Associated Recreation Council

STRATEGIC PLAN

2025-2028

Framework

The Associated Recreation Council (ARC), a stand-alone 501(c)3, is a proud partner to Seattle Parks and Recreation (SPR) that provides services to help support and serve our community through high quality childcare and healthy recreation within the City of Seattle. ARC will leverage its nonprofit status to maximize impact, equitable access, and recreation opportunities to strengthen our community.

Vision Statement

Bringing together all people to build a healthy community.

Mission Statement

Inspire engagement and participation in equitable, dynamic, culturally relevant, and responsive recreation, childcare, and lifelong learning programs.

Values



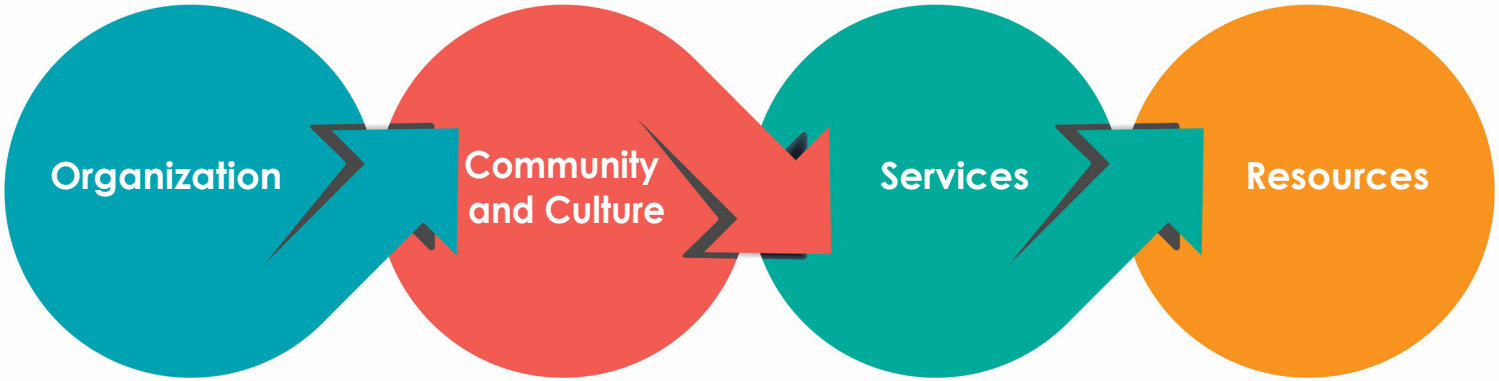
Strategic Plan Overview

ARC's three-year strategic plan is a progressive look ahead to best position ARC to meet the needs of the evolving communities across the City of Seattle. Simultaneously, this plan seeks to transform internal processes and structures that prioritize people, improve efficiencies, and further internal and external collaboration.

ARC has intensively and with intentionality, focused on assessing and educating and advancing racial equity and social justice (RESJ) over the past few years. As a result, ARC is positioned to have RESJ infused throughout its strategic plan rather than have it as a separate focus.

This plan was developed out of data and vetting from diverse stakeholders and includes organizational goals focused on four key areas: (1) Organization, (2) Community and Culture, (3) Services; and (4) Resources. The goals are not mutually exclusive but work in cooperation to move the organization forward in ways that are connected, intertwined and aligned.

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Organization

ARC's systems and infrastructure which allow the organization to advance internal operations to improve efficiency of work practices.

Develop standard operating procedures and policies across the organization and within the Seattle Parks and Recreation partnership to streamline work processes.

Create systems and processes to improve internal communications to inform and engage staff to promote efficiency of information sharing and proximity to leadership.

Plan and organize a process to prepare for the MSA renewal to allow for a submission that is timely and reflective of the evolution of ARC.

Strengthen staff data collection processes to gather information that will allow ARC to learn what staff value to help support the people and organization.



Community and Culture

Relationships and policies that forward the organizational culture and support centering an intentionally inclusive work environment for ARC's community of staff and volunteers.

Determine approaches that support ongoing organization-wide education on the importance and value of the SPARC partnership.

Prioritize work life balance in policy and practice by restructuring for efficiency and regularly reviewing and adjusting compensation to meet or exceed market rates across the organization.

Clarify and increase volunteer engagement for the ARC Board of Directors and Advisory Councils.



Services

ARC's offerings through direct service, partnerships, and community engagement.

Collaborate with Seattle Parks and Recreation to develop and initiate revised or new healthy recreation programming ideas that are responsive to address gaps in services and respond to the needs of the evolving demographics in the City of Seattle.

Identify, in partnership with youth, opportunities to improve engagement and develop services that increase the number of youth involved in ARC.

Refine childcare services to create a stronger model for equitable and culturally relevant services holistically for staff, children and families.

Create an advocacy and communication plan that highlights ARC's priorities that clarify commitments to action in support of those priorities.



Resources

Required supports that fuel the organization, people, service and culture.

Plan, develop, and initiate a diversified fundraising model to align ARC with best practices with a focus on financial sustainability.

Implement a marketing/branding campaign to increase visibility and knowledge about ARC and its services.

Identify and implement new technology and better utilize existing technology to advance efficiency and security across ARC.

