

2023-2026 Strategic Plan

Adopted: September 5, 2023



History / Story

One of the jewels of Catawba County is the SALT Block. Located in Hickory's downtown, the "Block" is home to Catawba Science Center, Hickory Choral Society, Hickory Museum of Art, Patrick Beaver Memorial Library, United Arts Council, and Western Piedmont Symphony. Together, these organizations serve as the cultural center for the community.

The SALT Block Foundation (SBF) is responsible for overseeing the operation of the Block and provides the lion's share of the occupancy costs for all of the above organizations except the library which is a department of the City of Hickory.

The beauty of this arrangement is that the Foundation funds the vast majority of "mundane" buildings issues - things like utilities, building & grounds maintenance, capital replacement, building management, and security - leaving the resident organizations free to do what they do best: providing the wonderful programs, exhibits, and activities that enhance our area's quality of life.

Significant Events

1984: The Hickory Arts Center, Inc. changes its name to Arts Center, Inc. and expands its Board

1985: The Capital Campaign with Arts Council component raises \$2.9 million against a goal of \$2.4 million; the Shuford Foundation begins operating support

1986: Subleases are signed with nonprofit tenants and the Board of Education; the Arts Council is engaged as Facilities Manager & Fiscal Agent; the Main building is designated as a Historic Property by the City of Hickory

1987: Catawba County begins to provide operating support; the City of Hickory starts in-kind contributions for security; the Facilities Usage Policy is adopted

1991: The City of Hickory begins landscaping contribution in-kind

1993: The Arts Center changes its name to Arts and Science Center of Catawba Valley Foundation, Inc.

1994: The Endowment and Capital Campaign with the Arts Center component raises \$4.3 million against goal of \$3.75 million

1995: Renovations transform Performance Place and Carpenter Hall into the Renaissance Wing; an agreement is reached on sub-leasing property for the new City Library.

1997: ASCCV Foundation, Inc. receives Governor's Business Award for its vision in bringing together cultural institutions, city government and business and onto campus

1998: Name changed to SALT Block Foundation, Inc. (SBF); Long-Range Planning Committee established; Mission Statement adopted

1999: City Council's published Goals and Policies are for SALT Block organizations to coordinate with City Master Plan on future design and construction plans; the bylaws are amended

2000: A formal liaison is established between the City of Hickory and SBF; Board seeks expansion of the Block through site plans and county bond issue; a new management contract is established with the Arts Council

Significant Events (continued)

- 2001: Bylaws are amended; CSC negotiates usage of Upper Shop Building and West Classroom Building
- 2003: A City of Hickory's City Plan includes a food service facility on the SALT Block.
- 2004: Plans for Upper Shop Building to become CSC Planetarium and Aquarium are approved; Catawba County's Foresight Committee Report includes long-range plans for the SALT Block.
- 2005: The Board of Education's subleases end; buildings revert to SBF; the Outdoor Exhibit Policy is approved.
- 2006: The Articles of Incorporation and Bylaws are amended.
- 2007: The Facilities Usage Policy is updated; the first employee is hired for communication and development; Hickory Landmarks Society bestows Historical Preservation Award to SBF; The Millholland Planetarium/Aquarium opened in October
- 2008: The Silent phase of \$5 million campaign begins; logo is developed; website begun; tag-line created
- 2009: The Arts Center Auditorium is renovated and reopens on October 31st
- 2011: The SALT Block Foundation receives the 2011 Tourism Award from the Hickory Metro Convention and Visitors Bureau; first SALT Block Crawl and Outdoor Film event is held on May 20th
- 2011: The main level of the West Wing renovation is completed
- 2011: United Arts Council of Catawba County and SALT Block Foundation offices move to the West Wing
- 2012: The renovated community room is named the Keiser Community Room
- 2014: Renovations are made to the exterior entrance of the Performing Arts Wing
- 2016: The Arts Center Auditorium is named the Drendel Auditorium.
- 2016: Block-wide wireless internet access is established
- 2016: Aesthetic renovation to the Drendel Auditorium is completed
- 2017: The Hickory Choral Society "Raise the Roof" Campaign and building addition is completed
- 2019: The SALT Block Foundation is awarded the Beautification award from the City of Hickory for its hillside sculpture garden
- 2020: The 2020-2023 SALT Block Foundation Strategic Plan is completed and adopted
- 2022: Installation of SALT Block Foundation History Wall



Core Beliefs

Stewardship

We are entrusted by our community and donors to ensure the availability and effective allocation of resources.

Sustainability

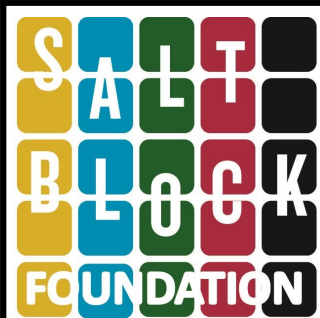
We believe that safety, maintenance and minimizing our carbon footprint are critical to the sustainability of the SALT Block.

Collaboration/Community

We are a collaborative organization. We will ensure effective and transparent communication and partnerships with the community, our SALT Block residents and among our staff.

Preservation

We believe in the preservation of the SALT Block buildings, campus and endowment. Therefore, we will provide high quality annual maintenance, innovative campus additions and a robust endowment to support all of the above.





Core Beliefs (continued)

Education

We provide the amenities and facilities for the community to enjoy cultural, scientific and artistic experiences that serve as catalysts for inspiration and lifelong learning.

Gratitude

We demonstrate our gratitude in tangible ways by proactively thanking the individuals and organizations who contribute to our mission with their time, talent and treasure.

Quality

We are committed to deliver excellence in the services and resources necessary to preserve and sustain our cherished cultural campus for future generations.





Strategic Goals & Initiatives



Facility Enhancement & Access Improvement

Initiative

Facility Enhancement

The SALT Block Foundation looks to maintain and enhance the “Block” through continued committee work, analysis of facility needs and options for facility enhancement.

Objectives & Strategies

Continue long range plan for capital improvements

- I. B&G committee to identify and update capital improvements needed in next 3-5 years.
- II. Expand spreadsheets in areas to assist in forecasting and spending.

Finalize Wayfinding Identifies on 321 & I-40

- I. Work with local and state representative on updating wayfinding signage.
- II. Include a committee representative from each organization.

Accessibility & Security Review

- I. Review accessibility to include ADA compliance, signage, door openings, paths, etc.
- II. Review options for increased security tactics.

Parking & Green Space Evaluation

- I. Create project to update South Parking & Education Wing Parking Areas
- II. Research options for additional parking
- III. Promotion of green spaces within parking areas.



Board and Stakeholder Engagement

We strive to strengthen board and stakeholder engagement through education and institutional knowledge.

Initiative

Board / Stakeholder Engagement

Objectives & Strategies

Continued open communication plan with resident organizations.

- I. Creation of SALT CoRE (Community of Resident Executives) with representation from each RO to include ED and two board members. Quarterly meetings.
- II. Continue annual presentations to RO Board of Directors
- III. Grow brand identity / partnerships within each RO.

Grow board to include representation that reflects our community.

- I. Develop process with DEI representative and nominating committee to grow board diversity.
- II. Develop a committee of community leaders that represent all groups to develop a communication/action plan of involvement.
- III. Board development plan over the next three years to add members of younger/diverse populations.
- IV. Annual survey of board of directors
- V. Partnerships within current board to lift up those less engaged.



Community Awareness

We strive to enhance awareness of the SALT Block Foundation through marketing efforts.

Initiative

Enhance awareness of the SBF through marketing efforts.

Objectives & Strategies

2023 Strategic Plan Effectiveness Review

- I. Build a review scale for social media, visitation, events and communication projects from 2020-2023.
- II. Build case for continued identity building.

Engagement Projects

- I.. Auditorium History Wall Project
- II. Expansion of communications with different communities through language development.
- III. Website Update

100th Anniversary Campaign & Event

- I. SALT Block Stories—Identity Building Campaign
- II. Celebration Event—9.2024



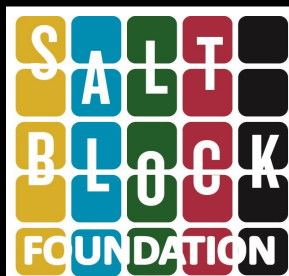


Community Awareness (continued)

We strive to enhance awareness of the SALT Block Foundation through marketing efforts.

Create a community outreach group SBFF (SALT Block Foundation Friends)

- I. Rebrand of Blockheads—Add volunteers, support of resident organizations, community advocates.
- II. Creation of social calendar/events to support RO event held at the SALT Block.



Financial Security

We strive to increase the financial security of the SALT Block Foundation.

Initiative

Increase endowment of the SALT Block Foundation through available resources

Objectives & Strategies

Increase Endowment to \$15 Million

- I. Continued planned giving efforts by securing two new planned gifts annually.
- II. Seek out additional funding opportunities through next level of planned giving strategies.

Increase government and grant funding by at least 10%

- I. Hire development assistant to build grant portfolio and grow overall solicitation.
- II. Continued growth efforts with the City of Hickory and Catawba County funding annually.

Development of Stewardship Committee

- I. Increased donor engagement
- II. Increased gift giving and recognition.

Matched Gift Program for 100th Anniversary





Long Term Stability

We strive to ensure long term stability of the campus for future generations.

Initiative #1

Define committee to initiate feasibility study

Objectives & Strategies

- I. Investigate ownership of the SALT Block Foundation property
- II. Request a meeting with Corinth Reformed Church of Christ and the City of Hickory to open discussions





SALT Block Foundation Board of Directors & Staff

Andrew Matthews, President

Beth Watts Rogers, Vice-President

Frank Young, Past President

Stuart Mull, Treasurer

Mike Thomas, Secretary

Don Norwood, Building and Grounds Committee Member

Kit Cannon

Laura Costello

Jonell Fields

Lance Hight

Tawny Homesley

Nathan Huret

Haynes King

Julia Matheson

Hani Nassar

Thomas Pardue

Dr. Wayne Powell

Jeremy Shreve

Tim Summers

Laura Treadaway

David Williams

David Zagaroli