTA**  
**Statement of Financial Position**  
**December 31, 2023**

|   | 2023              | 2022              |
|---|-------------------|-------------------|
| <b>ASSETS</b>                                     |                   |                   |
| <b>CURRENT</b>                                    |                   |                   |
| Cash (Note 3)                                     | \$ 157,041        | \$ 46,454         |
| Investments (Note 4)                              | 52,256            | 50,665            |
| Accounts receivable                               | 26,472            | 30,728            |
| Interest receivable                               | 561               | 156               |
| Prepaid expenses (Note 5)                         | 4,961             | 3,714             |
|   | <u>241,291</u>    | <u>131,717</u>    |
| TANGIBLE CAPITAL ASSETS (Note 6)                  | 10,846            | 12,398            |
|   | <u>\$ 252,137</u> | <u>\$ 144,115</u> |
| <b>LIABILITIES AND NET ASSETS</b>                 |                   |                   |
| <b>CURRENT</b>                                    |                   |                   |
| Accounts payable and accrued liabilities (Note 7) | \$ 21,907         | \$ 14,093         |
| Wages payable                                     | 815               | 357               |
| Goods and services tax payable                    | 6,135             | 2,210             |
| Deferred revenue (Note 8)                         | 94,597            | 69,476            |
| Due to related party                              | 23,901            | 13,176            |
|   | <u>147,355</u>    | <u>99,312</u>     |
| NET ASSETS  |                   |                   |
| General fund                                      | <u>104,782</u>    | <u>44,803</u>     |
|   | <u>\$ 252,137</u> | <u>\$ 144,115</u> |

**COMMITMENTS (Note 9)**

**ON BEHALF OF THE BOARD**

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 Director  
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 Director  
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**ADR INSTITUTE OF ALBERTA**  
**Statement of Revenues and Expenditures**  
**Year Ended December 31, 2023**

|  | 2023             | 2022                |
|--|------------------|---------------------|
| <b>REVENUES</b>  |                  |                     |
| Professional development and education <i>(Schedule 1)</i> | \$ 418,674       | \$ 324,507          |
| Member services <i>(Schedule 1)</i>                        | 98,109           | 105,120             |
| ADR business services <i>(Schedule 1)</i>                  | 92,064           | 70,935              |
| Investment income  | 4,032            | 1,276               |
| Grants and other   | 1,061            | 6,450               |
|  | <u>613,940</u>   | <u>508,288</u>      |
| <b>EXPENSES</b>  |                  |                     |
| Professional development and education <i>(Schedule 2)</i> | 281,060          | 316,958             |
| General and administrative <i>(Schedule 2)</i>             | 109,904          | 128,128             |
| ADR business services <i>(Schedule 2)</i>                  | 75,150           | 80,453              |
| Member services <i>(Schedule 2)</i>                        | 43,116           | 51,182              |
| Governance <i>(Schedule 2)</i>                             | 41,814           | 32,460              |
| Amortization   | 2,917            | 3,435               |
|  | <u>553,961</u>   | <u>612,616</u>      |
| <b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES</b>       | <b>\$ 59,979</b> | <b>\$ (104,328)</b> |

# Membership Services Coordinator Report

**Britt Dorland**

The Membership Services Coordinator and Executive Assistant is the first contact in helping all ADRIA Members with registering for memberships, paying membership dues, and applying for designations. They are also the first contact for the public, assisting with accessing the ADRIA Directory, applying for Select & Appoint processes, and assisting with information on appropriate dispute resolution resources available within the province.

This role also works with many capable volunteers on various committees and provides assistance for meeting committee goals. This includes Regional Designation Committees, Conflict Resolution Day Committee, ARCANA, Lunch & Learn Portfolio and support for the Executive Director and the ADRIA Board of Directors.

There were 4 successful designation applications in 2023:

|         |   |
|---------|---|
| Q. Arb. | 3 |
| Q..Med. | 1 |

# 2023 Annual Report: Professional Development

|                                       |     |
|---------------------------------------|-----|
| Core instructional Hours:             | 396 |
| Core Courses:                         | 11  |
| Students enrolled in Core courses:    | 99  |
| Communications in ADR:                | 58  |
| National Introductory Mediation:      | 20  |
| Other Adria courses:                  | 21  |
| Private Training Instructional hours: | 233 |
| Courses:                              | 20  |
| Students:                             | 277 |
| Resolution Services:                  |     |
| Instructional Hours:                  | 189 |
| Courses:                              | 15  |

## Learner Sessions:

- February 2023: Skills for Success: How to Succeed in your Mediation Evaluations
- March 2023: Moving Away from Positions in Mediations
- April 2023: Role of Virtual Facilitation in Mediations
- May 2023: Final Phases of the Mediation Model
- June 2023: Caucusing in the Age of Zoom
- October 2023: Setting the Foundation for Your Mediation Practice: Building an effective Workflow
- November 2023: Digging for Deeper Understanding
- December 2023: Beyond the Goal Statement; Using Interests for Decision- Making

# Education and Training Programs

**Jillian Young**

In 2023, our online courses remained vital, offering accessible learning to students across Alberta and Canada. The online courses, introduced during the pandemic, are now an integral part of ADRIA's educational approach.

As the pandemic eased, in-person course registrations increased, showing renewed trust in traditional learning. While online education is crucial, this resurgence highlights the value of face-to-face interaction.

Looking ahead, we're excited about future opportunities. Keeping our core mission of preparing students for success in Mediation and Alternative Dispute resolution at the forefront, and our continued commitment to excellence and inclusivity, we're ready to tackle tomorrow's challenges, ensuring every student emerges with the confidence to handle conflict effectively and bring more peace to the world.

# Private Contracts

**Tammy Borowieki**

In 2023, our online courses remained vital, offering accessible learning to students across Alberta and Canada. The online courses, introduced during the pandemic, are now an integral part of ADRIA's educational approach.

As the pandemic eased, in-person course registrations increased, showing renewed trust in traditional learning. While online education is crucial, this resurgence highlights the value of face-to-face interaction.

In 2023, our private training programs saw continued growth, providing customized courses for organizations looking to enhance conflict resolution skills. With tailored curricula and personalized instruction, participants gained essential tools for navigating complex conflicts effectively. Our success in private training reflects our commitment to meeting each client's unique needs, fostering collaboration, understanding, and constructive dialogue within their organizations.

We're proud to highlight our partnership with Alberta's Ministry of Justice, Resolution Services. Together, we offered specialized training in Interest-based Communications and Mediation Skills, Culture and Conflict, and High-Conflict Mediation. This collaboration allowed us to address emerging challenges in conflict resolution effectively.

We extend our thanks to our partners, trainers, participants, and stakeholders for their unwavering support. Together, we'll keep advancing conflict resolution and mediation, creating positive change and sustainable solutions. ADRIA members with potential training referrals or partnership inquiries are invited to reach out to [education@adralberta.com](mailto:education@adralberta.com).

# Lunch & Learn Portfolio

## Arifa Virani

The Lunch & Learn portfolio delivered 11 successful Lunch & Learn events since the portfolio was taken over by Arifa Virani and Britt Dorland in January 2023. Registrations tend to run in the 90-160 range, with **at least** 50% of the registrants attending, typically more. The events are recorded and placed on the website for future access by attendees and our Members at their convenience.

Topics are either craft (specific to the field (professional development)) or non-craft (not specifically related to the field; for example workplace environment, personal development, leadership techniques, topics running parallel to being a professional/practitioner).

The Lunch & Learns are proving to be popular with indications of high engagement on social channels (LinkedIn + Facebook) and high open rates in email marketing campaigns. There is an appetite for the kind of speakers and topics we are sourcing. We focus on bringing in talented, high calibre speakers who are subject matter experts in their fields. Our aim is to bring topics that are as relevant, contemporary and a value-add for our Members and audiences.

# CAMVAP

## Brenda Davidson

CAMVAP is a cross-Canada Program that consumers can use to resolve disputes with a manufacturer about defects in vehicle assembly or materials, or how the manufacturer is applying or administering its new vehicle warranty. Disputes are resolved through binding arbitration. CAMVAP has existed since 1994, and ADRIA (formerly AAMS) has been administering the Program since then, for Alberta and the Northwest Territories.

Brenda Davidson is the Provincial Administrator and works with the consumers, manufacturers, technical inspectors and arbitrators in the Program and is responsible for receiving and responding to inquiries, processing claim forms and applications for arbitration, scheduling hearings and technical inspections and communicating the results of hearings to the parties.

In 2023 – 364 new inquiries about the Program were received by consumers in Alberta and the Northwest Territories. 21 cases were arbitrated. Details of the CAMVAP Program, can be viewed on the website [www.camvap.ca](http://www.camvap.ca). Consumers can contact CAMVAP at 1-800-207-0685. Annual Reports with statistics are posted on the website by CAMVAP Head Office in Ontario, with details and statistics, on the outcome of all Canada Program results.

# ARCANA

## Paul Conway

ADRIA and ARCANA have had a successful but challenging first year as a Provincially-appointed Nominating Authority (NA) for construction sector adjudication services under the Prompt Payment and Construction Lien Act (PPCLA). ARCANA (AB) is a partnership between ADRIA, ADR Canada (ADRIC) and the Royal Institution of Charters Surveyors (RICS). Our success to date is wholly attributable to the experience that RICS brings, the strength of our initial roster cadre, and the volunteer efforts that power the work of the local working group. The ADRIA membership has been well served by the expertise and volunteer time put forth by Jerry Crawford (Chair), Barrie Marshall, Stephen Carter-Edwards, Kevin Magill and Paul Conway, supported by ADRIA's Executive Director and staff - Lynn King and Britt Dorland. The Government/Service Alberta has benefitted enormously from the first-year experiences of our adjudicators and supporting staff, and are currently working on legislative amendments that will bring Public Works projects into the PPCLA, and address many of the challenges that the NA and roster adjudicators currently face. ARCANA (AB)'s roster currently numbers ten (10), and is expected to swell to twenty (20) or more in the months ahead. ADRIC's new Qualified Adjudicator (Construction) designation is now available and becomes a requirement for all current and future roster adjudicators. There has been much discussion in the past about regulating the ADR professions, so it is worth noting that, unlike arbitration, no one is permitted to conduct construction sector adjudications under the PPCLA in Alberta unless certified by an appointed NA. ARCANA (AB) is currently the only appointed NA in the province.

ARCANA (AB) earnings to date have been modest, as the public and the construction sector adapt to the lien and prompt payment requirements of the PPCLA. Over time this new revenue stream is expected to grow, as has been the experience in the UK and Ontario. Roster adjudicators undergo over 40 hours of rigorous training, provided by ADRIC & RICS. The NA is obligated to host a roster that offers a full range of legal and construction sector expertise, such that any and all construction sector disputes can be assigned to an adjudicator that possesses the requisite experience to determine a matter within 30 to 45 days. If not complied with, Orders issued by an adjudicator appointed under the PPCLA can be filed as a Court Order and enforced. For more information about the PPCLA and ARCANA (AB), visit: <https://adralberta.com/prompt-payment/>

# Strategic Plan

2022/2023

## Vision

01

Leading Dispute Resolution in Alberta

## Mission

02

To provide leadership and services in ADR to our members and to the public

## Values

03

Excellence, Collaboration, Leadership, Uncompromising Ethics, Accountability

## Strategic Goals

04

Enhance the value, awareness, reputation of and access to ADR  
Strengthen our profession  
Strengthen ADRIA as a membership organization  
Strengthen the long-term sustainability of ADRIA

## Strategic Initiatives

05

Advance the cause of ADR regulation and ensure ADRIA is ready  
Focus on and develop the key relationships that advance the interest of ADRIA members  
Develop and administer dispute resolution rosters to access the services of ADRIA's members  
Develop revenue streams in addition to training  
Embrace change, remain nimble, and continue to innovate