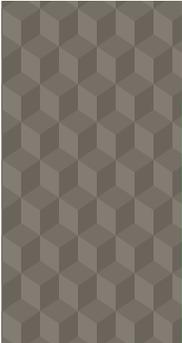




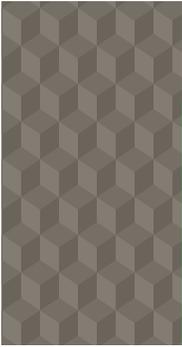
**Association
of Registered
Interior Designers
of Ontario**



ARIDO Strategic Plan



March 2017 – March 2018



Background

ARIDO has gone through a difficult period in the last year. This was acknowledged by all members of the current Board of Management and staff, the effects of which were evident in the results of the Membership Satisfaction Survey that took place in the fall 2016.

An Emergency Action Plan was created and activated on December 5, 2016. Part of this Plan called for the Board to meet to address overall strategies for the year ahead. It was noted that due to the problems that ARIDO has faced (dissatisfaction with Professional Development offerings, frustration with CE reporting system, impatience with legislation/professionalization of the industry, etc.), what was needed was a plan to focus and stabilize the organization.

In keeping with association and business trends that increasingly point to shorter-term strategic planning, this Plan's horizon is designed to cover from February 2017 to March 2018. It is deemed imperative that the next Board taking office in March 2018 be made familiar with this document and indeed participate in the ongoing execution and modification of the plan. This isn't meant to be a strategic plan that "just sits on the shelf" but one that is used by staff every day, reviewed and reported on at every Board meeting. It is a roadmap to guide ARIDO to its next destination as a vibrant, rejuvenated membership-based, professional organization.

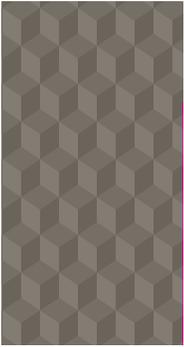
This plan was formulated on February 11 during a Retreat that was attended by:

- David Gibbons ("acting" President)
- Deanna Hayko (Past President)
- Daniel Long (VP Finance)
- Alison Logue (Director)
- Helena Ventrella (Director)
- Lisa Sandham (Director)
- Jennifer Torok (Director)
- Naji Mourani (Director)
- Sheri Crawford (SOC)
- Jennifer Warling (SOC)
- Sharon Portelli (Executive Director / Registrar)

Board members and Chapter leaders who were unable to participate were:

- Susan Tienhaara (Secretary)
- Adriana Mot (Director)
- Sabrina Carinci (GTAC)
- Jennifer McBride (WOC); and
- Allie O'Neil (EOC)

The document was reviewed by all who attended, along with those who could not be there. Staff input was included and the final document was approved by the Board of Management on March 6, 2017.

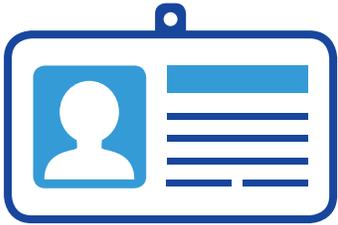


The Four Strategic Pillars

The following four areas of focus were identified as essential to ARIDO’s success in the next year:



Communication



Membership



Professional Development



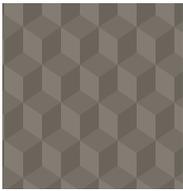
Professionalization

(aka Legislation/Regulation, renamed to Professionalization to be inclusive of an all-encompassing approach to obtaining professional status and recognition, whether it be through legislation, regulation or new, innovative and alternate paths.)

It is important to note that all of the above Pillars are in some way inter-related, and all are considered to be critical to ARIDO’s success.

In addition, throughout the strategic planning process the mindset was to ensure that ARIDO’s mandate (“to regulate the interior design profession in Ontario for the betterment of the profession and in the best interests of the public.”) included the demonstration of value to its members. Without a clear value proposition, members will leave, new ones will not join and the association simply will cease to exist.

Lastly in as much as the Board of Management is there to provide strategic direction (and not be involved with operational execution), for each pillar a strategic goal was crafted along **S.M.A.R.T.** Principles so that each goal and associated actions are **S**pecific, **M**easurable, **A**ttainable, **R**esults-based and **T**ime-based



The Four Strategic Pillars

Executive Summary



Communication Pillar

Strategic Goal:

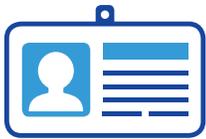
By March 31, 2018, have an effective, ongoing communication program so that internal and external stakeholders understand why ARIDO exists and the value it offers.

Actions:

Communication is a key priority. Effective and consistent communication is critical to ARIDO's success.

This will be accomplished by:

1. Secure communications resources in place
2. Strike a Communications Committee to work with ARIDO and the Board
3. Develop a Communications Plan



Membership Pillar

Strategic Goal:

Create and implement a membership recruitment and retention program that engages current and prospective members, leading to a net 2.5% growth by March 31st, 2018.

Actions:

1. Deploy value-added member programs such as:
 - The Intern Competency Review System (ICRS)
 - Best Practices Tools
2. Ensure staff are in place to support ARIDO member care efforts
3. Create and implement a proactive, innovative member engagement process to:
 - a. Leverage Chapters in all regions
 - b. Involve residential designers
 - c. Initiate new members sooner and more effectively
 - d. Re-engage past members
 - e. Recruit and engage students during school visits and through social media
 - f. Better communicate the value of membership in ARIDO.
4. Investigate new membership options and benefits; and
5. Connect the next generation of designers with mentors.



Professional Development Pillar

Strategic Goal:

By June 30th, 2017, put in place an effective Professional Development program that is user-friendly and continues to educate ARIDO members.

Actions:

ARIDO endeavours to ensure the point system is fair, relevant and efficient.

This will be accomplished by:

1. Meeting with IDC to review respective roles in Continuing Education (CE) and clarify IDCEC plans for improvements
2. Make the decision to continue with IDCEC or revert to an ARIDO-only solution.
3. Finalize the new point requirements
4. Ensure staff are fully trained/equipped for re-launch
5. Communicate with providers, publish approved courses and communicate to members the re-launch PD Program.
6. Keep program relevant per ARIDO standards.



Professionalization Pillar

Strategic Goal:

By March 31st, 2018, present to the membership for a vote a clear set of choices for the professionalization of Interior Design in Ontario.

Actions:

This will be accomplished by:

1. Form a Task Force of four Board of Management Directors and the Executive Director to meet with OAA leadership and further discussions.
2. Task Force will be counselled by Pathways Group and a legal professional, as required.
3. Use a more inclusive term and approach: Professionalization.
 - a. Research viable professionalization paths in other Canadian industries/professions.
 - b. Document paths covering various professional models and share with the membership
4. Gather input from ID professionals through:
 - a. Joint ARIDO/OAA regional round tables in a transparent and systematic process.
 - b. Communication updates to its Members
 - c. Reach out to past/prospective members of ARIDO



Communication Pillar



Strategic Goal:

By March 31, 2018, have an effective, ongoing communication program so that internal and external stakeholders understand why ARIDO exists and the value it offers.

Actions:

Following the measures implemented in its Emergency Response Plan in December 2016, the ARIDO Board and staff agree that communication is a key priority that influences the Membership, Professional Development and Professionalization Pillars. Effective and consistent communication is critical to ARIDO's success. This will be accomplished by:



1. Following the Staff and Resources Review (a process which is to be completed in early April 2017), confirming a budget and securing the services of a communication specialist (staff or contract; **target completion, April 30, 2017**).



2. Striking a new Communications Committee of members who will advise the Communication Specialist. This Committee will be headed by a Board Member ("Communication Director" who will act as Board Liaison).



3. Developing a Communications Plan that maintains or increases the frequency of communiqués to the Membership, as required (monthly communiqués are deemed the minimum frequency). The Board wishes for this Plan to leverage all member categories (students, interns, registered members, life/retired) for contributions, focusing on the diversity of practice of our members, and using a variety of tools and channels (including email, ARIDO's website, social media, smartphone app, traditional media, public events, etc.)

Target date: May 31, 2017, with implementation in Q2-Q4.



Membership Pillar



Strategic Goal:

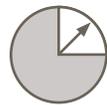
Create and implement a membership recruitment and retention program that engages current and prospective members, leading to a net 2.5% growth by March 31, 2018.

Actions:

This will be accomplished by:



1. In Q1, deploying the value-added member programs (that have been in creation through 2016-2017):
 - a. Launch the ICRS program in Q1. This program is to help non-traditional and foreign-trained interior design practitioners to enter the ARIDO intern path.
 - b. Release the tools created by the Best Practices Task Force. The first release will be the Legal and Risk Management Tools:
 - i. WSIB FAQ
 - ii. Contract templates
 - iii. Copyright FAQ
 - iv. Complaints and Discipline
 - v. Understanding Professional Liability
 - vi. Bill Pr6 FAQ
 - c. Make all members aware of the ARIDO digital stamps and other existing resources to help them in their practice



2. By the middle of Q1 and after the Staff/Resources Review, hire a highly competent Membership Manager to support the ARIDO member care efforts.



3. Ensure this staff person is ready to create and implement a proactive and innovative member engagement process as of Q2 to:
 - a. Leverage Chapters/grass roots in all regions (see Professionalization Pillar and Round Tables)
 - b. Involve residential designers in a more meaningful way
 - c. Initiate/"onboard" new members sooner and more effectively
 - d. Re-engage past/lost members
 - e. Recruit and engage students during school visits as well as through social media
 - f. Task this staff person to work closely with the Communication Specialist to better communicate the value of membership in ARIDO.



4. In Q3-Q4:
 - a. Investigate new membership options (including tiered membership, firm memberships, etc.) and benefits (discount programs, new services) and
 - b. Help connect recent grads and emerging professionals with mentors.



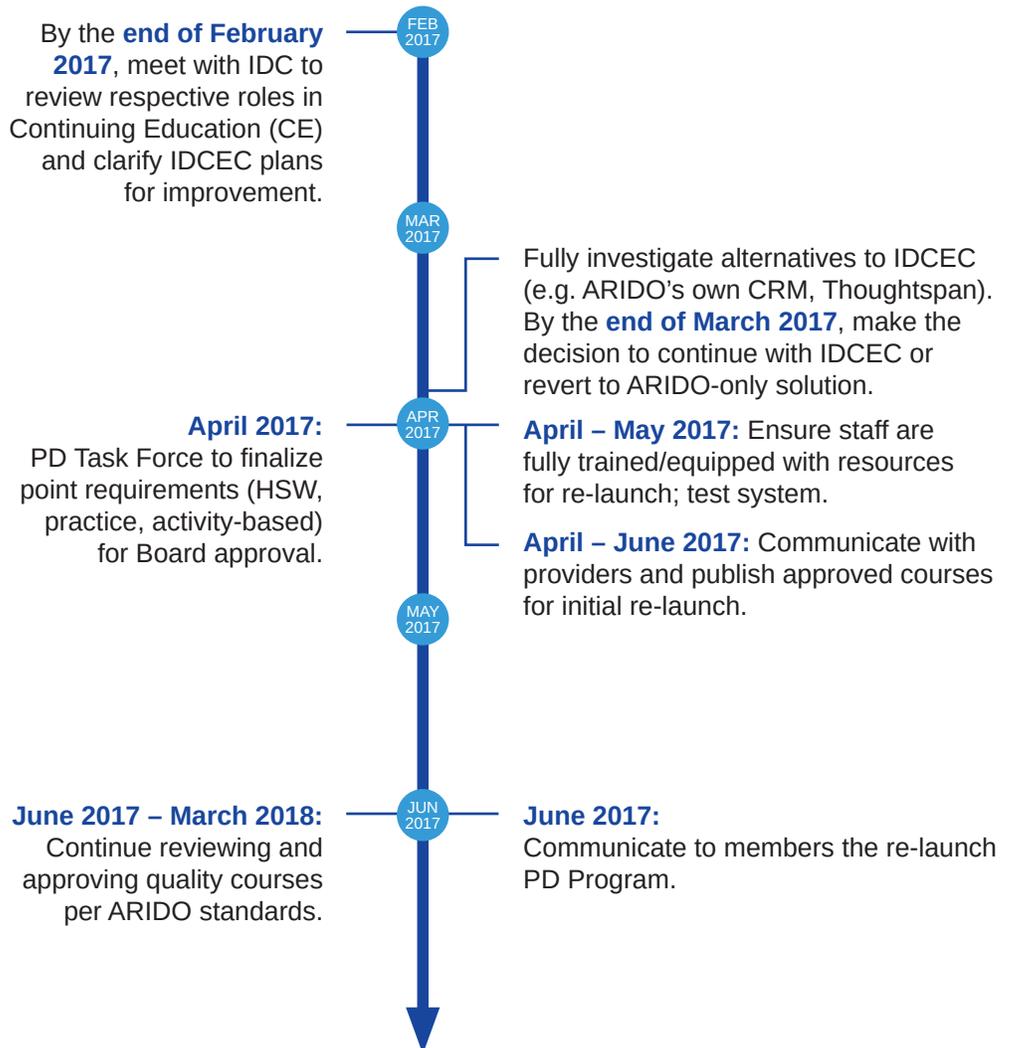
Professional Development Pillar

Strategic Goal:

By June 30, 2017, put in place an effective Professional Development program that is user-friendly and continues to educate ARIDO members.

Actions:

Of all the Pillars in this Plan, the Professional Development area has had the most volunteer input and support in 2016. Based on the PD Task Force recommendations, ARIDO endeavours to ensure the point system is fair, relevant and efficient.





Professionalization Pillar



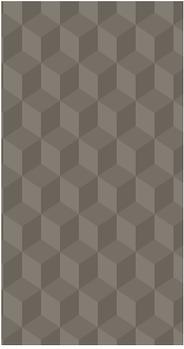
Strategic Goal:

By March 31, 2018, present to the membership for a vote a clear set of choices for the professionalization of Interior Design in Ontario.

Actions:

This will be accomplished by:

1. No later than March 6, 2017, forming a Task Force of four people, made up of a sub-set of the Board of management (ED + 3 members of the Board). This group will be deemed ARIDO'S "official delegation," tasked to maintain the positive momentum of the Feb. 2 meeting and continue exploring the relationship with the OAA, who are forming a similar working group.
 - This group will continue to be counselled by Pathways Group and a legal professional, as required.
2. Move from "legislation" or "regulation" to a more inclusive term and approach: Professionalization.
 - Q1 through Q3, continue researching viable professionalization paths in other Canadian industries and professions. Documenting those paths so that a factual account (FAQs) covering various professional models is made available to all ARIDO members through various communication means (please see Communication Pillar).
3. Gathering input from Interior Design professionals through a comprehensive process:
 - a. Through Q1 and Q2, hold regional round tables open to ARIDO and OAA members so that input is gathered in a transparent and systematic process (which will help foster engagement – please see Membership Pillar). As consultations take place and answers become available, ARIDO will continue to communicate updates to its Members (please see Communications Pillar).
 - b. Reach out to past and prospective members of ARIDO so that they too may have input into how to best bring about the professionalization of interior design in Ontario. This is to mitigate risk and eventually expand ARIDO's membership and influence.



Next Steps

This document is the Plan that will help the Board of Management and staff works together towards a revitalization of ARIDO. **The Strategic Plan** was approved by the Board of Management on March 6, 2017. It was presented to the membership at the 2017 AGM in Toronto to make the membership aware of ARIDO's plans in the next year.