

The Arc Ontario 2022 – 2024 Strategy and Action Plan

Board Approved

November 14, 2022



Strategic Intent:

Evolve The Arc Ontario in all its forms including the agency's finances, workforce, leadership, structure, and infrastructure so that we may continue to flourish and prosper in our future service for individuals with disabilities or other challenges.

Introduction to The Arc Ontario Strategy from the Executive Director

At The Arc Ontario we are witnessing unprecedented times. Even so, the consequences of a world-wide pandemic and ever-present resource constraints have not deterred us from our purpose. Every day we focus on our mission, strive for our vision, and live up to the shared values that bind us and guide us as we collaborate to do our great work across the organization, with individuals and their families, and in our communities. To this end, we believe the following aspirations to be the focal points of our quest as we navigate barriers, complex systems, and considerable possibilities each day.



- **The individuals we support are as independent as possible.**
- **We are an agency with multiple programs based in Ontario County, NY and beyond.**
- **People are leading meaningful lives through the delivery of our diverse services to diverse populations.**
- **We stay on the cutting edge and are nimble, innovative, and proactive.**
- **Our funding is diverse as we pursue new markets.**
- **We keep to the heart and soul that defines who we are and represents us.**
- **We are an agency where people want to work.**

In the pages that follow are the details of our strategic response to the ample opportunities and challenges that we face. Our strategy and plan of action is rooted in and aligned with our strategy framework outlined on the next page. The components of our strategic plan are molded from an array of valuable inputs provided by our stakeholders at large. Further, I am grateful for the commitment of our staff, leadership, and board of directors to execute our comprehensive strategy and to achieving stated goals and priorities that have been thoroughly crafted by the leadership team, aptly informed by the understanding of our ever-changing environment, and approved by the board of directors for implementation. For this, I thank you!



Ann Scheetz
Executive Director

The Arc Ontario | Strategy Map: 2022 – 2024

(See the strategy action plan for details.)



Description

The Arc Ontario is a private, not-for-profit organization, and local Chapter of NYSARC, Inc. (Arc NY)

We support the unique needs of children, adults, and seniors with disabilities, autism, or other challenges. We do this by supporting inclusive living through skill development and via a comprehensive continuum of supports and services throughout Ontario County and its surrounding region.

Brand Platform (internal only)

Audiences: 1) Individuals and support networks who are facing challenges, 2) Referral sources, 3) Resource providers, 4) Collaborators

Essence: Innovation, Empowerment, Opportunity

Promise: The Arc Ontario partners with people across our community, listens to their needs, and enriches their lives, every step of the way.

Personality: Creative, Dedicated, Professional, Flexible, Empathetic, and Person-Centered

Mission, Vision, and Shared Values

Our mission is to foster life-long fulfillment through active citizenship and enriched community living for individuals with disabilities or other challenges.

Our vision is that all individuals with disabilities or other challenges are one with their communities.

Our shared values include Integrity, Respect, Teamwork, Quality, Commitment, and Innovation

Strategic Intent: Evolve The Arc Ontario in all its forms including the agency's finances, workforce, leadership, structure, and infrastructure so that we may continue to flourish and prosper in our future service for individuals with disabilities or other challenges.

Strategic Goal #1:

Reimagine Our Program Portfolio, Delivery, and Operations

Strategic Goal #2:

Empower a Thriving Workforce and Exceptional Leadership

Strategic Goal #3:

Fortify Our Financial Strength and Resiliency



The Arc Ontario

2022 – 2024 Strategic Goals and Priorities

Evolve The Arc Ontario in all its forms including the agency’s finances, workforce, leadership, structure, and infrastructure so that we may continue to flourish and prosper in our future service for individuals with disabilities or other challenges.

Goal #1: Reimagine Our Program Portfolio, Delivery, and Operations	
Strategic Priorities	
1.1 Redesign program and service delivery for expansion, efficiency, and the optimal experience.	1.2 Explore, evaluate, and adopt scalable strategic alliances and partnerships.
Goal #2: Empower a Thriving Workforce and Exceptional Leadership	
Strategic Priorities	
2.1 Create a workplace environment that attracts and retains a thriving workforce.	2.2 Cultivate exceptional leadership at all levels of the organization.
Goal #3: Fortify Our Financial Strength and Resiliency	
Strategic Priorities	
3.1 Maximize available government, rate-based, and other system value-based funding.	3.2 Sustain a viable program portfolio across the complete lifespan and full needs continuum.
3.3 Expand our social enterprise businesses and associated revenue streams.	3.4 Enhance our fundraising, philanthropy, and grant-based results.



2022 – 2024 Strategy and Action Plan

Evolve The Arc Ontario in all its forms including the agency’s finances, workforce, leadership, structure, and infrastructure so that we may continue to flourish and prosper in our future service for individuals with disabilities or other challenges.

Goal #1: Reimagine Our Program Portfolio, Delivery, and Operations		Strategy Lead: Carol Williams Chief Operating Officer, Program Operations
1.1 Redesign program and service delivery for expansion, efficiency, and the optimal customer experience.	1.2 Explore, evaluate, and adopt scalable strategic alliances and partnerships.	
What (strategic priorities)	How (actions/deliverables/initiatives/key resources/investments)	Win + When (measures of success)
<p><u>Priority Lead:</u> Carol Williams Chief Operating Officer, Program Operations</p> <p>1.1 Redesign program and service delivery for expansion, efficiency, and the optimal customer experience.</p>	<ul style="list-style-type: none"> Assess community needs across the lifespan of individuals we are mission-driven to support. <ul style="list-style-type: none"> Invest in current and/or build new programs/services to address the needs of individuals across their lifespan and social determinants of health and well-being, (e.g., targeted age cohorts, special needs, education, recreation, residential, health services, aging, etc.). Actions may include collaboration with other agencies and organizations; consider the full range of simple to complex needs of individuals for maximum impact. Measure Net Promoter Score (NPS) and assess customer satisfaction at scheduled intervals. Act on findings to meet NPS and satisfaction goals. 	<ul style="list-style-type: none"> With year-end (YE) 2022 as the baseline, increase the total aggregate number of service encounters in combined programs by 10% year-over-year (YOY) by YE 2023 and YE 2024. By YE 2024, attain a customer NPS of at least 70%. For each survey cycle, at least 90% of customer respondents report being highly satisfied. For each survey cycle, at least 80% of respondents report the agency to be better than or the clear leader when compared to other providers.

Goal #1 and Strategic Priority 1.1 are continued on the next page.

Goal #1: Reimagine Our Program Portfolio, Delivery, and Operations continued		Strategy Lead: Carol Williams Chief Operating Officer, Program Operations
1.1 Redesign program and service delivery for expansion, efficiency, and the optimal customer experience.	1.2 Explore, evaluate, and adopt scalable strategic alliances and partnerships.	
What (strategic priorities)	How (actions/deliverables/initiatives/key resources/investments)	Win + When (measures of success)
<p>Priority Lead: Carol Williams Chief Operating Officer, Program Operations</p> <p>1.1 continued Redesign program and service delivery for expansion, efficiency, and the optimal customer experience.</p>	<ul style="list-style-type: none"> • Modernize/leverage technology and information systems in the operations and management of program and service delivery, (e.g., Ceridian and imPower); secure available grants to support selected technology advancements in accordance with the Grant Opportunity Roadmap outlined in the Grant Study and Implementation Plan. • Consider opportunities for geographic expansion, particularly through collaborative initiatives in potential expansion territories and when grant funding is viable as outlined in the Grant Study and Implementation Plan and Grant Opportunity Roadmap. • Create a residential alternative that supports independence and community living, (e.g., paid neighbor or caregiver). • Expand integrated respite offerings for seniors. • Market and promote our supports and community inclusive programs involving the arts. • Enhance the JET program with new JET community partnerships, funding sponsorships, trademarked and copyrighted materials, and job seekers to staff JET flights. <ul style="list-style-type: none"> • Consider nationwide expansion of the JET program. • Re-envision the JET program pre-vocational catalog to market supports and services. 	<ul style="list-style-type: none"> • See WINs above. <p>By YE 2024:</p> <ul style="list-style-type: none"> • At least one grant to support technology advancement. • At least one non-certified residential alternative. • At least one grant to support geographic expansion. • Increase the number of seniors served to at least twenty. • JET Program: <ul style="list-style-type: none"> • At least 15 new community partnerships. • At least one new funding sponsorship. • Attain national presence, with at least one turnkey placement. • Increase YOY participation in the program.

Goal #1 and Strategic Priority 1.1 are continued on the next page.

Goal #1: Reimagine Our Program Portfolio, Delivery, and Operations continued		Strategy Lead: Carol Williams Chief Operating Officer, Program Operations
1.1 Redesign program and service delivery for expansion, efficiency, and the optimal customer experience.	1.2 Explore, evaluate, and adopt scalable strategic alliances and partnerships.	
What (strategic priorities)	How (actions/deliverables/initiatives/key resources/investments)	Win + When (measures of success)
<p><u>Priority Lead:</u> Carol Williams Chief Operating Officer, Program Operations</p> <p>1.1 continued Redesign program and service delivery for expansion, efficiency, and the optimal customer experience.</p>	<ul style="list-style-type: none"> • Leverage and promote expertise to expand Autism services for the benefit of individuals on the autism spectrum. • Expand opportunities for individuals to participate in self-direction and optimize agency programs/services with their self-directed budgets. • Conduct staff training in the social determinants of health for a holistic approach to meeting the needs of individuals served by the agency. • Study innovative trends and operational best practices; apply and adopt new approaches to improve our program/service operations and customer experience. 	<ul style="list-style-type: none"> • See WINs above. • With YE 2022 as the baseline, achieve a YOY increase in Autism Diagnostic Observation Schedule (ADOS) assessments by YE 2023 and YE 2024. • Address at least two social determinants of health by YE 2024.
<p><u>Priority Leads:</u> Ann Scheetz Executive Director and John Astles Sr. Associate Executive Director & Chief Financial Officer</p> <p>1.2 Explore, evaluate, and adopt scalable strategic alliances and partnerships.</p>	<ul style="list-style-type: none"> • Secure available grants to support selected work with community partners in accordance with the Grant Opportunity Roadmap outlined in the Grant Study and Implementation Plan. • Fortify regulatory relationships at the local, state, and federal levels; solicit support and advocacy as needed for new/existing program development and expansion. • Forge alliances with multiple managed care networks to ensure access to and availability of a full range of supports and services within our service area. 	<ul style="list-style-type: none"> • At least one grant to support community partnerships by YE 2024. • At least three new or expanded community partnerships by YE 2024.

Goal #1 and Strategic Priority 1.2 are continued on the next page.

Goal #1: Reimagine Our Program Portfolio, Delivery, and Operations continued		Strategy Lead: Carol Williams Chief Operating Officer, Program Operations
1.1 Redesign program and service delivery for expansion, efficiency, and the optimal customer experience.	1.2 Explore, evaluate, and adopt scalable strategic alliances and partnerships.	
What (strategic priorities)	How (actions/deliverables/initiatives/key resources/investments)	Win + When (measures of success)
<p><u>Priority Leads:</u> Ann Scheetz Executive Director and John Astles Sr. Associate Executive Director & Chief Financial Officer</p> <p>1.2 Explore, evaluate, and adopt scalable strategic alliances and partnerships.</p>	<ul style="list-style-type: none"> • Explore and develop shared resource/service agreements and collaborative programming with local/regional community partners, (e.g., business, colleges, and other agencies) to address specific community needs as determined, (e.g., housing employment, food security, transportation, literacy, and education. • Convene a committee of the governing board to explore and evaluate one or more opportunities for bold strategic moves such as merger, acquisition, shared services, competitive collaborations, or other major alliances. 	<ul style="list-style-type: none"> • See WINs above. • With YE 2022 as the baseline, achieve a YOY increase in the number of individuals transported using the mobile fleet by YE 2023 and YE 2024. • By YE 2024, present at least one comprehensively vetted recommendation to the governing board for consideration of a strategic consolidation agreement.

This is the end of Strategic Goal #1.

Goal #2: Empower a Thriving Workforce and Exceptional Leadership		Strategy Lead: Pamela Stewart Senior Director, Talent Management, Quality Improvement & Compliance	
2.1 Create a workplace environment that attracts and retains a thriving workforce.		2.2 Cultivate exceptional leadership at all levels of the organization.	
What (strategic priorities)	How (actions/deliverables/initiatives/key resources/investments)	Win + When (measures of success)	
<p>Priority Lead: Pamela Stewart Senior Director, Talent Management, Quality Improvement & Compliance</p> <p>2.1 Create a workplace environment that attracts and retains a thriving workforce.</p>	<ul style="list-style-type: none"> Assess and determine future workforce needs; develop a human resources plan that supports the agency strategy and its execution. Evaluate and adjust as feasible employee compensation and benefits to achieve market competitiveness for the agency. Measure Net Promoter Score (NPS) and assess employee satisfaction at scheduled intervals. Act on findings to meet NPS and satisfaction goals. Conduct ongoing analysis to assess employee retention/length-of-service status and to understand related issues. Act on findings to attain retention and length-of-service goals. Establish and implement agency policies/practices that offer workplace and space flexibility for employees and that are aligned with excellence in agency operations and program/service delivery. Enhance organizational systems to establish employee performance goals, measure employee performance, document individual performance plans, and reward/recognized excellent performance. Develop a specific plan to provide mid-level managers with training, job rotation opportunities, professional/leadership development, and career pathing consistent with their talents, ambitions, and individual performance plans. 	<ul style="list-style-type: none"> By YE 2024, attain an Employee NPS of at least 70%. For each survey cycle, at least 90% of employee survey respondents report being highly satisfied. At least 95% of individuals who accepted employment, as measured on an annual basis, are retained beyond their first 60 days of employment. As measured on a quarterly basis, for selected positions, the average employee length of service meets or exceeds at least three years. <ul style="list-style-type: none"> direct support professionals mid-level managers senior-level managers As measured on a YE annual basis the aggregate turnover rate for all employees is less than 20%. 	

Goal #2 and Strategic Priority 2.1 are continued on the next page.

Goal #2: Empower a Thriving Workforce and Exceptional Leadership <i>continued</i>		Strategy Lead: Pamela Stewart Senior Director, Talent Management, Quality Improvement & Compliance	
2.1 Create a workplace environment that attracts and retains a thriving workforce.		2.2 Cultivate exceptional leadership at all levels of the organization.	
What (strategic priorities)	How (actions/deliverables/initiatives/key resources/investments)	Win + When (measures of success)	
<p>Priority Lead: Pamela Stewart Senior Director, Talent Management, Quality Improvement & Compliance</p> <p>2.1 <i>continued</i> Create a workplace environment that attracts and retains a thriving workforce.</p>	<ul style="list-style-type: none"> Collaborate in a grant application to participate in an eBadge program to professionalize direct support and front-line employee supervisors. Explore, adopt, and culturally integrate relevant diversity, equity, and inclusion (DEI) best practices; establish DEI goals and measure for intended impact. Build an infrastructure to track vacancy management. Secure available grants to support staff wellness initiatives and staffing hubs in accordance with the Grant Opportunity Roadmap outlined in the Grant Study and Implementation Plan. Develop and implement an ongoing recruitment and marketing campaign to attract desired candidates for employment consideration. Explore and evaluate the requirements for top 100 employer designation and potentially pursue as determined. 	<ul style="list-style-type: none"> See WINs above. At least twelve individuals are certified under the eBadge program by YE 2024. By YE 2024, meet or exceed established DEI goals. As measured on an annual basis, fill* 70% of vacant staff positions within 60 days of the start of vacancy status. *Candidate has formally accepted employment. 	
<p>Priority Lead: Ann Scheetz Executive Director</p> <p>2.2 Cultivate exceptional leadership at all levels of the organization.</p>	<ul style="list-style-type: none"> Develop and activate an executive leadership succession plan with a timeline for completion and a targeted communication plan for internal/external notices and announcements. Prepare an updated governance board composition and recruitment plan including an identified pool of named potential candidates for solicitation of future board service as needed. 	<ul style="list-style-type: none"> A complete and seamless transition from the current agency CEO to the successor CEO by YE 2024. As needed, fill vacant board positions within 60 days of the start of vacancy status. 	

Goal #2 and Strategic Priority 2.2 are continued on the next page.

Goal #2: Empower a Thriving Workforce and Exceptional Leadership <i>continued</i>		Strategy Lead: Pamela Stewart Senior Director, Talent Management, Quality Improvement & Compliance	
<u>2.1</u> Create a workplace environment that attracts and retains a thriving workforce.	<u>2.2</u> Cultivate exceptional leadership at all levels of the organization.		
<u>What</u> (strategic priorities)	<u>How</u> (actions/deliverables/initiatives/key resources/investments)	<u>Win + When</u> (measures of success)	
<p>Priority Lead: Pamela Stewart Senior Director, Talent Management, Quality Improvement & Compliance</p> <p><u>2.2</u> <i>continued</i> Cultivate exceptional leadership at all levels of the organization.</p>	<ul style="list-style-type: none"> • Forge stronger ties between governance and foundation board members and community leaders through selected community engagement activities and fundraising initiatives. • Evaluate and make a recommendation regarding executive leadership at the governance and foundation level, (i.e., consider establishing a separate executive director for the agency and the foundation). • Design the agency organizational structure and executive leadership roles and responsibilities to align with strategy execution and effective operational management. • Identify high-potential and motivated leadership candidates; exercise opportunities for advancement as appropriate (building on the leadership training and development support outlined in 2.1 above). 	<ul style="list-style-type: none"> • See WINs above. • Leadership successor candidates are ready for promotion as needed. 	

This is the end of Strategic Goal #2.

Goal #3: Fortify Our Financial Strength and Resiliency		Strategy Lead: John Astles Senior Associate Executive Director & Chief Financial Officer
3.1 Maximize available government, rate-based, and other system value-based funding.	3.2 Sustain a viable program portfolio across the complete lifespan and full needs continuum.	
3.3 Expand our social enterprise businesses and associated revenue streams.	3.4 Enhance our fundraising, philanthropic appeal, and grant-based results.	
What (strategic priorities)	How (actions/deliverables/initiatives/key resources/investments)	Win + When (measures of success)
<p>Priority Lead: John Astles Sr. Associate Executive Director & Chief Financial Officer</p> <p>3.1 Maximize available government, rate-based, and other system value-based funding.</p>	<ul style="list-style-type: none"> • Assess and manage staffing productivity to optimize unit-of-production payments for rate-based programs and services. • Understand and prepare for the financial impact of New York State (NYS) imposed regional rate changes. • Optimize the mix of self-directed and brokerage services to best meet the needs of individuals while sustaining financial viability. <ul style="list-style-type: none"> • Continually pursue fiscal intermediary (FI) opportunities and associated revenue with the agency’s designated Developmental Disability Regional Office (DDRO). • Secure multiple favorable managed care contracts with managed care organizations (MCOs) as NYS advances the statewide managed care agenda. • Apply to participate in and benefit from appropriate workforce relief funding and waiver proposals offered by NYS. 	<ul style="list-style-type: none"> • Meet or exceed an agency YOY net operating surplus of 0 to 3%. <ul style="list-style-type: none"> • Total aggregate revenue of at least 50k by YE 2024 for Self-Directed and Brokerage services (combined). • With YE 2022 as the baseline, secure a minimum 3% YOY increase in managed care contract revenue by YE 2023 and YE 2024. • Between \$1M and \$2M from NYS workforce relief funding and waiver proposals by YE 2024. • By YE 2024, total aggregate revenue of at least \$25M for the agency.

Goal #3 is continued on the next page.

Goal #3: Fortify Our Financial Strength and Resiliency continued		Strategy Lead: John Astles Senior Associate Executive Director & Chief Financial Officer	
3.1 Maximize available government, rate-based, and other system value-based funding.	3.2 Sustain a viable program portfolio across the complete lifespan and full needs continuum.	3.3 Expand our social enterprise businesses and associated revenue streams.	3.4 Enhance our fundraising, philanthropic appeal, and grant-based results.
What (strategic priorities)	How (actions/deliverables/initiatives/key resources/investments)	Win + When (measures of success)	
<p>Priority Lead: John Astles Sr. Associate Executive Director & Chief Financial Officer</p> <p>3.2 Sustain a viable program portfolio across the complete lifespan and full needs continuum.</p>	<ul style="list-style-type: none"> • Conduct a breakeven analysis for all programs and determine the point of expected breakeven status; set a goal and timeline for achieving breakeven or surplus for each program offering. • Determine and execute a strategic disposition for each program within the program portfolio and periodically report program status to the agency’s governing board of directors. • Examine and optimize cross-program synergies and integration for maximum impact and related revenues. • Strengthen referral relationships and increase program referrals; focus agency energy and resources in areas of high-growth potential and high-satisfaction delivery. • Develop and implement an ongoing marketing program to garner broad audience appeal and promote equal access for all individuals. 	<ul style="list-style-type: none"> • See WINs above. • Develop or expand at least two financially viable social enterprise businesses by YE 2024. • With YE 2022 as the baseline, attain a YOY increase in aggregate surplus for social business enterprises by 10% (includes new businesses) by YE 2023 and YE 2024. • With YE 2022 as the baseline, attain a YOY increase in the total aggregate number of referrals (internally and externally sourced) by YE 2023 and YE 2024. 	

Goal #3 is continued on the next page.

Goal #3: Fortify Our Financial Strength and Resiliency continued		Strategy Lead: John Astles Senior Associate Executive Director & Chief Financial Officer	
3.1 Maximize available government, rate-based, and other system value-based funding.	3.2 Sustain a viable program portfolio across the complete lifespan and full needs continuum.	3.3 Expand our social enterprise businesses and associated revenue streams.	3.4 Enhance our fundraising, philanthropic appeal, and grant-based results.
What (strategic priorities)	How (actions/deliverables/initiatives/key resources/investments)	Win + When (measures of success)	
<p>Priority Leads: John Astles Senior Associate Executive Director & Chief Financial Officer and Michelle Jungermann Chief Operating Officer, Enterprise Operations</p> <p>3.3 Expand our social enterprise businesses and associated revenue streams.</p>	<ul style="list-style-type: none"> • Assess and manage staffing productivity to optimize revenue per unit of service or sale. • Leverage our successful businesses and social enterprises into monetized turnkey operations for sale to other agencies and organizations, (e.g., bottling operations, coffee shop/café management, etc.); consider broad delivery, (i.e., national reach). • Systematically evaluate the financial performance of all agency businesses and social enterprises for breakeven/profit potential and achievement; determine appropriate strategic dispositions, (e.g., growth, expansion, divestment, etc.) for each entity and execute accordingly. • Seek, explore, and pursue vetted and viable new businesses opportunities for growth, expansion, and new revenue streams, (e.g., PASTEL, Rainbow Finch, and others as identified and determined). • Pursue grant funding to support growth/expansion endeavors and financial sustainability of social enterprise businesses in accordance with the Grant Opportunity Roadmap outlined in the Grant Study and Implementation Plan. • Develop/implement an ongoing business growth marketing program with integrated promotion, public relations, and publicity campaigns. 	<ul style="list-style-type: none"> • See WINs above. • At least five grant awards to support growth and expansion by YE 2024. 	

Goal #3 is continued on the next page.

Goal #3: Fortify Our Financial Strength and Resiliency continued		Strategy Lead: John Astles Senior Associate Executive Director & Chief Financial Officer	
3.1 Maximize available government, rate-based, and other system value-based funding.	3.2 Sustain a viable program portfolio across the complete lifespan and full needs continuum.		
3.3 Expand our social enterprise businesses and associated revenue streams.	3.4 Enhance our fundraising, philanthropic appeal, and grant-based results.		
What (strategic priorities)	How (actions/deliverables/initiatives/key resources/investments)	Win + When (measures of success)	
<p>Priority Leads: Ann Scheetz Executive Director and Michele Wistner Director, Development</p> <p>3.4 Enhance our fundraising, philanthropic appeal, and grant-based results.</p>	<ul style="list-style-type: none"> • Create a grants management infrastructure and formalize grant management processes for ongoing pursuit and maximized acquisition of available grant funding. Implement this structure as outlined in the Grant Study and Implementation plan and Grant Opportunity Roadmap. • Update and implement the agency fundraising and development plan for annual giving, memorials and honorariums, 1954 Society, planned gifts, major gifts, special events, and certain grants. <ul style="list-style-type: none"> • Engage community partners to amplify fundraising through joint endeavors. • Cultivate and nurture donor relationships for gifting commitments. • Development and execute an awareness marketing and promotion campaign to support fundraising activities. 	<ul style="list-style-type: none"> • See WINs above. • Meet or exceed the annual fundraising and endowment targets established and approved by the Foundation board of directors. • Meet or exceed the aggregate grant funding targets approved by the Foundation board of directors as part of the annual agency budget. 	

This is the end of Strategic Goal #3 and concludes the Strategy Action Plan for The Arc Ontario.

The Arc Ontario 2022 – 2024 Strategy and Action Plan

Board Approved

November 14, 2022

The Arc Ontario Strategy and Action Plan is approved by the governing board of directors.

In addition to regularly scheduled reports on the progress and status of the strategy execution, the board of directors will conduct a review of the Strategy and Action Plan during the July 2023 board of directors' retreat.

This is the last page of the Strategy and Action Plan for The Arc Ontario.

