

FIVE YEAR
STRATEGIC PLAN

Preservation10-NEXT



National Trust *for*
Historic Preservation®

Positioning the National Trust for Further Success

In the fall of 2011, the National Trust for Historic Preservation embarked on Preservation 10X, an ambitious and comprehensive overhaul of our organizational strategy, priorities, and activities, setting us on a course to increase our impact and scale by a factor of ten.

Through “P10X,” as it soon became known, we aimed to focus the Trust on our central mission of saving America’s historic and cherished places. We sought to expand our movement through more direct outreach and advocacy campaigns that inspire Americans and speak to the problems communities face today. We focused our work, moving away from managing 45 different programs, projects and initiatives and going deep on just a few organization-wide efforts.

Now we want to take the next step in positioning the Trust for further success. That’s where this document, which we are calling “P10-NEXT”, comes in. It is the next chapter in our continuing efforts to expand our reach and our impact. P10-NEXT is an aspirational opportunity to recalibrate our vision, strategies, and priorities as needed, so that we can continue growing as an organization and as a movement.

We will work with the entire Trust family, including our National Trust Sites, National Trust Community Investment Corporation, and National Main Street Center, to implement these goals, with the continuing input, guidance, and partnership of our National Trust Advisors and Preservation Partners Network. As preservation’s national organization, we are inspired by the many accomplishments we have made over the past five years, and we are excited and more determined than ever to continue moving the National Trust and historic preservation forward in the years to come.

This continues to be an amazing journey, and I am proud and delighted to join you on it.



Stephanie K. Meeks
PRESIDENT AND CEO, NATIONAL TRUST FOR HISTORIC PRESERVATION

COVER: The National Trust is working with local partners and residents to stop a proposed eight-lane, 4.5 mile freeway tunnel that would significantly harm a collection of some of the oldest, most historic cities, neighborhoods, and streetscapes in the San Gabriel Valley.

PHOTO BY BARRY SCHWARTZ

BELOW: Texas Courthouse lovers from across the state participated in a public engagement campaign focused on saving and preserving these beloved structures and National Treasures.



Our Mission

The National Trust for Historic Preservation protects significant places representing our diverse cultural experience by taking direct action and inspiring broad public support.

Our Purpose

We save the places that shape our American experience to honor our personal and shared stories and inspire a more vibrant future.

Our Values

- Collaboration
- Diversity and Inclusion
- Innovation
- Integrity
- Making a Difference

The Mitchell Park Domes, a National Treasure, need a thoughtful preservation solution that will ensure they remain a beloved Milwaukee, WI icon.

NATIONAL TRUST STAFF



Our Strategic Vision

To become the national name for saving places. To be known, understood, appreciated and supported by millions of Americans. To use that new stature and reputation to affect preservation at an unprecedented scale and impact.

WE WILL BE:

- > A Thriving Organization
- > Actively Saving America's Historic Places
- > For the Benefit and Enrichment of All

To manage Philadelphia, PA's recent building boom, the city's mayor created a task force with the National Trust for Historic Preservation to explore preservation tools that encourage growth without compromising each neighborhood's authentic character.

NEAL SANTOS

> A Thriving Organization

Actively Saving America's Historic Places
For the Benefit and Enrichment of All

A dynamic and effective organization thrives with a sustainable and growing foundation of support. We are building that foundation to ensure that the National Trust can fulfill its mission now and into the future.

The National Trust's HOPE Crew program links preservation projects to the national youth corps movement, rehabilitating hundreds of historic places.

JAMIE ORILLION



A Thriving Organization

- **Invest in an innovative culture** that challenges dynamic and diverse staff through state-of-the-art technology and professional development.
- **Grow our base of reliable annual support** so that it sustains organizational operations and builds liquidity.
- **Fund transformational projects through extraordinary donors**, transitioning the use of major gifts to support special priorities.
- **Increase our endowment** through meaningful cultivation and stewardship of planned giving supporters to fund a larger percentage of our operations.
- **Raise new money, from new people, in new ways** by broadening and diversifying our financial support through digital fundraising, crowdfunding and other engagement campaigns.

Our 2016 PastForward conference in Houston, TX brought together over 4,500 in-person and virtual attendees in the business of saving places.

DAVID KEITH

A Thriving Organization

> **Actively Saving America's Historic Places** For the Benefit and Enrichment of All

We will use our national scope to save historic places that matter, and expand our influence through meaningful partnerships. We will take on the challenges that we are uniquely positioned to address, demonstrating the relevance of preservation through action and example.

The National Trust has been working for several years to save the James River in Virginia from ill-conceived transmission lines that would forever damage the historic landscape of the Captain John Smith Chesapeake National Historic Trail, Jamestowne Island and Colonial Parkway in Colonial National Historical Park.

ELLI MORRIS



Actively Saving America's Historic Places

- > **Set the national standard for saving historic places**, demonstrating how they can be re-energized and stewarded for the future through National Treasure campaigns.
- > **Inspire and support innovation at National Trust Sites**, encouraging uses that make them relevant, engaging, and financially sustainable; serving as models for other historic places.
- > **Shift the momentum in the nation's cities from demolition to reuse**, creating vibrant, character-rich and economically sustainable urban areas that work for everyone through our ReUrbanism initiative.
- > **Step forward as the national thought leader for preservation**, producing and disseminating cutting-edge research, innovative tools and influential content for preservation leaders and preservationists at heart.
- > **Advocate for and defend policies** that will harness public support and funding for preservation and its benefits.
- > **Address the impact of climate change on historic places** through efforts at Trust Sites and National Treasures.

Acclaimed artist Yayoi Kusama created an "infinity room" experience with The Glass House, a National Trust Site, giving visitors the unique experience to simultaneously see the world through the eyes of both Philip Johnson and Kusama.

MATTHEW PLACEK

A Thriving Organization Actively Saving America's Historic Places > For the Benefit and Enrichment of All

We save diverse historic places for and with all people, empowering individuals to make change in their own communities. We will lead a preservation movement that grounds its work in human needs and aspirations and becomes a prevalent, powerful, and practical force to sustain, improve, and enrich people's lives.

Eureka Springs, AR, a celebrated Main Street community, brings together all walks of life for its annual May Festival of the Arts.

COURTESY EUREKA SPRINGS
MAY FESTIVAL



For the Benefit and Enrichment of All

- **Strengthen our brand** as one that conveys an engaging, relevant and complete American story, through ways that touch and resonate with an increasingly diverse population.
- **Learn from and empower underrepresented communities** as we work together to tell all of our stories and protect places that matter.
- **Activate the corporate community** to grow and support our work, including through their business practices.
- **Dramatically increase the Trust's visibility in key markets** through targeted media outreach and strategic partnerships positioned around our field offices and National Trust Sites.
- **Inspire broad engagement through the innovative use of technology** with traditional and new audiences.

The National Trust is helping the community of Little Havana in Miami, FL, a National Treasure, remain a thriving, healthy, and livable place that embraces its past and celebrates its Latino culture.

STEVEN BROOKE STUDIOS



The National Trust for Historic Preservation,
a privately funded nonprofit organization, works
to save America's historic places.



National Trust *for*
Historic Preservation®

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SavingPlaces.org