


2017 Strategic Plan Executive Summary

What needs to happen in the next 3 - 5 years for ARC to be a healthy, fiscally sound and sustainable organization?

Focusing our 2 to 4 year creative practical actions on the following...	To deal effectively with the...	And in 3 to 5 years realize ARC's...
Strategic Directions	Underlying Contradictions	Practical Vision
<p>A. Increasing revenue development</p> <p>B. Fostering the development of a healthy community structure</p> <p>C. Prioritizing targeted infrastructure improvements</p> <ul style="list-style-type: none"> • Targeted facility improvement • Adopt agile business systems <p>D. Embracing ARC's evolving place in the world</p> <ul style="list-style-type: none"> • Intentionally build with new communities (external) • Embracing change <div style="text-align: center;">  <p>ARC RETREAT COMMUNITY</p> </div>	<ul style="list-style-type: none"> • Disorganized, uncoordinated fundraising impairs maximizing contributions • Devaluing of our community disconnects community from ARC's mission/ vision • Historical de-prioritization of facilities creates a sense of impoverishment and blocks generosity • Fear of interrupting traditions limits our ability to evolve • Infrastructure capacity blocks our ability to be responsive to new and on-going needs • Decisions based on just getting by limit ARC's success 	<ul style="list-style-type: none"> • Multi-faceted fundraising and development program • Full, healthy, appropriately compensated community • Updated, improved facilities and equipment responsive to new and on-going needs • Well-known and connected to a broad community of participants and supporters • On-going and increased revenue sources for operations • Organizational structure that evolves and aligns with the strategic plan • Actively taking our lead from and living in harmony with the earth • Mission-driven ARC programming and services