



Society of Ontario Adjudicators and Regulators (SOAR)

2025 – 2030 Strategic Plan

March 24th, 2025



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1.0 Mission

To champion excellence in administrative justice through education, collaboration, and innovation.

2.0 Vision

SOAR fosters a robust and engaged community of adjudicators and regulators and offers trusted expertise and programs that support excellence in administrative justice across Ontario.

3.0 Values

- **Excellence** – SOAR demonstrates excellence by continuously improving and upholding high-quality standards for its programs offered to the administrative justice community.
- **Responsiveness** – SOAR identifies and understands emerging issues within the administrative justice community and adapts its programming accordingly.
- **Engagement** – SOAR engages leaders and peers in collaboration and meaningful participation to create a vibrant and inclusive community.
- **Integrity** – SOAR is transparent, reliable, and committed to being a trusted resource and partner within the administrative justice community.

4.0 Strategic Directions

4.1 Interactive Learning

SOAR will focus on core education and training programs while improving and expanding them to meet the evolving needs of our participants.

We will:

- Focus on and deliver core programming, using peer-to-peer training, and learning-by-doing methodology, that is unique to SOAR.
- Be responsive by seeking feedback, understanding needs, and creating topical and timely education and training.
- Ensure SOAR has a variety of programs and a diversity of training instructors to support the various needs of learners.
- Seek new and innovative learning methods and teaching styles.

4.2 Innovative Leadership

SOAR will be a source of innovation and leadership, where experts, thought leaders, and the broader administrative justice community can connect and contribute to enhancing fairness and accessibility.

We will:

- Be thought leaders by engaging with, building on, and communicating ideas from those in the administrative justice sector.
- Invest in research, programs, and people, to identify and action impactful opportunities to bring value to the administrative justice community.
- Communicate SOAR activities and ideas with the broader administrative justice community and key partners.

4.3 Empowered Community

SOAR is a community where participants feel valued, connected, and committed to advancing administrative justice, and open to opportunities for learning and advancement. By delivering meaningful experiences, educational programs, and fostering strong relationships, SOAR builds a community that shines as a model for administrative and regulatory excellence.

We will:

- Engage with our peer volunteers in the administrative justice community through remote and in-person events.
- Collaborate with our community and partner organizations.
- Curate events that emphasize education, networking and community building.
- Explore and research new methods to promote and encourage connection and engagement from the administrative justice community.

4.4 Excellent Operations

SOAR's operations are designed to support and empower staff and volunteers, ensuring they see their value and impact on the administrative justice sector.

We will:

- Engage in active recruitment of peer volunteers and subject matter experts.
- Strategically maintain a robust volunteer network with diverse skill sets, expertise, and representation from the administrative justice community in Ontario.
- Enhance governance and operational practices and policies to support continuity, onboarding, and strategic decision-making.
- Practice prudent financial management for the long-term sustainability of SOAR.