



Landmarks Illinois
Board of Directors
40th Anniversary

Strategic Plan

June 2011

This Strategic Plan was approved by the Landmarks Illinois Board of Directors on June 23, 2011. It consists of five goals and 15 objectives. The plan's implementation phase (i.e., specific action steps) will be developed and approved by the staff and Board subsequent to the approval of this document. This document replaces a previous Strategic Plan, which was adopted in September 2006.

This plan was the result of a six-month process that involved: 1) interviews and surveys of board members, staff, former board members, and key stakeholders, including funders and partner organizations; 2) a day-long retreat with board members and staff; and 3) a series of planning workshops coordinated by the Board's Strategic Plan Task Force. Staff and Board were assisted in these efforts by the Executive Service Corps of Chicago.

GOAL 1:

Enhanced public image, awareness, and relevance

Rationale: A limited number of people know who Landmarks Illinois is or what it does, even though the organization receives widespread publicity for its advocacy battles.

- **Objective A: Create a consistent “brand” for all materials and public relations efforts**

(Action steps might include: assessment by a public relations firm, development of design guidelines, etc.)

- **Objective B: Demonstrate the relevance of historic preservation to the public**

(Action steps might include: development of a young member group, identification of partners, promotion of case studies, etc.)

- **Objective C: Expand effective communications with the public**

(Action steps might include: development of additional social media, targeting of communications to key groups, demonstration of successes.)

GOAL 2:

Improved structure for serving as a statewide organization

Rationale: Small donor base outside the Chicago region, Chicago office, and virtually all-Chicago-area Board makes statewide efforts difficult and limits partners/new funders

- **Objective A: Create a statewide advisory council**

(Action steps might include: identification of potential council members, development of a plan for engagement, etc.)

- **Objective B: Establish and fund a “downstate” staff presence**

(Action steps might include: preparation of a business plan, prioritization of tasks, creation of a mission, finding partners, hiring staff, etc.)

- **Objective C: Increase interaction with state government, local agencies, and related organizations**

(Action steps might include: Identification of key state programs, identification of potential partners, finding program funding, etc.)

GOAL 3:

Viable preservation easement structure and program

Rationale: Financial risks and legal threats endanger long-term easement monitoring

- **Objective A: Refine and enforce our protocol for non-compliant owners**
(Action steps might include: revision of standards for non-compliance, acquiring pro-bono help for enforcement efforts, etc.)
- **Objective B: Develop risk management plan for finances and for human resources**
(Action steps might include: establishing a Board task force, developing a management plan, increasing partnerships with other affected groups, including Congress, etc.)
- **Objective C: Process new easements in a way that further minimizes risks**
(Action steps might include: renewing focus on commercial properties, limiting residential acquisitions, development of a policy on charity easements, etc.)

GOAL 4:

Diversified and enhanced revenue streams

Rationale: Stagnant membership base, limited corporate support, and a small number of large donors causes heavy reliance on annual fundraising event for revenues

- **Objective A: Expand the number of large donors**
(Action steps might include: detailed reviewing of donor base, development of marketing and fundraising plans, identification of potential donors, development of Planned Giving program, etc.)
- **Objective B: Evaluate effectiveness of the membership program**
(Action steps might include: reviewing existing and long-term numbers and service costs, investigation of alternative strategies, etc.)
- **Objective C: Develop range of benefits for member groups**

(Action steps might include: identification of key member groups, development of a communications strategy, targeting of solicitations, etc.)

GOAL 5:

Prioritized programs and services

Rationale: Small staff and broad geographic mission limit new initiatives and can result in staff/Board burnout

- **Objective A: Refocus staff efforts on prioritized initiatives**

(Action steps might include: revision of mission, identification of priorities, linking of staff assignments, development of a Succession Plan, etc.)

- **Objective B: Create clear geographic responsibilities for staff**

(Action steps might include: evaluation and revision of staff job descriptions, evaluation of Regional Advisor program, hiring of a Downstate staff position, etc.)

- **Objective C: Identify key new initiatives linked to mission**

(Action steps might include: identification of other “sustainability” partners, stronger linkages to modern architecture, development of economic value studies, etc.)