

EST.

1981

PACA

PRESERVATION AND CONSERVATION ASSOCIATION



PACA

Architectural Salvage Warehouse

PRESERVATION AND CONSERVATION ASSOCIATION STRATEGIC PLAN

2021-2025

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INTRODUCTION AND EXECUTIVE SUMMARY

In its nearly 40 years of advocating for historic preservation in Champaign County, PACA has consistently been led by a Board of Directors, with support from an Executive Director and hours of service invested by volunteers from within its membership. For PACA to continue to move forward effectively, the Board of Directors and membership must continue to take an active role, perhaps an expanded role, in its [advocacy](#), [education efforts](#), [fundraising](#), and [community building](#).

Our [advocacy](#) goals include greater connection with local governments and neighborhood organizations. Our education goals include an emphasis on solidifying a schedule of informative events and publication while continuing the efforts already made. Our [relationship building efforts](#) focus on expanding membership, volunteering, and collaboration with like organizations. As always, we strive for [financial security](#) through stewardship of the resources we have (e.g. the warehouse) as we seek to build the Heritage Grants, Lachlan F. Blair, and Mark Chenail funds for preservation assistance, advocacy training and education, respectively.

The new Constitution and Bylaws were passed at the annual meeting in January 2018. This was the first revision since the founding of the organization. We are excited to have a refreshed, documented focus on our mission made possible by a project spearheaded by one of our board members.

And now, we turn our focus to our first ever Strategic Plan. Our formation of committees, checklists, and implementation schedule will present a new challenge for PACA, one that will require commitment. This Strategic Plan will provide an efficient structure, promote opportunities for volunteers, and inspire us to lead. We will have a greater ability to be true to our mission of promoting historic preservation. Further, our new and improved committee structure will allow us to increase the number of projects we operate at one time, to better serve our community.



HISTORY

The Preservation and Conservation Association of Champaign County was founded in April 1981 as a non-profit organization to “foster and encourage the preservation and conservation of the natural and built environment of Champaign County and east central Illinois.” Over the years, this mission has been carried out by advocating for the preservation of buildings, landscapes and neighborhoods, through the production of a variety of educational programs and publications, by conserving of building elements with salvage and resale, and by forging a strong membership and developing community relationships.

[Preservation advocacy](#) has taken many forms: direct efforts for specific buildings; the management of easements; National Trust nominations; assistance with surveys; work with governmental agencies on zoning, historic districts and neighborhood concerns; and the provision of grants and awards to assist and recognize the efforts of community members in laudable preservation efforts.

[Educational programs](#) and materials have included walks of historic sites, a quarterly newsletter, lectures, photo contests, workshops, and most recently films and social media.

Our membership is the backbone of PACA; members are connected in myriad ways to their community. [Strong community relationships](#) have been at the center of PACA's flourishing since its founding.

The mission of PACA is dependent on its [financial stability](#). While preservation remains the primary goal of PACA, conservation of building materials through salvage has occurred throughout its history and provided needed income for all efforts. One year after its founding, in September 1982, the first salvaged materials were sold. By 1998, PACA had secured a permanent home at 44 East Washington in Champaign. PACA continues to strive to improve its benefits to members, increase its hours of operation, and improve services to those interested in salvage.

Through the efforts of two Executive Directors, Karen Kummer and Tom Garza, dozens of Board Members and thousands of members, PACA has accomplished in the last forty years a great deal towards its goal of preserving and conserving the natural and built environment of Champaign County and East Central Illinois. With this strategic plan, we hope to continue and further this fine work.

OUR MISSION, VISION AND VALUES

Mission

PACA fosters and encourages the preservation and conservation of the natural and built environments of Champaign County and East Central Illinois.

Vision

PACA strives to protect our heritage and enrich our community. We aim for a balance between the past and future, private rights and public values, landmarks and the full range of places that tell our stories. We embrace the diversity of people and the resources which make our community unique.

Values

PACA believes that preservation identifies and maintains the unique characteristics of an area and is crucial to community identity. Historic preservation spurs economic development, protects the environment, and adds character and meaning to our surroundings. It provides continuity to our culture over time.

In carrying out our mission and vision, PACA embraces the following values:

Courage

We believe that leadership takes courage. We aspire to be courageous by addressing issues of critical importance to the preservation of our community.

Collaboration

We aspire to bring a collaborative spirit and strategy to all that we do, learning from the insights and leadership of others, and sharing openly what others may be able to learn from us. We foster dialog among a wide range of stakeholders, including developers, elected officials, community members, and preservation organizations.

Inclusiveness

We promote diversity and our shared heritage through sincere and meaningful relationships. We help people add their own layers of history to important places, using preservation as a tool to build community.

Excellence

We will steward our financial resources with integrity, offer our community quality programs and services, and make a lasting difference for the public good.

PREPARING FOR THE PLAN

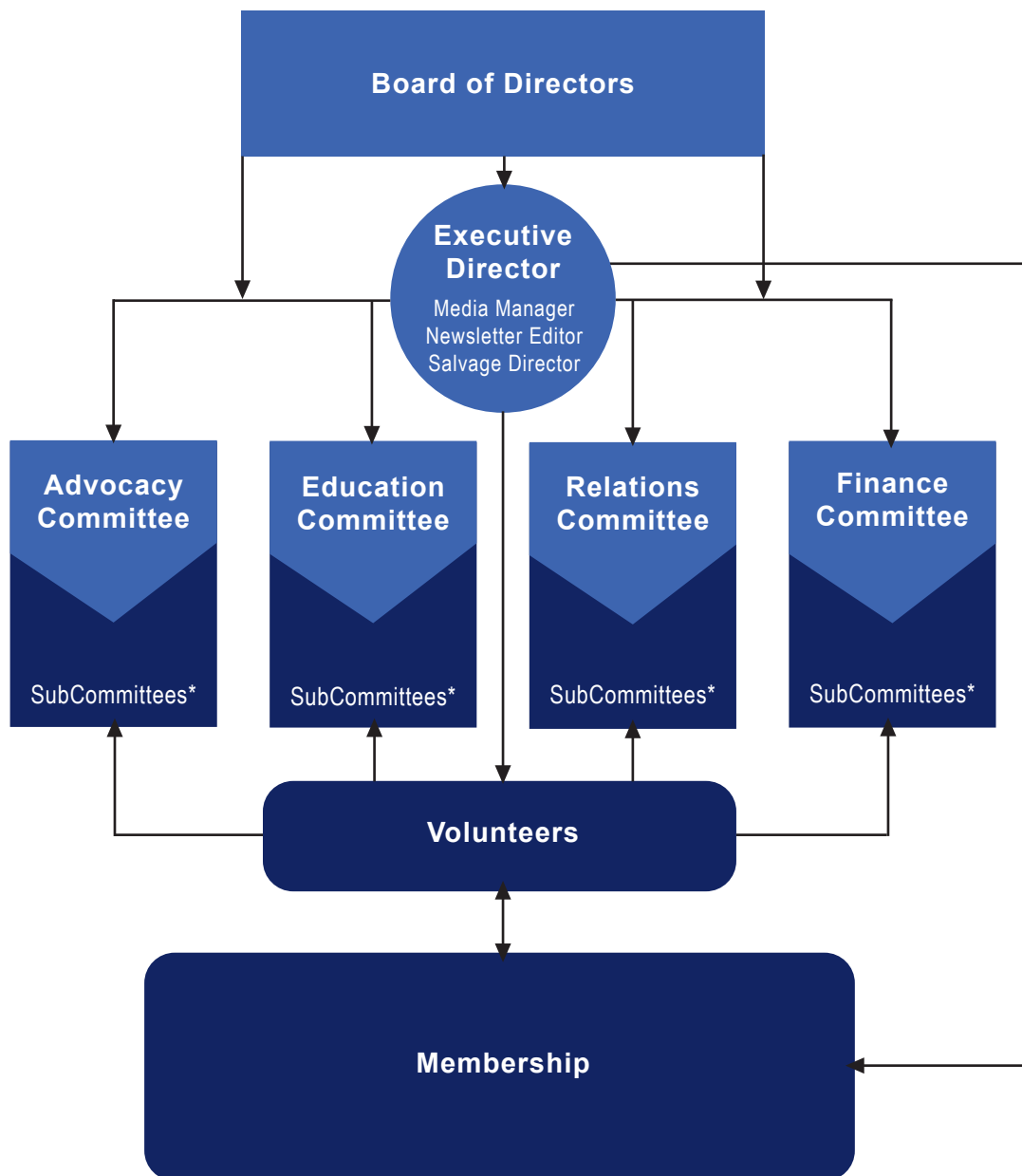
In June 2019, the Strategic Planning Committee sent out an electronic questionnaire to our membership, social media followers, and warehouse customers. With roughly 125 members, we had 71 respondents. Respondents included members (52%), volunteers (8%), board members(10%), warehouse customers (18%) and social media followers(7%).

The Strategic Planning Committee turned these responses into a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) which contributed to our Strategic Plan. This graph summarizes the opinions of those who responded.



Since the survey, the Strategic Planning Committee presented the Goals, Objectives and Strategies to the entire Board of Directors of PACA. The Board requested a timetable for completion, action steps, and budgetary requirements at that time. The committee then developed a timetable, detailed action steps, and some budgetary projections which have since been discussed and refined by the Board.

Once approved by the membership, this Strategic Plan will be carried out by the Board of Directors who, in cooperation with the Executive Director, will form four standing committees: Advocacy, Education, Relations, and Finance (which correspond to the Strategic Plan objectives). Each Board Member will join at least one Committee and will report back to the Board of Directors on the progress of the goals. The Executive Director will act as the Media Manager and Newsletter Editor. They will also oversee the Salvage Director and Volunteer Director. The chart below illustrates the intended organizational structure.



STRATEGIC GOALS

This Strategic Plan determined Four Main Goals which represent our highest priorities.

- Advocacy
- Education
- Relationship Building
- Financial Stability

GOAL 1 - BE A PROACTIVE ADVOCATE

We will be recognized as the area's leading voice for preservation, empowering the local governments, property owners, corporations, and the community to protect, use and celebrate our heritage.

OBJECTIVE 1 - ADVOCACY IN GOVERNMENT

Increase PACA's role in advocating for preservation-friendly legislation. We will support preservation legislation, monitor Champaign County governments, work with Historic Preservation Commissions, and establish relationships with communities to monitor preservation concerns.

OBJECTIVE 2 - NEIGHBORHOOD ORGANIZATIONS

PACA's comprehensive strategy to save historic structures and landscapes includes the preservation of neighborhoods. We will engage with neighborhood organizations, contact them regularly and attend their meetings on request.

OBJECTIVE 3 - DISSEMINATING INFORMATION

It is essential that PACA communicate their preservation priorities to the general public on a regular basis. We will recognize positive preservation activities in print and social media, strengthen relationships with traditional media, and determine a chain of command for who speaks for PACA.

OBJECTIVE 4 - PRESERVATION AND CONSERVATION EASEMENTS

Our easements represent a trust and bond between the Grantors and PACA. We will create an easement committee to encourage easements, monitor annually the easements we currently have, and report to the membership about them at the annual meeting.

OBJECTIVE 5 - ENDANGERED PROPERTIES

PACA values historic places, buildings and environments because they build community and provide cultural touchstones for residents and visitors alike. We will identify areas in need of surveys, publicize buildings in need of saving, and regularly ask PACA members and the community to inform us of endangered buildings.

OBJECTIVE 6 - REDEVELOPMENT

We promote historic preservation and adaptive reuse in redevelopment projects. We will encourage adaptive reuse, explain the importance to developers and public institutions and recognize development projects that are preservation friendly.

GOAL 2 - EDUCATE

*Engage our community through educational programming:
We will create interest, generate enthusiasm, and raise curiosity about historic preservation through a variety of media and outreach strategies.*

OBJECTIVE 1 - DISSEMINATION OF INFORMATION

Awareness of preservation-related information starts with the dissemination of information to our members and the public. We will publish an electronic quarterly newsletter, expand our social media presence, maintain a website and offer educational print handouts.

OBJECTIVE 2 - WORKSHOPS

Workshops allow for a hands-on approach to preservation education. We will offer training events and workshops on an annual schedule on maintenance, restoration and preservation, using community resources where possible.

OBJECTIVE 3 - LECTURES/SEMINARS

Sharing pertinent information helps members and the public to identify, evaluate, and understand our historic resources and efforts to protect them. We will offer lectures and work with local resources on educational programming.

OBJECTIVE 4 - EVENTS

Providing entertaining educational and networking opportunities for members and the public encourages preservation. We will host tours on our natural/built environment and present preservation month activities.

GOAL 3 - BUILD STRONG AND ENDURING RELATIONSHIPS

We will work collaboratively with the community to build a shared understanding of the value of preservation and increase our capacity to protect and celebrate our heritage.

OBJECTIVE 1 - HUMAN RESOURCES

We believe strong relationships begin with our own employees. We will create job descriptions for our employee/s and key volunteers and define a hiring process and system of annual review.

OBJECTIVE 2 - BOARD OF DIRECTORS

We expect PACA Board members to actively participate in achieving strategic goals. Directors will take a leadership role by participating in PACA fully, abiding by the Constitution and By-Laws and representing PACA positively.

OBJECTIVE 3 - CALENDAR

We know strong relationships thrive on clear planning. We will maintain an administrative planning calendar as well as quarterly social calendar and publicize both.

OBJECTIVE 4 - MEMBERSHIP

We know a diverse and committed membership is the life blood of this organization. We will recruit and maintain preservation advocates as members by defining and promoting the benefits of PACA membership. We'll maintain accurate and confidential membership records.

OBJECTIVE 5 - NOMINATING

We will encourage members to serve on our Board of Directors. We will maintain records of Board membership, encourage Board participation and prepare a slate of candidates each year.

OBJECTIVE 6 - VOLUNTEERS

Our efforts are dependent on a strong volunteer base. We will recruit and train volunteers for a wide variety of tasks both online and in person. We'll maintain good records for volunteer activities and celebrate their accomplishments.

OBJECTIVE 7 - COLLABORATIONS

We recognize that collaborative relationships reinforce our public presence and strengthen our efforts. We will develop partnerships and cooperative relationships with educational, cultural, community and commercial organizations.

OBJECTIVE 8 - ANNUAL MEETING

Meeting with our membership annually ensures our organizational integrity and accountability. We will present annual strategic plan reports, financial reports, salvage reports and a strategic outlook at each annual meeting. We will continue to hold annual elections at the Annual meeting.

OBJECTIVE 9 - HERITAGE AWARDS

Recognizing community preservation successes encourages individual efforts and furthers the cause of preservation and conservation as a whole. We will plan an annual award presentation to assist Heritage Award recipients in telling their preservation stories. We will use our publications to promote nominations.

GOAL 4 - BUILD FINANCIAL STRENGTH

We will diversify and grow revenue through activities and engagement with our membership and community, provide careful stewardship for existing resources, and secure funding from philanthropic partners, government, corporations, and other sources.

OBJECTIVE 1 - BUDGET

Establishing sound and transparent financial practices ensures scrupulous management of our assets.

We will develop an annual budget in December based on our strategic goals for approval by the Board in January.

OBJECTIVE 2 - FUNDRAISING

Fundraising is essential to our ability to support and expand our mission. We will develop fundraising goals, explore creative fundraising methods, seek grants where applicable and develop an annual fundraiser.

OBJECTIVE 3 - SALVAGE OPERATIONS

We recognize the importance of reusing and recycling marketable architectural components from structures that are destined for demolition. We will appoint a Salvage Director annually who will present their budget request by October. We will maintain an architectural salvage warehouse open to the public while balancing quantity of salvage with available space.

OBJECTIVE 4 - ARCHITECTURAL SALVAGE SALES

Sales from our architectural salvage are our most important, ongoing fundraiser. We will set sales goals, creatively work to move inventory, using online sales and promotions. We will scrupulously monitor fees, taxes and business expenses.

OBJECTIVE 5 - WAREHOUSE

Establishing procedures for the maintenance and promotion of our primary public space helps us more effectively spread our mission. We will improve the 44 East Washington St. warehouse by efficiently using space, increasing storage and creating public spaces for education and exhibit.

OBJECTIVE 6 - PROPERTY OWNERSHIP

We currently own the warehouse at 44 East Washington and are open to expansion of retail/storage space. In only the rarest and most unusual circumstances will we consider temporary and short-term ownership of additional properties. We will require management plans on any new properties with the goal of selling anything donated as soon as possible with landmarking and easements in place.

OBJECTIVE 7 - HAZEN BRIDGE

Responsible stewardship of the Hazen Bridge, at the time, is to seek an appropriate, long-term owner. We will transfer ownership or sell the property.

OBJECTIVE 8 - HERITAGE GRANTS

A sustainable Heritage Grant program allows us to assist our community in maintaining the built environment. We will review past granting practices, provide a clear source of funding and develop new criteria and an application for an annual granting program.

OBJECTIVE 9 - LACHLAN F. BLAIR ADVOCACY FUND

The Lachlan F. Blair Advocacy Fund is essential to spreading awareness and meeting our advocacy goals. We will develop sources of funding and develop guidelines for use of the fund, with a 1000-dollar donation per year from PACA if financially feasible.

OBJECTIVE 10 - MARK CHENAIL EDUCATION FUND

The Mark Chenail Education Fund is to be used for educational and outreach programs to promote the preservation and restoration of historic structures, promote architectural history and preserve historic buildings and neighborhoods. We will solicit new contributions to the fund, develop guidelines for its use and report to the founding donors every six months on programming and expenditures.

OBJECTIVE 11 - INVESTMENTS

Investing funds allows us to grow for the future. We will maintain a record of investments, report on them at the Annual Meeting, and the Board will approve them after that meeting.



TIMELINE FOR COMPLETION

This Strategic Plan will be acted upon over the course of the next five years, beginning in January 2021 and running through January 2026. A new Strategic planning committee will be formed in May 2025 to rewrite/transform this plan into a vision for the following five years. In order to carry out this Strategic Plan, four committees will be necessary, one for each of the main goals of the plan. Thus an Advocacy, Education, Relations, and Financial Committee will be needed. Board Members will be expected to join at least one of these committees upon election and will encourage membership from the public and general membership on the committees. The Nominating Committee will remain in place as outlined in the Constitution.

The plan for completion is as follows:

YEAR 1

- Advocate through social media, strengthen ties with cities and neighborhoods, develop a media policy, develop ties with easement holders.
- Educate through lectures, trainings and workshops, collaborating with local businesses; continue to publish newsletter and website.
- Build relationships through defining membership benefits, solidifying an annual calendar, developing an employee job description and review process, appointing a Volunteer Coordinator.
- Secure Financial Success by maintaining the warehouse and making it more efficient through a management plan; monitor adherence to the budget, develop a plan for the Chenail and Blair Funds, and complete a space-needs assessment, and sell/donate the Hazen Bridge and parcel.

YEAR 2

- Advocate through reaching out to cities and neighborhoods, attending Historic Preservation Commission meetings, stepping up social media posts, strengthening ties with traditional media, recognize easement holders and preservation friendly developers.
- Educate more efficiently by developing an annual calendar of events for lectures, workshops and trainings, networking with possible educators, planning Preservation month activities.
- Build relationships through implementing a job review system, drafting an employee/volunteer handbook, developing volunteer positions and their descriptions, advertising and scheduling volunteers online.
- Secure Financial Success by solidifying the Chenail and Blair fund through solicited donations, evaluating storage needs, reviewing policy for donations to the warehouse, creating a routine maintenance guide for the warehouse, establishing an emergency fund for the warehouse.

YEAR 3

- Advocate by offering preservation training to Historic Preservation Commission members, encouraging up-to-date architectural surveys, compiling a list of Champaign County towns and their preservation needs, developing a neighborhood email list and communicating through it, developing handout/training materials about advocacy.
- Educate through advocacy, preservation and training handouts, promoting relevant educational programs at other institutions, and proactively planning our programming for this year and succeeding years.
- Build relationships through defining the hiring policy for paid and volunteer positions, developing a quarterly social calendar, identifying neighborhood and preservation advocates and recognizing them, defining the benefits of membership, modernizing the membership database, and working with other historic preservation interested agencies.
- Secure Financial Success by setting forward-looking fundraising goals, planning an annual fundraiser, enhancing the 44 E Washington warehouse, establishing the policy for ownership of a property, and developing a heritage grants procedure and guidelines.

YEAR 4

- Advocate through proactively inviting public figures to preservation training, expanding invitees to preservation training to neighborhood leaders and all county municipalities.
- Educate by developing an annual historic preservation walk about our natural and cultural heritage, continuing to plan ahead and assess our Chenail Education programs.
- Build relationships through further recruiting memberships and promoting benefits of membership throughout the community and like organizations, refining the membership and volunteer databases.
- Secure Financial Success by holding an annual fundraiser, offering heritage grants on a regular basis, beginning enhancements of the 44 E Washington warehouse.

YEAR 5

- Advocate through continuing to support preservation training, assessing the best use of time for relationship building with City Councils and Commissions, advertising successes through the past five years, and surveying neighborhood groups who have come to us for assistance.
- Educate through continuing to use social media, website, newsletter, handouts, annual events, lectures, walks and trainings. Assess the best of use of time for these, what worked and didn't, and survey participants regarding their effectiveness.
- Build relationships by surveying the membership about changes they may have seen, and what they may like next, contact partnering organizations and asking them what worked.
- Secure Financial Success by assessing what ensures the future of the Chenail, Blair and Heritage Grants Funds through the annual fundraising and other campaigns, assessing what needs the warehouse may have in five years.

ONGOING:	Several tasks are ongoing as follows: Solicit new Board members and memberships, monitor the budget, maintain financial health of the warehouse;
QUARTERLY:	Publish newsletter, develop calendar
TWICE A YEAR:	Report on Chenail Fund
ANNUALLY:	Develop budget; assign Salvage Director; Heritage Awards; Annual Meeting and attendant reports (including easement report), solicit new Board Members, appoint Salvage Director, after the first year appoint Volunteer Coordinator.

BUDGETARY REQUIREMENTS

The greatest need for this Strategic Plan is human capital. A highly committed Board of Directors and a substantial group of active volunteers will be needed to carry out this plan. Budgetary needs called for within the plan are:

1. to continue to run the warehouse as efficiently as possible to meet current needs and costs
2. to continue to fund the Lachlan F. Blair Fund
3. to raise money to increase the potential of the Mark Chenail Fund
4. to reinstate and fund the Heritage Grant program

This plan also calls for the development over the next five years of an annual fundraising goal and an event to help support that goal. Budgets will be developed in December and approved in January by the PACA Board of Directors to suit the specific tasks from the Strategic Plan that will be needed that year.



EVALUATION-WHAT DOES SUCCESS LOOK LIKE?

We fully expect that this will be a living document, subject to change. We hope to accomplish all of the objectives listed under each goal, but we recognize that this is an ambitious map for an uncharted territory. Evaluation is a necessary part of any plan.

Each year in January the Board of Directors will hold a Strategic Plan review meeting in which the entire plan will be reviewed and measured for success.

We will examine:

- How much progress have we made towards our general goals and the mission of PACA?
- Are our goals and objectives still relevant to the Mission, Vision and Values of PACA?
- Which specific objectives have we completed, which need to be reevaluated?
- What resources do we need to complete this year's goals? And can those resources be reasonably obtained?
- If we are falling short, why did this happen, and can it be fixed?
- Are there projects which can be deferred to a later year, or to a new Strategic Plan?

The answers to these questions will be recorded, and adjustments will be reported to the membership in an annual report on the Strategic Plan at the Annual Meeting event. An abbreviated form of this report will be publicized in the quarterly newsletter.

