



Strategic Plan Detailed Report 2024-2027



CINCINNATI
PRESERVATION
ASSOCIATION

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Strategic Plan Executive Summary

Cincinnati Preservation Association (CPA) has been a driving force in the preservation and revitalization of the Greater Cincinnati region since its founding in 1964. As the organization approaches its 60th anniversary in 2024, CPA recognizes the crucial role that historic preservation has played in shaping the region and the work that still needs to be done to save not just iconic structures, but entire neighborhoods and the places that matter to each of us.

To guide our efforts over the next three years in our mission of empowering and educating people to value, preserve, and save Greater Cincinnati's historic buildings, communities, landscapes, and stories, CPA has developed a Strategic Plan focused on four main goals.

- Increase awareness that Cincinnati Preservation Association is the go-to resource for preservation through expanding the organization's impact
- Increase financial stability
- Expand capacity
- Cultivate an inclusive, accessible, and diverse Cincinnati Preservation Association

While these goals are broad in scope, CPA has developed specific objectives and action steps to achieve each one. CPA also recognizes the importance of collaboration to expand our reach throughout the community. Our work to preserve, protect, and celebrate our historic resources envisions a future where Greater Cincinnati champions historic preservation as the foundation of our cultural, political, economic, and environmental identity. With this Strategic Plan in place, CPA is positioned to continue its important work in preserving and revitalizing the Greater Cincinnati region for years to come.

*Preservation in the Park Series
in Washington Park*





CINCINNATI PRESERVATION ASSOCIATION

About Us:

As a 501(c)(3) nonprofit organization with roots going back to 1964, the Cincinnati Preservation Association works to preserve places that matter. Cincinnati Preservation Association is a non-profit organization that serves the Greater Cincinnati community as the recognized resource and catalyst for the preservation of historic cultural resources such as architecturally significant buildings, archaeological sites, historic public art, and monuments and landscapes. Programs include a revolving loan fund, Sites of Black History, preservation easements, an annual award program, and preservation in the park. We are Greater Cincinnati's leading resource for preservation and we leverage our knowledge, passion, and enthusiasm to further the preservation movement through education, outreach, and advocacy.

Since 2022, the Cincinnati Preservation Association's offices have been located in the historic John Hauck House following an extensive restoration of the house and its hand-painted murals. The organization has an energetic board, 3 full-time staff members, and \$6 million+ in assets.



Preserving Places That Matter

*Executive Director Beth Johnson
presenting to Cincinnati City Council*

Mission and Vision



The John Hauck House is home to the Cincinnati Preservation Association offices and a Preservation Library and Resource room.

Mission

Cincinnati Preservation Association empowers and educates people to value, preserve, and save Greater Cincinnati's historic buildings, communities, landscapes, and stories.

Vision

Cincinnati Preservation Association envisions a Greater Cincinnati that champions historic preservation as the foundation of our cultural, political, economic, and environmental identity.

Our Values

We value people

We believe in a people-centered preservation movement that nurtures a resilient, vibrant, and sustainable community. We work to elevate the human experience through our historic resources to connect us with our past, present, and future.

We value diversity, equity, and inclusion

We believe that all history is important and should be respected. We provide an environment where diverse viewpoints, histories, and voices shape a more equitable preservation movement and a better collective future.

We value collaboration

We believe that connections, partnerships, and engagement with a wide range of voices create a strong and cohesive impact. We build bridges that empower people from diverse backgrounds to collectively strengthen our organization and region.

We value excellence

We believe in providing exceptional professional work done with integrity, mutual respect, and accountability. We are responsible stewards of the time, talent, and resources that are provided to our organization. We use this support in a strategic and innovative way to create a more agile and effective organization.



Preservation Bike Ride in 2023 in partnership with Queen City Bike.

Strategic Plan: Retreat Recap

On April 22, 2023, the Cincinnati Preservation Association's staff and board participated in a strategic planning retreat facilitated by consultant Sarah Marsom and hosted at DBL Law in Covington, Kentucky. The retreat provided an opportunity for board members to do the following:

- Learn about their fellow board members through an activity related to structures across the Great Cincinnati area.
- Discuss whether the mission reflects the organization as it currently operates and how it aspires to grow its impact.
- Review feedback collected from a public survey conducted in 2023.
- Identify areas where the organization has been successful and areas where there is room for improvement.
- Assess immediate needs, long long-term goals, and begin the development of strategies to successfully build the organization's capacity to achieve the identified long-term goals.

The Board of Trustees again met for a half-day retreat on July 29th to refine the plan that was created from the initial retreat on April 22. A task force was also created and met in September to review and rewrite the mission, and vision and create a values statement.



*DBL Law Firm's office in Covington Kentucky. They hosted the strategic planning retreat.
Photo Credit:
Fedders Construction*

Goals Overview

The board and staff identified the following goals for the next 3-5 years.

1. Increase awareness that Cincinnati Preservation Association is the go-to resource for Preservation through expanding the organization's impact
2. Increase financial stability
3. Expand capacity
4. Cultivate an inclusive, accessible, and diverse Cincinnati Preservation Association

These goals are an extension of the work already being done by the Cincinnati Preservation Association. Successful pursuit of the goals will occur thanks to staff, board members, volunteers, and the broader Cincinnati community.



Historic photo of the Harriet Beecher Stowe house and the house as restored to its look when the Stowes lived at the property.

Goal 1: Increase Awareness for CPA as a Preservation Resource

Objective 1

Develop a Political Relationship Strategy

Step 1: Identify partners at the local/state federal level that are already doing advocacy work on preservation and preservation-related issues.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff, Advocacy Committee

Step 2: Refine and continue to develop tools to effectively communicate and advocate for your ask - handouts for politicians on preservation basics and what CPA does

Deadline: Ongoing

Person(s)/Committee Responsible: Advocacy Committee, Staff

Step 3: Set up meetings with local political officials on a regular basis and state/local/federal political officials on an as-needed basis.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff, Advocacy Committee

Historic Preservation as Economic Development

The value of real estate is driven by its context, and the protection of that context is the economic essence of historic districts. The economic impact of historic districts is to provide a degree of protection to the value of what for most people is by far their biggest financial asset.

What is Historic Preservation?

Historic Preservation manages changes within our historic districts and landmarks to protect the historic, architectural, and aesthetic character and heritage of Cincinnati to create a unique and distinctive community.

Historic Preservation strengthens neighborhoods, place-based economic development, encourages local economic growth, and conserves natural resources.

Cincinnati Historic Preservation Quick Facts

- 39 National Register Historic Districts
- 250 National Register Individual Listings
- 58 Local Landmarks
- 27 Local Historic Districts
- 10 National Historic Landmarks

Certified Local Government since 1988
CLG Program facilitates State and local government cooperation with Federal partners to promote preservation initiatives. Benefits include dedicated grant funding and ability to apply for Ohio Historic Tax Credit without National Register listing.

Rehabilitation projects create more jobs:

Rehabilitation tends to be more labor intensive (70% labor/30% materials) than new construction (50% labor/50% materials), so work restoring historic buildings creates greater impact per dollar spent than new construction.

135 jobs elsewhere
140 jobs elsewhere

Heritage tourism creates more revenue:

Heritage visitors stay longer, visit more places, and spend more per day than do tourists with no interest in historic resources. On average they spend 2x more and stay 2 days longer than non-heritage tourism.

NY Times 36 Hours In Cincinnati feature: 10 of the 12 places mentioned were in Historic Districts or Buildings.

Small Business thrive in historic districts:

An economically dynamic city should be particularly concerned about creating an environment hospitable to small businesses. Historic districts are the preferred location choice for small businesses and start-ups.

Historic Preservation Tax Credits are the most successful community revitalization tool available:

Cincinnati has led the state in both Federal and State Historic Tax Credit projects, which has allowed for neighborhood revitalization successes.

Every \$1 of historic tax credits generates a minimum of \$4 of private sector investment.

Federal Tax Credit:
Between 2017-2021 there were 379 projects \$2.6 Billion in tax credit projects in Ohio- 2nd behind NY.
Over the life time of the program, Cincinnati has had over 950 approved applications.

Ohio Tax Credit:
Rounds 1-27 of the Ohio Historic Preservation Tax Credit: Cincinnati has had the most approved and finished projects in Ohio with 189 approved projects and 111 completed projects.

Historic Preservation as Sustainability

It's often stated "the greenest building is the one that is already built" because old buildings are not just full of history and character, they are filled with the embodied energy from when they were constructed in the first place.

Buildings and Construction are the largest contributor to carbon emissions:

The built environment constitutes 40% of annual global CO2 emissions with 13% from new construction and the rest from operational cost.

Historic Buildings have embodied energy:

If a building is demolished rather than reused, that expended energy and carbon used to construct the building is essentially wasted, and even more is expended for the demolition process and new construction.

Rehabilitated and Retrofitted: Less than 10 years to overcome CO2 emissions created from retrofit
Newly Constructed: 42-80 years to overcome CO2 emissions from construction

Reuse of Existing Buildings prevents carbon emissions:

The reuse of empty buildings could yield an initial savings of 35 tons of CO2 per property if the embodied energy related to new building materials and construction were eliminated. **With close to 19 million vacant properties in the United States that could yield a savings of 665 million tons less CO2 emitted through the reuse of existing vacant buildings.**

Rehabilitation creates less debris in landfills:

Building-related construction and demolition debris constitutes about 2/3rds of all nonindustrial solid waste generation. When we reuse our buildings rather than replacing them, less debris ends up in our landfills.

2000 sf = 84 tons

Historic buildings have inherently sustainable design:

Historic buildings were designed with passive systems before the invention of electric lighting and powered heating and cooling. As a result, these buildings were designed to take advantage of natural daylight, ventilation and solar orientation - the very characteristics that are being used as "sustainable" design attributes today.

Cincinnati Historic Preservation Quick Facts

There are 181 existing buildings that have been certified with LEED in Cincinnati through the end of 2021.

Cincinnati has the the largest, most intact contiguous collection of nineteenth century urban Italianate Architecture in the United States.

Cincinnati has been designated a Preserve America Community since 2013.

Informational Briefs on the impacts of Historic Preservation.

Goal 1: Increase Awareness for CPA as a Preservation Resource

Objective 1

Develop a Political Relationship Strategy

Step 4: Invite politicians/elected officials to CPA events using an email list.

Deadline: Ongoing

Person(s)/Committee Responsible: Staff

Step 5: Develop an email list and protocol to share advocacy alerts with elected officials and community organizations.

Deadline: Ongoing

Person(s)/Committee Responsible: Staff, Advocacy

Step 6: Research the best format to question political candidates on preservation issues. This can include questionnaires, a stand-alone candidates forum, or having questions within an existing candidates forum.

Deadline: 2026

Person(s)/Committee Responsible: Staff, Board

ADVOCACY ALERT



Hoffman School Threatened with Demolition

in 2023 CPA began sending out Advocacy Alerts when there were important issues that needed attention.

Goal 1: Increase Awareness for CPA as a Preservation Resource

Objective 2

Establish service area boundaries and focus areas

Step 1: Create a task force to research and create a report on boundaries.

Deadline: Q1 2024

Person(s)/Committee Responsible: Staff, Executive Committee

Step 2: Task force will establish the level of boundaries that are needed, ie- Advocacy, Revolving Loan Fund, Staff time towards designations, technical support, easements, etc.

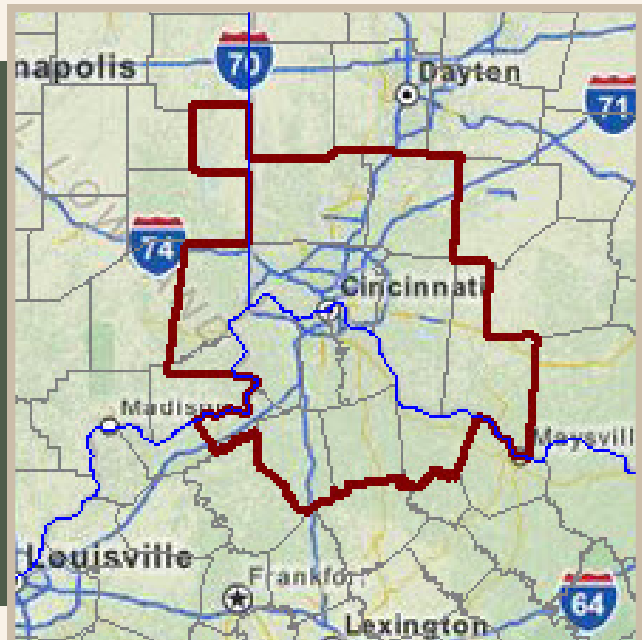
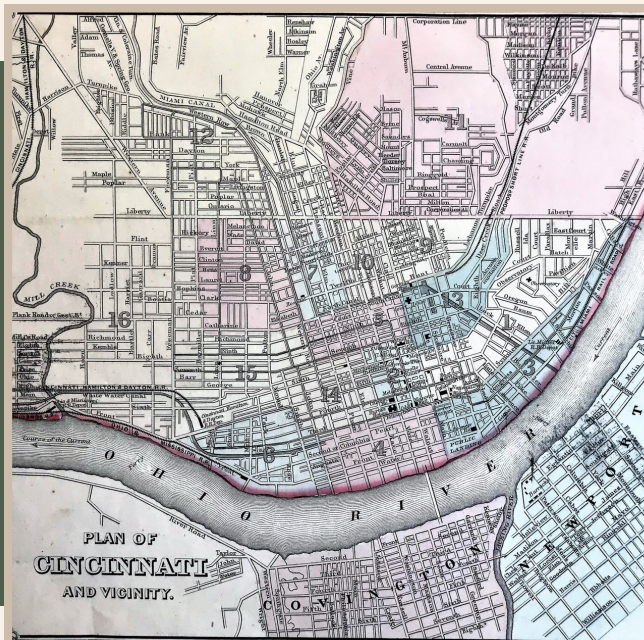
Deadline: Q1 2024

Person(s)/Committee Responsible: Boundaries Task Force

Step 3: Create an inventory of organizations and resources that work with history, historic preservation, architecture, education, or cultural heritage within the southwest Ohio region.

Deadline: Q1 2024

Person(s)/Committee Responsible: Boundaries Task Force



Historic Map of Cincinnati from 1860 and the Cincinnati MSA as of 2020.

Goal 1: Increase Awareness for CPA as a Preservation Resource

Objective 2

Establish service area boundaries and focus areas

Step 4: Map locations of members and easements to understand current reach.

Deadline: Q1 2024

Person(s)/Committee Responsible: Boundaries Task Force

Step 5: Task Force will present the report and recommendations to the board for a vote.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff, Board, Boundaries Task Force

Step 6: Once boundaries are established discuss and decide if a rebrand is appropriate with established boundaries.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff, Board, Storytelling and Communications

Step 7: Establish and execute a marketing plan based on the new brand (if necessary) and/or established boundaries.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff, Board, Storytelling and Communications



Cincinnati Preservation Association Logos over the years.

Goal 1: Increase Awareness for CPA as a Preservation Resource

Objective 3

Find, engage, and develop collaborations to create a proactive approach to preservation through empowering neighborhoods, citizens, businesses, and property owners.

Step 1: Create an inventory of existing identified historic resources for neighborhoods and communities and identify gaps.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff leads, Advocacy

Step 2: Create a plan with timelines, funding required, and a hierarchy of neighborhoods considering most need and neighborhood capacity.

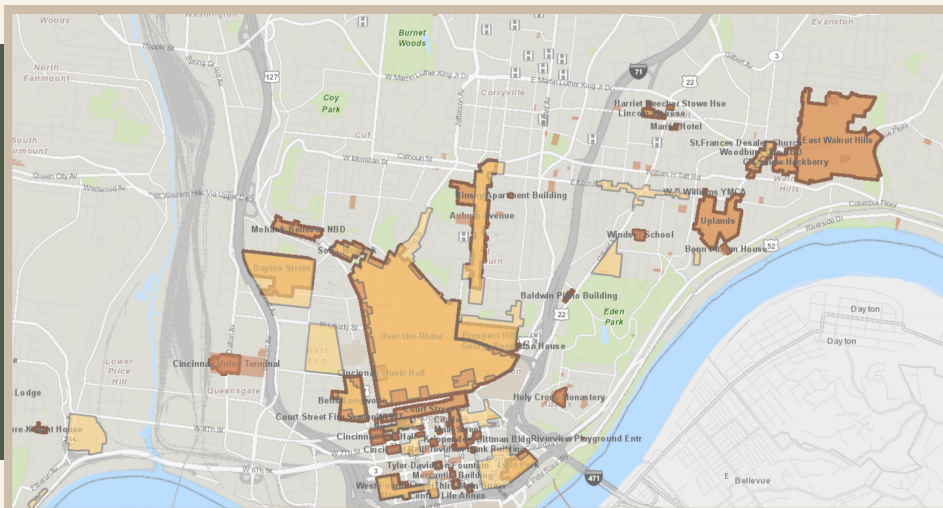
Deadline: Q2 2024

Person(s)/Committee Responsible: Staff, Advocacy

Step 3: Launch the Neighborhoods Initiative to connect with neighborhoods throughout the service area. We will educate them about their existing resources, the process for designation, and get feedback about additional resources that need protected. We will connect with neighborhood organizations including Community Councils, Community development Corporations, and Business Associations.

Deadline: Q3 2024

Person(s)/Committee Responsible: Staff, Advocacy, Volunteers



CAGIS Map showing Local and National Register listed properties in Cincinnati.

Goal 1: Increase Awareness for CPA as a Preservation Resource

Objective 3

Find, engage, and develop collaborations to create a proactive approach to preservation through empowering neighborhoods, citizens, businesses, and property owners.

Step 4: Develop a strategy to share a survey of expanded historic resources.

Deadline: Q4 2024

Person(s)/Committee Responsible: Staff, Advocacy

Step 5: Advocate to the City to create a streamlined and more affordable option for neighborhoods to designate historic resources in their community.

Deadline: Q4 2024

Person(s)/Committee Responsible: Staff, Advocacy

Step 6: Expand on corporate membership outreach and bi-yearly dedicated events focused on education and support for built industry policies.

Deadline: Q3 2024

Person(s)/Committee

Responsible: Staff, Advocacy, Membership and Development



Coffee and Conversations Corporate member event at the Hauck House in August 2023

Goal 1: Increase Awareness for CPA as a Preservation Resource

Objective 4

Build Resource Guide Library

Step 1: Determine what if any guides currently exist that have been created by CPA.

Deadline: Q1 2024

Person(s)/Committee Responsible: Staff Leads, Committees tapped in as needed based on topic

Step 2: Develop a list of guides and resources that would benefit the greater Cincinnati area.

Deadline: Q1 2024

Person(s)/Committee Responsible: Staff Leads, Advocacy, Storytelling and Communications

Step 3: Create a Preservation 101 section of the website that will host these guides with a goal of having 5 done within a year.

Deadline: Q1 2024

Person(s)/Committee Responsible: Staff Leads, Advocacy, Storytelling and Communications

What is Historic Preservation

Historic preservation operates across a spectrum of activities and typologies, and can be defined in a number of ways depending on a large number of variables. Below are several definitions of historic preservation, a brief history of the movement in the United States and the 4 standard treatments that make up historic preservation as defined by the National Park Service.

— Historic Preservation Defined

Below are a few different definitions of historic preservation

Historic preservation is **the act of identifying, protecting, and enhancing buildings, places, and objects of historical and cultural significance.**- *National Trust for Historic Preservation*

Goal 1: Increase Awareness for CPA as a Preservation Resource

Objective 4

Build Resource Guide Library contd.

Step 4: Reach out to topical experts to collaborate on resource guides.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff Leads, Advocacy, Storytelling and Communications

Step 5: Establish how and who has access to these resources. For example- only members would have access to a guide of contractors while the general public has access to the designation process.

Deadline: Q4 2024

Person(s)/Committee Responsible: Staff Leads, Membership and Development.

Step 6: Launch promotional strategy for resource guides.

Deadline: Q1 2025



Person(s)/Committee Responsible: Staff Leads, Storytelling and Communications

Step 7: Create a list of FIVE guides to be created in 2025, based on feedback and what was learned in 2024. Start the creation process all over again.

Deadline: Q1 2025

Person(s)/Committee Responsible: Staff Leads, Advocacy, Storytelling and Communications

Staff and Volunteers sorting books for the Preservation Library and Resource Room at the Hauck House

Goal 1: Increase Awareness for CPA as a Preservation Resource

Objective 5

Reframe Preservation and Establish CPA as a Partner

Step 1: Create consistent messaging to establish who CPA is/what CPA is doing moving forward.

Deadline: Ongoing

Person(s)/Committee Responsible: Staff Leads, Storytelling and Communications, Board

Step 2: Research existing case studies of successful preservation in the past 3 years.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff Leads, Storytelling and Communications

Step 3: Identify developers, partners, trades workers, or architects associated with case studies of exemplary preservation in Cincinnati - use case studies as an opportunity to support/spotlight build relationships.

Deadline: Q3 2024

Person(s)/Committee Responsible: Staff Leads, Storytelling and Communications

Step 4: Publish and promote 5 case studies that show how preservation was integral to a project happening. Use award winners as the foundation for these case studies.

Deadline: Q1 2025

Person(s)/Committee Responsible:
Staff Leads, Storytelling and Communications

Fall Forum 2023. Fall Forum is CPA's largest event each year.



Goal 2: Increase Financial Stability

Objective 1

Increase operating, capital, and project funds through stewardship of a major donors program

Step 1: Develop a comprehensive fundraising campaign. Research other institutional giving strategies and best practices. Key areas of focus to expand include operating budget and staffing plan, investment account, Endangered Buildings Revolving Loan Fund, Preservation Advocacy Fund, Black Sites/Underrepresented Communities Initiative, and Capital Improvements.

Deadline: Q1 2024

Person(s)/Committee Responsible: Staff, Executive Committee, Development Consultant, Membership and Development

Step 2: Create a Neighborhood Initiative Funding Plan to support funding a Preservation Director, consulting fees, program costs, etc. The goal to fund the initiative is \$1.5 million to be funded through a 3-year pledge special project campaign.

Deadline: Start Q2 2024 and then ongoing

Person(s)/Committee Responsible: Staff, Executive Committee, Development Consultant, Membership and Development

Step 3: Increase the general operating budget by creating yearly funding pillars and priorities that are reflected in donor offers.

Deadline: Yearly in Q1

Person(s)/Committee Responsible: Staff, Executive Committee, Development Consultant, Membership and Development

Cornerstone Community Event in 2023



Goal 2: Increase Financial Stability

Objective 2

Grow, Retain, and Engage Members

Step 1: Assess membership levels and payment options to support a more diverse and inclusive membership.

Deadline: Q1 2024

Person(s)/Committee Responsible: Membership and Development

Step 2: Launch a student membership campaign and appeal and offer gift memberships (+ promote that people can sponsor student memberships, which are then given in partnership with university).

Deadline: Q1 2024

Person(s)/Committee Responsible: Membership and Development

Step 3: Create a strategy for lapsed member engagement with touch points at 3-months, 6-months, 12-months, and 24-months.

Deadline: Ongoing

Step 4: Establish ways to celebrate long time members, ex: newsletter spotlight or a category in the annual report.

Deadline: Q3 2024

Person(s)/Committee Responsible: Staff, Membership and Development

Step 5: Expand prospect list for individual/corporate donors, sponsorships, and grants.

Deadline: Ongoing

Person(s)/Committee Responsible: Staff, Board



Development Funnel for engagement and membership.

Goal 2: Increase Financial Stability

Objective 3

Increase grant support

Step 1: Create a list of grants received in the past 10 years; who from, how much, what did they fund; create a list of grants the organization has not received, but had submitted for from the past 2 years. Reach out to the organizations for unsuccessful grants to solicit feedback.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff

Step 2: Develop a list of grants that align with current organizational goals and programming. Include previous grantors if applicable. The spreadsheet should include grant deadlines (if announced), what project they would fund, local/state/federal, and point of contact. Reach out to trustees of local foundations to discuss funding opportunities.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff, Board, Volunteers

Step 3: Apply for grants that align with the work and initiatives that CPA is undertaking.

Deadline: Ongoing

Person(s)/Committee Responsible: Staff, Board, Volunteers, Grant writing consultant



Grants for the Hauck House have provided for the restoration of the house including ornate ceiling murals

Goal 2: Increase Financial Stability

Objective 4 Increase Non-Cash Gifts

Step 1: Develop a Planned Gifts strategy for bequests, IRA, stocks, gifts of property, and any other identified categories. The committee will research other institutional giving strategies and identify key areas of focus for CPA as well as a prospect list.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff, Membership and Development

Step 2: Revise the Gifts Acceptance Policy to have more robust guidelines. Research other cultural institutions' policies and assess capacity for gifts. Once revised, post the Gifts Acceptance policy on the website.

Deadline: Q2 2024

Person(s)/Committee Responsible: Finance Committee

CPA received several pieces of art as a gift. The pieces will be able to be sold to support CPA.



Goal 2: Increase Financial Stability

Objective 5

Develop an asset management strategy

Step 1: Inventory and review all real estate currently owned by CPA; review should include estimated maintenance costs - short-term and long-term structural needs, property taxes, and current revenue.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff, Executive Committee, Finance

Step 2: Apply for tax-exempt status for any eligible property.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff,

Step 3: Do a programmatic assessment to ascertain if the assets are being underutilized and/or can be utilized in income-producing ways that have yet to be considered.

Deadline: Q2 2024

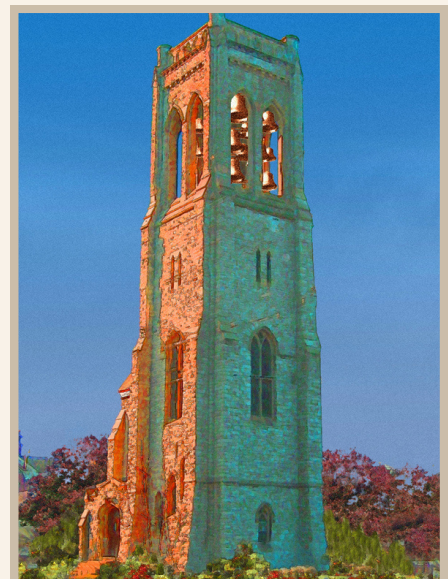
Person(s)/Committee Responsible: Staff

Step 4: Assess existing easements and capacity to receive more easements. Post easement application information on the website.

Deadline: Q4 2024

Person(s)/Committee Responsible: Staff, Board, Finance

Current assets: Walnut Hills Tower, Eckstein School, John Hauck House, Pinecroft, Furniture, Art Collection.



Goal 2: Increase Financial Stability

Objective 6

Increase Revolving Loan Fund

Step 1: Revise Revolving Loan Fund guidelines to reflect goals of the Strategic Plan including the focus area for where the funds are allocated.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff, Revolving Loan Fund

Step 2: Create storytelling to highlight revolving loan fund work done thus far.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff, Storytelling and Communications

Step 3: Develop a prospect/ collaborator list for potential revolving loan fund donors and/or purchasers.

Deadline: Q3 2024

Person(s)/Committee Responsible: Staff, Revolving Loan Fund

Step 4: Identify additional grantors to support a revolving loan fund. Include this as part of the comprehensive fundraising campaign.

Deadline: Q3 2024

Person(s)/Committee Responsible: Staff, Revolving Loan Fund



1725 Elm Street was able to be saved from demolition with the help of the Revolving Loan Fund.

Goal 3: Expand Capacity

Objective 1

Assess Board/Committee Structure

Step 0: Review Mission and Value Statements and refine, adjust, or rewrite as necessary.

Deadline: Q4 2023

Person(s)/Committee Responsible: Executive Committee, Mission Statement Taskforce

Step 1: Assess Committee/Board Structure and realign committees to launch beginning of 2024. Assess the need for an Advisory Board.

Deadline: Q4 2023

Person(s)/Committee Responsible: Executive Committee

Step 2: Develop committee definitions and purpose statements to identify any redundancies. Answer questions such as: "Is this a standing committee or a short-term committee?" "What is the time commitment for committee members?" "What is the member job description?"

Deadline: Q1 2024

Person(s)/Committee Responsible: Each committee to create a draft



Step 3: Committees to provide drafts of purpose statements at board meeting; assigned staff to listen to feedback and transition drafts into a consistent template/ document.

Deadline: Q1 2024

Person(s)/Committee Responsible: Committee/Assigned staff

Board of Trustees at the April 2023 Strategic Plan Board Retreat

Goal 3: Expand Capacity

Objective 1

Assess Board/Committee Structure

Step 4: Develop a list of potential individuals to join committees and board that reflect organizational gaps - age, neighborhood, ethnicity, etc.

Deadline: Ongoing

Person(s)/Committee Responsible: Nominating, Board

Step 5: Create consistent messaging to be utilized for personal recruitment asks and for digital marketing of volunteer opportunities.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff, Nominating, Storytelling and Communications

Step 6: Launch committee recruitment campaign - individual asks to identified persons and general messaging on social media/ in newsletters to a broader audience.

Deadline: Preservation Month! May 2024 and ongoing

Person(s)/Committee Responsible: Membership and Development, Nominating, Staff

Step 7: Review committee growth and reassess strategy for recruitment as well as determine if there need to be any new committees created (ex: HR?); utilize review as an opportunity to determine 2025 committee volunteer promotion.

Deadline: Q4 2024

Person(s)/Committee Responsible: Staff, Executive Committee, Board



Board of Trustees on a hard hat tour of an adaptive reuse project

Goal 3: Expand Capacity

Objective 2

Create Efficient and Effective Board Meetings

Step 1: Have a board conversation to determine 2024 meeting times. Is there a preference for day or evening? Weekend or weekday? Can the schedule be varied to accommodate different desires? Adjust Bylaws as necessary to accommodate for changes.

Deadline: Q1 2024

Person(s)/Committee Responsible: Staff, Executive Committee

Step 2: Share the yearly board meeting calendar with quarterly educational opportunities based on the strategic planning survey. Education opportunities will vary depending on the topic and can be assigned reading with conversation during a board meeting or guest speaker (Moment for a mission).

Deadline: Last quarter of every year

Person(s)/Committee Responsible: Staff, Executive Committee

Step 3: Determine best reporting policies/procedures for board reports and cultivating accountability for committees/board work including starting a consent agenda. Possibility Google Form or other template to be emailed to the Executive Director for inclusion into the packet.

Deadline: Q1 2024

Person(s)/Committee Responsible: Staff, Executive Committee

Step 4: Launch a new board report strategy.

Deadline: January 2024

Person(s)/Committee Responsible: Staff, Executive Committee

*2023 Board of Trustees
and Staff.*



Goal 3: Expand Capacity

Objective 3

Expand Work Culture and Capacity

Step 1: Staff tracking hours for approximately three months to identify.

Deadline: Present - End of October

Person(s)/Committee Responsible: Staff

Step 2: Review staff hour tracking during staff retreat to hone in on responsibility distribution - staff vs committee vs board; identify work processes areas for easy improvement ex: board lunches transitioning from being catered to brown bag; "office hours" for preservation helpline.

Deadline: Q1 2024

Person(s)/Committee Responsible: Staff, Executive Committee

Step 3: Secure finances to hire a Preservation Director.

Deadline: Q2 2024

Person(s)/Committee Responsible: Executive Director, Executive Committee, Membership and Development

Step 4: Determine additional areas where staff/consultant strategic hires can assist with CPA's capacity development.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff, Executive Committee



Staff outing at the Cincinnati Print Museum

Goal 3: Expand Capacity

Objective 3

Expand Work culture and Capacity contd.

Step 5: Begin new annual staff feedback retention brainstorming activity, annual review procedures, and new staff descriptions.

Deadline: November/December 2024

Person(s)/Committee Responsible: Staff, Executive Committee

Step 6: Research market rates for all staff positions - currently in existence and potential positions to be filled by staff and/or consultants.

Deadline: Q1 2024

Person(s)/Committee Responsible: Executive Director, Executive Committee

Step 7: Identify hiring priorities and staff compensation increases based on research and organizational needs.

Deadline: Q2 2024

Person(s)/Committee Responsible: Executive Director, Executive Committee, Committee Chairs

Step 8: Determine the best short-term and long-term fundraising strategies to support growing and then sustain paid worker capacity.

Deadline: Q3 2024

Person(s)/Committee Responsible: Staff, Executive Committee, Membership and Development



Ribbon cutting for the Hauck House in August 2023.

Goal 3: Expand Capacity

Objective 4

Create a Volunteer Program

Refer to Committee Growth Strategy for Phase 1

Step 1: Identify volunteer needs outside of committees.

Deadline: Q1 2025

Person(s)/Committee Responsible: Staff, Board

Step 2: If it is determined that additional volunteer positions need to be created, develop volunteer descriptions.

Deadline: Q2 2025

Person(s)/Committee Responsible: Staff, Board

Step 3: Build upon the committee recruitment strategy to add alternative volunteer positions.

Deadline: Q2 2025

Person(s)/Committee Responsible: Staff, Board

Step 4: Host a volunteer "job fair" day/ orientation.

Deadline: Q3 2025

Person(s)/Committee Responsible: All hands on deck!

Step 5: Formally launch a "sign up genius" or equivalent platform for volunteer management for remaining 2025 events/ organizational needs.

Deadline: Q3 2025

Person(s)/Committee Responsible: Staff

Volunteers helping to organize and catalog the Preservation Library at the Hauck House.



Goal 3: Expand Capacity

Objective 5

Partnerships - Develop Strategies to Support Others

Objective to be further developed Neighborhood Initiative conversations

Step 1: Send direct messaging to former board members; personally send them an annual report and thank them for their service.

Deadline: Q1 2024

Person(s)/Committee Responsible: Staff, Membership and Development

Step 2: Integrate "cross-posting" other organizations' events into the content calendar; 1 or 2 posts a month.

Deadline: Ongoing

Person(s)/Committee Responsible: Staff, Storytelling and Communications

Step 3: Find ways to build out the CPA Coordination Google Calendar to include partner events; make sure board members are able to access it.

Deadline: Q1 2024

Person(s)/Committee Responsible: Staff, Board, Storytelling and Communications



Left: Open Doors Ohio 2022 tour in partnership with the Sign Museum and Camp Washington Urban Revitalization Corporation. Right: NKY Restoration Planning Team.

Goal 4: Cultivate an Inclusive, Accessible and Diverse CPA

Objective 1

Develop a Diversity, Equity, Inclusion, and Accessibility Statement

Step 1: Establish a Taskforce

Deadline: Q2 2024

Person(s)/Committee Responsible: Executive Committee

Step 2: Research statements from other entities and review existing statements.

Deadline: Q2 2024

Person(s)/Committee Responsible: DEIA Taskforce

Step 3: Committee drafts statement.

Deadline: Q4 2024

Person(s)/Committee Responsible: DEIA Taskforce

Step 4: Board takes action on the draft.

Deadline: Q1 2025

Person(s)/Committee Responsible:
DEIA Taskforce, Staff, Executive
Committee

Step 5: Ensure “DEIA” included in
all committee activities.

Deadline: Q1 2025 - Ongoing

Person(s)/Committee Responsible:
Staff, Board, Volunteers



*Manse Hotel Ohio History Marker
located in Walnut Hills.*

Goal 4: Cultivate an Inclusive, Accessible and Diverse CPA

Objective 2

Develop a Sustainability Statement

Step 1: Research Statements from other entities including preservation and sustainability-focused organizations

Deadline: Q2 2024

Person(s)/Committee Responsible: Advocacy

Step 2: Committee to draft a statement.

Deadline: Q4 2024

Person(s)/Committee Responsible: Advocacy

Step 3: Board takes action on Draft.

Deadline: Q1 2025

Person(s)/Committee Responsible: Advocacy

Step 4: Create case studies/content that highlight how preservation intersects with sustainability in Cincinnati and highlight them in subject-specific briefs to be posted on the website in the Preservation 101 section.

Deadline: Q2 2025

Person(s)/Committee Responsible: Advocacy, Storytelling and Communications

Step 5: Ensure sustainability is part of the core message about preservation.

Deadline: Ongoing

Person(s)/Committee Responsible: Advocacy, Storytelling and Communications

The Strietman Building is one of the greenest historic office buildings in the City.



Goal 4: Cultivate an Inclusive, Accessible and Diverse CPA

Objective 3

Diversify membership, board members, and partners (socio-economic, ethnic, age, LGBTQ, gender)

Step 1: Establish and identify what success means for this goal.

Deadline: Q2 2024

Person(s)/Committee Responsible: DEIA Task Force

Step 2: Review current membership, board membership, and partners for overall demographic trends and establish if and how we should track membership demographics.

Deadline: Q2 2024

Person(s)/Committee Responsible: Membership and Development

Step 3: Identify pediments to being a member and board member.

Deadline: Q3 2024

Person(s)/Committee Responsible: Membership and Development

Step 4: Identify organizational partnerships that would expand the diversity of our current community - See Goals 3 and 4.

Deadline: Q4 2024

Person(s)/Committee Responsible: DEIA Task Force, Membership and Development

Early members and founders of CPA at a dig site in Shawnee Outlook Park.



Goal 4: Cultivate an Inclusive, Accessible and Diverse CPA

Objective 3

Diversify membership, board members, and partners (socio-economic, ethnic, age, LGBTQ, gender)

Step 5: Identify grants to support engagement - See Goal 2 for more details.

Deadline: Q4 2024

Person(s)/Committee Responsible: Membership and Development, Staff

Step 6: Develop a presentation for engagement program/activity.

Deadline: Q1 2025

Person(s)/Committee Responsible: DEIA Task Force, Membership and Development, Staff

Step 7: Invite partners to our events/social media/podcasts, etc., and cultivate relationships by supporting partner's activities - See Goals 3 and 4.

Deadline: Ongoing

Person(s)/Committee Responsible: Staff, Board



Women Leaders from many of the Cultural Institutions who are stewards of their historic buildings in Cincinnati.

Goal 4: Cultivate an Inclusive, Accessible and Diverse CPA

Objective 4

Expand Cincinnati Site and Stories

Step 1: Identify diverse communities/groups to be added - See Goals 3 and 4.

Deadline: Q1 2024

Person(s)/Committee Responsible: Sites of Black History and Underrepresented Communities, Staff

Step 2: Identify grants/resources - See Goal 2 for more information.

Deadline: Q2 2024

Person(s)/Committee Responsible: Sites of Black History and Underrepresented Communities, Membership and Development Committee Staff

Step 3: Identify diverse writers – women, etc. to write stories and provide editing. Pursue collaborators through local university partnerships is likely.

Deadline: Ongoing

Person(s)/Committee Responsible: Sites of Black History and Underrepresented Communities, Staff

Step 4: Add goals for Cincinnati Sites and Stories website, including the amount of stories to be added quarterly and statistics for engagement.

Deadline: Q3 2024

Person(s)/Committee Responsible: Sites of Black History and Underrepresented Communities, Staff

Step 5: Create tours and collections on the website and host physical guided tours based on these tours.

Deadline: Q1 2025

Person(s)/Committee Responsible: Sites of Black History and Underrepresented Communities Staff

Step 6: Get the Cincinnati Sites and Stories on the Cincinnati Convention and Visitors Bureau website.

Deadline: Q1 2025

Person(s)/Committee Responsible:
Black Sites Committee, Staff

Goal 4: Cultivate an Inclusive, Accessible and Diverse CPA

Objective 5

Maintain and expand a Robust and Diverse Educational Programming

Step 1: Research and create a document that details current and past programming - include categories such as passive or active engagement; one-on-one, group activity, digital, etc..

Deadline: Q1 2024

Person(s)/Committee Responsible: Staff

Step 2: Assess existing programming costs/engagement reach - creation, maintenance, execution, attendees, or digital views.

Deadline: Q1 2024

Person(s)/Committee Responsible: Staff, Programs

Step 3: Identify key areas for growth - enhancements or new programs; 1. Technical Preservation: Preservation Trades Workshops, Northern Kentucky Restoration Weekend, 2. History: Preservation in the Park, Neighborhood Walking Tours, and Home tours in partnership with neighborhood groups, 3. Community Building: Bike Rides, Outdoor Movies, Coffee Chats, Bar Chats 4. Corporate Member/Industry Meetings.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff, Board, Programs

Preservation in the Park 2023 with the Cincinnati Observatory.



Goal 4: Cultivate an Inclusive, Accessible and Diverse CPA

Objective 5

Maintain and expand a Robust and Diverse Educational Programming

Step 4: Create a list of event co-promoters/ event collaborators/presenters, ex: AIA, DesignLab, Urban Rangers, Convention/Visitor Bureau, etc.

Deadline: Q2 2024

Person(s)/Committee Responsible: Staff, Programs

Step 5: Ensure Annual programming is integrated into the sponsorship deck.

Deadline: Ongoing

Person(s)/Committee Responsible: Staff, Membership and Development

Step 6: Formally launch the Annual calendar of events.

Deadline: Ongoing

Person(s)/Committee Responsible: Staff



Enjoy FREE and ticketed events throughout the year with CPA!

Public Events



Preservation in the Park

Funding Opportunities

Grants

- National Endowment for the Humanities:
 - Preservation Assistance Grants for Smaller Institutions, \$10,000
 - Cultural and Community Resilience, \$150,000
 - Research and Development, \$100,000-350,000
 - Preservation and Access Education and Training, \$350,000
 - Infrastructure and Capacity Building Challenge Grants, \$1,000,000
 - Sustaining Cultural Heritage Collections, \$50,000-350,000
 - Public Impact Projects at Smaller Organizations, \$25,000
- National Society of the Daughters of the American Revolution
 - Projects that preserve historic objects and site, \$10,000
- National Trust for Historic Preservation
 - Peter H. Brink Leadership Fund, \$2,500
 - African American Cultural Heritage Action Fund
 - Conserving Black Modernism Grant Program
- National Park Service
 - Underrepresented Communities, \$15,000-75,000
- Jeffris Foundation
 - Heartland Fund - Historic Structure Report, \$5,000-50,000
 - Capital Campaign Challenge - Bricks and Mortar, \$50,000-1,000,000
- PNC Foundation
 - Community Development, Community Services, Arts& Culture, UNKNOWN - contact PNC Foundation in area
- 1772 Foundation
 - Revolving Loan Fund
 - Unnamed Mystery Grants
- Ohio Humanities
 - Spark, \$5,000
 - Ignite, \$20,000
- National Endowment for the Arts:
 - Our Town, \$25,000-100,000
 - Challenge America, \$10,000

Resources

Educational Materials to Assist with Pursuit of Goals

- Organizational Structures:
 - nonprofitaf.com
 - .Frank Vagnone,
 - <https://www.aam-us.org/2021/02/10/running-with-scissors-and-a-mask-covid-19-responses-at-old-salem-museums-gardens/>
 - Volunteer Management,
 - <https://www.councilofnonprofits.org/running-nonprofit/employment-hr/volunteers>
 - Anti-Racist Historic Preservation Resources
 - <https://archaeology.columbia.edu/2020/12/22/building-a-foundation-for-action-anti-racist-historic-preservation-resources/>
 - Of/By/For All
 - <https://www.ofbyforall.org/resources>
- Fundraising
 - Bonnie McDonald of Landmarks Illinois offers free fundraising workshops for preservation nonprofits, bmcDonald@landmarks.org
 - Council of Nonprofits has a large resource library, here are a few examples:
 - Corporate Sponsorships,
 - <https://www.councilofnonprofits.org/running-nonprofit/fundraising-and-resource-development/corporate-sponsorship>
 - Fundraising Trends,
 - <https://www.councilofnonprofits.org/articles/fundraising-trends-data-fundraising-effectiveness-project>
 - American Alliance of Museums:
 - Transitioning Volunteers to Donors,
 - <https://www.aam-us.org/2022/01/24/volunteers-want-to-give-how-to-respectfully-cultivate-donors-from-your-corps/>
 - Attracting Giving Through Educational Programs,
 - <https://www.aam-us.org/2020/12/07/attracting-charitable-giving-through-education-programs/>

Resources

Educational Materials to Assist with Pursuit of Goals

- Misc. Examples of Great Work
 - Boston Preservation Alliance's Annual Report,
 - <https://www.bostonpreservation.org/sites/default/files/2022-03/2021%20Boston%20Preservation%20Alliance%20Annual%20Report.pdf>
 - https://www.bostonpreservation.org/sites/default/files/2023-03/Alliance_2022_Annual_Report_web.pdf
 - Pets "n Preservation Calendar
 - <https://restoreoregon.org/pets-n-preservation-calendar-2022/>
 - Charlevoix Main Street Junior Board
 - <https://www.petoskeynews.com/story/news/local/charlevoix/2019/10/31/charlevoix-junior-main-street-presents-new-project-ideas/116470996/>
 - Clarissa Uprooted,
 - <https://www.clarissauprooted.org>
 - Easement Monitoring,
 - <https://forum.savingplaces.org/blogs/raina-regan/2020/08/18/easement-monitoring-pandemic>
- Podcasts
 - Tangible Remnants,
 - Exhibiting Kinship
- Video (can also be treated like a podcast)
 - Personal Values Impeding Acceptance; ABCs of Healing-centered Planning,
 - <https://www.youtube.com/watch?v=aLpISumS2Dk&list=PLrY14P-fp0aJfzL0xFNZ1SqSrBeHbIn8C&index=3&t=14s>