



STRATEGIC INITIATIVES 2018-19

COSANTI FOUNDATION



Table of Contents

- The Executive Committee and Board of Directors
- Executive Summary
- About the Foundation
- Mission
- What is Arcology?
- Vision, Goals, Core Values
- Strategic Initiatives
- About Arcosanti
 - Financial Plan
 - Goals and Objectives
- About Cosanti
 - Financial Plan
 - Goals and Objectives

Board of Directors



Management Team

- **Patrick S McWhortor**, President, CEO
Ex-Officio Director* and Board member since 2018
- **Mary Hoadley**, Executive Vice President
Operations and Finance
Director Emeritus* and Board member since 1977
- **Roger Tomalty**, Executive Vice President
Supply Chain and Preservation
Director Emeritus* and Board member since 1977
- **Tomiaki Tamura**, Executive Vice President
Design, Information Technology and Soleri Archive
Director Emeritus* and Board member since 1984

* Above Directors are non-voting member of the Board

Outside Board Members

- **John Walsh**, Chairman of the Board and Board member since 2016
- **Matteo DiMichele**, Chair of the Governance Committee and Board member since 2015
- **Russell Ferguson**, Co-Chair of the Education Committee and Board member since 2014
- **Stephen Ostwinkle**, Chair of the Infrastructure Committee and Board member since 2017
- **Jai Singh Khalsa**, Chair of the Master Plan Committee and Board member since 2017
- **Jeff Stein**, Chair of the Performing Arts Committee and Board member since 1998
- **Michael Johnson**, Board member since 2017

Executive Summary



1. We will undertake a renovation project at Arcosanti and Cosanti that will address all current infrastructure issues. The operating locations require significant maintenance and upgrades to remain compliant with today's standards and code requirements. This will take approximately three years at a cost of \$6.5 million dollars, ROI 10 to 15 years.

2. Through this process we plan to revitalize the educational experience and programming as well as enhance the Workshop program by structuring workshops to address as many of the Infrastructure projects as feasible. The impact of this donated labor should help to reduce the capital outlay for the Restoration project.

3. We will undertake the development of an Agricultural program. At Arcosanti, we have 40 acres to devote to this effort. This will provide produce for resident consumption as well as the sale of product to local establishments.

4. We will undertake a focused expansion of the retail activities at both operating locations. We will introduce new product categories this year and expand the efforts to market our existing businesses, specifically, Bronze Bells, Ceramics, Pottery and gift giving. The cost for the improvement of the revenue areas is \$760.0, thousand, ROI 48 to 60 Months.

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Executive Summary (continues)



5. We will develop detailed plans for all renovation projects paying particular attention to maintaining the historical integrity while we upgrade performance, safety and compliance standards.

6. We will improve our Music and Performing Arts programs as we enhance the facilities to accommodate more events and supporters.

7. The Board of Directors and our Management Team Structure will be undergoing a transformation to position the Foundation for the future. We plan to expand the Board by adding outside board members with very specific skill sets that compliment the needs of the Foundation. We will develop an organizational structure that more clearly defines responsibilities and accountability.

8. We will undertake a fundraising effort that will support Renovation and Improvement initiatives as well as continue to fund our current Educational, Outreach and Workshop programs. With the addition of a PR and focused Development Staff, we will harness the enthusiasm of old and new Friends and Contributors.

9. We will enhance protection for the Foundation IP assets, including logos, trademarks and the Soleri archives





MISSION

Explore the Experiential and Educational benefits of integrating Architecture and Ecology.



Project ARCOSANTI

Under development by the Cosanti Foundation since 1970, Arcosanti is the urban laboratory testing the concept of Arcology to reorganize the sprawling urban landscape into dense, integrated, three dimensional cities to efficiently support the diverse activities that sustain human culture.



What is ARCOLOGY?

- The integration of architecture and ecology
- A methodology to shape urban landscapes that are dense, integrated, walkable and three-dimensional
- A means to support the complex activities of human culture and fulfillment of the human spirit while limiting negative impacts on the natural world



VISION

Explore equitable and sustainable relationships between human activities and the Earth's ecology



GOALS

- Further demonstrate the Arcosanti urban laboratory as a prototype Arcology
- Assume a significant role in the conversation surrounding environmental stewardship
- Inspire research and foster educational and cultural transformation



CORE VALUES (Get **REEL**)

- **RESOURCEFULNESS:** a careful, thoughtful approach to planning, building and daily life that is experientially rich and materially frugal
- **ECOLOGICAL ACCOUNTABILITY:** to develop human habitat that protects its surroundings and is within Earth's carrying capacity
- **EXPERIENTIAL LEARNING:** the power of demonstration as a dynamic, grounded educational experience
- **LIMITED FOOTPRINT:** urban density as opposed to unbounded dispersion allows more activities in less space and better use of limited resources providing access for all to the economic and social essentials of "city" life

THE COSANTI FOUNDATION STRATEGIC INITIATIVES

- Enrich educational programs
- Enhance Music, Performing Arts and other cultural programs
- Develop the Master Plan for Arcosanti and Cosanti
- Improve Guest and Tour experience

EDUCATIONAL PROGRAMS

1. Cosanti / Arcosanti and the staff at both location serve as educational resources for programs and individuals worldwide. Educational Tourism: Each year over 100,000 people visit the Cosanti and Arcosanti sites to experience Paolo Soleri's architecture for themselves.
2. Workshop program: Since 1970 over 8,000 participants of all ages have taken part in the Arcosanti workshop program, living onsite for 5 weeks while constructing the extraordinary buildings at Arcosanti.
3. Study Away programs: A dozen colleges and universities, including Columbia, Temple University, ASU, NAU, send students and faculty to Arcosanti on a regular basis to learn about Paolo Soleri's urban planning ideas embodied in the architecture of Arcosanti and Cosanti.
4. Strathclyde Master of Science: We have partnered with Strathclyde University in Glasgow, Scotland, to offer the 3-semester, post-professional degree Master of Science in sustainable design and engineering.

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EDUCATIONAL PROGRAMS

5. Our staff has provided lectures and workshops in the US and in 5 different countries during the past year.
6. Internship program: This goes beyond our general workshop program. More focused, committed and qualified, (through a vetting process), individuals not only gain an opportunity for growth in their professional endeavors, but also greatly contribute to our effort during the program and beyond.
7. Soleri Archive: It is a treasure trove of ideas and artifacts that has provided educational opportunities for students, professional colleagues, scholars, and larger audiences, by opening up its resources and collaborating with media and institutions for publication, exhibition, lectures and more.
8. Workshops: This continues to be a very important element of the Educational Program. Future workshops are being planned to support the Strategic Plan initiatives outlined in this document. There are many infrastructure projects that lend themselves to ideal workshops.

PERFORMING ARTS

1. The Board of Directors has created an Advisory Board that will focus on the Performing Arts.
2. The committee will be charged with the task of building upon the already successful schedule.
3. The Advisory Board will consist of members from the Board, The Management Team, The Staff, Residents and outside Friends and Contributors who believe in the Arcosanti site, as a venue as well as the Mission of the Cosanti Foundation.
4. The Advisory Board will further develop the infrastructure improvement plan insuring that our investments enhance the facility and improve the experience.

THE MASTER PLAN

1. The Board of Directors has created an Advisory Board that will focus on the development of a Master Plan.
2. This Advisory Board has been tasked with developing a realistic Master Plan that addresses the potential of the Arcosanti site.
3. The Board of Directors will provide specific and forward looking goals for the plan and will conduct regular meetings with the Advisory Board to challenge and shape the final outcome.

THE INFRASTRUCTURE PLAN

1. The Board of Directors has created an Advisory Board that will focus on the development of plans to address all infrastructure needs.
2. This Advisory Board has been tasked with developing a timeline and detailed strategies for each project identified on page 27 of this report.
3. The Board of Directors will provide input on the plans and will conduct regular meetings with the Advisory Board to challenge and shape the final outcome.

THE GUEST EXPERIENCE

The Board of Directors believes that the overall Guest experience will be greatly improved through the collective initiatives outlined in this Plan. It will not happen over night, but the Board is committed to executing the Plan, strengthening the infrastructure, improving the programming and creating an environment that encourages increased special event usage of all of the facilities.



#METOO: Statement from the Board

“We are saddened by Daniela Soleri’s trauma. Her decision to speak out about her father’s behavior towards her helps us confront Paolo Soleri’s flaws, and compels us to reconsider his legacy. With Paolo Soleri’s creative intelligence, he understood the need for discipline and limits to the urban form. However, his narcissism prevented him from understanding the need for discipline and limits on abusive behavior. We support and stand firmly with Daniela.

“We know that Arcosanti and Cosanti are much greater than the ideas of one man. Over the past fifty years, more than 8,000 participants from all over the world have contributed to Arcosanti and Cosanti through our workshops and programs. Our work in urban planning will continue. It was considered radical fifty years ago and has proven itself relevant today. Our goal is a built environment inspired by Soleri’s architecture that fosters community, integrates the natural world, and nurtures the best of human nature.”



ARCOSANTI



What is ARCOSANTI?

It is first and foremost a demonstration of Arcology-driven urban design and education, a living prototype Arcology, an urban laboratory. Arcosanti conducts a wide range of activities. Residents, workshop participants, students and visitors work and live in extraordinary architecture surrounded by the striking natural environment and engage in fostering the activities of the Cosanti Foundation.



ARCOSANTI by the numbers

Revenue categories:	Fiscal 2016		Fiscal 2017		Plan 2018	
	% tot	Vol	%tot	Vol	%tot	Vol
Bronze bells	54%	\$359.1	55%	\$366.3	51%	\$420.0
Ceramics, Classic	14%	\$96.5	15%	\$103.0	15%	\$120.0
Accessories	3%	\$18.3	3 %	\$18.5	2%	\$20.0
Jewelry					6%	\$50.0
Ceramics, New					3%	\$25.0
Other	1%	\$8.3	1%	\$6.7	1%	\$7.0
Shipping Rev	1%	\$8.3	1%	\$8.9	1%	\$10.0
Café, Bakery, Arco	26%	\$174.0	25%	\$166.8	21%	\$175.0
Sub Total	100%	\$664.5	100%	\$670.2		\$827.0

(numbers in thousands)

ARCOSANTI Strategic investments for REVENUE GROWTH

- Road improvement, legal right of way
- Point of Sale upgrade including CRM linking supporters to on-going activities
- Update the e-commerce site
- Implement ADA and building safety compliance plan
- Gallery improvements adding case line presentations
- Gallery restoration and improvement
- Welcome center
- Café kitchen improvement
- Signage improvements, on site and at entrance
- Landscaping refresh and lighting updates
- Agriculture development for demonstration, consumption and revenue

ARCOSANTI Strategic investments for REVENUE GROWTH

Projected project costs and ROI analysis

POS upgrade including CRM	\$50.0
Signage improvements, (on site and off)	\$25.0
E-Commerce re-development	\$50.0
Agricultural initiatives, (organic produce)	\$150.0

TOTAL **\$275.0**

ROI 60 to 72 Months (numbers in thousands)



ARCOSANTI Strategic investments for INFRASTRUCTRE IMPROVEMENTS

- Water Supply and Distribution System, (potable, fire suppression, agriculture)
- Wastewater Treatment system
- Water reclamation, (drainage, Dike)
- Crafts III roof membrane
- Increased housing for Staff and Guests
- East Crescent first floor rental space
- East Crescent, (amphitheater), lighting and sound equipment
- East Crescent, (amphitheater), dance floor, audience canopy
- Plumbing upgrade for the entire site
- Electrical upgrade for the entire site
- Solar energy production system
- Restoring vaults to original color, Refresh all public areas

ARCOSANTI Strategic investments for INFRASTRUCTRE IMPROVEMENTS

Projected project costs and ROI analysis

Road improvement-	\$1500.0
Water/ Drainage related costs-	\$250.0
Wastewater Treatment System, (next phase)	\$1750.0
Electrical and plumbing improvements	\$200.0
Gallery, Welcome Ctr and Café; ADA	\$500.0
Roofing improvements	\$50.0
East Crescent improvements	\$650.0
Lab Building Improvements	\$50.0
Solar power	\$150.0

TOTAL **\$5,100.0**

ROI 10 to 15 years (numbers in thousands)



COSANTI



COSANTI

STRATEGIC INITIATIVES

The Foundation oversees activities at Cosanti, the original Paolo Soleri Studios in Scottsdale since the 1950's. Designated as an Arizona historic site, Cosanti's unique architectural environment features many imaginative design elements that reflect Soleri's experimentation with innovative construction techniques. We are currently pursuing National Historic Site designation. Noted for:

- Bronze and Ceramic bell studios
- Educational workshops & programs
- Site tours
- Event facility rentals
- Historic preservation
- Art and design exhibition
- Design and special assembly commissions



COSANTI by the numbers

Revenue categories:	Fiscal 2016		Fiscal 2017		Plan 2018	
	% tot	Vol	%tot	Vol	%tot	Vol
Bronze bells	80%	\$1,436.7	80%	\$1,576.1	69%	\$1,750.0
Ceramics, Classic	6%	\$109.3	8%	\$132.3	6%	\$145.0
Accessories	5%	\$92.8	6%	\$86.4	4%	\$100.0
Jewelry					8%	\$200.0
Ceramics, New					4%	\$100.0
Silk					3%	\$75.0
Other	3%	\$46.4	1%	\$48.4	2%	\$50.0
Shipping Rev	5%	\$91.6	5%	\$101.6	4%	\$120.0
Sub Total	100%	\$1,776.9	100%	\$1,944.8	100%	\$2,540.0

(numbers in thousands)

COSANTI Strategic investments for REVENUE GROWTH

- Improve parking access and capacity
- Gallery improvements adding case line presentation to increase offerings
- Gallery restoration to original design
- Upgrade all public areas and bathrooms to meet ADA requirements
- South Apse to be improved to house a new ceramic workshop
- Repair or replace all cracked concrete floors in public areas
- Upgrade communications conduit and electric service for the entire site
- Landscaping refresh and lighting updates
- Enhance protection for the Foundation IP assets, including logos, trademarks and the Soleri archives

COSANTI Strategic investments for REVENUE GROWTH

Projected project costs and ROI analysis

POS Upgrade	\$50.0
Gallery improvements/ Restoration	\$125.0
ADA Compliant Bathroom/ Facilities	\$75.0
South Apse Improvement	\$75.0
Landscape refresh and accent lighting	\$125.0
Asset protection and trademarks	\$35.0

TOTAL	\$485.0
ROI 36 to 48 Months	(numbers in thousands)



COSANTI Strategic investments for INFRASTRUCTURE IMPROVEMENTS

- Soleri office-drafting room restoration
- North Apse expansion, (west display studio)
- South Apse to be improved to house a new ceramic workshop
- Antioch Building improvement project
- Drip wall repairs/ replacement
- North Studio Gallery, Skylight
- Parking Lot
- Landscaping
- Cat Cast restoration, improved student housing
- Pool area restoration and system upgrade
- Plumbing upgrade for the entire site, (4 septic systems & Sewer)
- Electrical upgrade for the entire site
- Pumpkin Apse and East and West Barrel Vault restoration
- Pool canopy structural upgrade

COSANTI Strategic investments for REVENUE GROWTH

Projected project costs and ROI analysis

Soleri drafting	\$15.0
North Apse expansion	\$25.0
South Apse Conversion	\$25.0
Antioch Building improvements	\$25.0
Drip Wall repairs	\$5.0
North Studio Gallery restoration	\$30.0
Parking Lot improvement	\$10.0
Landscaping	\$0.0
Cat Cast restoration	\$150.0
Pool area restoration, equipment and canopy	\$150.0
Pumpkin Apse, E & W Barrel Vault restoration	\$300.0
Electrical and Plumbing improvements	\$200.0

TOTAL **\$935.0**

ROI 10 Years to 15 Years (numbers in thousands)



SUMMARY

- Restoration and improvement of physical plant, estimated costs: \$6.0 million dollars, ROI 10 to 15 years
- Retail expansion activity estimated costs: \$760.0 thousand, ROI 48 to 60 Months
- Our goal is to raise \$5.0 million dollars over the next 36 months to fund our strategic plan. The Board and Management will prioritize the investments based on available funds and order of importance to the Mission.
- Through this process we plan to revitalize the educational experience and programming we offer as well as enhance the Arcosanti Workshop program by structuring workshops to address as many of the Infrastructure projects as feasible. We will further pursue new options for Workshops as we cultivate additional opportunities in accordance with our educational goals.
- We project that our revenue base and outreach will double over the next three years and it will double again by 2028. In partnership with strategic colleagues, we intend to extend our outreach to include a worldwide audience so the Foundation can assume a significant voice in the global conversation of how to design human habitat on the planet.
- We intend to develop appropriate agricultural programs that demonstrate and support the genetic diversity of dry-land agriculture, researching both open-field and greenhouse growing.
- In 2018 we will restructure the management team to the more traditional structure of a President/ CEO structure.

Photo Credit:
Jens Kauder
Chihiro Saito
Laura Villa Baroncelli
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