



## 36-Month Strategic Plan 2012 - 2014

### MISSION STATEMENT

*"The mission of Preservation Alliance of Minnesota is to preserve, protect, and promote Minnesota's historic places."*

### VISION STATEMENT

In the year 2014:

The Preservation Alliance of Minnesota (PAM) has made significant progress towards building an active network of diverse and experienced preservationists throughout the state who are beginning to effectively collaborate with PAM, and each other, to save historic places. We have achieved this by providing presentations, training opportunities, targeted support in and out of the field, and frequent communication using a variety of tools, including our expanded social media presence.

PAM's credibility as a "go to" source for information to the media, the general public, property owners, elected officials, and other partner organizations has been continually substantiated by our communications presence. We have increased our utilization of social media, the website, the magazine, e-mail, press releases, and other communication tools to actively promote the good work being done in preservation. This is based in our growing knowledge of the right tool for each targeted audience, which we have learned through the analysis of established measurements.

As we have placed greater focus on telling the preservation story statewide, PAM has simultaneously enhanced our toolbox to support Minnesotans in their efforts to preserve historic places. We have compiled and made widely-available basic preservation information that addresses individuals' areas of greatest need. An adaptation of the former 10 Most Endangered Historic Places to the Sites Worth Saving Program has resulted in more trained advocates and a positive image of preservation advocacy. PAM's Minnesota Main Street Program has grown to ten Designated

Communities while also offering a wide variety of training opportunities that are utilized by dozens of cities statewide. The new real estate program has been developed and implemented based on the recommendations of a feasibility study completed in 2012. As part of the real estate program, we have strengthened our relationship with easement property owners.

The successes achieved through our communication, programs, services, events, and organizational administration are on account of an early effort to assess return on investment. Measurements were established for each activity area and evaluation was conducted in 2012. This effort informed our selection in 2013 and 2014 of the activities with the highest return on investment. All new opportunities are now evaluated through a similar process to assess their potential value to the organization and PAM's capacity for involvement. This process of evaluation and targeting activities has focused PAM in order to have a high degree of success.

In our own activity areas, as well as those we take a smaller role in, PAM has established relationships with local, state and national partners to further mutual goals. We work closely with the Minnesota State Historic Preservation Office (SHPO), the Minnesota Historical Society, the Building Jobs Coalition, and other organizations with an overlapping interest in preservation. PAM is continually exploring creative connections with allied fields that have an interest in the future of the built environment to broaden our effectiveness. We maintain a legislative presence at the State Capitol and can mobilize our partners and members to influence the legislative agenda and retain and enhance important preservation programs. We have demonstrated the value of preservation tools and policies to decision makers, and are well-poised to extend the state historic tax credit past its sunset in 2015. We are also exploring reinstatement of This Old House.

Through all of our work detailed above, PAM has built an organizational structure that sustainably supports our mission and goals. At the end of 2014, PAM is energized to enter its next era knowing how it can be most effective and with the experience, tools, and network to do so.

## GOALS AND STRATEGIES

In support of our 2014 vision, PAM identified three primary areas of focus at the September retreat, as follows:

- Building an engaged and diverse network of preservationists throughout the state
- Supporting Minnesotans in their efforts to preserve historic places
- Building an organizational structure to sustainably support the mission of PAM



## BUILDING AN ENGAGED AND DIVERSE NETWORK OF PRESERVATIONISTS THROUGHOUT THE STATE

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### Goals:

- A) Encourage statewide preservation participation
- B) Coordinate interests of local, state and national partnerships to further mutual goals
- C) Grow local expertise and resources
- D) Educate key decision makers on the importance of preservation
- E) Promote the good work being done in preservation
- F) Communicate effectively with our diverse network

## SUPPORTING MINNESOTANS IN THEIR EFFORTS TO PRESERVE HISTORIC PLACES

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### Goals:

- A) Promote and defend key tools and policies that support preservation
- B) Define and expand real estate program
- C) Develop second phase of Minnesota Main Street program
- D) Provide individuals with basic preservation information
- E) Enhance field services programs
- F) Explore the integration of preservation with other systems that support healthy and sustainable communities

## BUILDING AN ORGANIZATIONAL STRUCTURE TO SUSTAINABLY SUPPORT THE MISSION OF PAM

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### Goals:

- A) Align funding with operational and programmatic goals and budgets
- B) Prioritize and focus on programs with high return on investment to meet organizational goals
- C) Engage and expand PAM's human capital to accomplish the organization's work

