

T D U N N & A S S O C I A T E S

# STRATEGIC PLANNING 2010

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MEDIATION YUKON

**“PEACE IS NOT MERELY A DISTANT GOAL THAT WE SEEK BUT A MEANS BY WHICH WE ARRIVE AT THAT GOAL.”**

**MARTIN LUTHER KING, JR.**

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# STRATEGIC PLAN FOR 2010

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## PRELIMINARY

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Mediation Yukon Society was established in 1992. The organization declares its mission to be an organization interested in alternate methods for dispute resolution. It promotes the acceptance and use of mediation as a way to resolve conflict. It encourages skill development and training, and offers peer support and constructive approaches to all kinds of conflict within their community.

With collective energy, Mediation Yukon Society (MYS) strives to bring the principles of non-adversarial conflict resolution to be more widely used and developed in the Yukon. Primarily, MYS has facilitated the role of instructors and coaches in providing service to Yukon College in delivering Justice Institute of British Columbia courses.

To explore what the mission and activities mean in light of the history and developments of the community of Whitehorse a strategic planning meeting was held on March 4, 2010.

The Strategic Planning Meeting was facilitated by Theresa Dunn and involved three phases:

1. Describing the organizational mandate through a vision, mission, and policy statements;
2. Exploring what activities will help meet the organizational mandate; and
3. Prioritizing the activities and developing three action plans.

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## PROCESS

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The process began with a pre-meeting survey of 10 randomly selected members of the Mediation Yukon Society, a consolidation of the results of the survey and the results from the 2009 Strategic Planning Meeting and concluded with a stakeholder meeting held in March, 2010. The steps are described as:

1. The information from the survey was collated and reported to the Board.
2. A review of potential stakeholders was provided to reflect on possible participants for the meeting (see Appendix 1).
3. A summary was provided for the strategic planning meeting.
4. Definitions for Vision, Mission, Values, Policies and Procedures were provided to initiate common grounds for discussion.

### Survey of Members

Nine responses were obtained from the surveyed members that reflected the opinions and suggestions from instructors, coaches, board members (former and current) and course participants. A full summary is provided in Appendix 2. Briefly the results indicated that people liked being involved with MYS because they liked the other people involved and were committed to the values of non-adversarial conflict resolution. Several members voiced concerns with the limited capacity of MYS to follow through on new initiatives. Many had been involved from the Society's earlier years and could see areas for growth with partners such as the Department of Justice or the Volunteer Board. They were glad the members were being asked for their input and looked forward to seeing the final report.

## Review of Stakeholders

In order to explore the potential scope and areas for growth for MYS the Directors reflected on what organizations or individuals have an interest in the development of alternative dispute resolution in the Yukon. Reviewing who would have a common interest in the work of MYS provided numerous possibilities for extending the focus of the Board. As a result several participants in the strategic planning meeting were invited for their interest in dispute resolution through mediation. The groups represented were the newly developed Northern Institute of Social Justice part of Yukon College, a member of the legal profession, and a representative of the Dispute Resolution Board.

Each participant described how MYS could be involved in the development of these organizations through a partnership that would promote the conflict resolution values and principles of MYS. The development of these partnerships would engage the legal and business communities, expand the relationship with the college and facilitate an active role in dispute resolution services for First Nations people of the Yukon.

There was considerable discussion on what is needed to build these partnerships. Predominately, the Board of MYS required a clear identity and purpose that is, specifically, how could MYS contribute to the organizations with the activities they have or are about to undertake?

These ideas became the focus of the action plans developed.

## Review of MYS Vision, Mission, and Values

Each concept, (i.e., vision, mission and values) was defined and discussed for what it means to the participants and how it needs to be refined or developed to reflect the current MYS.

The definitions provided were:

*Vision – is the aspiration of the organization: how do we want to change the world by the existence of Mediation Yukon Society.*

*Mission – describes the overall purpose of the organization: what we do and who we do it with. It sets the boundaries of the organizations current activities. Within the Mission is a clear statement of the organizations Goals (what you propose to do as MYS) and Objectives (how the current system (community, conflict resolution system) is expected to change because MYS exists.*

*Values – are the core ideology of an organization, the deeply held values that do not change over time. These are taken into account in decision making, and are an influencing consideration to guide oneself and others.*

*Policy – is a snapshot of an organizational practice. A guideline stating the issue: what is expected from the organization in response to the issue and who is responsible to see action is taken.*

*Procedures – are broad descriptions of what is to be done in order to implement a policy*

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## OUTCOMES

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### Vision

This is a new statement for the organization. Suggestions were generated as follows:

Some examples from survey responses:

- “People actively learning and helping others by offering information and models to the community and the world”.
- “An organization true to its values - one that encourages the use of appropriate dispute resolution, that supports professionals in this field and supports others to learn new skills in conflict resolution (CR). An organization that is ACTIVE in the field building credibility.”

Added during the meeting:

- Create a world where no person fears conflict.
- Bringing to Yukon the awareness, skills and means to transform conflict creatively, constructively and collaboratively and to enable all people to access this different paradigm.
- Create a society or community that is resolving conflict peacefully because the people are empowered with the skills and knowledge.
- The encouragement and promotion of Alternative Dispute Resolution (ADR) through reduction of conflict and promoting peaceful resolution of conflict, starting with ourselves, within our work, our environment, our community and our territory.

### Mission

There are two mission statements within the MYS documentation. The following statement was found on the web site:

*Mediation Yukon Society is an organization interested in alternate methods for dispute resolution. We promote the acceptance and use of mediation as a way to resolve conflict. We encourage skill development and training, and we offer peer support and constructive approaches to all kinds of conflict within our community.*

And the statement provided in The Constitution, that is:

1. The name of the society is **MEDIATION YUKON SOCIETY**.
2. The purpose of the society is to enable Yukon people to manage conflict through mediation. In its efforts to achieve its mission, the society shall:
  - ⇒ **Provide** mediation services in the Yukon;
  - ⇒ **Advance** the development of a basic and specialized conflict management training program for the Yukon; and
  - ⇒ **Promote** the concept of constructive conflict management throughout the Yukon communities.
3. The administrative operations of the society are to be chiefly carried out at Whitehorse, Yukon Territory.
4. The society shall be carried on as a non-profit organization and any profits or other accretions to the society shall be used solely to promote its objectives.

Suggestions for development of the mission statement were:

- To reduce conflict and build peace in our community.
- Acknowledge and appreciate expansive ideas contributed by conflict: motivates exploration.
- Conflict allows growth.
- Supportive learning through development of bursaries and scholarships for learners.
- Build a scholarship program to bring in youth learners for ADR.
- Every Yukoner would know:
  - The value of conflict in their lives and how to work with it in meaningful ways; and
  - There are viable alternatives to living with conflict.

## Values

In 2009 a list of values were generated by a core Board of Directors. Below is the values from the 2009 Strategic Planning session (in normal font). The additions to the *Values* added in the 2010 Strategic Planning Meeting are in **Bold** font.

- Compassion
- Understanding (**awareness**)
- Hope
- Patience
- Togetherness (working from common ground)
- Innovation/creativity (think outside box, **curiosity**)
- Openness to ideas and questioning (acknowledge assumptions and put aside, **challenge comfort zones**)
- Acceptance (freedom to be ourselves, **non-judgemental**)
- Safety (?physical, emotional, intellectual...)
- **Authenticity**
- **Intentionality**
- **Honesty**
- **Respect**
- **Empowerment**
- **Shared power**
- **Mutuality to work with dignity and respect for ourselves and other.**
- **Appreciation**

## Policy

Besides the purpose and function of providing service to Yukon College little has been documented with regard to MYS focus and direction. Policies regarding the criteria for inclusion and development of MYS, contact and communication with stakeholders, code of conduct or conflict resolution processes are not described.

Procedures have been defined in the case of the contract arrangement with Yukon College that provides clear direction and measurable outcomes that can be evaluated and provide clarity for needed changes.

Further suggestions for policies or procedures are addressed in the recommendations.

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**ACTIONS**

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Numerous activities have been suggested through the 2009 Strategic Planning Meeting and as a result of the Survey (see Appendix 2). A summary of these desired activities is as follows:

- Get message out
- Develop broader training market with and beyond Yukon College
- Develop standard of performance norms for instructors, coaches, mediators
- Develop new initiatives
- Provide professional development
- Provide more for members
- Develop schedule of projects to meet objectives
- Board development
- Provide financial support to those who want to develop skills

A process of prioritizing and selecting a focus for the Board over the next period until the next AGM resulted in:

- 1) A realization that there is an overlap of activities that is, working on one addresses the others to a varying degree; and
- 2) The following list was generated to reflect the participant's priorities:
  - a. Establish a presence and identity (is MYS more than mediation, what is the foundation for public engagement, what is basis for the service reputation that can be built on with service users and partners)
  - b. Get the message out through a marketing plan (develop a training/practitioner market with public and with mediators)
  - c. Develop partnerships
  - d. Provide professional development for current members
  - e. Provide financial support and accessibility to courses and services to the general public
  - f. Develop a schedule to meet objectives

The first three priorities were tackled to develop a detailed action plan that involved:

- Naming the focus of action and those involved in the design
- What will help or hinder the task being completed
- Benefits and concerns of undertaking the task
- When will it happen (detailed time schedule)
- Who will coordinate its completion
- Steps to completion
- Budget (not only money but other resources)
- Expected measurable outcomes and
- Could be implemented over the next 6 months (see Appendix 3)

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## RECOMMENDATIONS

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### Board Development

Issue: To build a strong foundation and to meet the desired actions the Board of Directors must be inclusive of the knowledge and skills needed to take MYS to its desired destination. Before engaging staff or partners, the Board must be working well in its organizational structure; that is, with efficient and consistent flow of communication, active and accessible Board members who have clear roles and responsibilities.

Recommendations:

1. Documentation

Complete organizational statements that are, the vision, mission, and values. The values should be expanded so that, as a group, it is understood what the values mean and how you will know when you are living up to these values. Moreover, in order to maintain some continuity and direction policies should be created that capture the desired intent of specific decisions and financial responsibilities made by the Board. Policies are currently needed on;

- roles and responsibilities of MYS in regard to instructors and coaches,
- communication protocols (for example web site maintenance),
- conflict resolution with clients and between members etc.,
- a relationship with the Volunteer Board that would involve paying a yearly membership fee and facilitate MYS providing services to Yukon non-profit organizations.

Simultaneous to the logistical Board development a priority stated at the Strategic Planning meeting is to clarify the MYS identity and purpose (see Appendix 3). This goal would facilitate much of the desired expectations. For example, a corporate history including a list of existing relationships and what are the terms of reference for these relationships would help to clarify the current MYS identity.

Clarifying the purpose of MYS answers the questions:

- What can contribute to making the MYS vision a reality,
- What would be the desired activities, and
- What would be the ideal relationships (now and in the future) wanted and needed to develop the organizational purpose?

2. Board members

- Continue to recruit Board members until a strong component of eight members are established who can give leadership and direction to the desired action plans. Further explore the expansion of relationships into community organizations and user groups such as the Public Service Commission.
- Define Board expectations roles and responsibilities (See Appendix 4).
- Succession Planning is an ongoing Board task. Throughout the year those leaving the Board should be identified as soon as possible as well as knowledge or skill gaps that need to be filled. A schedule of meetings with potential board members should be developed and a commitment to identify who will

be joining the Board by September of each year in anticipation of the October AGM will keep the growth and energy generated from year to year.

3. Board Meetings

- A strategic planning meeting sets the agenda for the year's activities. Each subsequent meeting then evaluates how the agenda is being met and any new developments.
- To help monitor ideas and outcomes through a conscious evaluative process it would help to have meetings become decision making sessions. For example, a topic is brought forward and begins a process of 1) identifying what decision is needed from the Board and when 2) what are the steps to completion 2) identify who can work on the task or who is needed and how they will be obtained 3) a time frame is attached to each task.
- The task and time schedule becomes a checklist of "how we are doing" at each subsequent meeting.
- Progress on an action item needs to be reviewed periodically to monitor the viability of a plan. For example, if after three months no action has been achieved on an issue then the Board should re-evaluate the wisdom of continuing with this item. An option is to set a new date for the action to be revisited possibly when the capacity to address is more evident.

4. Board Member Training and Development

Create a schedule of activities that would address Board development and meet logistical needs such as:

- Skill building workshops for Board members. (For example: hold an experiential retreat so all Board members would understand the model of conflict resolution promoted by MYS. Lyn Hartley was suggested as a good facilitator for this retreat, or on more specific skills such as time management.)
- Work retreats to deal with document organization and logistical management. For example, once a year hold a social and work retreat where all documents are filed appropriately and a laptop computer is used to record and organize electronic documents that can be saved on a back up CD or memory stick.

**Project Committees**

Issue: Many tasks require people with time, energy and expertise. During the survey many loyal members want to assist in the development of MYS but cannot make an ongoing commitment. It would be astute to match the tasks that the Board members want completed and the members who want to help.

Recommendation:

- Refine the action plans generated at the strategic planning meeting to specific tasks, who is needed and timelines to complete specific tasks. Be clear on the steps to complete the tasks with clear communication and reporting points. For example:
  - Holding a Board retreat
  - Collecting and documenting the corporate history of MYS
  - Developing presentations for various interested community groups, FN communities, business, legal and government groups,
  - Identifying and meeting with potential partners (see action plan 3 in Appendix 3)
- Poll members and friends of MYS for volunteers to work on specific projects.

### **Develop Training Based Model of Conflict Resolution.**

Issue: There are a wide range of skills within the instructors and coaches that are not reflected in the current service agreement with Yukon College. Many instructors and coaches have developed their own course materials, have taken upgraded specialized training and have a wider client base than is accessed through Yukon College.

Recommendation:

- Do an inventory of skills within members (instructors and coaches)
- Create a plan for mentoring instructors to advanced levels
- Develop a mentoring program for Coaches
- Generate a list of possible courses that could be taught by instructors

### **Financial Plan**

Issue: There is no current business plan. As you review the sample business plan template (see Appendix 5) you will notice that the MYS planned actions are critical to being able to develop a business plan. For example knowing your corporate history helps to develop the rationale for the services you want to promote.

Recommendation:

- Develop a specific business plan each year that will support the implementation of the desired actions of the Board including some monies allotted for crises situations when you want to support funding students or courses.
- The issues or actions that have been identified as requiring a financial commitment are:
  - Professional Development of Instructors and Coaches
  - Development and support of courses
  - Board Development (retreat and facilitator)
  - Promotional presentations (as described by Graham at April 20<sup>th</sup> meeting)
  - Pro Bono mediations (to provide service to those financially restricted and to build knowledge of how the service benefits community issues.

### **Marketing/Promotion**

Issue: Getting the word out is the next step in becoming the leader in conflict resolution services in the Yukon. The ability to complete a strong marketing and promotion package requires a consolidation of the corporate identity and purpose, the description of desired partners, and clearly described measurable desired achievements.

Recommendation:

- Once you have a clear idea of MYS identity and purpose list those who would use MYS services (courses and conflict resolution practices) and develop:
  - 1) Who to tell about MYS,
  - 2) How to tell them (language and culturally appropriate metaphors and imagery), and
  - 3) What specifically are you asking of them.

(Note: these ideas are in an initial stage of development in action plan 2)

Example:

- The Volunteer Board has been identified as a desired partner.
- Through discussions with the executive director get clarity on who does the Volunteer Board serve? For example, many non profit organizations need help on a volunteer basis. Your interview with the director could generate information on:
  - Understanding what these organizations need help with,
  - How the issues are expressed and
  - What would be considered helpful actions that MYS could deliver
  - A list of organizations to contact with the Volunteer Board being the contact broker?
- Finally put together a promotional package with:
  - Who/what is MYS,
  - How MYS can meet the needs of the target group (for example ngo's in Whitehorse),
  - What specifically you would like to see happen to develop the service relationship you would like to have. For example, you would like to be invited to a board meeting to do your presentation on how MYS could assist the organization
- Set out a schedule of contacts to be made and by which MYS Director.

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**APPENDICES**

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- 1. Identifying Stakeholders**
- 2. Summary of Survey Results and 2009 Strategic Planning**
- 3. Action Plans 2010**
- 4. Board Member Resources**
- 5. Business Plan Template**

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**APPENDIX 1**

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Stakeholders are those who have a vested interest into, or desire for, the success of a strategy or product. They can provide different levels of input from a professional perspective to a technical skill. All contributions by stakeholders will build the capacity of the Board of Directors to perform the tasks it is presented with.

Below are listed some of the categories of stakeholders

**1. Group Interest**

Instructors  
Coaches  
Practitioners  
JIBC Certificate Students  
Educators  
Government/Community groups who value mediation (e.g., public service commission)  
Other mediation/peacemaking services in Yukon (e.g., Dispute Resolution Board)  
Yukon College representative  
JIBC  
Youth  
First Nations  
Police/RCMP  
Other

**2. Skill Selection**

Legal  
Bookkeepers  
Administrators  
Professional Development  
Educators/trainers  
Clerical/Web managers  
Organizational Development

Once the Board of Directors identifies what representation and skills are needed on the Board a selection and recruitment process can begin. The task involves generating a list of groups or individuals to contact and then matching names with a Board of Director who will systematically make the contacts until all Board positions are filled.

APPENDIX 2

Summary from the MYS 2010 Survey and 2009 Strategic Planning

Likes	Wish List
<ul style="list-style-type: none"> <li>▪ People and leadership</li> <li>▪ Teaching/ Coaching at Yukon College</li> <li>▪ Training in general</li> <li>▪ Networking, Access to people who are doing the work</li> <li>▪ Roster listing promotes personal</li> <li>▪ Now feeling there is more focus</li> <li>▪ Experience/ Learning. “Coaching courses allows me to refresh my knowledge base and renew my skills”.</li> </ul>	<p>GET THE WORD OUT</p> <ul style="list-style-type: none"> <li>▪ There is a lot of potential – the idea of motivation (for the public) to use mediation – getting the message out to the Yukon.               <ul style="list-style-type: none"> <li>○ Doing more marketing – that is show Mediation Yukon exists, courses are new to MYS from last publicity cycle – need to let public know</li> <li>○ Need to build credibility in public, MYS provides background and experience to course delivery.</li> <li>○ Would like to experience support, enthusiastic, time set aside to support and develop mediation in Yukon.</li> <li>○ Get established in community as stand alone service or linked to existing service such as Yukon Learn. Understand it may be perceived as competition to Private practitioners. Provide free trials to community members, provide experiential opportunities to new and developing practitioners.</li> <li>○ Increase profile in community; sponsor an event (link in with Yukon Development Education Centre, Speaking series, sponsor advertising or something in promotion, put MYS logo on information.</li> <li>○ I would like to see MYS more active in the community in promoting ADR, especially in rural Yukon. I think we have to look for less expensive ways than the JIBC courses alone to expose people to ADR and its benefits. By doing so, I believe we will develop more interest in formal training opportunities and interest in ADR as a way to approach interpersonal and organizational challenges.</li> <li>○ MYS could play a role in filling the many gaps within the justice system</li> </ul> </li> </ul>

	<p>TRAINING AND COURSE DEVELOPMENT</p> <ul style="list-style-type: none"><li>▪ Developing partnership with the College to offer a Certificate in Conflict Resolution that is Yukon based and this way we could offer more courses-could develop more programs with College</li><li>○ New opportunity to explore is within the Northern Social Justice Program at the College</li></ul> <p>PROFESSIONAL DEVELOPMENT</p> <ul style="list-style-type: none"><li>▪ More opportunities for professional development in mediation broader than that provided by the Justice Institute. I would like to see more cutting edge professionals such as Michelle LeBaron for example.</li><li>○ Ensure the instructors are qualified</li><li>○ Expanded use of mediation and negotiation services-not only the focus on the courses offered at Yukon College. What do mediators need to be effective in their role? What topics do they need more information about, i.e., do they need more information about divorce? child custody? Dividing pensions? Are participants in the courses being informed about MYS and encouraged to become involved in our organization? This is something that we were moving towards when I was last involved.</li><li>○ Provide an opportunity to develop coaching skills (paid as a coach, subsidized to shadow, coaching practice sessions once a month)</li><li>○ Practice coaching skills at meeting (mock problem to prepare for assessment)</li></ul> <p>GREATER SERVICE TO MEMBERS</p> <ul style="list-style-type: none"><li>▪ More tangible benefits for members. Workshops, presentations, professional development.</li><li>○ MYS has sponsored speakers on ADR and related topics, which were open to both MYS members and the general public</li></ul>
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	<ul style="list-style-type: none"> <li>○ In the past MYS has scheduled social gatherings – apart from board meetings - to allow members to gather and talk about issues of mutual interest.</li> </ul> <p>Both of these efforts were intended to create collegiality and to focus attention on ADR and had some limited positive effect.</p> <p>DEVELOP NEW INITIATIVES</p> <ul style="list-style-type: none"> <li>▪ Pursue initiatives e.g., Mentoring program set up with the volunteer bureau – real and trained mediators help volunteer boards – mediators mentor new practitioners and provide low cost service..</li> <li>▪ Would like to be involved in developing concrete, time limited tasks like budget development, administrative oversight –</li> </ul> <ul style="list-style-type: none"> <li>○ Find ways to be on specific projects where members can provide short term commitments. Need to have clear descriptions and expectations</li> <li>○ Currently, doing a public two-hour interactive presentation on conflict and communications. The following evening I will be working with the local school council, which has experienced organizational stress and communication difficulties. Volunteer Yukon will be paying for my time (at a discounted rate) and travel, and I have been conducting pro-bono interviews with members of the School Council in preparation for the Wednesday evening meeting.</li> </ul> <p>In the future, I would like to see MYS endorse this kind of approach and would hope to recruit other MYS instructors to work in partnership with Volunteer Yukon to provide introductory training and conflict resolution assistance on a similar basis to the public and to non-profit organizations in the Yukon.</p> <p>BOARD DEVELOPMENT</p> <ul style="list-style-type: none"> <li>▪ Good if MYS could figure out what they want, set out a three year plan of what we want to achieve as a group.</li> </ul>
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	<ul style="list-style-type: none"> <li>▪ Need new Board Directors,</li> <li>▪ MYS would benefit from planning with momentum and recognize there is still many working with an adversarial role. Commit to proposing and demonstrating the model process of mediation (and larger conflict resolution interventions).</li> </ul> <p>FINANCIAL SUPPORT FOR SKILL DEVELOPMENT</p> <ul style="list-style-type: none"> <li>▪ Bursary/scholarships (assist with cost of courses or assessment)</li> </ul>
<p><b>Dislikes</b></p>	
<ul style="list-style-type: none"> <li>▪ Relationship between some instructors and MYS</li> <li>▪ Relationship between some instructors and coaches</li> <li>▪ MYS has not evolved.</li> <li>▪ See no benefit to being a member</li> <li>▪ (Getting message out to public) Feel this is hard right now because the mandate is not clear and how MYS does its tasks.</li> <li>▪ Little follow up on initiatives.</li> <li>▪ Not having information/notices consistently communicated</li> <li>▪ Too much attention of Board on administration</li> <li>▪ Now it seems like each Director is an individual working autonomously.</li> </ul>	

APPENDIX 3

Action Plans 2010

<p><b>Action Plan 1</b>  <b>Name of Task:</b> Establish Identity and Presence</p>		
<p><b>Names/Affiliations of Action Plan Participants:</b>                  Patrick, Joanne, Dianne</p>		
<p>Internal and external factors which get in the way of accomplishing this initiative (weaknesses, policies, etc):</p> <ul style="list-style-type: none"> <li>- time constraints</li> <li>- attention focus on self-preservation</li> <li>- drifting over past years in tangible benefits for membership</li> <li>- membership out of communications loop</li> <li>- lack of decision making policy (consensus, by vote)</li> </ul>	<p>In implementing this initiative at this time we have the following strengths:</p> <ul style="list-style-type: none"> <li>+ feedback from Theresa's interviews of members indicate specific needs to be addressed</li> <li>+ dedicated board</li> <li>+ members of general membership interested in coming back to the board</li> <li>+ Foundation for building on – we can't know where we are going without knowing where we have been.</li> </ul>	
<p>Benefits and Challenges (dangers) of pursuing this initiative:</p> <p>Benefits:</p> <ul style="list-style-type: none"> <li>* Clarity on mission moving forward</li> <li>* Know who we are – and who we are not</li> <li>* Basis for the ability to get the word out</li> <li>* learning from the corporate history</li> <li>* continuation of past initiatives that have already begun (continue with work done in past)</li> <li>* understanding of past challenges</li> </ul> <p>Challenges:</p> <ul style="list-style-type: none"> <li>• deciding on a change to the mission without the consensus of the membership</li> <li>• developing an identity that could constrain us in the future or that is too broad</li> <li>• not being honest with ourselves</li> <li>• rehashing past issues (opening past wounds)</li> </ul>		
<p>Timeline</p> <p>6 month timeline ending Oct 31, 2010</p>	<p>Who is responsible</p> <p>Patrick – complete summary of corporate history</p> <p>Dianne/Patrick/Joanne – proposal on how to establish identity</p>	<p>NEXT STEPS: Action</p> <ul style="list-style-type: none"> <li>• Define core business/service _ what do we do and what could we do? (training, ?, roster) - Who, What When Where and Why of the membership - Who are the Members? What are they doing? How are they involved? Why are they members?</li> <li>• Document corporate history</li> <li>• Complete the strategic action plan –Rewrite, reconceptualize, redefine Mission Statement; Define organizational values</li> </ul>

Estimated budget if any needed:

Vision/Mission/Values - The completion of the strategic planning session can be done at a weekend retreat (or an overnight) at a centre such as the Hot Springs Retreat. This will require funds – likely around \$1000.00???

Corporate History – MYS could hire a student to compile the corporate history as a research project and provide a written report. It would likely take 3-5 days. This would be overseen by a director and would require about 5 hours of supervision and direction and well as debrief time.

Choose measurable accomplishment(s) that are:

- 1 doable and measurable
- 2 a noticeable progression towards the goals you want to achieve,
- 3 will inspire commitment and action

Define Core Business – this is a great task that can be given to a past board member/general member looking to be involved in a MYS project, but who does not want to sit on the board. It is a first step in defining who we are, and someone should be approached before June, 2010 and given a deadline of January 2011.

Document Corporate History – as mentioned above, this task would be best suited for a student looking to gain experience in research. All documents are on hand in a filing cabinet and all that is needed is some guidance from a board member. The task can be added as an agenda item which would require a volunteer from the board at the next board meeting (May). They would could simply call Yukon College for suggestions on possible candidates or solicit suggestions from the general membership. The goal would be to have this completed by the end of Dec 2010.

Complete Strategic Plan – This could be completed as a board, with invitations to the general membership for those who would like to attend an evening/overnight retreat. The goal would be to have the date set for the fall – have everyone agree on a date in September – this task completed by June 30, 2010. It would require one board member to head a committee to plan the event and do a final report, which would require a change to the constitution. Changes to the constitution completed no later than one month from retreat date. Presentation of new mission, vision, and values at the AGM in October, 2010.

<p><b>Action Plan 2</b>  <b>Name of Task:</b> Getting the Message Out (needs completion)</p>		
<p><b>Names/Affiliations of Action Plan Participants:</b>                  Law Society, Chamber of Commerce, Government Agencies (DM,ADM), First Nations, Courts</p>		
<p>Internal and external factors which get in the way of accomplishing this initiative (weaknesses, policies, etc):</p> <p>Unfocused vision, mission                  Convening an audience</p>	<p>In implementing this initiative at this time we have the following strengths:</p> <p>+ Effective spokespeople                  + Low profile continuing presence                  + Individuals with access/credibility to target participants</p>	
<p>Benefits and Challenges (dangers) of pursuing this initiative:</p> <p><b>Benefits</b>                  *strengthened awareness, perceived value</p> <p><b>Challenge</b>                  *actualize value by generating business, successes and awareness of successes                  *few lawyer mediators                  *develop confidence (?in public) to use non-lawyer mediators                  *define areas of expertise and specialty                  *recognition by courts                  *legal aid recognition</p>		
<p>Timeline</p> <p>End of April (design presentation)                  By Summer (provide 3 presentations to participant groups)</p>	<p>Who is responsible</p> <p>TBD</p>	<p>NEXT STEPS: Action</p> <ul style="list-style-type: none"> <li>• Provide 3 scheduled presentations with action plan to participants</li> <li>• Design presentation package tailored to specific groups</li> </ul>
<p>Estimated budget if any needed:</p>		
<p>Choose measurable accomplishment(s) that are:</p> <ul style="list-style-type: none"> <li>•1 doable and measurable</li> <li>•2 a noticeable progression towards the goals you want to achieve,</li> <li>•3 will inspire commitment and action</li> </ul>		

<p><b>Action Plan 3</b>  <b>Name of Task:</b> Developing Partnerships (needs completion)</p>		
<p><b>Names/Affiliations of Action Plan Participants:</b></p>		
<p>Internal and external factors which get in the way of accomplishing this initiative (weaknesses, policies, etc):</p> <ul style="list-style-type: none"> <li>• Competitiveness for limited market</li> <li>• Resources</li> <li>• Trust</li> </ul>		<p>In implementing this initiative at this time we have the following strengths:</p> <p>+</p> <p>+</p> <p>+</p>
<p>Benefits and Challenges (dangers) of pursuing this initiative:</p> <p>* Bureaucracy                  * Access                  *</p>		
<p>Timeline</p>	<p>Who is responsible</p>	<p>NEXT STEPS: Action</p> <ul style="list-style-type: none"> <li>• Project proposal for funding</li> <li>• Engage people resources</li> <li>• Develop operational plan (inventory and engagement: who what when where how)</li> </ul>
<p>Estimated budget if any needed:</p>		
<p>Choose measurable accomplishment(s) that are:</p> <ol style="list-style-type: none"> <li>1 doable and measurable</li> <li>2 a noticeable progression towards the goals you want to achieve,</li> <li>3 will inspire commitment and action</li> </ol>		

**APPENDIX 4**

**Board Member Resources**

**Self Evaluation of Board Members**

How do you rate your own participation as a Board Member?

<b>A. Board Meetings</b>	<b>Always</b>	<b>Often</b>	<b>Rarely</b>	<b>Never</b>
1. Do you attend Board meetings?				
2. Do you remain for the entire meeting scheduled?				
3. Do you read the agenda and relevant material beforehand?				
4. Do you provide material beforehand that you want considered or discussed on the agenda?				
<b>B. Participation</b>				
5. Do you actively participate in discussions?				
6. Do you ask questions?				
7. Do you listen to the opinions and contributions of other Board members?				
8. Do you share your opinions with respect and consideration for other Board members?				
9. Do you support Board decisions once they are made?				
10. Do you facilitate the completion of tasks?				
<b>C. Confidentiality</b>				
11. Do you keep all matters before the Board confidential?				

## Sample Board Orientation on Roles and Responsibilities

### Description of Vision Mission and Values (to be added)

#### Role of Board Members:

To provide governance to the Mediation Yukon Society, represent the Society to the community and accept legal authority for the Association. (By-Laws, December, 1992)

Individual Board Selection is based on qualities that;

- Enhance the functions of the Board of Directors in meeting the needs of the MYS.
- Reflect trustworthiness, integrity and leadership.

Following is a brief description of the Board and its Officers summarized from the By-Laws, and ratified by the members.

#### Board of Directors

The Board of Directors is made up of 4 officers and 4 other Directors. They are selected for a period of 1 year with the potential of renewal for other terms. The Board of Directors can not exceed 8 Directors. For a full description of the terms and conditions of the Board of Directors refer to the By-Laws, section 5.

#### The Officers of the Board

- The President and Vice Chair are elected by the Board of Directors for a 1 year office. The Chair or the Vice Chair shall act as Chair at each meeting of the Board of Directors.
- The Secretary is selected by the Directors attends all meetings and minutes of all proceedings and decisions.
- The Treasurer is appointed by the Board of Directors. S/he oversees the preparation and regular financial reporting and the annual audit.

Besides this package of information a previous director will be assigned to partner with you while you become familiar with the current activities of MYS. \_\_\_\_\_ has agreed to be your partner and can be reached at \_\_\_\_\_.

### **Participation**

The Board members are integral to the existence and functioning of MYS. Following are a few guidelines that reflect due diligence performed by Board members.

- Participate fully in decisions.
- Attend meetings
- Be prepared for meetings by reviewing and understanding the materials and issues.
- Express views and participate in discussions
- Review minutes of meetings that should accurately reflect discussions and decisions.
- Make sure you accept or dissent a decision and your dissent is recorded.
- Require written opinions from advisors in appropriate circumstances.

### **Conflict of Interest**

A conflict of interest is defined as a situation in which someone, in a position of trust, has competing professional or personal interests with the interests of the MYS. The following are expectations and guidelines to address any situation that is or could be construed as a conflict of interest.

- Avoid situations that place you in a conflict of interest or perceived conflict of interest with the MYS.
- If there is any likelihood of a real or perceived conflict of interest disclose it in a written notice to the Board and its officers.
- After you have informed the Board you may continue to contribute to discussions on the issue but refrain from voting on any resolutions pertaining to the matter.

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## APPENDIX 5

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### **Business Plan Template**

#### **Company History**

- Who founded it and when?
- Where was it incorporated?
- What are the particulars that define your service?

#### **Basic Need and Company Solution**

- What is the burning need faced by the market?
- Why are current solutions inadequate?
- How does your solution satisfy the problem?

#### **Value Proposition**

- What advantages financial, social, emotional, does your product offer to the market?

#### **Customers and End-users**

- Who are your target customers? Who needs this product?
- How will your customers use your product to their advantage?

#### **Service Description**

- What is your service?
- What technology is used to provide the service?

#### **Opportunity**

- Describe generally the market conditions surrounding your opportunity.
- What is happening, locally, politically, socially, etc. that makes this a good time to use your service?

#### **Market Segment Analysis & Revenue Potential**

- What is the size of the market you are addressing?
- How is the market you are addressing segmented?
- What segment of the market do you plan to enter first?
- Which other segments of this market does your service address?
- What is the revenue potential of each segment?

#### **Target Customers**

- Define, very specifically, your target customers. Why you have chosen them and why are they interested in your service (real examples of customer interest)?

#### **Revenue Model**

- How do you make money from your service?

#### **Service Cycle & Process**

- What does the service process for your solution look like? Who has to be convinced of your solution's merit? (e.g., legal society, YT government)
- How long does it take to provide the service?
- What barriers exist in terms of delivering your service and how do you overcome these

barriers?

### **Sales Strategy & Channels to Market**

- How do you plan on selling your service to your target customers?
- What are the channels to market and how will you choose and cultivate the appropriate channels?
- What customer relationships or industry partnerships will assist your sales efforts?
- How have you/will you cultivate these relationships?

### **Marketing Communications**

- How will you communicate the value of your service to your customers?

### **Competitive Companies**

- Who are your competitors? Write a paragraph on each of them. How does your organization plan to address each competitive challenge?
- Will there be more or less companies in this market in the near term or the future?
- What companies from other sectors could extend themselves into the space you are in?

### **Competitive Advantages**

- What are your Sustainable Competitive Advantages? What do you offer that your competition does not in, the short term and why will you continue to do so in the future.
- What are the unique selling points of your service? Why will these be compelling enough to convince people to buy your pay for your service?

**Note** that a lower price, while superficially attractive, is one of the weakest competitive advantages and it should not be your only discriminator.

### **Milestone Summary Table**

- Outline all relevant milestones to date and for the next financing period of how you are progressing to your business targets.

### **Management Team**

- Who are the founders and executives?
- What start-up and relevant service experience do they have?

### **Key Hires**

- What are the current deficiencies of the team?
- Who will you have to develop and strengthen your team? Identify key hires (by name if possible).
- By what dates will these people be on board?

### **Key assumptions**

- What assumptions have you used to construct your financial statements?

### **Financial Requirements and Deal Summary**

- Funding Required
- Prior Funding Received
- Future Funding Required
- Funding Timeframe
- Current Ownership