



NEWTON AVENUE
Historic District



CLEVELAND
RESTORATION
SOCIETY

2022-2026 STRATEGIC PLAN



Scott C. Holbrook

Message from the President and Chair of the Board

The Cleveland Restoration Society was founded in 1972 by a small group of visionaries who believed that the city’s rich past had a role to play in building a dynamic future for the region. The original target of our preservation efforts, the soon-to-be-demolished Mechanics Block, was a reminder of the city’s diverse character, a stop on the Underground Railroad, and an important Cleveland landmark. Out of that loss, a vision for a different Cleveland was born, one that honors the work that came before and uses that foundation to look expectantly towards the future.



Kathleen H. Crowther

As we begin to celebrate the 50th anniversary of that vision, we recognize both the dramatic positive impact preservation has had on our community and the significant work yet to be completed. Our challenges are different from those faced in 1972. While the resources at our disposal have grown as a result of our accomplishments, they must continue to expand to meet an ever-changing world.

This strategic plan for our 50th anniversary year will guide our path forward for the next five years, building upon the Cleveland Restoration Society’s remarkable history as one of America’s preservation leaders. We will not walk this path alone. We know that out of collaborations with individuals and partners, we can build a stronger community that recognizes the vibrancy in diverse neighborhoods where lives are lived and memories are made. Our buildings and neighborhoods – and the stories of those who built, nurtured, and continue to care for them – constantly teach us new lessons, informing our lives today and benefiting future generations.

On the cover: In 2020, Cleveland Restoration Society accepted a donation of property of eight homes along historic Newton Avenue. Maintaining both the architectural integrity and affordability of these homes is integral to our mission. Photo courtesy of Cleveland Restoration Society

The strategic plan recognizes that the sum is greater than the parts, both within the organization and out in today’s world. Our work to preserve, protect, and celebrate historic buildings envisions a future where our architectural and cultural heritage is recognized as essential in sustaining diverse and thriving communities in Northeast Ohio. With this blueprint for the future, we aspire to build strategic relationships that allow the Cleveland Restoration Society to create and facilitate preservation-based community initiatives for the benefit of all our citizens.

A handwritten signature in blue ink that reads "Scott C. Holbrook".

Scott C. Holbrook
Chair

A handwritten signature in blue ink that reads "Kathleen H. Crowther".

Kathleen H. Crowther
President



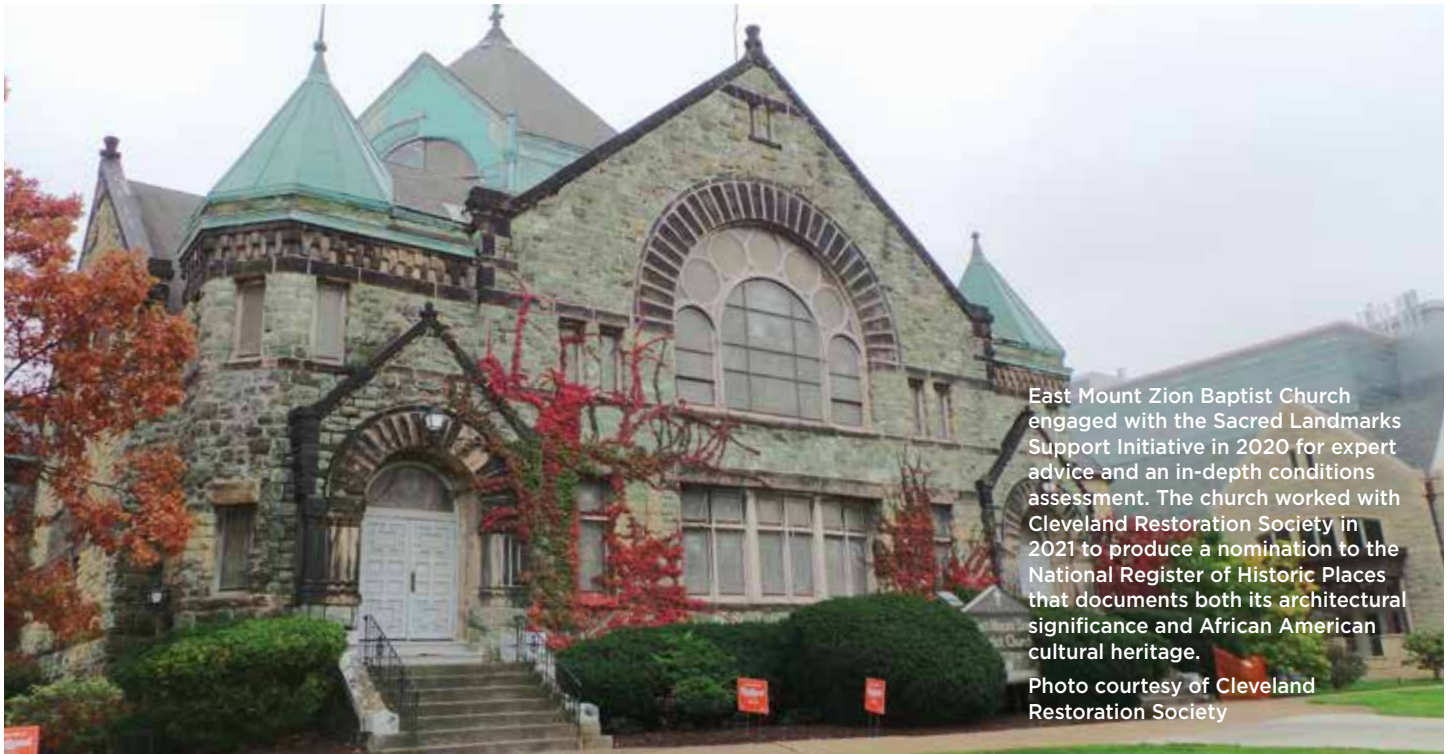
The Jacob Strong House, ca. 1835-1847. A gift of property donated to the Cleveland Restoration Society in 2021. Photo courtesy of Anita Orenick

Our Organizational Mission

Preserving, protecting, and celebrating historic buildings and places that foster vibrant and inclusive communities.

We Envision a Future...

Where our architectural and cultural heritage is recognized as essential in sustaining diverse and thriving communities.



Our Core Values

We value COLLABORATION:

We make connections across differences to find solutions.
Our work brings people together through cooperative partnerships and practices.

We value INCLUSIVITY:

We incorporate diverse points of view that generate equitable outcomes.
Our work is designed to build bridges between communities.

We value RESOURCEFULNESS:

We are pragmatic, adaptable, and look for opportunities to serve as a catalyst.
We work with a creative mindset, an entrepreneurial spirit, and a forward-facing vision.

We value EXCELLENCE:

We are experts in preservation. We leverage our knowledge and professionalism to make choices for our community's preservation with passion and integrity.

Objective of the Strategic Plan

To grow preservation's impact through strategic relationships and community-focused initiatives that will bring a thriving Cleveland Restoration Society to a new level of influence.

Goals

Strategic Stream Pillars:

Goal 1: Preserve our legacy of older and historic housing

Goal 2: Preserve significant historic properties using a wide array of tools

Goal 3: Deepen community engagement

Goal 4: Increase appreciation for the importance of preservation

Foundational Stream Pillars:

Goal 5: Expand our commitment to inclusivity

Goal 6: Strengthen our organizational foundation

“In our 50th year, we recognize the dramatic impact preservation has had on the community and the significant work yet to be accomplished.”



Cleveland Restoration Society members and community neighbors learn about the stabilization efforts at the Dall-Mays homes, two landmarked houses located in Cleveland's Central neighborhood.
Photo courtesy of Anita Orenick



Goal 1: Preserve our legacy of older and historic housing

We will make strategic use of Cleveland Restoration Society’s Heritage Home ProgramSM to preserve and maintain historic housing throughout the region, increase our organization’s influence, and reach more neighborhoods and communities of varying socioeconomic levels.

Strategies

- » Maintain and strengthen the existing tools and staffing levels of the Heritage Home ProgramSM, working toward countywide participation
- » Evaluate traditional partnerships and consider new ones that hold promise to reach a large and diverse audience
- » Develop case studies that spotlight our Heritage clients and tell important stories about the value of the Heritage program
- » Consider ways to better assist at-risk populations such as the elderly, disabled, and veterans



Tours held at spaces like the Dall-Mays homes foster appreciation for historic landmarks and advocate for their reuse.

Photo courtesy of Anita Orenick

Goal 2: Preserve significant historic properties using a wide array of tools

We will preserve historic buildings, expand our work with older commercial districts, and foster vibrant and diverse communities through strategic use of direct action, financial tools, historic designation, legal engagement, marketing, and technical assistance.

Strategies

- » Extend our reach and impact by working with community stakeholders when taking direct action
- » In recognition of the defining historic and cultural significance of historic religious buildings, continue the work of the Sacred Landmarks Support Initiative
- » Champion the thoughtful stewardship of historic properties – including those currently owned and managed by Cleveland Restoration Society – as an effective tool for preservation
- » Invest time and resources to identify and advocate for under-represented and/or threatened historic properties, including taking steps to stabilize structures
- » Carefully evaluate direct advocacy action involving a single threatened resource
- » Work to influence policy-level decisions that impact multiple historic resources



Guests at the 2021 Community Luncheon enjoy the program held in the ballroom of historic Cory United Methodist Church.

Photo courtesy of Cleveland Restoration Society

Goal 3: Deepen community engagement

We will increase our visibility in the community and build strategic partnerships among an expanded network of diverse and collaborative stakeholders.

Strategies

- » Develop partnerships to identify when and how historic preservation can be used to address social issues relevant to the broader community
- » Cultivate relationships with media outlets to help deliver a strong but nuanced perspective of preservation and cultural heritage to the public
- » Use digital platforms to exchange heritage issues and ideas on a local, state, national, and international basis, especially targeting young adults
- » Through our preservation programs, establish authentic human relationships and provide value to individuals, especially the vulnerable and underserved
- » Strengthen our organizational branding

“It is out of collaboration that we can build a stronger community that recognizes the vibrancy in diverse neighborhoods where lives are lived and memories are made.”

Goal 4: Increase appreciation for the importance of preservation

We will increase the public’s appreciation for preservation’s vital role in the region’s future with expanded education and advocacy efforts aligned with our direct action and reflective of Cleveland’s diverse cultural heritage.

Strategies

- » Spotlight CRS’s direct-action projects and high-impact work
- » Offer educational programs that illustrate a wide range of preservation activities that go beyond the obvious and consider economic and social benefits
- » Tell “people stories” that resonate and connect with Clevelanders on a personal level
- » Take stock of Cleveland Restoration Society’s work with diverse cultural heritages to determine how Cleveland Restoration Society might engage with other underrepresented communities
- » Provide preservation advocacy coaching to communities seeking to preserve their heritage through policy guidance, case studies, and information on economic incentives and benefits



Cleveland Restoration Society Trustees Tom Einhouse and Crystal Montgomery at the 2019 Annual Meeting. Photo courtesy of Rob Erick

Goal 6: Strengthen our organizational foundation

We will align programs and funding sources to focus on direct action, strategic partnerships, education, and advocacy. We will build the internal capacity to grow our financial sustainability and empower a talented board and professional staff.

Strategies

- » Identify new and strengthen existing revenue streams and funding sources
- » Build the board's capacity to grow its effectiveness as a governing body and to support Cleveland Restoration Society's ongoing financial stability
- » Be entrepreneurial in identifying new preservation program approaches that have promise to attract community and financial support
- » Identify and evaluate opportunities to own, manage, and sell historic properties to support Cleveland Restoration Society's mission, strategic vision, and financial sustainability
- » Leverage the expertise of Cleveland Restoration Society trustees, members, and relevant professionals to strengthen Cleveland Restoration Society programs and projects
- » Develop and empower our talented staff for leadership opportunities

To support the work of Cleveland Restoration Society, please visit us online at www.clevelandrestoration.org or call 216-426-1000.



**CLEVELAND
RESTORATION
SOCIETY**



**CLEVELAND
RESTORATION
SOCIETY**

3751 Prospect Avenue
Cleveland, OH 44115-2746