



HVCA

HURON VALLEY COUNCIL *for the* ARTS

2024 - 2027 Strategic Plan

Prepared by the Huron Valley Council of the Arts
August 2024

Acknowledgements

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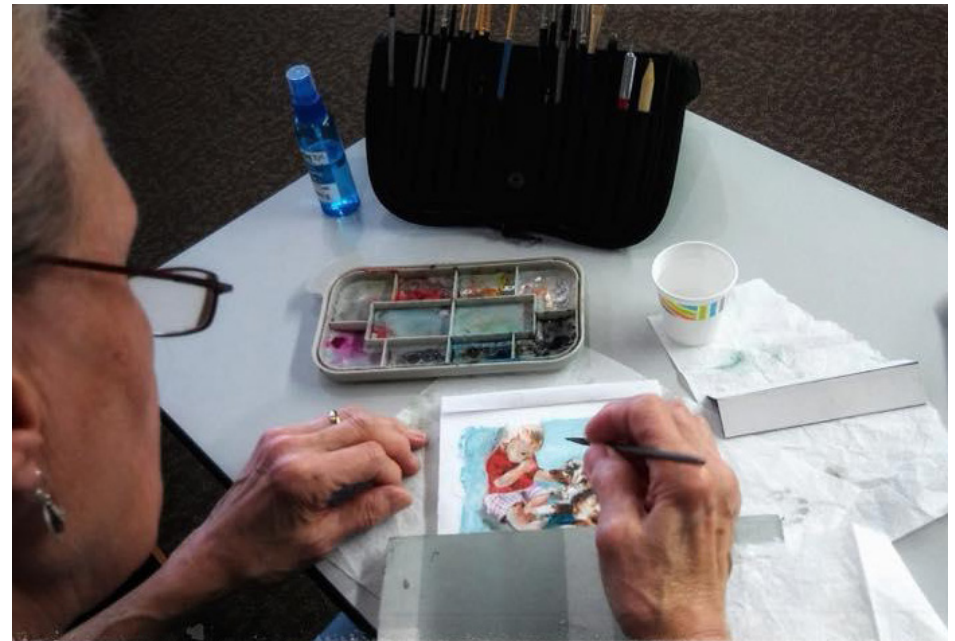
Introduction

The Huron Valley Council for the Arts is a dynamic non-profit community arts organization dedicated to enriching lives through the transformative power of the arts. We offer a wide variety of art-related events and activities supported by our community of artists, volunteers, members, sponsors and funders. This community-based approach means it is essential for our organization to have a plan that aligns our mission with resources in a way that moves us forward together.

For almost 25 years, the Huron Valley Council for the Arts (HVCA), HVCA has been dedicated to the belief that community life is enriched and enhanced by the arts in its many forms. At the outset, the HVCA founders decided to align its organization with the Huron Valley School district, which encompassed the townships of Commerce, Highland, Milford and White Lake, as well as the Village of Milford. This remains the cornerstone of our community, serving as a catalyst for cultural enrichment, social engagement, and personal growth. Our commitment to excellence in arts programming, accessibility, and inclusivity has touched the lives of countless individuals, families, and organizations, fostering a deep sense of belonging and pride in our shared community.

The HVCA makes its home in the Highland Station House, originally constructed as the Highland Methodist Episcopal church in 1886. The HVCA space includes the original church portion, today dubbed Steeple Hall, that serves as our exhibition gallery and also our performance space. Adjacent to this space is home to The Art Shop, HVCA's artist cooperative, where participating artists may display any of their works which are for sale. The Highland Station House also serves as venue for other community activities, such as outdoor concerts sponsored by Highland Township. While our use of this space holds deep meaning to the heritage of the community, its age presents us with the challenges of ongoing maintenance and accommodation for the needs of today's programming and patrons.

As we look ahead to the next five years, we recognize the need to plan for the future. Rapid technological advancements, shifting demographics, and evolving societal values present both unprecedented challenges and exciting opportunities for growth and innovation. It is essential for us to chart a strategic, action-oriented course that will enable us to adapt, thrive, and continue making a meaningful impact in the lives of those we serve.



This strategic plan represents a collective vision for the future of the HVCA, informed by stakeholder input, analysis, and a commitment to our mission, vision, and values. It serves as a roadmap to guide our efforts over the next five years, outlining clear goals, strategies, and actionable steps to realize our shared aspiration as stated in our mission statement:

Our mission is to enhance the cultural life of our region by promoting and sustaining the arts for all people.

The tactics and specific steps needed to move our organization forward require human and financial resources. To keep our board, volunteers and staff focused on making consistent, steady and incremental progress towards our goals, an annual work program will be prepared each year prior to the development of the HVCA's budget. Each year, the board will assess and celebrate accomplishments and commit to future efforts. As new ideas arise, as they will with so many creative minds, they will be measured against our goals and objectives to ensure they contribute to, rather than take away from, our strategic plan.

We extend our deepest gratitude to our dedicated staff, volunteers, donors, partners, and supporters who have helped shape the past success of the HVCA and who will play a vital role in realizing our shared vision for the future. A special thank you to all of the people who participated in the strategic planning process. Together, we have the power to inspire positive change, celebrate our cultural heritage, and create a more vibrant, inclusive, and resilient community through the arts.

We invite you, as artists, art-lovers and community members who recognize the value of arts in our everyday lives, to join us as we work towards the future of the HVCA in our community.



Stakeholder Strategic Planning Sessions

HVCA asked a variety of stakeholders to participate in developing our Strategic Plan. The team consisted of HVCA board members and volunteers as well as community members, Huron Valley teachers and local government officials.

In May of 2023 we held a series of two-hour work sessions, meeting once each week for three weeks.. Prework included emailing the following three questions to our participants as a way to open the initial conversation at the beginning of the first meeting.

- If HVCA was closed permanently and erased from society's "hard drive" today, what would be the gap and who would fill it?
- If someone in our community passed away and left HVCA \$1 million in their estate, how would you spend it?
- What do you say about HVCA at a party when you are talking to people about what we do?

During the initial session, Executive director Sioux Trujillo shared HVCA's mission and vision statements. Following this Laura Dodd led the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, which formed a foundation for the following work sessions. Week two consisted of organizing work groups to begin developing objectives and strategies. The teams were divided into 5 focus groups:

- Embrace Digital Transformation
- Diversify Revenue Streams
- Focus on Inclusivity- group,
- Collaborate and Network
- Plan for Resilience

During week three, participants synthesized their findings and landed on three or so options and fleshed out their categories. The groups came back together and presented their findings for further input from the whole group.

Following these work sessions, the teams sent their work to HVCA's Governance team to complete the plan. Additional input was gathered from stakeholders when needed. The board was sent the draft plan to finalize and make any adjustments. The last step prior to publication was to meet with board members and our key volunteers at HVCA to complete the plan.



Vision & Values

Vision

Our vision statement articulates the view of HVCA as its leaders wish it to be in the foreseeable future. We share this vision across our organization to help guide HVCA's budgeting and decision-making.

Our vision is to become known as a Hub of Creativity: a future-oriented organization that is supported by a wide audience of artists, volunteers and members.

Values

At its core, the Board and staff of HVCA believe that diversity, equity, and inclusion are essential to achieving HVCA's mission. We are committed to creating an environment that supports, represents, embraces, and engages members of diverse groups and identities. As an organization, we will not tolerate discrimination against any person because of race, color, religion, creed, sex, age, national origin, ancestry, marital status, veteran status, non-relevant mental or physical disability, sexual orientation, or gender identity or expression.

Our mission and vision statements reflect the values that describe how we as an organization expect HVCA board members, staff members, and volunteers to conduct themselves. The HVCA is:

- **Creative** at every level, including all forms of artistic expression;
- **Diverse** in the ways we think, the artists we promote, and the people we serve;
- **Supportive** of a cultural and artistic community;
- **Collaborative** with community partners to better serve the people of our region;
- **Strategic** with leadership and through a knowledgeable and dedicated staff and board of directors;
- **Honest** in our interactions with artists, audiences, partners, supporters, and the community;
- **Innovative** in ways we serve the community;
- **Accessible**, both physically and economically, that encourages creative engagement across the community;
- **Accountable** in our management of staff, volunteers, and resources.

Diversity Statement

Our diversity statement affirms that we will do our utmost to make everyone feel welcome to participate with us.

The Board and staff of HVCA believe that diversity, equity, and inclusion are essential to achieving HVCA's mission. We are committed to creating an environment that supports, represents, embraces, and engages members of diverse groups and identities. We shall not discriminate against any person because of race, color, religion, creed, sex, age, national origin, ancestry, marital status, veteran status, non-relevant mental or physical disability, sexual orientation, or gender identity or expression.

Goals and Objectives

What does our vision look like?

If we think of the vision as the future of the HVCA, what does that actually look like in terms of action? Goals set up the organization (its board) for making decisions, modeling leadership and providing resources for implementation by staff and volunteers.

How do we reach our goals?

Objectives are the general path to help the organization achieve the goals. They will serve as the why for the action strategies. The goals and objectives are presented on the pages that follow. Consensus from the HVCA board and stakeholders, the objectives with each goal are listed in order of priority.

Action Strategies are the things that need to be done to achieve the objectives and, ultimately, the goals. By design, they will be aligned with the vision and mission for our organization.

Tactics are not included in the Strategic Plan and will be the implementation items included in the HVCA's annual work program.

Metrics will help the HVCA gauge progress and demonstrate that progress to our members, donors, sponsors and artists. It is important to plan for regular opportunities to evaluate the action strategies and see if they have advanced the goals. Some metrics will be readily available and some tools may need to be created.



Goal 1: Diversify Audience Engagement.

Engage new audience demographics with a wide audience of artists, volunteers and members. Broadening the range of individuals or groups participating in an organization's activities will help the HVCA to reach a more varied audience base and create a more resilient organization. When we refer to "engagement," we mean as audience members, volunteers and artists. Our specific targets include children, teens, young adults, and adults under age 50. We also include people from typically underrepresented groups, such as ethnic and cultural minorities, people with disabilities, and people from the LGBTQ community.

Objectives	Action Strategies
Recruit and retain at least two new volunteers per year that include young adults and underrepresented groups, such as ethnic and cultural minorities, people with disabilities, and individuals from the LGBTQ community.	Create a volunteer recruitment program to attract/recruit volunteers of all ages and backgrounds with fresh ideas to the organization.
Increase attendance and participation from children, teens, young adults, and adults under age 50 by 10% each year through targeted outreach and programming efforts.	Each year, add one new offering targeting this demographic and review the previous year's programming.
Collaborate with local community organizations and schools to develop and implement educational programs (STEAM) and workshops tailored to the needs and interests of underrepresented demographics, reaching a minimum of three new partnerships within the next four years.	Identify and build relationships with local community organizations to introduce HVCA's goals and objectives and discuss potential collaboration opportunities.
	Co-create educational programs that are relevant to the needs and interests of the target demographics and pool resources.
Host at least four events or exhibitions (one per year) that specifically highlight the work of artists from underrepresented backgrounds, promoting diversity and inclusivity within HVCA's programming.	Develop a campaign for soliciting additional TAS members.
	Add five new TAS members per year

Goal 2: Promote cultural equity within our organization.

Champion policies and practices of cultural equity that empower diversity, equity, and inclusion. Cultural equity is critical to the arts sector's long-term viability; everyone deserves equal access to a vibrant, creative life as audience members, volunteers and artists. Our specific targets include children, teens, young adults, and adults under age 50. We also include people from typically underrepresented groups, such as ethnic and cultural minorities, people with disabilities, and people from the LGBTQ community.

Objectives	Action Strategies
Create an organization-wide policy for diversity, equity and inclusion.	Identify the needs of individuals with disabilities to participate as audience members, artists and volunteers.
	Create a plan to be more accessible.
	Identify funding sources for accessibility improvements
Improve the accessibility of programming and facilities to people of all ages and abilities.	Provide diversity training and education to current staff members to promote awareness and understanding of different age, racial, and ethnic backgrounds.
	Engage with other community groups and arts sector best practices in our region who may better address DEI to identify people we're missing and how we can support their participation with the HVCA.
Diversify the age, racial, and ethnic make-up of HVCA personnel	Develop recruitment efforts to attract candidates from diverse age groups, racial, and ethnic backgrounds.
	Develop internship and mentorship programs to encourage individuals from underrepresented backgrounds to gain experience and skills in administration and build a pipeline of diverse talent for the HVCA as well as the greater community.

Goal 3: Become a Hub of Creativity.

Foster innovation and artistic expression to cultivate a dynamic environment that attracts artists, encourages collaboration, and enriches the community's cultural landscape.

Objectives	Action Strategies
Refresh the HVCA's branding and develop a new marketing campaign to promote the HVCA as a Hub of Creativity.	Hire a marketing professional to assist with the branding and marketing plan.
	Identify resources needed to implement the marketing plan
Expand offerings of workshops, masterclasses, and skill-building sessions led by HVCA artists to provide learning opportunities and attract a diverse audience interested in exploring different art forms and techniques.	Create a directory of HVCA artists that includes members, volunteers, artists in TAS and exhibitors/vendors.
	Identify and facilitate potential collaborations between artists.
	Identify partnerships and collaborations with other sectors, such as education, technology, science, and business, to explore interdisciplinary approaches to creativity and problem-solving.
Launch one or two community engagement projects that empower local residents to actively participate in the creative process. This could involve public art installations, community mural projects, or collaborative storytelling initiatives that celebrate the unique cultural heritage and identity of the community.	Encourage members, artists, board members and staff to engage with art in other communities and create a "hot list" of artists that could bring unique and cutting edge art to the HVCA.
	Create online/virtual engagement opportunities for artists beyond the HVCA region to expand programming.
Along with popular exhibitions, performances, and events, add new opportunities, including digital, to showcase cutting-edge artwork, experimental projects, and interdisciplinary collaborations.	Work with local municipalities to develop a public arts framework and opportunities to engage the community.

Goal 4: Grow and diversify our revenue streams.

Optimize HVCA funding through a combination of grants, sales, donations, and fundraisers. In order to achieve all the goals of this strategic plan, ensure the sustainability of the organization, and provide consistent delivery of programming over time, the HVCA must find new ways to increase our revenue streams.

Objectives	Action Strategies
Create a Development Plan to secure additional grant funding from governmental, private, and foundation sources to diversify HVCA's revenue streams.	Rebuild Development Team as the driver of fundraising
	Assign dedicated staff or hire consultants to research grant opportunities, develop grant proposals, and submit applications to relevant funding sources.
	Expand sales revenue by offering merchandise, artwork, and tickets to events through online and offline channels.
Increase donations from individuals, corporations, and philanthropic organizations through targeted fundraising campaigns and donor stewardship efforts.	Develop personalized communication, donor appreciation events, and targeted outreach to high-potential donors.
	Develop a donor stewardship plan to maintain strong relationships and encourage recurring giving.
Develop and implement innovative fundraising initiatives, such as crowdfunding campaigns, special events, and membership drives, to engage supporters and attract new donors	Utilize online crowdfunding platforms to launch targeted campaigns aimed at specific projects or initiatives within HVCA.
	Collaborate with local artists, performers, and cultural organizations to curate immersive and interactive experiences that showcase the impact of HVCA's work.
Monitor operations of the HVCA to ensure continuing improvements.	Evaluate and streamline HVCA's operations to improve efficiency, and maximize resources available for programming and revenue generation efforts.

Conclusion and Next Steps

This strategic plan serves as a call to action for the HVCA community. With a clear vision, focused goals, and a commitment to collaboration, we can navigate change, embrace opportunities, and ensure the arts continue to enrich lives in the our community for generations to come.

As we move from the planning process to implementation of this strategic plan, the next steps will include:

- Develop metrics by which to measure progress and improvement.
- Prepare an annual work plan each year in alignment with the priorities included in this strategic plan. Incorporate the “tactics” identified during the planning process, as appropriate.
- Celebrate accomplishments

We invite you to join us on this exciting journey – together, let's unlock the transformative power of the arts!

