Part II: Guidance for the Management of Historic and Cultural Resources
GOAL 1: Facilitate Connections and Cultivate Partnerships

The National Historic Preservation Act, which was passed in 1966 and later amended, establishes a framework of identifying and recognizing properties worthy of preservation, sharing historic property information, and protecting historic resources that may be impacted by government agencies and their work. The intent of historic preservation policy, not dissimilar to other federal and state environmental laws enacted in the 1960s and early 1970s, is to ensure public participation and accountability in governmental decision-making. The intent is often forgotten and overshadowed by perceptions of looming bureaucracy that is either too stringent in its requirements or detrimental to meaningful public engagement and governmental decision-making.

Each year, significant historic and cultural resources are protected on behalf of Minnesota’s citizens when thousands of projects, activities, and programs are reviewed by local, state, and federal agencies for effects on historic resources. This Goal seeks to position historic preservation in an even more meaningful role in the review process by working collaboratively with affected stakeholders to integrate preservation more fully into foundational decision-making processes and planning. Advancing the Objectives and Actions under this Goal will help achieve other desired outcomes described in this Plan by incorporating historic preservation into a wider variety of planning and regulatory conversations.

Even in this digital age of instantaneous information and social media connectivity, there remains a disconnect among historic preservation stakeholders, decision-makers, and the interested public. Individuals who work primarily in the field of...
historic preservation typically know how to identify and engage with other preservation organizations and governmental agencies. However, preservation practitioners often struggle to meaningfully connect and engage with the general public, including individuals and groups who may have an interest in identifying and preserving historic properties. Even when the concept of "historic preservation" successfully appeals to an individual or organization, they may still struggle to understand how to identify, preserve, and protect the properties they see as worthy of preservation.

Overcoming the barriers that historic preservation standards and regulations present has been and continues to be a challenge. Preservation practitioners need to work within the inherent flexibility of these standards and regulations to break down barriers, so that all communities can access preservation programs. For individuals and organizations trying to identify and preserve their historic properties, the historic preservation realm can be difficult to break into and the path to recognition is sometimes daunting. With governmental agencies, the regulations may be misunderstood and, as such, are often approached as a "check off" aspect of environmental review and a hindrance to economic development.

"When Minnesotans were asked to share their top threats to historic preservation, 55% of the respondents chose "low lawmaker interest in historic preservation."

—2020 Plan Survey

The disconnect among these groups presents an inherent threat to historic properties. Conflicting goals arise among the public's desires, stakeholders' policies, program needs, and historic preservation. For instance, there are often challenges in balancing programmatic needs (e.g., providing affordable housing or keeping historic buildings functional on college campuses) with preservation goals.

What appears to be a lack of public interest may be the result of individuals and organizations who recognize the significance of historic properties to their communities but do not know how to engage with governmental decision-makers or funders. For example, as part of environmental review for public projects, governmental agencies make decisions in consultation with requisite historic preservation organizations (the State Historic Preservation Office, tribes, Heritage Preservation Commissions) but do not adequately engage the public in this process. Truly engaging the public during consultation on a project more completely fulfills the intent of the National Historic Preservation Act. Public consultation and engagement can involve everything from identification of a historic resource to assessment of effects on historic properties to mitigation for the loss of historic properties.

**Stakeholders said there are opportunities for traditional preservation organizations to step out of their comfort zone to work with arts organizations, economic development organizations, and others they might not traditionally view as potential allies.**

The future of preservation depends greatly on our ability to encourage the support and active participation of a broad spectrum of people. The resources to accomplish preservation efforts are always limited. Support is needed in areas such as policy and program development, along with initiatives to inform and train special interest groups. It is important to build capacity for the future by engaging and educating a more diverse cross section of the population and, in doing so, to
gain widespread support for historic preservation. Welcoming broader and more diverse participation in preservation may help address threats stemming from misunderstandings, lack of information, organizational differences, diverse perspectives, and competing priorities. Preservation can fully access the advantages of relationships by continuing to seek out collaborations between preservation organizations and other entities—including those that are not directly involved in preservation.

Building long-lasting partnerships allows organizations to cooperate not only on singular specific projects but on larger long-term common goals. Historic preservation is naturally compatible with other community values and revitalization strategies. When combined, these strategies become even more powerful tools for preserving and using historic resources and enhancing community assets.

Forming unique partnerships has the potential to fuel innovation in all fields. A tangible example of how powerful cross-disciplinary partnerships can work is the creation of the Minnesota Historical and Cultural Heritage Grants program—popularly known as Legacy grants. Arts, history, cultural, and environmental advocates found commonalities and joined together to make the case that a state fund could help achieve measurable and lasting impacts within Minnesota. This state-funded grant program is made possible by the Arts and Cultural Heritage Fund using sales tax revenue resulting from the Clean Water, Land and Legacy Amendment created through the vote of Minnesotans in 2008. Another example of interagency cooperation and partnership resulting in a positive outcome is the work that occurred to save the historic resources at St. Croix State Park (a National Historic Landmark) after straight-line winds over 100 miles per hour tore through the park in 2011. The State Historic Preservation Office (SHPO) worked with the Federal Emergency Management Agency (FEMA), the Minnesota Department of Natural Resources (DNR), and the Minnesota Division of Homeland Security and Emergency Management to assess damage to buildings, roads, and trails. The consulting agencies met regularly and collaborated to ensure the character of the park’s historic and cultural resources would be protected.

Throughout the history of preservation, the field has been uniquely positioned to bridge organizational divides and be at the center guiding collective decision-making. This Plan seeks to facilitate connections and cultivate partnerships through the following Goal, Objectives, and Actions:

GOAL 1: Facilitate Connections and Cultivate Partnerships

Organizations throughout the state are encouraged to incorporate the Goals, Objectives, and Actions of the Statewide Historic Preservation Plan into their ongoing work plans.

Objective 1: Foster, strengthen, and expand relationships among and with communities and groups throughout Minnesota

   Actions:

   a. Continue to identify partners and advocates
b. Form relationships and develop partnerships with and among underrepresented communities and
groups statewide; seek new partnerships that have not traditionally been included in the benefits of
preservation
c. Make connections with new groups, including professional organizations and special interest groups
d. Form partnerships that result in advocacy for ongoing financial support and future development of
meaningful financial incentives
e. Expand geographic outreach efforts to underserved areas
f. Foster communication between local jurisdictions and tribes during project planning and
environmental review, particularly for proposed development in sensitive areas, such as lakeshores
g. Strengthen and expand existing relationships with Tribal Historic Preservation Offices (THPOs) and
tribal communities
h. Establish a program to support an annual gathering of THPOs and tribal cultural resources staff to
discuss issues related to proposed projects and information sharing

Objective 2: Increase knowledge of and build support for historic preservation among government officials

Actions:

a. Provide legislators and elected and appointed officials with actionable information on the positive
impacts of preservation projects within their districts and communities
b. Provide simple guidance, self-training options, and virtual technical assistance in lieu of face-to-face meetings
c. Encourage and support governments at the municipal, county, and state levels to preserve publicly
owned historic properties
d. Support Minnesotans’ efforts to become engaged in local, state, and national preservation advocacy
initiatives
e. Assist Minnesota’s Heritage Preservation Commissions (HPCs) and Certified Local Governments (CLGs) to
strengthen their preservation programs and equip them with tools to address current challenges and
improve the HPC-CLG information-sharing network
f. Encourage governments at the municipal, county, and state levels to consider the impact that statutes,
local codes, zoning, policies, and procedures may have on preservation projects

Objective 3: Clarify and coordinate roles to improve preservation outcomes

Actions:

a. Clarify the roles and responsibilities of federal, state, and local agencies to more fully integrate historic
preservation into decision-making processes
b. Collaborate with stakeholders to review and update policies that address the intent behind historic preservation
laws to identify ways to improve collaboration, coordination, and the execution of such policies
c. Utilize available digital applications to the fullest extent in providing best practice examples, templates,
and other technical resources to cities, counties, and agencies at all levels to incorporate historic and
cultural resource management planning into their procedures
d. Identify appropriate means and methods to address historic preservation regulatory education and
training needs
e. Establish a broad consortium of historic and cultural resource professionals and non-preservation
professionals to support their environmental review roles regarding preservation
GOAL 2: Expand and Share Information, Skills, and Access

Today there are countless ways to communicate and share information—from real-time social media posts to on-demand training—and people are accustomed to the ease of information access. So why, when asked, did 42% of Minnesotans surveyed respond that increased access to historic preservation information would help them be more active in historic preservation? It could be because history is being made every day and our understanding of context, significance, and compatible treatments must grow and evolve along with the passing of time.

Expanding how and what historic preservation information and stories are shared has the power to advance preservation understanding, trust, participation, and overall outcomes. Building and maintaining strong partnerships requires solid foundations, rooted in communication and information sharing. As the state's demographics change, enhancing our understanding of all Minnesotans' perspectives improves the delivery of historic preservation information. A better understanding of the process and challenges faced by all builds trust in the work and reduces skepticism, which can lead to amenable resolutions.

Sharing clear information about how preservation is applicable to all Minnesotans can create stronger ambassadors and boost public engagement. Innovative methods to reach new audiences have not yet been fully utilized to disseminate information about what historic preservation is, including the little-known fact that preservation is a proven tool for economic development. An ongoing challenge will be to capture and engage the attention of younger demographic groups (millennials and Gen Z) that are replacing the baby

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boom generation. This engagement will require being mindful of their perceptions of historic preservation, preferences for technology-driven sources for information and communication, desires for connectivity and mobility, willingness to approach problems in nontraditional ways, and appreciation of authentic places and experiences.

Communication, education, and social interaction occur differently than they did as recently as a decade ago. Getting the preservation message out to existing and new preservation audiences is essential to building support and keeping individuals and organizations engaged in preservation issues and topics. Today the preservation ethic is entwined with other social topics and movements, including environmental sustainability, local food production, and even outdoor recreation and travel. This Goal strives to use effective communication tools in order to capture people's interest in Minnesota's history and make clear the relevance of historic preservation in their lives.

Like other environmental movements, historic preservation can be experienced as both a personal effort and a policy-led endeavor. Ultimately, the goal is to preserve, recognize, and care for those places that matter. The foundation that supports these movements is the same: an awareness and knowledge of the historic resources in our communities. This knowledge is held in preservation planning documents, in historical society archives, in city planning departments, and in the public consciousness. However, access to this knowledge can be limited for myriad reasons, including physical and language barriers or a lack of digital material or because the stories have not been recorded.

Preservation planning calls for recording stories and histories through historic context development. Creating historic contexts is the first step to understanding the resources that surround us and is one of the most efficient ways we have to recognize a greater diversity of properties. The engagement process for this Plan identified the need to broaden our understanding and interpretation to include a greater variety of historic resources that represent Minnesota's rich history and culture, and the need to include underrepresented groups—such as American Indian nations, communities of color, and refugees and immigrants—in our work. Increasing the understanding of new historic contexts and resources and then sharing that information can assist in making informed decisions about the treatment of historic and cultural resources.

Expanding the breadth of information on existing and emerging historic resources, along with improving the delivery of that information, supports the retention and celebration of the places that matter. According to survey and engagement results completed as part of this statewide planning effort, there is simply not enough preservation information available in Minnesota to properly locate and understand potential historic resources. Fifty-one percent of the survey respondents chose "a lack of understanding of existing and potential resources" as one of their top five threats to historic preservation. While we live our lives in and around the built environment, it can often take a single event—the demolition of a beloved building or loss of a landscape, for instance—to help us see the value of the older properties that surround us. Expanding capacity to identify, evaluate, and designate historic resources increases the likelihood that broader and more diverse contexts and resources can be identified, considered, celebrated, and protected. Sharing this information increases awareness of and appreciation for historic and cultural resources.

While gaps in public knowledge can lead to misunderstandings about the role of preservation, there is also a need for trades training along with
higher and continuing education. A lack of preservation education and training is a barrier to successful historic preservation activities. The engagement survey showed that a majority of design professionals felt that more preservation-based continuing education opportunities would help them be prepared to work on preservation projects, and they felt that integrating preservation into university-level design studies and studios would help preservation efforts statewide.

According to 70% of respondents, the pathway into preservation trade professions could be better supported through preservation-focused technical and training programs. Another 64% said working tradespeople could use more workshops and hands-on training sessions. The 2020 Associated General Contractors–Autodesk Workforce Survey reported that 46% of firms in Minnesota had unfilled hourly craft positions. This survey illustrates the importance of recruiting and training new tradespeople to work on the state's historic resources.

Municipalities and entities engaged in historic preservation could benefit from technical assistance and training, such as easier access to design standards, criteria to evaluate sites, foundational documents like historic context studies, and other research to identify and preserve historic and cultural resources. Providing high-quality and relevant education for local elected officials, governing bodies, nonprofits, Heritage Preservation Commissions, and Certified Local Governments is critical. Education empowers local communities and nonprofit entities engaged in preservation to make knowledgeable decisions about the treatment of their historic resources.

The opportunities to increase awareness and generate interest through education of and technical assistance to the general public was highlighted through the engagement process; respondents suggested the need for more hands-on experiences to allow people to experience historic sites more fully. Telling the stories associated with historic assets can help a community better understand why preserving those assets is important.

The future of preservation depends greatly on our ability to encourage the support and active participation of a broad spectrum of people in the community. Many of the tools needed to support participation already exist, including online information and training resources, social media platforms, and traditional approaches such as hands-on education. A first step in achieving the Objectives for this Goal is to take advantage of the existing tools and then explore new options and platforms for delivering information. Increasing access to existing resources is another step in this process. This includes raising awareness of existing tools and simplifying the processes to access resources and materials. By sharing information and increasing awareness, we can demonstrate to Minnesotans that historic preservation is socially and financially beneficial and worthwhile.

This Plan seeks to expand and share information, skills, and access through the following Goal, Objectives, and Actions:

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GOAL 2: Expand and Share Information, Skills, and Access

Organizations throughout the state are encouraged to incorporate the Goals, Objectives, and Actions of the Statewide Historic Preservation Plan into their ongoing work plans.

Objective 1: Increase capacity for the identification, evaluation, and designation of historic resources

Actions:

a. Develop standardized methods, consistent language, and guidelines to record information accurately
b. Educate the public about the benefits of historic contexts and encourage a broader range of partners for initiating development of contexts
c. Encourage development of new and updates to existing historic contexts
d. Conduct surveys of historic resources statewide
e. Explore nontraditional means to gather survey information by incorporating preservation into existing partner planning and related data-gathering efforts, such as mitigation plans and assessment surveys
f. Initiate preparation of new and updates to existing designations of properties to the National Register of Historic Places
g. Encourage engagement with communities to define their important places and spaces
h. Encourage identification and protection of historic and archaeological sites, cultural landscapes, traditional cultural properties, and sacred sites throughout Minnesota (on and off tribal lands), including on federal lands
i. Develop context studies, conduct surveys, and complete evaluations of traditional cultural properties and landscapes proactively led by and in consultation with Minnesota tribes and those with ancestral presence in Minnesota
j. Initiate planning and consultation with Minnesota Tribal Historic Preservation Offices (THPOs), tribal cultural resources staff, and others to identify a platform and protocols for protecting and sharing sensitive cultural resource data collected by/for THPOs and tribal cultural resources staff

Objective 2: Improve and expand delivery of preservation information

Actions:

a. Encourage the use of technology to digitize, retain, and share information
b. Develop and streamline new pathways for disseminating information
c. Redesign existing digital communication to improve online presence and provide greater access to information
d. Broaden community outreach and education through new programming and curriculum development
e. Develop a geospatial integrated database of the Statewide Inventory of historic resources
f. Continue development of an interdisciplinary, interconnected, and accessible shared digital data system among the State Historic Preservation Office, the Office of the State Archaeologist, the Minnesota Indian Affairs Council, and other potential partners
Objective 3: Develop public outreach methods to reach new participants and nontraditional audiences

Actions:

a. Meet people in their local community, use plain language, and be active listeners
b. Increase capacity to mentor new participants in preservation programs
c. Reinforce links to and relationships with groups and partners who may not see their work as being directly related to historic preservation
d. Utilize existing platforms (such as Minnesota Digital Library, CollectiveAccess, MNopedia, etc.) to aid in sharing information and knowledge

Objective 4: Increase awareness and understanding of historic preservation programs, activities, and benefits for new and existing audiences

Actions:

a. Articulate connections between community-valued places and historic preservation
b. Assess existing programs and activities to identify new programming needs or improvements
c. Perform more data analysis of resources and preservation activity throughout the state to better identify gaps in information and education
d. Increase resources dedicated to understanding current outreach and education needs
e. Develop multiple formats to create a wider spectrum of learning and teaching opportunities
f. Support development of learning resources and curriculum that increases the knowledge needed to work with historic and cultural resources
GOAL 3: Develop Proactive Strategies That Advance Equity, Expand Access, Increase Diversity, and Foster Inclusion

Figure 33: Tile installation, Pillsbury A Mill, Minneapolis. Photo by Catherine Sandlund

The voices, stories, and perspectives of people from diverse backgrounds must be included in the processes that document and protect places of cultural and historical significance. The May 2020 murder of George Floyd while in police custody in Minneapolis heightened conversations about the urgent need to rectify disparities in how Black people, Indigenous people, and people of color are treated and valued. A memorial that sprang up organically at the intersection where Floyd died continues to draw mourners from across the country and globe and underscores the importance of place in our collective memory. The field of historic preservation is increasingly aware that it is time to tell the stories of Minnesota's underrepresented communities and shed light on the places that bear witness to those narratives.

The principles of diversity, equity, and inclusion are key preservation values. Welcoming more diverse participants in historic preservation—those who reflect the demographics of Minnesota, based on race, gender, ability, ethnicity, sexuality, etc.—is a step toward achieving these principles. Creating fair access to the same opportunities while acknowledging the barriers and privileges that exist for some groups leads to more equitable outcomes. Inclusion goes a step further to intentionally value and engage with people who have traditionally been excluded or ignored. Some of these groups include people of color, people with disabilities, Indigenous people, members of the LGBTQ community, immigrant communities, and even residents of rural areas.

Successfully addressing the Objectives and Actions under this Goal will help tell a broader, more complete story about Minnesota's past, even if some of those truths may be painful. By rejecting polarized thinking and instead developing greater capacity to consider complex and sometimes disparate ideas simultaneously, we can move closer to meeting the challenges of preserving our shared and individual histories.

Minnesota's racial demographics continue to shift. Historically, the land within the state's current boundaries was occupied by indigenous people—
primarily Dakota and Ojibwe. Native history in Minnesota extends back at least 13,000 years. Thus, the period from the establishment of Minnesota Territory in 1849 to the present accounts for only 1.3% of Minnesota's human history. Treaties in the mid-nineteenth century opened vast areas of land to white settlements. By 1853, within the future state's land area the number of immigrants of European ancestry exceeded that of the American Indian population for the first time. Today, the number of people of color in Minnesota is growing at a faster rate than the white population. In 2020, 32% of the state's youngest residents (0–4 years) were people of color, compared to only 6% of people over 65. In planning for the future of historic preservation in the state, current decision-makers must identify, preserve, and interpret the cultural heritage of today's youth. A belief held by many American Indian tribes is that the current generation must consider the impact of its actions on those who come after it—and to the seventh generation into the future.

In the field of historic preservation, more diversity in staffing and leadership—both professional and volunteer—is needed. Preservation organizations can examine and adjust long-standing policies and outreach efforts to become more inclusive. High educational standards and relatively modest salaries for professionals in the field act as a barrier and disincentivize participation. In addition, traditional channels for announcing scholarships, job postings, and volunteer opportunities may not reach underrepresented communities. One survey respondent for this Plan said: "The murder of George Floyd and the way the community responded by taking charge of the memorial space and caring for one another there reminded me of the power of place and the power of every choice we professionals make in what to preserve. If our profession lacks diversity, we will continue to fail whole groups of people by undervaluing their spaces and experiences simply because we are less exposed to those spaces and people. We must respond to this call to action." Lack of both funding and staffing in the preservation departments of many nonprofits and government agencies makes it challenging to conduct proactive outreach, which leads to default work tasks and reactionary responses to traditional inputs. Additionally, preservation planning efforts are often determined by the particular project's funding, goals, and design. For some communities, invitations to participate in preservation discussions may go unheeded and be considered less of a priority in the face of critical issues such as food and housing insecurities, access to jobs and affordable health care, and social injustices.

Traditionally, historic preservation has focused on designating and preserving buildings and structures often noted for their distinctive characteristics—such as architectural or engineering excellence (Criterion C for evaluating the eligibility of a property for the National Register of Historic Places). Properties of underrepresented communities may not be as readily recognized for either their archaeological significance or their important associations with events or individuals. For this reason, these properties may experience damage to archaeological resources, physical alterations, deferred maintenance, and incompatible replacement materials that threaten

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20 Minnesota Compass, "Minnesota's Population: All Minnesotans," [https://www.mncompass.org/topics/demographics](https://www.mncompass.org/topics/demographics).
the property's ability to convey its historic significance—if it survives at all.

Disinvestment in a building, community, or neighborhood can lead to demolition as a solution to perceived blight. Too often, public and nonprofit entities charged with building rehabilitation and redevelopment fail to engage with the community or conduct adequate research that would uncover hidden histories. Without this historic research and broad engagement, few properties that are historically significant to currently underrepresented communities are identified. Without historic contexts and other tools to identify these properties, they may be overlooked and left unprotected by federal, state, or local historic preservation laws. Often federal funds are used to provide expedient fixes to older properties, such as the replacement of original components with incompatible materials, that, ultimately, degrade the property's historic value. The possibility of archaeological resources being present in locations of proposed ground-disturbing projects is not often considered. Moreover, large-scale projects can threaten sacred and cultural landscapes, such as wild rice areas. Greenfield developments on urban fringes often create visual or audible impacts on undocumented sites related to American Indian history. Ongoing compromise and loss of potentially historic places make efforts to identify properties associated with underrepresented communities even more imperative.

Yet, sharing previously untold stories can bring about fear and resistance, for various reasons. In some communities, there is concern that historic designation of a single property or a whole district will lead to regulations that place an undue financial burden on low- to moderate-income owners trying to maintain their property. Property owners assume they will be required to make repairs at a higher standard than they can afford. Some people believe that a neighborhood recognized as historic may attract better-off buyers and encourage more investment, resulting in gentrification and increasing prices, rents, and taxes that force out lower-income residents. While studies show that this outcome is not always the case, particularly when incentives, tax breaks, and other tools are employed, more work can be done to create policies and procedures that support retaining affordability in historic neighborhoods.

In providing input for this Plan, some of the public survey respondents emphasized that the work to make space for new voices to be heard should not alienate the traditional proponents of historic preservation. These comments illustrate that some residents fear that bringing to light stories of underrepresented communities may erase or detract from the work of telling the long-established history of European settlement in Minnesota.

This Plan emphasizes the importance of relationship building to foster communication and trust among individuals and organizations. The first step is to identify underrepresented groups and understand the ways in which they may prefer to engage or lead, which may be different from the way preservation engagement and leadership has happened in the past (e.g., workshops, conferences, organization newsletters, on-site visits, or walking tours).

More direct input is needed from diverse communities to understand the places they value and the narratives they want to express. Historical documentation may be sparse or not easily found; therefore, oral histories should be included in the research when possible. In addition, the role of intangible cultural heritage—traditions like skills and practices, inherited from ancestors or brought to the state from other countries—needs to be acknowledged.
Preservation planning must include strategies to create context studies and to identify, evaluate, register, and protect properties associated with underrepresented communities. Older National Register of Historic Places (NRHP) nominations, as well as some local landmark designations, should be updated to include a more comprehensive history. In addition, inventory data from the original 1980s statewide survey of historic structures needs to be updated for many of Minnesota's urban and rural communities. These strategies, among others, will help us recognize the breadth of our history.

Many survey respondents for this Plan expressed the desire for more education and interpretation about places important to the state's diverse population, particularly about places associated with Minnesota's American Indian tribal communities.

Historic buildings, sites, landscapes, monuments, and structures are the tangible evidence that help us to share our stories with one another. This Plan seeks to develop proactive strategies that advance equity, expand access, increase diversity, and foster inclusion through the following Goal, Objectives, and Actions:

GOAL 3: Develop Proactive Strategies That Advance Equity, Expand Access, Increase Diversity, and Foster Inclusion

Organizations throughout the state are encouraged to incorporate the Goals, Objectives, and Actions of the Statewide Historic Preservation Plan into their ongoing work plans.

Objective 1: Focus on inclusive preservation planning that reflects diverse communities and experiences and respects all communities' goals and visions for their future so that all can share in the benefits

Actions:
- a. Identify historically underrepresented communities in preservation planning and ensure they are included in future efforts
- b. Include diversity, equity, and inclusion initiatives in future planning efforts
- c. Empower planning bodies to adopt historic preservation practices and policies that are inclusive, address persistent inequities, support diversity, and focus on equitable outcomes

Objective 2: Increase representation and recognition of places important to diverse communities

Actions:
- a. Expand efforts to identify and evaluate resources associated with underrepresented communities
- b. Encourage development of historic contexts by and for underrepresented communities
- c. Increase National Register listings and local landmark designations of resources associated with underrepresented communities
- d. Encourage development of new and updates to existing historic contexts that share a broader, more inclusive story
- e. Update existing designations of properties to the National Register of Historic Places that share a broader, more inclusive story; improve access to this information
f. Acknowledge the importance of intangible cultural heritage

**Objective 3:** Work to better understand, measure, document, and address inequities in the preservation field, education, and hiring practices

**Actions:**

a. Identify key metrics necessary to understand inequities  
b. Prioritize robust data collection that facilitates analysis of disparities  
c. Foster and prioritize organizational expertise, capacity, and funding needed to address inequities and make meaningful changes  
d. Create and support education and employment pipelines in preservation professions for traditionally underrepresented groups

**Objective 4:** Engage a more diverse audience; listen to better identify, understand, and address broader perspectives

**Actions:**

a. Reduce barriers to participation in preservation  
b. Recognize that preservation work can intersect with difficult and often painful histories  
c. Encourage culturally appropriate and inclusive education and training opportunities

**Objective 5:** Acknowledge that achieving equity and diversity goals will require transformation, responsiveness to change, and a recognition of the role of unconscious bias

**Actions:**

a. Reach a shared understanding of the historical role of preservation in creating and maintaining inequities  
b. Develop and employ equity tools to inform decisions when considering new policies, programs, or proposals; utilize those equity tools to examine current practices, policies, and procedures  
c. Encourage and support diverse Minnesota voices to be heard at the federal level during funding, standards development, policy setting, and other actions that impact preservation
GOAL 4: Promote Economic Benefits and Inspire Innovative Financial Opportunities

As Tom Mayes explores in the book *Why Old Places Matter*, "Old places support a sound, sustainable, and vibrant economy that also fulfills deeper human needs of continuity, identity, belonging, and beauty." Historic places are important, and they help define the rich and varied stories of Minnesota's past. Because of their uniqueness, historic resources help to create a sense of continuity that encourages people to invest in and preserve the history of their community. While sentiment plays a significant role in grounding residents to their community, there are also economic reasons that make a sense of place important.

The economic impact of historic and cultural preservation has been the subject of multiple studies, articles, and reports for at least 40 years.
The findings of all these writings share similar results: historic preservation leads to significant positive economic impacts, including job creation, increased property values, and heritage tourism.

Many survey respondents to this Plan noted the importance of historic preservation for economic vitality and providing solutions in community and economic revitalization efforts. Unsurprisingly, in outreach efforts for this Plan funding was identified as one of the top threats as well as one of the top needs. Stakeholders noted that they believe the cost of preservation and limited funding opportunities are obstacles that contribute to low support for preservation. While certain preservation activities can have larger up-front costs, those initial costs can create a perception of greater expense for all preservation activities—such as purchasing specialized materials to maintain historic buildings and improving accessibility for Americans with Disabilities Act (ADA) compliance. Both real and perceived costs of preservation create barriers and challenges for developers, property owners, and others. For public officials in smaller cities, the cost, along with limited financial opportunities, adds to resource constraints that curb their ability to prioritize preservation. In addition, a lack of understanding about how grants and historic tax credits could assist in rehabilitation, as well as inexperience navigating the processes to access such financial assistance, may limit preservation efforts. For organizations that work in preservation, overhead and administrative costs impact their efforts, including the ability to attract staff, maintain properties, and provide support to partners and others—especially those associated with underrepresented communities.

Given both the real and perceived higher costs, preservation is often cited as a barrier; however, opportunities exist to counter perceptions by explaining and emphasizing the economic benefits of preservation.

Minnesota has benefited from several federal grants and tax incentive programs that further preservation activities, such as identification and rehabilitation of historic resources. Most notable are the Historic Preservation Fund (HPF), administered by the National Park Service, and the Federal Historic Preservation Tax Incentives Program. The HPF is the main source for funding the nation's historic preservation program and supports all of the State Historic Preservation Offices (SHPOs), the Tribal Historic Preservation Offices (THPOs), and territories to carry out their mandated responsibilities. The HPF also offers annual competitive grants to the SHPOs and other eligible applicants, such as for underrepresented communities, resources that have national-level significance, and revitalization in rural and midsize communities. The SHPO has not always had the capacity to take advantage of these grants, nor support other eligible applicants in Minnesota.

A provision of the HPF for the SHPOs requires 10% of the federal funds to pass through to Certified Local Governments (CLGs) with Heritage Preservation Commissions whose local preservation programs utilize federal preservation standards and guidelines. The SHPO offers an annual competitive grant program that supports identification, designation, planning, and education activities. The City of Wabasha, for instance, produced a series of four walking tour brochures that highlight its historic landmarks. While grant amounts remain small and CLGs often don't have the capacity to apply for and manage grants, they also struggle with obtaining a local match to leverage the federal funds.

The nation's most effective program to promote historic preservation and community revitalization through historic rehabilitation is the Federal Historic Preservation Tax Incentives Program, which, as a financial resource, helps encourage preservation. This program, administered by the National Park
Service in partnership with the State Historic Preservation Offices and the Internal Revenue Service, was first enacted in 1978 and made permanent in the tax code in 1986. It attracts private capital to revitalize often abandoned and underperforming properties and generates new economic activity by leveraging private dollars to preserve historic buildings. By 2019 the program had leveraged over $109.18 billion in private investment, spurring the rehabilitation of over 46,000 historic properties across the country.21

Minnesota’s previous preservation plan, A New Season: Preservation Plan for Minnesota’s Historic Properties 2012–2017, introduced two new actions that Minnesotans and lawmakers took to "ensure that preservation of the state's historic and cultural resources would be long-lasting." One action became the Arts and Cultural Heritage Fund, which provides funding to the Minnesota Historical and Cultural Heritage Grants (MHCHG), also known as Legacy grants. The other action resulted in the creation of the Minnesota Historic Structure Rehabilitation Tax Credit. Minnesota voters created a 3/8-cent sales tax by approving the Clean Water, Land and Legacy Amendment in 2008. The MHCHG is aimed at preserving Minnesota's history and cultural heritage and receives 19.75% of overall Legacy funding.22

The Minnesota Historical Society (MNHS) administers the MHCHG and reports annually on how the funds are distributed through the various programs and their impact. Since the program began, 2,801 grants have totaled more than $58 million and 75 of the 87 counties have received $100,000 or more. While the Legacy program has made a substantial impact on history work in Minnesota, there is always a need for more granting programs—especially those specifically created for preservation work. The SHPO’s move from the MNHS in 2018 resulted in a loss of non-MHCHG financial resources and endowments that might have been targeted for historic preservation educational programming and building capacity with SHPO partners and stakeholders. While many SHPOs nationwide offer various grants to support the preservation of historic resources like private homes and barns, Minnesota has no grants other than those provided by the Certified Local Government program. Some respondents to this Plan’s public survey saw opportunities for the creation of a long-term sustained funding mechanism dedicated to historic preservation, such as leveraging the state capital budget or increasing grants from the Legacy Fund. Recently, SHPO was added as a member of the oversight board for disbursing funds through the Statewide Survey of Historical and Archaeological Sites, joining MNHS, the Minnesota Indian Affairs Council, and the Office of the State Archaeologist. The SHPO is a member of the Minnesota History Coalition, an advisory group of several history organizations that have developed recommendations for the legislature on how the MHCHG can best serve Minnesotans.

The MHCHG can also be attributed to the launching or relaunching of new partnerships and preservation programs, most notably the Northern Bedrock Historic Preservation Corps, Rethos Places Reimagined (formerly Preservation Alliance of Minnesota) educational programming, and the Minnesota Main Street program. Northern Bedrock was established in 2011 to meet two converging


needs: 1) an aging stock of historic structures and landscapes in need of maintenance and repair; and 2) a need to create a pathway for young adults into the growing preservation trades workforce.

Rethos's educational programming includes classes and workshops for homeowners; Old Home Certified, a Minnesota realtor designation; tours and talks about architecture, local history, and building trades; and Rehab Labs, which offer hands-on instruction for small groups. Rethos Main Street program was relaunched in 2010, and today it has 20 Designated Main Street and Network Communities. Main Street programs promote downtown vitality by leveraging communities' existing assets: people, businesses, places, and unique stories, and the program has helped build stronger communities through preservation-based economic development. For every $1 spent running a local Main Street program, $26 are reinvested in the community's district. Artists on Main Street, a program initiated in 2018 by Rethos in partnership with Springboard for the Arts and with support from the Bush Foundation, explores how arts can support rural communities and contribute to thriving communities and local economies, including reviving neighborhoods, downtowns, and main streets in Greater Minnesota.

In addition to the MHCHG, the MNHS administers the State Capital Projects Grants-in-Aid Program, which supports historic preservation projects of publicly owned buildings that are listed in the National Register of Historic Places. This program is dependent on legislative funding and has not been consistently funded. The future of this program and its potential to positively impact projects throughout the state of Minnesota could be the focus of advocacy efforts.

State agencies with land management and asset preservation responsibilities plan for preservation, rehabilitation, and even demolition of historic resources. Public funds spent to preserve, maintain, and rehabilitate the state's historic resources are not always tracked as preservation-related investment in the state's resources. These investments should be included in measuring the commitment or challenges related to funding and preserving state-owned historic resources.

The successes and economic impact of the Minnesota Historic Structure Rehabilitation Tax Credit program are well documented through annual reports since the legislature first adopted the program in 2010. The program offers a 20% state tax credit for qualified historic rehabilitations and generally parallels the existing Federal Historic Preservation Tax Incentives Program. It also offers project investors an option of a grant in lieu of a credit in order to maximize the efficiency of the public dollars assisting the project. In 2011, the University of Minnesota Extension Services started working with the SHPO to analyze and report annually on the economic impact of the state historic tax credit. Collectively, the reports from 2011 to 2020 demonstrate the remarkable success of the state historic tax credit program and the positive impact it has had on Minnesota's economy as well as on its historic resources. The 2020 report demonstrated that for every dollar of Minnesota Historic Structure Rehabilitation Tax Credit, there was $9.52 in economic activity created in Minnesota. With the taxes generated from projects, approximately one-third of the credit will be


24 The Minnesota Historic Structure Rehabilitation Tax Credit is set to expire on June 30, 2022.
Some survey respondents suggested leveraging partnerships among organizations and agencies involved in historic preservation to fund preservation activities. These include state disaster contingency funds that could be leveraged for preservation during disasters or increased state transportation funds to prepare historic context studies. Other stakeholders noted that better coordination between existing pools of state and local financial resources can support funding smaller organizations or local governments that are under-resourced.

In addition to providing more economic incentives to encourage preservation, there needs to be a more concerted attempt to document program outcomes and publicize the benefits and funding mechanisms available. Success stories that demonstrate the cultural and economic benefits of preservation should be publicized widely on social media and websites. Finally, greater efforts should be made to identify and train key groups—developers, municipal staff, local heritage preservation commissioners, legislators, and others—on the economic impact of historic preservation in Minnesota.
This Plan seeks to promote economic benefits and inspire innovative financial opportunities through the following Goal, Objectives, and Actions:

**GOAL 4: Promote Economic Benefits and Inspire Innovative Financial Opportunities**

*Organizations throughout the state are encouraged to incorporate the Goals, Objectives, and Actions of the Statewide Historic Preservation Plan into their ongoing work plans.*

**Objective 1:** Identify and recognize community funding needs and gaps to inform development of tools that address those needs

**Actions:**

a. Leverage partnerships among organizations and agencies to fund preservation activities and create mechanisms for better coordination between existing pools of funding  
b. Develop additional incentives to strategically address inequities and encourage participation of underrepresented and marginalized communities  
c. Utilize data and research to inform development of new funding opportunities to protect and preserve historic resources  
d. Encourage use of best practices for development of new effective grant programs  
e. Prioritize funding of preservation activities based on the Goals, Objectives, and Actions of this statewide plan  
f. Identify external funding sources to create a State Historic Preservation Office (SHPO) endowment or revolving fund specifically for public programs, and explore ways for the public to contribute and participate  
g. Establish an emergency preservation fund to respond quickly to historic resources impacted by disasters  
h. Inspire innovative means to support the preservation of intangible heritage

**Objective 2:** Document program outcomes and publicize economic benefits, incentives, and funding mechanisms

**Actions:**

a. Validate community efforts to celebrate and support the benefits of preservation  
b. Identify local leaders who will champion and advocate for preservation in the media, at conferences, and at events around Minnesota  
c. Gather preservation success stories from local communities and publicize those stories statewide  
d. Evaluate and publicize the economic impacts of federal and state-funded preservation activities and incentive programs  
e. Identify and track state funding that negatively impacts or results in the loss of historic resources
Objective 3: Improve access and functionality of existing funding opportunities

Actions:

a. Increase participation in and support the use of existing federal, state, and local preservation grant and tax incentive programs
b. Adjust funding selection criteria and encourage awards to projects that demonstrate an ability to increase equity and access
c. Explore ways to balance fiscal hardships with financial incentives resulting in positive or neutral owner financial impacts
d. Encourage state agencies to consider impacts to historic resources at the early stages of their project planning efforts, funding requests, and grant making to incorporate preservation outcomes into their criteria
e. Clarify the roles and responsibilities of the SHPO and the Minnesota Historical Society regarding the Minnesota Historical and Cultural Heritage (Legacy) Grants program and other state-funded grants programs

Objective 4: Work to safeguard existing funding tools and organizations that make preservation happen in Minnesota

Actions:

a. Secure long-lasting economic incentives and support for communities
b. Promote continued funding for Tribal Historic Preservation Offices and the SHPO to build capacity to lead in Minnesota
c. Protect existing funding programs such as Legacy grants, State Capital Projects Grants-in-Aid, Historic Preservation Fund, and historic tax incentives
GOAL 5: Strengthen Links Between Preservation, Sustainability, and Resiliency

Figure 36: The Red River flooded its banks in April of 1997 to devastating effect. The City of East Grand Forks now has a flood plan in place to ensure its downtown never looks like this again.\textsuperscript{25}

As individuals and as communities, we often find it difficult to plan for threats that feel overwhelming or abstract. Over the last several years, the threat of climate change has been demonstrated by increased wildfires, record flooding, and unstable weather patterns. In Minnesota, climate change threatens not only the tangible environment around us but also the intangible ways of life we value. Accounting for sustainability and climate resiliency is now at the forefront of our planning needs.

The Minnesota Department of Natural Resources (DNR) climatology division says that the three primary effects of climate change in Minnesota will lead to: 1) an increase in severe storms; 2) a warmer and wetter climate; and 3) warmer cold temperatures (i.e., higher daily low temperatures). It is relatively easy to understand how these shifts will have a negative effect on our ecosystems, but how exactly do these changes affect our historic and cultural resources? Historic and cultural landscapes, archaeological sites, habitats for culturally significant plants and animals, as well as historic buildings and structures can all be damaged from erosion, flooding, volatile weather, severe heat, and loss of cold low temperatures.

\textsuperscript{25} Minnesota Department of Public Safety, "Like It Was Yesterday: The 20th Anniversary of the Red River Flood," blog post, April 3, 2017, \url{https://dps.mn.gov/blog/Pages/20170403-blog-red-river-flooding-anniversary.aspx}. 
Figure 37: Primary effects of climate change in Minnesota include an increase in severe storms, a warmer and wetter climate, and warmer cold temperatures.26

More frequent precipitation from severe rainstorms creates fast-moving flash floods with strong currents that can damage or destroy buildings and the infrastructure that supports and protects them. Flooding causes erosion throughout the landscape as well as along lake and river shores due to increased water flow and wave action. Archaeological sites are inherently fragile, and because they are usually buried in the ground, any earthmoving can destroy artifacts and related evidence outright or severely disrupt their position. With the place of origin destroyed or disrupted, archaeological sites and historic properties can lose cultural and scientific significance. Other severe storms, such as tornadoes or straight-line winds, frequently topple trees, which can displace the soil.

disrupt archaeological sites, and cause significant damage to building roofs and envelopes.

The overall increase in precipitation will also have a more gradual effect, causing chronic flooding in some locations, flooding at unusual times of the year in other locations, or severe rain events toggling with chronic drought.

Revision of the Federal Emergency Management Agency (FEMA) floodplain boundaries now being undertaken will reflect what is already a reality. Individual and whole districts of historic resources will likely be located in floodplains where previously flood waters were a concern only in the severest of storms. With these changes will come economic hardships such as a loss of business during increasing flooding interruptions, an increase in maintenance and adaptation costs, and a lack of funding for chronic problems because emergency assistance is not offered for repeated smaller flooding.

As our climate gradually becomes warmer and wetter, the biological range of plant and animal species will change. Some of these species have important cultural significance, such as wild rice stands and sugar maple trees. Wild rice is disrupted by changes in water levels and pollution. Likewise, sugar maples have their own habitat requirements, and historic stands will be lost if Minnesota's climate becomes too hot. Cultural landscape features such as wild ricing areas and sugarbush stands can be prominent landmarks or places important to a group's history or belief system. As we lose valuable species, we will conversely gain invasive species such as the termite, which will be able to live long-term in Minnesota and could be a direct threat to the built environment.

The temperature swings that accompany the warming of our lowest temperatures will lead to an increase in freeze-thaw cycles. This shift will put increased stress on buildings designed for a more stable climate. Moisture management in buildings will also become challenging due to extreme heat and the accompanying rise in relative humidity, which can lead to mold issues where moisture was previously regulated. Additionally, winter conditions on roadways and sidewalks will lead to an increased use of chemical treatments, which can cause damage to nearby building materials and natural environments.

Historic resources will need to be adapted to become more resilient to severe weather events as well as chronic changes. Modifying buildings and infrastructure to handle these changes will require complex solutions. In order to avoid unintended negative effects, solutions should be thoughtful, use sound data, and take into account the effects on neighboring buildings and communities. This level of care will help us avoid increasing vulnerabilities and undermining the capacity to further adapt in the future. Preservationists are practiced in building strategies to manage change over time: these talents should be utilized to help adapt resources to be more resilient to pending risks.
Not only do we need to prepare for the oncoming climate disaster, but we also have a duty to implement measures to reduce the crisis. There is still time to avoid the most severe climate changes, but reducing carbon release in the next 10 years is critical. Implementing strategies that prevent the release of greenhouse gases now will reduce and slow the impacts that will take place over the next 50 years and into the future. Retaining and reusing existing buildings can serve that immediate need to avoid carbon release in the near future.

Constructing new buildings and creating new materials releases a great deal of carbon through manufacturing and transportation. In addition, a large amount of embodied carbon is released in construction and demolition waste. As buildings are designed to be more energy efficient over time, more of the environmental impacts come from the building materials themselves, making it better for the environment to keep these buildings in use instead of constructing new. Even with energy efficiencies, it takes an extremely long time to make up the carbon release of new construction. Building reuse avoids the release of new carbon into the atmosphere and reuses existing embodied carbon.

Existing buildings have already expended that embodied carbon, and by adaptively reusing the whole building a significant amount of carbon release is avoided. Existing buildings can be rehabilitated to be as energy efficient as a new building at a lower rate of carbon release—therefore retaining the embedded carbon and expending a far smaller amount to achieve the same result.

While "the greenest building is the one that is already built" has perhaps become cliche among preservationists, members of larger sustainability and green building communities have not necessarily adopted this tenet. It is incumbent on preservationists to make the case by creating and presenting empirical evidence to support this understanding. Organizations such as the Climate Heritage Network, Historic Scotland, the National Trust for Historic Preservation, and the Zero Net Carbon Collaboration for Existing and Historic Buildings have spent considerable time studying this topic and presenting evidence to the larger community. A 2020 congressional action plan about solving the climate crisis specifically recommends expanding the federal Rehabilitation Tax Credit to significantly decrease greenhouse gas emissions.27

Organizations like the Minnesota Pollution Control Agency (MPCA) have come out in strong support of accounting for environmental impacts of a structure's entire life cycle, highlighting the benefits of reuse when an existing building is updated for operational and energy efficiency. Through the agency's Built Environment program, the MPCA has voiced its interest in and commitment to partnering on furthering these efforts across the state.

Connecting with the sustainable building community and city planners who map out broader community policies is critical not only in making the case for preserving older buildings but to be part of the larger solution. As Minnesota's landfills reach or exceed capacity, keeping building materials out of the waste stream and in continued use within the built environment has many more benefits than drawbacks. Good planning and preparation, as well as proactively sharing this information, can help Minnesotans understand that the reuse of historic

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and existing structures can make a major impact on decarbonizing the built environment.

Understanding, identifying, planning for, and addressing potential threats to historic resources is powerful when it begins at the community level. The sooner communities understand the risks to historic resources, the sooner they can share information with other entities conducting disaster planning—and, more importantly, take steps to prepare for responses to potential risks. The foundation of a good risk assessment is a comprehensive Statewide Inventory that effectively represents all historic resources. A risk assessment for each community is the first step in understanding individual community disaster response and preparation needs; however, not every community has the same resources, landscape, climate, or hazards. Risk assessments should include culturally significant plant and animal habitats as well as cultural landscape features. We face a critical need for baseline data before we can adequately plan for disasters and other threats.

Risk planning works better if we share and partner with others, such as disaster planning professionals and organizations. Understanding and integrating historic resource knowledge into other planning efforts is critical. FEMA and the DNR are actively revising their listings of floodplain locations throughout the state. The Department of Public Safety and Homeland Security has released a new Minnesota State Hazard Mitigation Plan that includes climate change adaptation. All counties and municipalities have disaster and emergencies plans. Public participation in the development of these plans should be encouraged so that each plan truly takes into account what the policies mean for the community and its historic resources and so that community members are prepared when disaster strikes. As preservation professionals work with governmental and regulatory authorities, awareness of historic resources and how to protect them increases. Preservation partners can provide expertise and experience regarding adaptation of existing buildings and resources for increased resilience to disaster.

Figure 39: Grand Mound—a landmark cultural resource now at risk from chronic flooding. Photo by David Mather

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Resilience adaptations address risks before acute or slow-onset disasters occur. These thoughtful changes are completed before a disaster strikes and can help our resources withstand and more quickly recover from events. Several broader adaptation plans already exist. For instance, the 1854 Treaty Authority has introduced a plan for adaptations to cultural resources due to climate change. The International Council on Monuments and Sites (ICOMOS) introduced a plan for cultural resources ranging from movable heritage to built structures that can help identify climate perils for each resource and how to proceed with planning for them. The State of Minnesota's Climate Change Subcabinet is drafting a framework for immediate action that will show how we can integrate our work with other organizations’ plans.

Humans are sometimes slow to react to a future problem because it does not necessarily seem real to them. However, when people see that something they care about is at risk, this awareness can be the catalyst needed to set action into motion. Historic and cultural resources also can inspire Minnesotans to change behaviors and work to mitigate climate change.

Historic preservation is, and should be, a key part of the solution to the sustainability and disaster-related challenges faced by communities throughout the state. This Plan seeks to strengthen links between preservation, sustainability, and resiliency through the following Goal, Objectives, and Actions:

**Goal 5: Strengthen Links Between Preservation, Sustainability, and Resiliency**

*Organizations throughout the state are encouraged to incorporate the Goals, Objectives, and Actions of the Statewide Historic Preservation Plan into their ongoing work plans.*

**Objective 1:** Understand potential risks to historic and cultural resources; identify threats and possible solutions

**Actions:**

a. Make risk assessments of historic and cultural resources standard during surveys, then integrate this information into local disaster and sustainability plans

b. Engage with other disciplines to focus on and assess risks to historic resources

c. Promote greater awareness of historic and cultural resources located within flood risk zones and areas that are susceptible to urban flooding that may be impacted by severe weather

d. Promote greater awareness of historic and cultural resources' vulnerability to wildfires, erosion, tornadoes, and other disasters

**Objective 2:** Rethink large collective issues by adopting whole-system approaches with new and existing partners

**Actions:**

a. Continue to build and foster new interdisciplinary partnerships to develop a shared understanding of the challenges of long-term sustainability policies and how to enact them
b. Support efforts to improve climate resiliency that include measures to mitigate impacts on cultural and historic resources

c. Demonstrate the threats to historic and cultural resources and the connection between historic preservation and environmental sustainability to inspire action

d. Disseminate information about the relationships among historic preservation, sustainability, and resiliency developed by industry leaders such as the Minnesota Pollution Control Agency (MPCA), the Advisory Council on Historic Preservation (ACHP), the Federal Emergency Management Agency (FEMA), the National Trust for Historic Preservation (NTHP), and the International Council on Monuments and Sites (ICOMOS)

e. Consider how climate change affects traditional cultural properties, such as traditional wild ricing locations, during the regulatory decision-making process

f. Work with local, state, and national professional and trade organizations to promote best green practices for historic buildings

g. Demonstrate across all disciplines that the reuse of historic and existing buildings can contribute to decarbonizing the built environment

**Objective 3: Prioritize resiliency and disaster preparedness planning**

**Actions:**

a. Encourage Certified Local Governments (CLGs) and other municipalities to update their design guidelines to include sustainability and resilience as separate and distinct issues

b. Initiate disaster preparedness and update the Statewide Historic Resource Disaster Plan

c. Encourage the adoption of innovative state, national, and international plans (such as the ICOMOS Climate Action Report)

d. Learn from and integrate practices related to preservation, sustainability, and resiliency developed by industry leaders (e.g., ACHP, NTHP, ICOMOS, National Alliance of Preservation Commissions) into all future planning efforts and new policies

e. Help communities identify sensitive proactive adaptations and resolutions

f. Work across government entities to integrate preservation considerations into sustainability and disaster planning initiatives

g. Utilize equity tools and inventory information to assist in prioritizing resources needing adaptation

h. Seek funding from nontraditional sources to adapt historic and cultural resources to be more resilient to future threats

**Objective 4: Improve the state’s ability to respond to emergencies and predicted environmental changes that will impact historic and cultural resources**

**Actions:**

a. Establish a preservation-focused emergency response network; engage with the Minnesota Department of Public Safety's Division of Homeland Security and Emergency Management and other state, county, and local government units to make sure historic resources are integrated into all plans for protection

b. Train preservation professionals and others who participate on teams responding to disasters, emergencies, and environmental climate changes to consider impacts on historic and cultural resources

c. Pursue proactive adaptations to resources to increase their resilience before disasters occur
Invitation to Participate

This Plan outlines the current state of resources and preservation efforts statewide, envisioning that Minnesotans will appreciate the significant contribution history makes in forming the character of their communities and landscapes. The Plan identifies five major Goals with related Objectives and Action steps, which together strive to achieve the preservation vision shared with the Minnesota State Historic Preservation Office (SHPO) during the engagement for this Plan. Carrying out the Objectives and Actions of this Plan will demand considerable effort—more than one person, office, elected official, organization, city, or region can tackle alone. As one of the state's valuable preservation partners, the SHPO invites you to join us in working toward achieving the Goals and positive preservation outcomes throughout our state. In fact, we invite all of our partners, both established and emerging, to adopt these goals and take action to respect their history and identify and protect their assets in ways that add value to local environments and sustain their unique authenticity of place. By working together, Minnesotans can help the SHPO fulfill our responsibilities in protecting and enhancing our historic and cultural resources for the benefit of all.