



# UTAH HERITAGE FOUNDATION 2015-2018 Strategic Plan

Adopted February 2015

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VISION

That Utah be nationally recognized for its preservation ethic and stewardship of the built environment.

MISSION

Keep the past alive, not only for preservation, but to inspire and provoke a more creative present and sustainable future.

GOALS AND OBJECTIVES

GOAL 1: Bring attention and appreciation to the evolving mix of historic, mid-century and contemporary architecture.

*Those who value the built landscape understand that we are continually making history as well as preserving it. Not everything we once built is worth preserving, and what we are building now is a part of our future architectural and cultural legacy. Stasis in the urban landscape is not the goal. Rather it is the energy of a wide diversity of historic, compatible new infill, and excellent contemporary structures. (EX: Salt Lake City Library Square area with the City & County Building, mid-century Leonardo, and contemporary City Library and Public Safety Building)*

Objective 1: Identify structures, neighborhoods, districts, Main Streets, and city centers that have, or could foster through planning, excellence in architecture.

Objective 2: Consider programs that cut across cultural periods and highlight examples of architectural diversity as one of the goals of forward-thinking preservation and public education.

Objective 3: Consider programs that highlight urban residences, successful examples of rehabilitation in urban centers, and neighborhoods when some gentrification might take place in the future. (EX: Rose Park, Westshire)

GOAL 2: Foster a stewardship ethic that engages the community in experiencing the historic built environment.

**“Education is and always has been central to historic preservation in the United States, both as a means and as an end.** From the beginning of the historic preservation movement in the mid-nineteenth century to the present, we have cared about preserving historic places because they teach us and our descendants about who we are and where we came from. We also teach those responsible for management decisions to value these places. Although our definition of historic places has changed over the years and the lessons we think we can learn from them have changed as well, we still must provide opportunities for the public to gain an appreciation of historic places. This appreciation is the key to their preservation.” (Source: National Trust for Historic Preservation)

Objective 1: Reimagine and deepen the public experience of preservation.

Objective 2: Enliven content and increase the number of tours of historic homes, neighborhoods, and sites to create more interest in preservation.

Objective 3: Create and continue historic preservation education programs available to teachers.

Objective 4: Convene key stakeholders to discuss diverse visions for preservation efforts. *[EX: discussion on rural and cultural landscapes; LEED architecture and how it will shape the future built landscape of Utah; the public legacy created by preservation as a counterpoint to the pre-eminence of property rights.]*

GOAL 3: Position Utah Heritage Foundation as the statewide resource and partner with expertise in shaping the future of the built environment through historic architecture.

*In order to have the strongest possible impact, Utah Heritage Foundation must be increasingly seen as the go-to organization for information, expertise, funding, education, and public policy, achieving a top-of-mind credibility and identification with historic preservation among its many stakeholders. It is not possible, with current staff and funding, to address all the possible preservation projects that the staff, board, members, partners, and volunteers of Utah Heritage Foundation so vividly imagine. It is entirely possible, however, to begin to convene discussions of their many interesting visions of the organization’s future activities. Not only would those discussions themselves be of great interest to stakeholders and the public, but they could also help in setting future priorities, garnering public awareness and support, and motivating action on the most important projects in time to make a difference.*

Objective 1: Build leadership in local communities through providing successful models, mentors, ongoing education, and technical assistance.

Objective 2: Educate legislators, City Councils, administrators, developers, real estate professionals, and the general public about the economic and social benefits of a strong Main Street program or town center that takes advantage of historic architecture and the preservation of significant buildings and neighborhoods.

Objective 3: Provide foresight to towns across Utah that often don't know the value of their historic buildings until they are gone, providing successful examples of preservation as an economic driver. (EX: Moab neighborhoods, Gateway district of SLC)

Objective 4: Continue to provide resources to help individuals to become historic preservation advocates in their own right, through education and research materials, through help with historically sensitive rehabs, and through the preservation of their own homes or neighborhoods.

Objective 5: Take immediate action to continue the Salt Lake Modern initiative.

Objective 6: Promote and update the website as a central location for the identification of financial resources for preservation.

Objective 7: Have legal references ready to take action where possible and desirable.

Objective 8: Identify the most critical and influential partnerships, professional organizations, and nonprofits that assist in the mission, and create a plan to maintain a strong connection to them.

Objective 9: Decide, with the participation of staff, board, and other key stakeholders, on the most important targets for lobbying efforts each year, and mobilize the entire organization to assist in the lobbying process.

GOAL 4: Bring statewide visibility to Utah Heritage Foundation and its mission.

*Those who care about their communities need to know we exist, understand our mission, and see our mission at work on a regular basis. It is essential to increase the visibility of Utah Heritage Foundation in order to create an even stronger foundation for the future. We need to define and clarify who our audience is, and determine what stories are important to tell to be a top-of-mind organization.*

Objective 1: Re-name, re-brand and develop new logo/mark for the organization.

Objective 2: Create a statewide signage program for historic areas and/or places with the Utah Heritage Foundation name and mark on sign.

Objective 3: Create a twelve month 50<sup>th</sup> anniversary year public relations strategy to engage the public in a statewide celebration of historic preservation in Utah.

Objective 4: Explore opportunities for a visible downtown presence.

Objective 5: Review and consistently update the website to enhance the mission focus and harness the power of social media.

GOAL 5: Develop the organization's membership as a powerful source of expertise, outreach, and awareness.

*There is a rich and relatively untapped resource in the organization's membership. Members are eager to be called upon for their expertise, local networks, and vibrant enthusiasm for the mission. Utilizing the membership could make a difference to many organizational goals.*

Objective 1: Collect data on the relevant skills, interest areas, and networks of the membership, mining for those who could help with statewide lobbying efforts, the identification of preservation targets, as advisors on remodeling projects, for support of media events, and for training or mentoring activities.

Objective 2: Identify projects that could be advanced through member skills and communicate emerging needs to members, inviting participation from an individual or a group.

Objective 3: Use membership as a lobbying network providing access to local legislators, and as local voices for preservation across the state.

Objective 4: Tap into our naturally-aligned professional networks – like real estate agents, architects, planners, etc. - who have connections that can insure timely intervention regarding preservation targets.

Objective 5: Increase both the number of members and the number of communications to members; consider inviting members to special opportunities that are now offered primarily to volunteers.

Objective 6: Create a project that calls the statewide membership into action. (EX: *Identify a certain structure-type each year as a focus (like schools, outhouses, barns,*

*courthouses, etc.) tapping into membership to identify structures in their own communities that meet the criteria. Do a photo study of them through members and create a traveling exhibit. Tie it to community conversations about preservation.)*

GOAL 6: Align all elements of the strategic plan to safeguard long-term organizational sustainability.

***Building internal sustainability will ensure our ability to continue to serve Utah for another fifty years.*** *Utah Heritage Foundation, like all non-profit organizations, is a living, breathing entity that needs intentional care and feeding. Sustaining an organization takes time, planning and cultivation. For an organization to achieve sustainability, its Board of Trustees and senior management must institutionalize systems and financial plans that help the organization to think long-term as well as to manage its day-to-day operations.*

Objective 1: Manage historic properties to produce an income stream.

Objective 2: Diversify and increase funding streams from private sources including major gifts and signature events.

Objective 3: Create and execute a 50<sup>th</sup> anniversary fundraising campaign.

Objective 4: Strengthen board engagement and willingness to participate in fundraising activities on behalf of Utah Heritage Foundation.

Objective 5: Ensure that staff members have the resources required to perform their jobs well, are appropriately compensated, and enjoy their work experience.

Objective 6: Create timely volunteer training and support materials that enhance the experience for volunteers and the public.

Objective 7: Attract and mobilize younger constituents statewide, especially young urban constituents highly motivated by a vibrant downtown environment.

Objective 8: Create an active marketing committee of board, membership, volunteers, and industry professionals, while giving serious consideration to a staff position in marketing and development.

Objective 9: Create a staff leadership succession plan.

Objective 10: Continue existing programming as long as it is effective in achieving its goals and sustainable.