

# HOLLYHOCK

STRATEGIC PLAN: 2025 - 2027





**HOLLYHOCK**



## BACKGROUND

We are living through a period of tremendous change. Ecological, social, economic, and spiritual challenges are causing widespread anxiety for many people. At the same time, the opportunity for a regenerative and equitable future is calling.

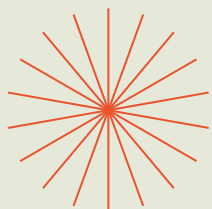
Individually and collectively we need imagination, courage, spirit and insight, to re-imagine a conscious relationship with ourselves, each other, and the planet. We believe Hollyhock has an important role in calling forth and embodying the regenerative and equitable future.

In order to be of the greatest service, it is time for Hollyhock to re-imagine our role and our offering. To find inspiration we draw on Hollyhock's founding purpose: to be a place of transformation grounded in community, humanity, and sacred land; guided by spirit.

This plan is our commitment to co-creating a regenerative and equitable future by aligning all our activities in the service of this goal. To this end, we are prioritizing pursuing a new bold programmatic offering, embedding Hollyhock into networks and community and building a robust, durable financial model.

## **PURPOSE**

To renew people's connections to themselves, one another, and the natural world.



## **MISSION**

We nurture inspired leadership through collective and immersive experiences.

## **VISION**

A loving and living planet for all.

## VALUES

### OPEN

Hollyhock is a place where we practice loving openness to diverse ideas, people, and ways of being. We take responsibility for helping one another feel comfortable, safe, and included. We aim to create spaces where a diversity of people are able to be open, trusting, and honest; cultivating a true culture of belonging.

### WISE

Hollyhock seeks and attunes to deep wisdom, which often comes through exposure to ancient and Indigenous experience, and listening across generations. We are actively engaged in continuous learning and we encourage generous curiosity, working for the long-term benefit of future generations.

### CONNECTIVE

Hollyhock is a connection hub for diverse people, ideas, and ways of being and knowing. Our work is about uniting and amplifying the collective whole, connecting the “inner” and the “outer”, rather than individual parts.

### INSPIRED

Hollyhock inspires creativity, innovation, and new ways of thinking, being, and doing. We are engaged and passionate about our work, and we encourage one another to step into our power and leadership.

### SPIRIT

Hollyhock is full of a serendipitous energy that runs through the land and experience. We are open to an indescribable and emergent magic or awe that comes with discovering the “trueness” of human experience.



## STRATEGIC PRIORITIES



## KEY PRIORITY 1: PROGRAMMING

By 2030, Hollyhock will have reshaped and refocused its program offerings to focus exclusively on nurturing inspiring leadership towards a loving and living planet for all.

### IN ORDER TO ACHIEVE THIS PRIORITY, BY THE END OF 2027 WE WILL...

- Cohere our core program categories to focus entirely and explicitly on the inner and outer skills required to achieve our vision of a loving and living planet for all.
- Develop a wide-reaching and collaborative network of partners, facilitators, funders, educators, and movement leaders who will help design and co-deliver cohesive programming toward 2030.
- Identify and annually co-host 8-12 network gatherings of adjacent leaders and youth that build on current strengths and test and grow Hollyhock's capacity to convene and deliver collective, immersive experiences.
- Establish new programs for a leadership pathway that facilitates the inner and outer skills required to build and deepen the emerging new leadership paradigm, which is anchored in love, connection, and the conscious use of power.

## KEY PRIORITY 2:

# PEOPLE AND COMMUNITY

By 2030, Hollyhock will have transformed its approach to people and community, so employees, staff and community partners are deeply invested in its mission and vision and receive unparalleled opportunities for connection, healing, growth, and development.

### IN ORDER TO ACHIEVE THIS PRIORITY, BY THE END OF 2027 WE WILL...

- Reconceive employment as Hollyhock's most intimate development program, so employees leave Hollyhock wiser, more compassionate people, regardless of tenure.
- Be a certified Living Wage employer that can attract diverse, top, talent.
- Restructure our organization to create more enduring roles with development opportunities and security built in. At the same time, explore further extension of benefits across the entire staff team.
- Continue to embed more deeply and build ongoing reciprocity with the Cortes Community and the Klahoose Nation working as an active partner - offering space, social events, expertise, and networks, and engaging meaningfully in the urgent housing conversation on Cortes.
- Reimagine the intergenerational aspect of our programming to embrace all stages of life—from youth to eldership.
- Convene, connect, and attend to the lifelong learning of program alumni, recognizing this is a fundamental expression of our Purpose.



### KEY PRIORITY 3:

## LAND STEWARDSHIP

By 2035, Hollyhock's campus infrastructure will have undergone a remarkable transformation so it is better able to support our operations and programming for the long term. We will deepen our awareness and recognition of the history of the land and waters that surround Hollyhock's Cortes Island campus, striving to be in right relation with it and the First Peoples who have gathered here since time immemorial.

#### IN ORDER TO ACHIEVE THIS PRIORITY, BY THE END OF 2027 WE WILL...

- Complete planning and raise funds for an infrastructure strategy, including solar energy, battery storage, grey water, a living septic system, and fire-suppression system.
- Complete planning and raise funds for a winterized campus that can comfortably host year round activities.
- Complete planning and raise funds for an additional 35 single rooms to take our total to 70 single rooms.
- Build a campus endowment that provides at least \$500,000 a year towards campus upgrades and capital expenditures.







## KEY PRIORITY 4:

# FINANCIAL DURABILITY

By 2034, Hollyhock will have established enough strategic partnerships and an endowment that supports campus maintenance and program innovation, while generating revenues from institutional and private philanthropy, earned revenue, and other sources.

### IN ORDER TO ACHIEVE THIS PRIORITY, BY THE END OF 2027 WE WILL...

- Shift our thinking from a “for-profit model” that uses philanthropy to “top-up” our revenues to a social profit model that is mission and outcome based, with a business model that has an earned revenue component.
- Reimagine and complete the transition to a leadership and staffing model fit for scale, centering staffing on Cortes, and in our southwestern British Columbia corridor (Vancouver - Comox).
- Increase our capacity to communicate our story, impact, and unique offering to the world.
- Develop lasting partnerships that allow us to reach new audiences, specialize on our core offerings, and align to our values, mission, vision, and purpose..
- Generate year round revenue in a winterized campus and other locations.
- Build internal systems capacity for robust program evaluation, non-financial reporting, and administration.





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[hollyhock.ca](http://hollyhock.ca)