



## Historic Preservation and Revitalization of Albany

Fall 2016 • Journalism

Kelli Matthews • Sr. Instructor & Area Director, Public Relations

School of Journalism and Communication

## **Acknowledgements**

The class wishes to acknowledge and thank the following people for making this project possible and providing invaluable guidance.

Shawna Adams, Planner II, City of Albany

Bob Richardson, Planning Manager, City of Albany

Rebecca Bond, Albany Visitors Association

William Ryals, AIA, Chair, Albany Landmarks Advisory Commission

Chris Bell, Cultural Resource Program Coordinator, Oregon Department of Transportation, UO Adjunct Instructor, Historic Preservation

## About SCI

The Sustainable Cities Initiative (SCI) is a cross-disciplinary organization at the University of Oregon that promotes education, service, public outreach, and research on the design and development of sustainable cities. We are redefining higher education for the public good and catalyzing community change toward sustainability. Our work addresses sustainability at multiple scales and emerges from the conviction that creating the sustainable city cannot happen within any single discipline. SCI is grounded in cross-disciplinary engagement as the key strategy for improving community sustainability. Our work connects student energy, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

## About SCYP

The Sustainable City Year Program (SCYP) is a year-long partnership between SCI and one city in Oregon, in which students and faculty in courses from across the university collaborate with the partner city on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner city through a variety of studio projects and service-learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations resulting in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

## SCI Directors and Staff

Marc Schlossberg, SCI Co-Director, and Associate Professor of Planning, Public Policy, and Management, University of Oregon

Nico Larco, SCI Co-Director, and Associate Professor of Architecture, University of Oregon

Megan Banks, SCYP Manager, University of Oregon



## About Albany, Oregon

The city now known as Albany has an established history as a central hub in the Willamette valley. Founded in 1848 and incorporated in 1864 the city has served as the Linn County seat since 1851. Albany's unique place in Oregon's history is exemplified in its dedication to historical preservation. Albany is often noted to have the most varied collection of historic buildings in Oregon. Its "four historic districts are listed in the National Register of Historic Places by the United States Department of the Interior." This downtown core has served as the center of revitalization efforts since 2001.

Located on the Willamette and Calapooia rivers Albany spans both Linn and Benton counties. With a population of 51,720 people, Albany is Oregon's 11th largest city and the second largest city in Benton County. Albany is administered under a home rule charter, adopted in 1957 establishing a Council and City Manager model. The city's vision, to be a "vital and diverse community that promotes a high quality of life, great neighborhoods, balanced economic growth and quality public services," is exemplified by its administration and government. Albany has a very active civic community with nearly 100 citizens serving on advisory commissions and committees dedicated to municipal issues.

Historically, Albany's economy has relied on natural resources. As the self-styled "rare metals capital of the world," Albany produces zirconium, hafnium and titanium. Major employment sectors include "wood products, food processing, and manufactured homes." Because of its short, dry temperate growing season Albany farmers excel in producing specialized crops like grass flower and vegetable seeds, "tree fruits, nursery stock, nuts, berries, mint and grains." Albany and the surrounding (Linn and Benton) counties are so agriculturally productive it is often called "The Grass Seed Capital of the World."

Albany's central location and mild climate has made it a popular destination for a variety of outdoor and leisure activities. Located in the heart of Oregon's most populous region with the Pacific coast to the west and the Cascade range to its east, Albany is connected to the wider state by Interstate 5, Oregon Routes 99E and 34, and US Route 20. The city is also served by Amtrak, a municipal airport, and a local and regional bus network.

## Course Participants

### Historic Preservation Strategic Communication Plan

*Kyle Hayek, Undergraduate, Public Relations*  
*Dorie Pagnano, Undergraduate, Public Relations*  
*Casey Leach, Undergraduate, Public Relations*  
*Jessie Vinson, Undergraduate, Public Relations*  
*Delbar Ehfad, Undergraduate, Public Relations*

### Public Relations Plan Proposal

*Haley Dowell, Undergraduate, Public Relations*  
*Sophie Ey, Undergraduate, Public Relations*  
*Raelyn Martin, Undergraduate, Public Relations*  
*Lissa Steffen, Undergraduate, Public Relations*

### Strategic Plan

*Alyssa Marquardt, Undergraduate, Public Relations*  
*Mo Kaufer, Undergraduate, Public Relations*  
*Colette Hamwey, Undergraduate, Public Relations*  
*Katie McLean, Undergraduate, Public Relations*  
*Ethan Dagenais, Undergraduate, Public Relations*

### Preserve + Connect

*Emily Chounlamany, Undergraduate, Public Relations*  
*Erica Freeze, Undergraduate, Public Relations*  
*Molly Landauer, Undergraduate, Public Relations*  
*Maritza Rendon, Undergraduate, Public Relations*  
*Alaina Waluk, Undergraduate, Public Relations*

### Albany Historic Preservation

*Anne Elorriaga, Undergraduate, Journalism*  
*Ainsley Blandford, Undergraduate, Public Relations*  
*Emma Scherzer, Undergraduate, Public Relations*  
*Liz Vargas, Undergraduate, Public Relations*

## Table of Contents

Executive Summary	7
Introduction	8
Historic Preservation Strategic Communication Plan	9
Public Relations Plan Proposal	38
Strategic Plan	71
Preserve + Connect	102
Albany Historic Preservation: Situation Analysis	139
Conclusion	178

This report represents original student work and recommendations prepared by students in the University of Oregon's Sustainable City Year Program for the City of Albany. Text and images contained in this report may not be used without permission from the University of Oregon.

## Executive Summary

The City of Albany Historic Preservation Program partnered with the University of Oregon (UO) School of Journalism and Communications' Public Relations Strategic Planning and Cases class to improve historic homeowners' involvement, interest, and awareness in historic preservation while revitalizing relationships with the Albany Heritage All-Star Community agencies. Students addressed these issues in five teams and created original strategic communications plans containing several sections: History and Background; Internal and External Analyses; Communications Audit; Problem and Goal Statements; Objectives, Strategies, and Tactics; Key Publics; Key Messaging; Evaluation; Calendar; and Budget.

Each group developed several different strategies and tactics to help solve Albany's pressing communications needs. Key strategies and tactics include:

- Redesign and update information related to the Historic Preservation Program on the City of Albany website.
- Strengthen communication and coordination with the Albany Heritage All-Star Community agencies, in particular the Albany Visitors Association, as well as other historic preservation stakeholders.
- Conduct more outreach to homeowners, realtors, developers, and contractors via social media, newsletters, open houses, special events, handouts, presentations, and other tools.
- Increase the number and types of events that take place during Historic Preservation month (May).
- Update codes, ordinances, and regulations where possible.

## Introduction

The City of Albany Historic Preservation Program sought to identify ways to revitalize and increase historic homeowners' involvement, interest, and awareness while solidifying relationships with the Albany Heritage All-Star Community agencies. The University of Oregon (UO) Journalism 453 class assisted the City of Albany's Historic Preservation Program staff in creating an effective strategic communication plan to target intended audiences, which range from historic homeowners, contractors, realtors, and developers, to the Albany Heritage All-Star Community Agencies.

The class objectives were three-fold. First, UO students needed to create a strategic communication plan that increases awareness of actions that maintain or degrade the historic integrity of property. Second, the communication plan needed to change and improve attitudes about historic preservation and activities. Lastly, the strategic communication plans needed to expand and advance relationships with the Albany Heritage All-Star Community Agencies.

Students used the information presented by City of Albany staff to understand the initial problem: Improving awareness and interest in historic preservation. The five different plans that follow describe strategies for social media, media relations, special events, marketing materials, community outreach, and online applications as tools for heightening civic engagement. The budgets for these plans range from \$1,200 to \$15,000 and timelines range from six months to one year in length. Evaluation methods include surveys, social media analytics, tracking event attendance, tracking the number of code violations, and publicity from various media channels.





## **Historic Preservation Strategic Communication Plan**

Kyle Hayek, Dorie Pagnano, Casey Leach,  
Jessie Vinson, and Delbar Ehfad

## History & Background

The City of Albany has an incredibly diverse and rich history, but there is a lack of involvement, interest, and awareness from the historic homeowners. The City of Albany needs a strategic communication plan that focuses on revitalizing the Historic Preservation Program to increase historic homeowners' involvement, interest, and awareness while solidifying relationships with the Albany Heritage All-Star Community.

Albany has a colorful history, but not many historic homeowners recognize the value of that history. For example, the city has four historic districts with more than 700 historic buildings registered with the National Register of Historic Places from the 1840s to the late 1920s and is one of the most varied collections in the state. The four districts are the Airport District, Monteith District, the Hackleman District, and the Downtown Commercial District. Our strategic communication plan will focus on all of the districts except the Airport District.

There are publicly known figures, the mayor and a city councilor, in Albany that are very supportive and have been an active voice for the Historic Preservation Program. The community members who are aware of the program are supportive because they believe in the value of preserving the city's rich history.

The Monteith District is named after two brothers, Walter and Thomas Monteith, who were the founding fathers of Albany. The Monteith House was considered the finest house at the time. Today, the Monteith House is open to the public as a museum. The Monteith District was put on the National Register of Historic Places on February 29, 1980, and in November 2008, the district expanded to add 78 properties.

The Hackleman District is named after Abner Hackleman, who immigrated to Oregon in 1845. Now, the Hackleman District has 228 properties with 12 different historic architectural styles. The Hackleman District was put on the National Register of Historic Places in 1982.

The Downtown Commercial District started to grow after Albany was founded in 1848. The Albany Steel Bridge was built in 1892 and today, the footings of the bridge are still there and carry power lines across the river. The Downtown Commercial District has six different architectural styles.<sup>1</sup>

<sup>1</sup> By 1878, Downtown Albany Boasted Grocers, Dry-goods Stores, a Wagon Dealer, Cigar Stores, Butchers, Livery Stables, a Tailor, as well as others. "Albany's Historic Districts." Albany's Historic Districts. N.p., n.d. Web. 01 Nov. 2016.

During the past 30 years, there has been a strong initiative to continue the Historic Preservation Program, but it has met with challenges. Staff and funding (\$12,000 every other year) dedicated to the city's Historic Preservation Program are limited.

One example of a historic city that has done well with engaging its homeowners and citizens in historic preservation is Jacksonville, Oregon. Albany's Historic Preservation Program has the potential to be as successful as Jacksonville's program, where most of the city is listed as a National Historic Landmark because of the large amount of historic buildings that have been preserved.<sup>2</sup> This would not have been possible if the citizens of Jacksonville did not come together and focus on preservation efforts. Albany's Historic Preservation Program currently does home tours like Jacksonville, but the City of Jacksonville takes it to the next level by doing history trivia, pioneer profiles, various events, and providing a website solely about the history.<sup>3</sup>

Albany is unique because it was the first city in Oregon designated as an Oregon Heritage All-Star Community bringing together local heritage organizations to collaborate.<sup>4</sup> The program has a lot of knowledge, but it is not streamlined or able to be found in one place. These groups are advocates for Albany's Historic Preservation Program and are knowledgeable resources, so the program could benefit from providing outlets for them to disseminate their materials.

<sup>2</sup> "History - Jacksonville - Heart of Southern Oregon Wine Country." Jacksonville - Heart of Southern Oregon Wine Country. N.p., n.d. Web. 16 Nov. 2016.

<sup>3</sup> "Historic Jacksonville, Inc." Historic Jacksonville, Inc. N.p., n.d. Web. 16 Nov. 2016.

<sup>4</sup> Caitlin, Anne. "Heritage All-Star Community: A First for Albany and Oregon!" Oregon Heritage Exchange. N.p., 07 Nov. 2012. Web. 16 Nov. 2016.

## Communications Audit

The City of Albany's current communication strategies regarding historic preservation are unclear, challenging to locate, not engaging to their target demographic, or simply do not exist. After examining the organization's communication behaviors, we have concluded that information must be presented in a concise, visually appealing manner, and that it must be easily accessible to all current and prospective homeowners. Diversified research has led us to understand four current forms of communication: outreach by letter; a government-affiliated website; multiple social media platforms; and various meetings organized by individuals, historic groups, or the city.

### ***Outreach by Letter***

Personalized letters have perhaps been the most successful form of communication for one of Albany's public programs, the Albany Visitors Association (AVA). After years of dwindling participation for the Christmas Parlour Tour, Albany Visitors Association sent out personalized letters to all homeowners with a call to action to become more actively involved in community events. The outcome was that the AVA completely filled this year's Christmas home tour roster, as well as having multiple homes enlist themselves for next year's showings.

Although the personalized letter used time and resources, it was a direct way to engage with the target demographic and provided clear, simple instructions: Sign up for the Christmas home tour. The success of the letter demonstrates the best approach to an Albany historic homeowner, a message that has a story, is clear, and has a simple follow through. By making the requests and regulations easier to understand for these homeowners, there is far less likelihood of incidences of backlash or argument. The direct appeal of the AVA's letter is something that could be replicated by the Albany Planning Department as it works to create meaningful relationships and involvement among homeowners and community members.

Other letters have been created, without meeting the same success, such as a flyer that reads "Welcome to Albany's Historic Preservation Program" that outlines the benefits, responsibilities, and requirements of historic homeowners. The letter provides valuable information, but is very text heavy and seemingly has not been distributed in an effective manner. At one point almost 20 years ago, private businesses attempted a "welcome wagon," which distributed brochures, flyers, and phone books. The effort fell off when the woman retired 18 years ago. The Chamber of Commerce also had a resident

package that they charged for, but it was not focused on the historic community in any way. AVA has the most streamlined approach to communication with their audience, releasing a frequent e-newsletter that focuses on travel and tourism within the city. Although it often features historical aspects or activities, it is not concentrated on historical preservation by any means, or given directly to any All-Star Heritage partners or historic homeowners.

### ***Government Website***

All online information regarding historic preservation can be found on CityofAlbany.net. Under “department/divisions” and “community development,” a section is dedicated to historic preservation. This sublink contains information regarding Albany’s historic districts, grants, tax incentives and other benefits of being a historic homeowner, information about preserving your historic structure, the Albany historic context statement, and more.

Although these materials give beneficial insight as to what it means to be a historic homeowner and the various guidelines of having a historic property, the information is dry, text-heavy, and lacks the positive connotation that the City of Albany wants the city to feel about their rich, historic culture. Rather than a dense history lesson and a list of “can’t’s,” it is imperative to modify these components to be reader-friendly while maintaining their same educational integrity. In doing so, historic homeowners are more likely to follow the rules and regulations set before them because it will be presented in an understandable and transparent manner.

Many of Albany’s documents use complex language that historians but not homeowners would be able to firmly grasp. By altering the tone, the city could disseminate their message across a greater audience. Many consumers would agree that one of the first places that they would search for information is the internet, specifically looking to Albany’s pages regarding historic preservation. Moreover, should a homeowner or prospective buyer have a question, it is not clear which individuals are best to contact for specific questions. This resource does not communicate as effectively or as timely as it could to the audience, making it an out-of-date authority for information.

### ***Social Media Platforms***

The City of Albany has a Twitter (@cityofalbany), Instagram (cityofAlbany), and Facebook platform (City of Albany). Unfortunately, these sites are not frequented with much material relevant to historic preservation, if any at all (the city’s Instagram account has a single post from 2013). Although the Historic Preservation Program’s target demographic may not be Twitter or Instagram

users, statistics show that they are on Facebook. Moreover, having consistent social media helps spread awareness, which is another major goal for the city. A strong social media presence will show the pride this community has in their incredible history, can act as an educational tool, and will attract tourism, a major source of economic growth for the city. The AVA has made great strides in their social media presence (@visitAlbany), but still is not very informative, especially pertaining to historic preservation. Although social media may not be considered of utmost importance, if handled correctly, can be a wonderful and relatively inexpensive resource for defining Albany's rich and unique historic culture.

Within the City of Albany, there are a multitude of meetings and workshops open to the public as well as board members and committee heads, many of whom make up the Albany Heritage All-Star Community. The public is welcome to attend "landmark meetings" or any other city-affiliated meeting. The Nextdoor Monteith Site and Friends of Historic Albany Google Group create a place for members to share information.

### ***Meetings Held by Heritage All-Star Community Groups***

Various meetings that Rebecca Bond, AVA Historic Resources Coordinator, attends include: Miscellaneous city, Albany Downtown, Albany Regional Museum, Monteith Historical Society, Historic Interior Tour Committee meetings, among others. She notes that individuals from various organizations will conduct outreach programs from Kiwanis clubs, History Bites Brown bag lunch series at the Albany Regional Museum, and Albany Library lecture series. A common thread of material would be beneficial for these different groups to relay accurate information to the public with regard to the historic districts and the regulations pertaining to the historic inventory as well as the benefits available. In years past, there has been an effort to hold workshops for realtors to inform them about the historic districts and their regulations, but due to the high turnover rate within the industry, has not been an effective method of communication.

# SWOT & PEST Analysis

## *Internal Factors*

To become familiar with the City of Albany Historic Preservation Program we performed a SWOT analysis to get a better idea of the internal factors that the program can control as an organization. Conducting this in-depth analysis helps us look more closely at the client and where we can help.

### Strengths

- Each home in the program has rich history and a unique story to tell.
- The rarity of historic homes in authentic conditions makes these properties more desirable on the market, benefitting current and future property owners.
- There are a few strong recognizable advocates in the community for historic preservation, such as Mayor Sharon Konopa.
- Although the program works to preserve the exterior of the home there is substantial ability to modify a home to personal liking with the proper approval.
- The Heritage All-Star program is comprised of multiple groups, which are a source of knowledge in the Historic Preservation Program and its success.

### Weaknesses

- Information on individual homes can only be found at the Albany Regional Museum, which is not very accessible or convenient for community members. Being able to access this information online would be much more helpful to the community and homeowners.
- There are misconceptions regarding the flexibility around modifying historic properties.
- Within the Heritage All-Star program there is no streamlined communication efforts making it difficult to provide consistent information to property owners and the Heritage All-Star members. This weakness was highlighted by Rebecca Bond.

- The Historic Preservation Program is understaffed and underfunded, which has lessened the program and its regulation.
- There is no clear point of contact for property owners or Heritage All-Star members if there should be a question or concern.

### Opportunities

- Create an user friendly online database that compiles all of the information on the Historical Preservation Program and each of its properties.
- Craft material that outlines the specific rules and regulations that could be distributed to property owners, Heritage All-Star members, and any other relevant publics.
- There is an opportunity to foster a strong sense of community amongst the districts.
- The Heritage All-Star program has the opportunity increase awareness of the program and its partnerships.
- The Historic Preservation Program has the potential to create consistent and clear messaging for all of its publics.

### Threats

Many of the threats listed have to do with cost, which is a main threat for our key public, homeowners, which directly affects the Historic Preservation Program.

- Newer homes require less maintenance in comparison to historic homes.
- Older homes may require parts that may not be as readily available to maintain the home's traditional character. The maintenance of historic homes may be more costly due to the accessibility of the specific parts.
- Restoration on historic properties takes longer because of the required approval process for projects. Owners of newer properties often don't need approval for changes and rarely have to restore much because of the age of the property.



- Some might view historic homes as too expensive to preserve and may opt out of living in one or choose to live in one, but decide not to follow the preservation code. In both cases this could be harmful to the client.
- Another threat to the program is lack of information. Many property owners lack knowledge of historic preservation, which could work against the program.

### Summary

After performing our SWOT analysis we see areas where the program is doing well and areas it can improve. There seems to be a lack of consistent information on the Historic Preservation Program and its partnerships through the All-Star Heritage program. This inconsistency has made it hard for historic property owners to easily find information on preservation and compliance codes for their properties. There is a need for clearly crafted material with the codes and regulations that can be distributed to homeowners and Heritage All-Star partners. We also think that there is an opportunity to make use of the partnerships within the Heritage All-Star program and to increase more awareness of the program. The Heritage All-Star partners help provide information on the Historic Preservation Program through various outlets, but we've learned that they are having trouble providing streamlined information.

### **External Factors**

A PEST analysis was conducted to look at possible external factors that may have an effect on the program. This is different from a SWOT analysis in that it looks at the environment that the program is a part of. It brings attention to political, economical, social, and technological issues the program may face.

### Political

- Support or lack of support from Albany's City Council could affect the Historic Preservation Program and its funding. Current Mayor Sharon Konopa has been supportive of the program and previously approved plans for Historic Preservation Month, which was held in May.<sup>5</sup> The next mayor of Albany may not be as much of an advocate for preservation.
- Federally, the National Park Service and the Internal Revenue Service administer the Historic Preservation Program in partnership with State Historic Preservation Office.<sup>6</sup> A cut in the Federal Historic Preservation Tax Incentives program could lower the 20% tax credit,

making the program less desirable to current and future historic property owners.

- Now that Donald Trump is the president elect, housing economists forecast that the “new housing crisis” will worsen.<sup>7</sup> The “new housing crises” reflects the large number of buyers and the lack of homes for sale.

### Economical

- Forbes states that homeowners aren’t selling. “Prices have risen so much that potential sellers can’t afford to buy the next level home in their current neighborhood.”<sup>8</sup>
- Demand for properties is still strong. There has been a 3.1% increase in the purchase of new homes compared to the predicted one percent decline, reflecting a demand for newer homes, which could affect the housing market for historic properties.<sup>9</sup>
- There are more homeowners than renters in Albany. In 2015, Albany had 11,638 homeowners and 8,067 renters according to the census.<sup>10</sup>

### Social

- Albany’s population has grown four percent since 2010 and is expected to continue to increase.<sup>11</sup> This increase in population will affect the demand for homes.
- More Americans are renting and the numbers are increasing. Renters account for 37% of all households.<sup>12</sup> With the increase in population we may see a higher number of renters in Albany. Fewer owner-occupied units makes communicating codes and enforcing compliance more difficult.

7 Oyedele, A. (2016). Housing could become even less affordable under President Trump. Retrieved November 30, 2016, from <http://www.businessinsider.com/trump-election-president-housing-market-2016-11>

8 Sharf, Samantha. “Housing Forecast: What To Expect In The Second Half Of 2016.” Forbes. Forbes Magazine, n.d. Web. 18 Nov. 2016

9 “United States New Home Sales | 1963-2016 | Data | Chart | Calendar.” United States New Home Sales | 1963-2016 | Data | Chart | Calendar. N.p., n.d. Web. 18 Nov. 2016.

10 Data Access and Dissemination Systems (DADS). “American FactFinder - Results.” U.S. Census Bureau. N.p., n.d. Web. 18. Nov. 2016.

11 “Population, Percent Change - April 1, 2010 (estimates Base) to July 1, 2015, (V2015).” Albany City Oregon QuickFacts from the US Census Bureau. N.p., n.d. Web. 18 Nov. 2016.

12 Bernard, Tara Siegel. “To Buy or Rent a Home? Weighing Which Is Better.” The New York Times. The New York Times, 01 Apr. 2016. Web. 18 Nov. 2016.

### Technological

- The push to “go green” and tax incentives<sup>13</sup> that go with being more energy efficient could affect our client. We learned that preserving a historic home contributes to being environmentally friendly but this information isn’t well publicized.
- Studies show that Americans prefer to receive information and news through a screen, whether that be a tv screen (57%) or computer screen (38%).<sup>14</sup> This information will help our client adjust the way it communicates with its publics.

### Summary

After performing a PEST analysis we’ve become more familiar with the national and local trends that could affect our client. We looked more closely at the local political structure of Albany and how it could work for or against the Historic Preservation Program. We learned that Albany has more homeowners than renters, but nationally there is an increase in renters. Our research also showed that more Americans prefer to receive information from a screen, which will be important when trying to figure out ways to reach out to our publics. We will use the information from our PEST analysis to better shape our work for our client and help customize our messaging and content to current trends.

13 “Going Green.” Going Green | USAGov. N.p., n.d. Web. 18 Nov. 2016.

14 Mitchell, Amy, Jeffrey Gottfried, Michael Barthel, and Elisa Shearer. “1. Pathways to News.” Pew Research Center’s Journalism Project. N.p., 07 July 2016. Web. 18 Nov. 2016.

## **Problem or Opportunity Statement**

After learning about the problem from Rebecca Bond, Bob Richardson, and Shawna Adams, a common point that all three touched on was that they felt as though the homeowners in these historic districts did not receive consistent and easily accessible information about the Historic Preservation Program. We see an an opportunity to educate the local community and an opportunity to strengthen and also leverage the relationship with the Albany Heritage All-Star Community.

## **Key Publics**

The two publics we are focusing on in our plan are the historic property owners in the historic districts and the partners that are a part of the Albany Heritage All-Stars Community. The importance of the property owners is simple; they are the ones who occupy the historic properties either living there with their families or running their businesses out of the buildings. The Heritage All-Stars are the lifeblood of educating and preserving the history of Albany with original records and relics, with some dating back to the establishing of Albany as a city.

### ***Historic Property Owners***

There are four main historic districts in Albany. Those districts are the Monteith, Hackleman, Downtown Commercial District, and the Albany Municipal Airport. There are over 700 historic properties<sup>15</sup> throughout the four districts on the National Register. Residents and owners of these properties might not realize that they live in a historic property, meaning that they are unaware of an entirely different set of rules and regulations necessary for maintaining and modifying their historic homes.

Out of the four districts, there are two main residential areas. Each home within these districts has a unique story to tell. People who seek out living in a historic property do so because of the character and the time period that is unique and separates these houses from more recently constructed houses. Another aspect that draws owners in is the history that surrounds the property, whether

15 "Albany's Historic Districts." Albany Visitors Association. N.p., n.d. Web. 04 Dec. 2016.

a historically significant figure lived in the property or the building itself was a part of a major event. A trend that has led homeowners to live in historic properties is the fact that they are rare to an extent, since we live in a culture of always wanting new. Homeowners with the environment in mind, have an additional bonus in knowing that since the historic property is already built and has been around for a while, it has already recouped any negatives towards the environment from its construction.

### ***Hackleman District resident profile***

According to recent US Census Bureau<sup>16</sup> data, out of a population (zip code 97321) of 24,928, the average citizen of Albany is caucasian, around the age of 36, with at least a high school diploma, with a median household income of \$45,484, and is more likely to rent the property in which they reside. Household sizes are three people per residence. Many are families with at least one child. Central Elementary is located in this district on 336 SW 9th Avenue.

Meet Shannon, who is married and a mother of one child. She has always lived in the City of Albany. She currently rents a historic house from 1927 in the Hackleman District. Shannon receives most of her news from Facebook. Two year ago, Shannon moved into her historic property and had no idea that she had moved into a historic home. This was an issue since she was trying to convince her landlord to install vinyl windows to the property, only for the landlord to inform her that it was not possible because of the home's historic status and inclusion in the Hackleman District.

Shannon's situation is the reason the communication between the City of Albany's Historic Preservation Program, property owners, and tenants is so important because improper information and knowledge leads to misinformation for those living in historic properties.

### ***Monteith District resident profile***

The Monteith District has property owners who are more affluent than those in the Hackleman District. According to recent US Census Bureau data, out of a population (zip code 97321) of 24,928, the average citizen of Albany is Caucasian, around the age of 40, with at least some college education, with median household income of \$58,484, and own the property in which they live. Household sizes are usually of two people, and is located within close walking distance of Downtown Albany.

<sup>16</sup> Bureau, US Census. "Census.gov." US Census Bureau. N.p., n.d. Web. 04 Dec. 2016.

Meet Tim, he was born and raised in Albany and moved back from the University of Oregon for a job 20 years ago. Having grown up in Albany, Tim developed a passion for history and always had an eye on living in one of the historic districts. When he returned, he bought his favorite house in the Monteith District and lives there with his wife. Both spend their weekends maintaining their yard yearround. Tim's main source of information on local news is his daily reading of the Democrat Herald and watching local news. He is well versed on submitting property modifications to the Landmarks Advisory Commission and has only been denied occasionally. He appreciates the commission's guidance on keeping the character of his home intact.

### ***Albany Heritage All-Star Community***

Albany had the distinct privilege of being named the first of Oregon's Heritage All-Star Communities. This honor was given as a result of the hard work of heritage partners and the Albany Visitors Association. They are connected under one unifying vision statement: "to grow the economic impact of tourism through enriching local experiences." There are many different groups that make up Albany's Heritage All-Star Community, most of the members within these groups are run completely by volunteers. The best part of the All-Star Community is that they can be found throughout the city and not only within the historic districts. While educating the public is the main goal of these groups, they don't have a system unifying all group members with external organizational group members.

A variety of historic sites located around Albany make up the Heritage All-Star Community such as the Monteith House Museum, the Albany Regional Museum, the National Register Historic Districts, and the many volunteers who are proud of the strong spirit and heritage that Albany represents for the entire State of Oregon.

There are some paid full-time staff that run some of these historic attractions; however, most all of the sites are run by volunteers from the community with a passion for historic preservation. According to Rebecca Bond, an added bonus is that many of the volunteers live in the historic districts of Albany, which is why they have a passion for preserving the history any way they can.

The Albany Regional Museum, built in 1887,<sup>17</sup> has the distinct history of being moved in 1912. The museum's history alone shows the communities' engagement with historic preservation when in 1978 local Roz Clark (Keeney)

17 "Albany Regional Museum - Albany, Oregon." Albany Regional Museum. N.p., n.d. Web. 04 Dec. 2016

acted upon the alarming loss of local Albany history. Today the museum houses historic city records and memorabilia that has shaped the City of Albany over the years, while being run by head chair Darrel Tedisch, vice chair Kristen Schuttpelz, secretary Linda Collins, and eight other board members. The museum also has a paid staff of three employees, along with its volunteers. The main goals of the museum are to educate the citizens of Albany about the unique history of the city and the importance this small town has played for the State of Oregon. The museum is one of Albany's greatest resources from its archive room to their WWII memorabilia and more retro artifacts. A benefit for the community is that the museum attendance is free, with donations appreciated, and is open Tuesday through Saturday with accommodating hours.

The most recent endeavor of the All-Stars has been the construction of the Albany Historic Carousel Museum, now being built after 12 years of carving and painting of the animals, as well as the hard work of both staff and volunteers for raising the money for this new city landmark.<sup>18</sup> The Carousel Museum is run by a board of 10 local volunteers. All members of the board want to show off the skill and craftsmanship of local Albany citizens. Completion of the Albany Historic Carousel is expecting to conclude in June 2017, but their temporary location with their completed handcrafted animals for viewing is open Monday through Saturday from 10:00 AM until 4:00 PM.

## Goal Statement

To have improved historic property owner education and awareness and to have built partnerships with the Albany Heritage All-Star Community.

<sup>18</sup> "Albany Historic Carousel & Museum." Historic Carousel Museum Albany Oregon. N.p., n.d. Web. 04 Dec. 2016.

## Objectives & Strategies

### ***Objective 1***

To have an effect on awareness; specifically to generate understanding of Albany's Historic Preservation Program's mission and resources among historic property owners by 20% by the end of 2018.

### ***Strategy 1***

To accomplish this objective, we recommend an online communication strategy, specifically focused on a website to make all information regarding Albany's historic preservation program easily accessible. This strategy will allow us to provide streamlined messaging between Albany's Planning Department and its publics.

### **Tactic 1**

Create a database using a basic WordPress template with personalized information for each of the historic homes and the historic community.

- Obtain information about each home and historic district from the Albany Regional Museum.
- Information obtained may include when a home was built, notable owners, important architectural features and highlighting stories.
- Scan relevant pages onto an external hard drive to preserve the original documents and so they can be used for future reference with ease.
- Have historic experts read through scanned pages and refine information to reader-friendly format.
- Make sure that information can be easily understood by homeowners, government officials, and people conducting research or with interest in historic preservation.
- Upload newly edited information onto an online database, which can be accessed through the new website.
- Also, upload original scanned files so that if people are interested in more in-depth, complex information, they are able to easily find it.



Make this information available through a link on the newly edited home database.

- Pay for domain name via WordPress. An example domain name could be [www.albanyhistoricdatabase.com](http://www.albanyhistoricdatabase.com).
- Albany Regional Museum already has an extensive photo database, which could provide the visuals for this informative database.

## Tactic 2

Change web host to a platform that is more visual and user friendly that focuses solely on Albany's historic preservation efforts.

- A new web host would be beneficial because the current interface is outdated and text heavy. Furthermore, Albany's Historic Preservation Page is a subcategory of the Community Development Department, making it difficult to find for the average user.
- Research various platforms and costs to find one that best suits online goals.
- Recruit members of the UO's School of Journalism and Communication and Computer Science program to build out website in conjunction with the Sustainable Cities Initiative.
- Post redirect link on former government website to spread awareness about new platform.

## Tactic 3

Craft interactive materials to increase engagement and grow time spent on the website.

- Use Google Analytics to measure the average time each user is spending on the website, and which pages hold the audience for the longest.
- Develop materials that sparks engagement (historic quizzes, an interactive map, a blog about local historic preservation and home lifestyle).
- Include visuals such as photographs and illustrations of historic homes and district layouts.

## Strategy 2

To accomplish this objective, we recommend an audience engagement strategy, specifically focused on a welcome folder in which members of Albany's Heritage All-Star Community will work to build interpersonal relationships and involvement with new homeowners. This strategy will create a greater sense of community and connection between homeowners and groups that have a vested interest in historic preservation.

### Tactic 1

Compile information for a welcome folder, which will include a brochure with a personalized insert about their unique property and an upcoming event calendar.

- Every new historic property owner will receive a welcome folder containing important information for safekeeping.
- Each folder will contain one brochure. All brochures will include the same code compliance rules, regulations, contact information for specific questions, link to their website and social media platforms to ensure consistent communication to each homeowner.
- Each brochure will also come with an insert that pertains to the homeowner's specific property. This insert will include a picture of the home, property facts, and a background story if available.
- The folder will also include an upcoming event calendar, which will be modified every three months. For example, a welcome folder distributed in December will contain an event calendar beginning in December and ending in February.

### Tactic 2

Put together information in visually appealing manner, such as a z-fold brochure, on high quality paper that can be kept by the homeowners for future reference.

- Create brochure and event calendar template that can be easily modified should new information regarding historic preservation or community events become of importance.
- Work with local photographers and UO students to design brochure template with photographs, infographics, and written content. Enlist students from the UO through Sustainable Cities Initiative (such as a design class) or offer the opportunity to build resume and portfolio work.

### Tactic 3

Distribute personalized brochure when there is a new homeowner of a historic property.

- The packet will be hand delivered by a member of the Heritage All-Star Community within one month of a new individual moving into a historic property.
- Member can work to develop a personal relationship with the homeowner by explaining a home's meaningful attributes (example: historically important figures).
- Hand delivering the personalized brochure affords the opportunity to better understand who the target audience is and what their attraction is to historic homes.
- Encourage homeowner to actively engage with historic preservation efforts and education by inviting them to a future Heritage All-Star Community meeting.

### Strategy 3

To accomplish this objective, we recommend a newsworthy information strategy focused on a seasonal online newsletter informing and educating our publics about happenings and lifestyle interests regarding historic preservation. This strategy will allow us to communicate clearly and frequently with our target publics to increase awareness and involvement within the Albany Historic Preservation program.

### Tactic 1

Assemble short seasonal online newsletter using high-resolution photos, new content, and community updates.

Newsletter will be an online format with glossy cover, no more than five pages and have a uniform template (fonts, color scheme, a few layout options, contact/website information located on last page) to ensure consistency.

- The newsletter may benefit from the assistance of a designer or an internal resource, but a designated template should act as a structured foundation.
- Each newsletter will contain the season in which it is published to have as a record when crafting future newsletters.
- Give the newsletter a clever name (i.e. Historic Happenings).

## Tactic 2

Generate new, timely content.

- Focus less on rules and regulations and more on the historic homeowner lifestyle, local happenings, current events, seasonal tips (i.e. how to keep your historic home cool in the summer), historic home profiles, and historic homeowner profile.
- To raise funds, allow for local businesses, individuals, and real estate offices to run advertisements on the last page of the online newsletter.

## Tactic 3

Collect emails of all historic homeowners and other interested individuals to create an email listserv.

- Allow individuals to subscribe to emailed newsletters through website subscription form.
- Reach out to Albany Heritage All-Star Community to notify their email lists of the newsletter and locate potential interested subscribers.
- Put signup sheet for the newsletter in the Albany Planning Department office, the Albany Regional Museum, and the Monteith House.
- Mention ability to subscribe to newsletter in welcome folder for new historic homeowners.
- Have Historic Preservation Program representatives (i.e. Shawna and Rebecca) share the availability of the newsletter and encourage subscriptions.

## Tactic 4

Distribute newsletters via email.

- Email newsletters to the historic property homeowners within the first five business days of March, June, September, and December.

## **Objective 2**

To have an effect on action, specifically to create consistency and community among Albany's Heritage All-Star partner organizations through hosting three specific events by the end of 2018.

### Strategy 1

To accomplish this objective, we recommend an audience engagement strategy (specifically hosting workshops), which would be held exclusively for the partner organizations of the Albany Heritage All-Star Community to promote a sense of connection to the Historic Preservation Program. This strategy will allow Albany's Historic Preservation Program to streamline all information distributed to the Heritage All-Star Community partners.

#### Tactic 1

Create workshop logistics.

- Find place to host the workshop (i.e. Albany City Hall).
- Two workshops held per year (January and July).
- Member of Albany's Historic Preservation Program leads the workshop.
- Cap attendance at 35 people.
- Integrate community building and informational aspects, encourage conversation and questions regarding Heritage All-Star Community partnerships and its role with Albany's Historic Preservation Program.
- As a supplement to the training, bring in experts on historical preservation or active voices (i.e. Rebecca Bond, the mayor, city councilor) within the state.
- Distribute an informational packet to ensure partner organizations are fully familiar with the content and comfortable answering questions regarding historic preservation. This is an opportunity to make sure all of the information going out is consistent and clear.

## Tactic 2

Create an information packet that will be distributed to attending partner organizations of the Heritage All-Star Community at the workshops to relay information among the organizations and updates on codes and regulations as well as other new information regarding Albany's Historic Preservation Program.

- Member of Albany's Historic Preservation Program and member of the Heritage All-Star Community work together to create information packet.
- Include a selected representative's contact information from each organization, frequently asked questions, anything that is changing in terms of codes/regulations, events calendar and updates about what each organization within the Heritage All-Star Community is doing.
- Updated information packet handed out at each workshop, reviewed, and presented to attendees.

## Tactic 3

Gain support through workshop incentives.

- Work with a local Albany restaurant to cater the workshop.
- Jobs that may require community service hours or educational credit could be fulfilled by attending the workshop.
- Gain networking and professional growth opportunities through speaker presentations.

## **Strategy 2**

To accomplish this objective, we recommend a special event strategy focused on a kick-off event ("through history" theme) in support of Albany's historic month that will connect community members to Heritage All-Star Community partner organizations. This strategy will allow us to encourage involvement of the public and strengthen partnerships between the All-Star partners by coming together in support of a common key interest.

## Tactic 1

Plan a kick-off event, which will include a 5K run/walk through the Monteith District.

- Event will be called “Race Through History.”
- Event will be held on Saturday, May 6th, beginning at 8 a.m. and concluding at 11 a.m.
- The 5K will take place in the historic Monteith district, which will require designing a course that is approximately 3.1 miles and providing the appropriate road blocking measures to ensure safety.
- Design ten 11x17 horizontal sheets of paper with individual facts regarding Albany’s Historic Districts.
- Laminate the fact sheets.
- Fact sheets will be staked into the ground.
- Two fact sheets per mile with the first two starting at the beginning of the 5K.
- Rent speaker system, microphone, stage, and tents, which will be used for 5K run/walk.
- Participants will pay a \$15 registration fee, which will go directly to event costs and the Historic Preservation Program.
- Members of the Albany All-Star Heritage Community, employees of the Albany Visitors Association, and other individuals fulfilling volunteer requirements (such as local high schoolers) can sign up to volunteer. Duties of the volunteers will include: setup, clean up, working the registration table, cheering on the racers, providing snacks, and directing traffic.
- Water and snacks could be donated by a local grocery store or other local businesses (i.e. Dutch Brothers, Safeway, Fred Meyer) for 5K participants, and will be made available at a food, water and first-aid table.
- Make sure there is a medical tent with a volunteer medical team with a first-aid kit on hand.
- Each 5K participant and sponsor will receive a shirt to thank them for their participation, commemorate the 5K, and will spread awareness of the event to potential future participants. Event sponsors will be listed on the back of the shirts (i.e. Dutch Brothers, Point S Tire & Auto Service, KRKT radio station, or any other local businesses). These sponsorships will negate the costs of the shirts and contribute to financing the event.

## Tactic 2

Implement a historical scavenger hunt at the end of the 5K run/walk in the Downtown District.

- Event will be called “Hunt Through History.”
- The event will be held on Saturday, May 6th, from 12-3 p.m.
- The scavenger hunt will be a progression through Albany’s history. Clues will be received at the local shops and businesses, and will provide historic riddles and clues that lead to the end of the hunt.
- Reach out to local businesses in the district to participate in the scavenger hunt and donate gift cards as prizes for those who successfully complete the hunt (i.e. Dutch Brothers, Vault 244 Bistro, Frankie’s Restaurant, etc.)

## Tactic 3

Highlight May as Albany’s historic month to spread awareness.

- Promoting historic month beginning March 1 through various platforms (i.e. website, social media, newsletter to historic home owners, flyers for local businesses) as national celebration of historic preservation.
- Create a Facebook event along with a graphic on Albany’s Regional Museum’s and Albany Visitors Association’s Facebook page. Post graphic on both organizations’ websites.
- Pitch all events to the Albany Democrat Herald and the Corvallis Gazette Times.
- Advertise the month through flyers distributed at the Albany Regional Museum and Albany Visitors Association.
- List events on event calendar in welcome folders for new historic homeowners and highlight events in online newsletter to historic homeowners.



### **Strategy 3**

To accomplish this objective, we recommend a strategic philanthropy strategy focused on raising funds through a local auction in December of 2017 that will integrate members of the community with the Albany Heritage All-Star participants. This strategy will allow the participants to raise money for specific historic renovation projects within the City of Albany, while increasing awareness of the mission of the Heritage All-Star Community.

#### Tactic 1:

Select revitalization project within one of Albany's historic districts.

- Reach out to various positions within Albany's political offices, such as the mayor and city councilors, as well as community members and the Heritage All-Star participants, for suggestions as to which historic properties should be prioritized.
- Evaluate the structure for damages and repairs. Create budget and timeline for costs of revitalization and time and effort included.
- Once project is selected (i.e. the columns of the City of Albany post office), collaborate with Albany Historic Preservation Program to ensure all plans for renovation meet code and uphold the building's unique character.

#### Tactic 2

Plan an evening cocktail and hor d'oeuvres event to raise money for identified historic renovation project.

- Find space (ideally in one of the historic districts) that can accommodate event, as well as date and time (host event in winter to allow for project to commence in the springtime).
- Have event be a silent auction that includes cocktails and hors d'oeuvres (i.e. wine could be donated from Spring Hill Cellars Winery).
- Work with local businesses and members of the community to receive donations and contributions in which auction attendees can bid on.

- Auction would contain a range of low-ticket (i.e. Pix Theater could donate two movie tickets to an upcoming new release) to high-ticket items (autograph or artwork).
- Pitch event to local media platforms, generate awareness through unpaid and sponsored posts on social media and through the website to generate awareness around auction. Invite media professionals to the auction.

### Tactic 3

Reward and recognize donors for their valuable contribution.

- Having the names of all donors to the project on a plaque within the historic building.
- When project is completed, conduct a “ribbon cutting” ceremony in which the mayor or city councilor cuts the ribbon. Invite all donors to come to event to be recognized and offer tours of the newly revitalized historic property (tours could be given by Heritage All-Star Community participants in which they would highlight the significance of the historic property in context with Albany’s history).

## Evaluation

### **Objective 1**

Increase understanding of Albany's Historic Preservation Program's mission and resources among historic property owners by 20% by the end of 2018.

#### Criteria

By the end of 2018, 20% more historic property owners are aware of Albany's Historic Preservation Program's resources.

#### Tools

Record the number of new homeowners who receive the welcome folder, are a part of our emailed newsletter lists, conduct post-campaign awareness survey (December 2017), and utilize website analytics to determine engagement with target demographic and success of revitalized platform's structure.

### **Objective 2**

Create consistency and community among Albany's Heritage All-Star partner organizations by hosting three specific events by the end of 2018.

#### Criteria

By the end of 2018, three specific events will be hosted by Albany's Heritage All-Star partner organizations.

#### Tools

Have attendees fill out five minute questionnaire at the end of the workshop to provide feedback in order to guide future planning of workshops to ensure relevance and success. Record the number of participants at the 5K and the scavenger hunt. Record the number of attendees at the auction and amount of money raised as well as from donors for the historic renovation project.

Month-Year	Jan-2017	Feb-2017	Mar-2017	Apr-2017	May-2017	Jun-2017	Jul-2017	Aug-2017	Sep-2017	Oct-2017	Nov-2017	Dec-2017	Jan-2018	Feb-2018	Mar-2018	Apr-2018	May-2018	Jun-2018	Jul-2018	Aug-2018	Sep-2018	Oct-2018	Nov-2018	Dec-2018
<b>Albany PR Plan Timeline</b>																								
<b>Strategy 1.1: Website</b>																								
Tactic 1.1.1: Create online database																								
Tactic 1.1.2: Design site and change webhost platform																								
Tactic 1.1.3: Craft interactive materials																								
<b>Strategy 1.2: Welcome Folder</b>																								
Tactic 1.2.1: Determine unique story of historic property																								
Tactic 1.2.2: Design folder																								
Tactic 1.2.3: Distribute folder by hand																								
<b>Strategy 1.3: Seasonal Newsletter</b>																								
Tactic 1.3.1: Find timely content																								
Tactic 1.3.2: Design newsletter																								
Tactic 1.3.3: Distribute newsletter Post Campaign Survey												X												
<b>Strategy 2.1: All-Star Community Workshop</b>																								
Tactic 2.1.1: Create informational packet																								
Tactic 2.1.2: Workshop logistics																								
Tactic 2.1.3: Workshop incentives																								
<b>Strategy 2.2: Kick-Off Event</b>																								
Tactic 2.2.1: Promote May as historic month																								
Tactic 2.2.2: Plan event																								
Tactic 2.2.3: Implement event																								
<b>Strategy 2.3: Local Auction</b>																								
Tactic 2.3.1: Select project																								
Tactic 2.3.2: Plan evening cocktail & hor d'oeuvres night																								
Tactic 2.3.3: Recognize donors and complete project																								

Traditional Media      Online/Digital Media      Face to Face Experience

<b>Albany PR Plan Budget</b>		
<b>Objective 1:</b>		
	Quantity	Estimated Costs
<b>Strategy 1 - Database</b>		
Domain Cost with WordPress	-	\$50.00
Content & Design	-	\$300.00
Database Constructing Cost		\$1,500.00
<b>Strategy 2 - Welcome Folder</b>		
Content & Design	-	\$50.00
Printing Cost	25	\$60.00
<b>Strategy 3 - Newsletter (4x per year)</b>		
Content & Design	-	\$270.00
<i>Total Estimated Cost</i>		<b>\$2,230.00</b>
<b>Objective 2:</b>		
	Quantity	Estimated Costs
<b>Strategy 1 - All-Stars Workshops</b>		
Curriculum Design (Internal)	-	\$0.00
Printing Cost of Packet	35	\$170.00
Event Space (3 per year)	3	\$300.00
Catering of Local Restaurant (3 per year)	3	\$900.00
<b>Strategy 2 - Historic Preservation Month</b>		
Graphic Design for Posters & Advertisements		\$300.00
SK Cost Set Up Cost with Sponsors	-	\$2,000.00
SK Equipment		\$600.00
First Aid Tent		\$1,000.00
Security Costs		\$2,000.00
Scavenger Hunt Papers		\$300.00
<b>Strategy 3 - Cocktail &amp; Hor D'oeuvres Auction</b>		
Venue with Table and Chairs	-	\$1,750.00
Food and Wine	75	\$2,625.00
Advertising (Local and Social Media)		\$400
<i>Total Estimated Cost</i>		<b>\$12,345.00</b>
<i>Overall Estimated Cost of Plan</i>		<b>\$14,575.00</b>



## **Public Relations Plan Proposal**

Haley Dowell, Sophie Ey, Raelyn Martin, and  
Lissa Steffen

# Situation Analysis

## *History and Background*

### *The City of Albany*

In 1840, “Oregon fever” became prominent among western settlers once the Donation Land Claim Act granted white male citizens over the age of eighteen with acres of land. The first settlers, Walter and Thomas Monteith, came to Albany in 1848, and named the city after their hometown Albany, New York. Thanks to industrialization, Albany became the leading city in manufacturing and transportation. By 1910, Albany was a transportation hub, with 28 passenger trains going in five different directions.<sup>1</sup> Albany was the first city in Oregon to be recognized as an “Oregon Heritage All-Star Community” by the Oregon Historic Commission.<sup>2</sup> Today, historians and architects praise Albany for its diverse collection of historic buildings and Albany is noted as one of the most historic cities in the State of Oregon.

### *Historic Preservation Program of Albany*

The Historic Preservation Program specializes in the protection of the architecture and integrity of the historical landmarks in three major districts. In order to remain the central hub for historic landmarks, the program ensures the preservation of the districts by enforcing alteration codes and regulations. In 1985, the City of Albany passed a law requiring all homes and landmarks within the historic districts to go through a review process when the owners consider exterior alterations, additions, and demolitions. The codes and regulations apply to homes and landmarks built between the significant historic period of 1840 to 1946. The Historic Preservation Program created the codes and regulations to encourage historic homeowners to repair rather than replace, and if replacement is necessary, to use materials that would match the building’s original condition.

Currently, Albany has 700 historical homes and landmarks on the National Register. Although a home or business owner does not need to register the historical home, the Historic Preservation Program strongly encourages this to boost Albany’s reputation as a center for historical landmarks. The majority of Albany’s historic landmarks reside in three distinct districts: the Monteith,

1 [http://albanyvisitors.com/content/slotpdfs/Seems\\_Like\\_Old\\_Times\\_2010\\_low\\_res.pdf](http://albanyvisitors.com/content/slotpdfs/Seems_Like_Old_Times_2010_low_res.pdf)

2 <http://culturaltrust.org/blog/news/partner-focus-oregon-heritage-commission-seeks-and-designates-heritage-all-star-communities/>

Hackleman and the Downtown Commercial District. Each district has a variety of residents; however, the City of Albany is struggling with reaching historic homeowners to educate them on the importance of preservation. Within each district, demographics and history differ, which has a direct influence on the position of the historic preservation program today.

- Downtown District: The downtown district developed shortly after Albany was founded in 1848. The district contains some of Albany's major businesses, such as a movie theater, banks, and drug stores. Some of the original businesses are no longer open, but the architecture is true to the trends of that time. The downtown district is historically known for its transportation. It is said that one can find lingering marks from steamboats and trolleys that surface during city renovations. Today, the downtown district is still known as the commercial and social center of Albany. Albany's downtown district is known for its Queen Anne, brick, and American Renaissance architecture.
- Monteith District: The Monteith district is named after the city's founders and is the home of the Monteith House museum. The Monteith House was one of Albany's first frame homes and was finished in 1849. Since it was established, the district has been known as an upper-class area of town with residents who appreciate the history of Albany. These residents seek out historic homes and understand the value of preserving their character. The Monteith district contains distinct architectural styles including Queen Anne, Colonial Revival, and Federal.
- Hackleman District: Farmer and founder Abner Hackleman arrived in what is now called the Hackleman district in 1845. After passing away in 1847, his son Abram Hackleman began constructing a log house and 100 acres of residential area, which turned into the Hackleman district in 1853. The Hackleman district consists of 28 street blocks of residential homes. It was placed on the National Register of Historic Places in 1982 due to its dozen of architectural styles. Hackleman residents are mostly lower to middle class. More often the homes in this area are rented by the residents, but some are owned. The Historic Preservation Program discovered that residents living in the Hackleman district may not know their home is a historic landmark.
- Maintaining History: Although Albany is known for its varied historic landmarks and architecture, the Historic Preservation Program is



facing barriers that inhibit it from reaching its publics as well as having consistent engagement with Albany residents. Often times, historic homeowners do not know they own a historic home and renovate it without going through the review process. There is no system in place to discover when vacant historical homes are purchased to inform the residents about codes and regulations. The Historic Preservation Program does not have the ability to prevent construction unless the owner goes through the review process or someone calls to file a complaint.

Ultimately, the Historic Preservation Program's vision is for all Albany citizens to be involved with historic preservation and keeping the history intact. They want to educate and reach out to Albany citizens so they can become interested in their town and what the program offers when it comes to preserving Albany's historic roots. The Historic Preservation Program believes that to be proud of Albany, one should know and embrace the unique history of it. The program wants to use the historic climate in Albany to bring its citizens together, and give the City of Albany a sense of community, history, and shared culture.

## **S.W.O.T. Analysis**

### ***Strengths***

- Members of the Albany Landmarks Advisory Commission (LAC) have genuine interest and background in historic preservation and value Albany's historic properties. Each member's name and position is available on the website.
- Shawna Adams, the city staff liaison, is easy to contact. Her contact information is available on both the historic preservation and the LAC webpages.
- LAC staff is open to consult with historic homeowners and participate in site visits.<sup>3</sup>

<sup>3</sup> <https://www.cityofalbany.net/city-council/bcc/lac>

- The LAC holds monthly meetings. Information on the date, time, and location of these meetings is clearly described on the website. The monthly agendas, agenda packets, and approved minutes are also regularly uploaded to their website, dating as far back as 2006.
- PDFs of the historic ordinance are available on the website.<sup>4</sup>
- The Albany Historic Preservation Program receives \$12,000 in funding each year.<sup>5</sup>
- The preservation team has support from the city government, including support from Mayor Sharon Konopa.

### ***Weaknesses***

- Although the LAC has staff that are experienced in historic preservation,<sup>6</sup> descriptions, and backgrounds of each position are not provided online. Including this would give the historic preservation team stronger credibility.
- There is inconsistent communication between homeowners and the historic preservation staff.
- The website has limited resources and difficult to navigate.
- The Historic Preservation Program does not have a strong online presence outside of the website. The LAC does not currently have any social media accounts and does not have the personnel or resources to run any social media accounts or campaigns.

### ***Opportunities***

- More affordable homes are available in the Hackleman District.
- Owning a vintage home is viewed as “trendy.”
- More flexibility in alterations to the interiors of homes. There is potential for “flipping” homes.

<sup>4</sup> <https://www.cityofalbany.net/departments/community-development/historic-preservation/historic-preservation-program>

<sup>5</sup> Adams, Shawna. “Albany’s Landmark Advisory Commission Q&A.” Deady Hall, Eugene. Lecture

<sup>6</sup> Ibid.

- The population of Albany has been steadily increasing. More than 20,000 people have moved to Albany since 1990.<sup>7</sup> More people will be looking for homes.
- The Monteith district has higher costs than other districts and has a more upper-class audience who are more willing to engage with the Historic Preservation Program.
- In the Monteith district people seek out homes because they are historic. Buyers in this area intentionally purchase homes because of their historic value.
- Historic homeowners receive financial and tax support from the government.
- The Historic Presentation Program has support from the city government, including support from Mayor Sharon Konopa.
- Albany's unique historic landmarks have a variety of architectural styles including Federal, Craftsman, Classical Revival, Gothic Revival, Italianate, Queen Anne, French Second Empire, Stick, Eastlake, Colonial Revival, Rural Vernacular, Transitional Box, Bungalow, American Renaissance, Depression/WWII Cottages and more. This offers an opportunity to showcase a wide variety of styles and homes.<sup>8</sup>

### ***Threats***

- Lack of support and involvement from Albany citizens.
- Quality of historic properties varies.
- Historic homeowners have to follow rules and regulations, which may discourage potential buyers from purchasing a historic home.
- The board is not very lenient with improvements, specifically with exterior alterations.
- Lack of availability of contractors who understand historic preservation regulations and guidelines.

<sup>7</sup> <http://www.census.gov/prod/www/decennial.html>

<sup>8</sup> <https://www.cityofalbany.net/departments/community-development/historic-preservation/albany-s-historic-districts>

- The Hackleman district offers homes at a lower cost, but people who purchase these homes are not prepared to invest in the costs of owning a historic home.
- It is expensive to maintain a historic home. For example, replacing wood windows with vinyl windows would be more affordable, but would not maintain the historic value of the home.
- Due to lack of disclosure, some historic homeowners are not aware they live on historical properties therefore unable to value the home and give proper maintenance.
- In the Hackleman district buyers may be more interested in price than historic value.
- Historic homeowners often do not know that they own a historic home until after purchasing it. Real estate agents are not required to tell the buying party that the house is historic. Often people don't discover the historic value of their house until they make alterations, and get in trouble for not complying with ordinances.

### ***P.E.S.T. Analysis***

#### *Political Factors*

- The mayor and city council are volunteer positions.<sup>9</sup> They choose to do this job without pay and often have other jobs. This means they are passionate about their roles and the duties that come along with them. If officials lack interest in historic preservation it would be very detrimental.
- Historic preservation requirements come from both the federal and local government. There are two sets of standards. Historic property owners must know and follow both sets of rules.
- City government is in charge of instituting new districts and regulations. If new districts are enacted homeowners will have to comply with regulations they did not have to before. If they set new preservation rules, property owners will have to learn about these new regulations and adhere to them.
- City government can punish historic property owners who do not abide by regulations through fines and other punishments.

<sup>9</sup> <https://www.cityofalbany.net/city-council>

- Federal government controls federal tax incentives and regulations that follow purchasing a historic property. Individual towns have very little say in determining these incentives. Incentives that come from federal government are more difficult to apply for and obtain.

### Economic Factors

- The housing market in Albany has increased by 30% in the last three years.<sup>10</sup>
- Interest rates on monthly mortgages were consistently trending lower and for longer periods of time from 2000 to November 1 2016.<sup>11</sup>
- The 2016 election has caused the housing market and mortgage rates to take a turn for the worse. The selling of U.S. bonds at a high rate upon the election has led to a spike in mortgage interest rates to four percent.<sup>12</sup>
- Economists predict the interest rates will continue to increase beyond earliest predictions over the next four years.<sup>13</sup>
- The housing market is still vulnerable and recovering from the market crash.<sup>14</sup>
- The total number of homes purchased by and for single-families in the United States has almost doubled since 2011.<sup>15</sup>
- Economists predict families who have never purchased a home and lower-income laborers will be less likely to purchase a house in the next few years due to rising mortgage rates and prices of homes.<sup>16</sup>
- According to the National Association of Realtors, home sales will increase by three percent in the next year.<sup>17</sup>

10 [http://www.realtor.com/local/Albany\\_OR](http://www.realtor.com/local/Albany_OR)

11 <http://blogs.wsj.com/economics/2016/06/23/the-u-s-housing-market-in-9-charts/>

12 <http://www.cnbc.com/2016/11/14/trump-effect-pushes-mortgage-rates-to-4.html>

13 Ibid.

14 Ibid.

15 <http://blogs.wsj.com/economics/2016/06/23/the-u-s-housing-market-in-9-charts/>

16 <https://www.nerdwallet.com/blog/mortgages/home-search/5-predictions-for-housing-market-in-2016/>

17 <http://www.realtor.org/newsroom/op-eds-and-letters-to-the-editor/2016-your-homeownership-gps-complete-with-hazard-guide>

- The prices of homes across the United States are expected to increase by three to five percent in 2017.<sup>18</sup>
- The Pacific Northwest has the best house-appreciation in the country. It is the biggest market in the U.S. and is predicted to hold this title throughout 2017.<sup>19</sup>
- Home loan amounts are expected to be limited in 2017.<sup>20</sup>
- Financial incentives for owning a historic home include tax benefits. Low interest rates on loans and tax credits are all available when purchasing a historic home.
- Buyers can gain access to federal, local, and low-income grants for purchasing a historic home. These grants can help pay for property renovations such as window replacement and exterior paint.<sup>21</sup>
- Local tax incentives include a 10-year property value freeze.
- Historic property owners can save 20% on rehabilitation projects through federal tax incentives.<sup>22</sup>
- Most insurance companies will not insure historic homes because of the high-risk factors that come with owning a historic home. Thus, finding home insurance can be very expensive.<sup>23</sup>
- Many tests must be done on the home to ensure that it is safe to live in. For example, lead and asbestos testing must take place. These tests are expensive and time consuming.
- Renovations must be in accordance to historic preservation guidelines, which can be more expensive. For example, installing wood windows costs about 25% more than vinyl windows.<sup>24</sup>
- Homeowners may need to recruit professionals to help preserve the home. House projects are not simple DIY projects.

18 <http://www.homebuyinginstitute.com/news/us-housing-market-forecasts-739/>

19 Ibid.

20 Ibid.

21 <https://www.cityofalbany.net/departments/community-development/historic-preservation/grants-tax-incentives-and-other-benefits>

22 <http://blog.esurance.com/pros-and-cons-to-owning-a-historic-home/>

23 <https://www.esurance.com/info/homeowners/insurance-for-older-homes>

24 <http://homerenovations.about.com/od/windowsanddoors/a/artvinylwoodwin.htm>

### Social Factors

- Some people seek out homes because they are historic. These buyers intentionally purchase homes because of their historic value.
- Owning a historic home may minimize homeowner privacy. The community and tourists are interested in visiting historic homes.
- Historic homes may be hazardous due to mold, lead paint, old wiring, outdated plumbing, or other maintenance issues.<sup>25</sup>
- Some buyers are more interested in price than historic value or relevance. They buy historic homes when they are cheaper than new homes.<sup>26</sup>
- Purchasing a historic home is very popular among young buyers.<sup>27</sup>
- Many historic properties and districts do not appear historic. They do not look out of the ordinary so residents often don't even know they are in a historic area.
- Vintage is trendy right now. Consumers are buying clothes, products, and even homes that reflect or come from the past. Buying a historic home is now the "in" and fashionable thing to do.
- Connecting with users from very different demographics and psychographics presents a barrier. It is difficult to reach multiple audiences effectively without alienating any stakeholders.
- Owning a historic home is more environmentally friendly than tearing it down or building a new home, and is eco-friendly.<sup>28</sup>

25 <https://www.esurance.com/info/homeowners/insurance-for-older-homes>

26 <http://www.inman.com/2016/02/03/4-reasons-buyers-love-historic-homes-and-how-to-market-them/>

27 Ibid.

28 <http://www.ecotecture.com/your-ecological-house/green-home/build-green-home-retrofit.html>

### Technological Factors

- Green and eco-friendly homes are very popular at the moment. Many historic homes cannot be altered to meet this trend.
- The National Trust for Historic Preservation and the American Express Foundation hold a yearly one-million-dollar contest to boost historic preservation and historic properties. They choose one state per year. Historic properties in the selected area get to identify what projects they want funded and the staff works to promote it on social media. Viewers get to vote online, retweet, and like photos and posts to decide the winners. The public decides the winners. All finalists receive at least \$5,000 and the most voted-on projects can win up to \$100,000. Projects that don't end up in the finals still receive a lot of exposure.<sup>29</sup> This shows that people get excited about historic preservation involvement when it is paired with a contest or social media.
- Many historic preservation departments are small and lack staff and resources; therefore, they are unable to start or maintain social media accounts.<sup>30</sup>
- More and more realtors are creating digital apps, LinkedIn profiles, and social media accounts, and rely on digital storytelling to boost property sales.<sup>31</sup>
- Social Media Week recommends the realtors use social media images, analytics, contests, and advertisements to boost sales and interest.<sup>32</sup>
- Social media analytics, live-streaming, social media advertisements, search engine optimization, and mobile applications are trending in 2016.<sup>33</sup>

29 [https://www.washingtonpost.com/business/capitalbusiness/how-social-media-can-be-used-for-historic-preservation/2013/05/03/f7ecc9bc-b370-11e2-9a98-4be1688d7d84\\_story.html](https://www.washingtonpost.com/business/capitalbusiness/how-social-media-can-be-used-for-historic-preservation/2013/05/03/f7ecc9bc-b370-11e2-9a98-4be1688d7d84_story.html)

30 Ibid.

31 <http://www.setschedule.com/2016/03/16/10-marketing-trends-real-estates-agents-look-2016/>

32 <https://socialmediaweek.org/blog/2016/01/tips-real-estate-industry/>

33 <http://sproutsocial.com/insights/social-media-trends/>



- Running social media accounts takes time, resources, and staff. Social Media managers work on email, posting, research, analytics, and other aspects from 5:30 AM to 7:00 PM intermittently, on average. It is estimated that this work can range from 15 to 40 hours per week.<sup>34</sup> This can often present a problem for small departments that lack funding.

### **Communication Audit**

The City of Albany’s Historic Preservation Program has a variety of online resources that makes information readily available to the public. It is unclear, however, whether the information provided is compelling to the target audience. We have found that the city has done an excellent job tapping into digital platforms, but needs to be altered to better engage the public.

For the purpose of this plan, we looked into the following platforms that relate to the Albany historic districts (list below). While they are entirely separate organizations, we believe these organizations currently and can continually provide the program with communications opportunities.

- Albany Visitors Association
- Other City of Albany departments, boards, and committees
- National Register of Historic Places

In our research, we noticed that the city primarily relies on its website and the Albany Visitors Association website to communicate to the public. Each resource contains information about the city, historical districts, and regulations related to the districts—all of which emphasize the importance of preserving historical properties and highlight the city’s historic roots. The information on the cityofalbany.net website is available to the public but it is mainly directed toward current homeowners and Albany citizens.<sup>35</sup>

The Albany Visitors Association website includes information that is of more interest to current citizens, tourists, and potential residents. It provides a wide array of information including the city’s history, news, activities, and events. Even though each website provides the user with a robust amount of information on the city, the delivery should be reconsidered, so there is more direct engagement with the necessary information from the city. For example, it

34 <https://blog.bufferapp.com/social-media-manager-schedule-checklist>

35 <https://www.cityofalbany.net/departments/community-development/historic-preservation/albany-s-historic-districts>

takes a user several clicks to get to the self- guided tour packet. The purpose of the packet is for the tours, but some information included in the packet would be a great addition to the initial page of ‘Historic Albany.’

The Albany Visitors Association blog is an existing resource that is beneficial to maintain, yet should be refined to better suit the citizens. For example, posts highlighting Albany citizens and their community involvement, local business, or historic home may increase interest and outreach. If the City of Albany’s Historic Preservation Program chooses community leaders, or those with historic interest, the blog will have greater success. If a community member is featured, then his or her friends and family will take the time to read it, resulting in more engagement with the blog.

The Albany Visitors Association newsletter is also a useful tool for citizens involved in the community to be informed about city events and activities, however, the last issue was published in August. If the organization wants citizens to rely on such resources, then it is necessary for it to be up to date. Not only can it incorporate city events, but it can also encompass other areas of interest that may benefit Albany citizens.<sup>36</sup>

The City of Albany’s Historic Preservation Program is also featured on the National Register of Historic Places, which provides a list of all historic properties in Oregon. It serves as another platform for Albany’s historic districts to be recognized.<sup>37</sup>

With little interaction with the public and no open dialogue of the city’s actions, it can lead to weak attitudes toward the organization. Citizens only interact with the organization when they are altering their home, which gives little reason for them to support the program. Focusing on direct communication for the citizens will bring more awareness to the historic roots that make Albany stand out. Additionally, investing in a more efficient communication among committees will allow for cohesive messaging.

36 <http://albanyvisitors.com/>

37 <http://www.oregon.gov/oprd/HCD/NATREG/Pages/index.aspx>

Along with internally produced content, the City of Albany’s Historic Preservation Program has garnered media coverage in the publications listed below:

*The Oregonian*

- The latest article was in 2014 on Restore Oregon and the argument to allocate tax funds toward historic preservation.<sup>38</sup>

*Albany Democrat-Herald*

- In 2015, the article highlighted the new executive director of downtown Albany, Peggy Burris, and her efforts to restore the downtown historic district.<sup>39</sup>
- Another article explained the reasons behind canceling the 2016 Summer Home Tour and the decline of participation from homeowners. An Albany Visitors Association representative stressed it as an issue and reminded people about the significance of the home tours.<sup>40</sup>
- Covered in the events/calendar section in 2016.<sup>41</sup>

*Lebanon Express*

- Covered in the events/calendar section in 2016.<sup>42</sup>

Although all the media coverage was positive, it is still limited. The news coverage primarily highlights the annual home tours, and though it is great attention, there are other aspects of the program that should be promoted.

The new phase of communications material should showcase the essential role the organization plays in the city and the area’s history. Based on our research, the City of Albany can specifically benefit from local media exposure and restoring digital content, and invest in direct communications materials to provide to Albany citizens.

38 [http://www.oregonlive.com/front-porch/index.ssf/2014/01/restore\\_oregon\\_proposes\\_tax\\_cr.html](http://www.oregonlive.com/front-porch/index.ssf/2014/01/restore_oregon_proposes_tax_cr.html)

39 [http://democratherald.com/news/local/ada-hires-new-director/article\\_b40566e5-88bb-534b-96fa-23efbe067957.htm](http://democratherald.com/news/local/ada-hires-new-director/article_b40566e5-88bb-534b-96fa-23efbe067957.htm)

40 [http://democratherald.com/news/local/trolley-tour-replaces-interior-homes-visits-this-year/article\\_2a7639f3-5219-542a-9752-f445956e15ef.html](http://democratherald.com/news/local/trolley-tour-replaces-interior-homes-visits-this-year/article_2a7639f3-5219-542a-9752-f445956e15ef.html)

41 [democratherald.com/](http://democratherald.com/) 42 [lebanon-express.com/](http://lebanon-express.com/)

42 [lebanon-express.com/](http://lebanon-express.com/)

## Problem Statement

Property owners often have misconceptions about the historic significance of their property and about historic property regulations, as well as limited access to resources or best practices for preservation. A strategic communications plan is necessary to foster the awareness and goodwill needed to facilitate preservation and compliance with regulations.

## Profile of Key Publics

### *Current Historic Homeowners*

We identified Albany's historic property owners as a key public in this plan. The main demographic of the citizens of Albany is mostly white adults over the age of 35 who do not have children. From information available on Trulia and the 2014 census, the median income of Albany's residents is \$46,272<sup>43</sup> and most of Albany's homes have an approximate median value of \$173,800.<sup>44</sup>

Most of the historic residential properties are within the Monteith and the Hackleman districts. Homes in the Monteith district range on Zillow from \$334,000 to \$415,000 while homes in the Hackleman district range of \$140,000 to \$260,000.<sup>45</sup> Homes in the Monteith district are more expensive and are generally well preserved, therefore, we can assume citizens with higher incomes own homes in the Monteith district. With higher incomes, citizens have the sufficient funds to support a historic building and invest in proper renovations to maintain the building's historic value. The Hackleman district seems to be more affordable compared to the Monteith district, therefore, we can assume the citizens with moderate incomes reside in those homes. Although these homes are more affordable, they are often mistaken for non-historic properties. Additionally, property owners may be unprepared to invest in proper renovations to restore their historic homes.

Maintaining and building on relationships with property owners is crucial to

43 [https://www.trulia.com/real\\_estate/Albany-Oregon/community-info/](https://www.trulia.com/real_estate/Albany-Oregon/community-info/)

44 <http://www.census.gov/quickfacts/table/INC110214/41043>

45 [http://www.zillow.com/homes/for\\_sale/Albany-OR/house,mobile\\_type/30149\\_rid/globalrelevanceex\\_sort/44.639491,-123.090552,44.630909,-123.105208\\_rect/15\\_zm/0\\_mmm/](http://www.zillow.com/homes/for_sale/Albany-OR/house,mobile_type/30149_rid/globalrelevanceex_sort/44.639491,-123.090552,44.630909,-123.105208_rect/15_zm/0_mmm/)

preserving Albany’s historic properties. The goal is to encourage homeowners to have pride in owning a historic landmark, to embrace Albany’s cultural history, and to educate them on how to properly preserve and maintain their property. Open communication between both property owners and the Historic Preservation staff will be beneficial to both parties in preserving Albany’s historic properties.

### ***Contractors, Realtors, and Developers***

For the purpose of this plan we define contractors and developers as individuals or companies that work on home and property renovations within the City of Albany. This includes carpenters, construction laborers, electricians, and plumbers, specifically those in historic districts. This demographic works 39.2 hours on average per week making an average of \$26 an hour. The majority of this demographic works for private companies and are male.<sup>46</sup> Skilled manual laborers make up about 25 percent of the U.S. population. Highly skilled and semi-skilled manual laborers are considered a “less complicated” and “easily understandable” psychographic.<sup>47</sup>

In Albany, there are contracting companies that handle remodeling, roofs, concrete, and general home improvement. They help with anything from cabinet replacement to home expansion. In addition to verified and advertised contracting agencies, there are also many handyman services and self-employed contractors within the city. Contractors provide all the materials, equipment, and labor when they are hired for a job.<sup>48</sup> These individuals and companies do a majority of the work on historic homes and properties in Albany. There are many regulations as to what changes can be made to historic buildings, for example the types of windows that can be installed and the type of exterior paint that is applied. The City of Albany and the Historic Preservation Program both have lists of suggested and approved contractors on their website. These lists include specialists in window repair, general contracting, foundations, cabinetry, painting, roofing and appliances, along with many others. These lists verify more than 30 individual contractors and more than 39 companies.

46 <http://www.bls.gov/iag/tgs/iag238.htm>

47 <https://prezi.com/vkg4mtkjghql/socioeconomic-market-segmentation/>

48 <http://www.homeadvisor.com/r/residential-general-contractors/#.WBuUs4dvb0s>

For the purpose of this plan we define realtors as individuals that work independently or for companies to sell and rent properties. There are approximately two million active realtor licenses in the United States of America.<sup>49</sup> Realtors are 57% female and the “typical member” is 56 years old. Realtors are considered highly educated: 31% have had some college, 30% have a Bachelor’s Degree and 10% have a Graduate Degree.<sup>50</sup> Realtors are highly active online: 91% use social media and 48% spend \$500 to \$2,000 on technology per year.<sup>51</sup> There are nine verified realty companies and agencies in the City of Albany. The most prominent companies are RE/MAX, Caldwell, Town and Country Realty, and Keller Williams Realty. These agencies range from local to national chains. The majority of them work with properties in Albany and within a 15-mile radius of Albany.

We decided that realtors, developers, and contractors can be defined as one collective audience because our objectives for them are the same. All three professions deal with informing potential and current homeowners about their property and help them make changes to it.

### ***Albany Heritage All-Star Community Agencies***

The Historic Preservation Program has the potential to strengthen relationships with other organizations that are vital to preserving history. The organizations include the Albany Visitors Association, the Albany Regional Museum and the Linn County Cultural Coalition. All three organizations have a direct and influential role in the historic preservation of Albany.

Most of the organizations are run by volunteers. For the purpose of this project, we define volunteers as someone who dedicates their time to better an experience for someone else without pay. According to a study conducted in Australia, there are six different types of volunteers. We identified three that are the most important in this plan. The classic volunteer is someone who is between the ages of 45 and 60 and is less active in the workforce, but wants to do something to help others. A dedicated volunteer contributes the most hours and volunteers at multiple organizations a year. A niche volunteer is someone who is young and new to volunteering, but feels obligated to take a role.<sup>52</sup>

The Albany Visitors Association consists of a few staff members and volunteers. They are able to regularly hold events that promote the historic districts. They

49 <http://www.realtor.org/field-guides/field-guide-to-quick-real-estate-statistics>

50 <http://economistsoutlook.blogs.realtor.org/2011/12/22/demographics-of-realtors/>

51 <http://www.realtor.org/field-guides/field-guide-to-quick-real-estate-statistics>

52 <http://ro.uow.edu.au/cgi/viewcontent.cgi?article=1391&context=commpapers>

aim to provide people with a positive experience in Albany, honor the city's history, and build community identity and involvement. Their overall mission is to increase Albany's economic growth through tourism by enriching local experiences.<sup>53</sup> Although the association is small, it has maintained a better relationship with the historic communities than the Historic Preservation Program. By partnering with them, the Historic Preservation Program can gain a better understanding of how the citizens of Albany feel about their historic community and what they want from it.

Based on our research, it is hard to examine the motivations of people who go to museums and learn about the history; however, we hypothesize that it is to create a sense of identity both within the visitor's self and environment.<sup>54</sup> Fortunately, the Albany Regional Museum is more than capable of educating residents about the city's history.

The Albany Regional Museum contains memorabilia, photos, and artifacts that are essential to the historic preservation of Albany. The museum hosts monthly events called "History Bites" as a way to educate community members of Albany's history. Their mission is to preserve and encourage the education of Albany's history and culture.<sup>55</sup> They have three in-house staff members that specialize in assisting visitors with information about Albany, including a visitor's liaison. The liaison is also a staff member of the Albany Visitors Association who facilitates the home tours and plans events.<sup>56</sup> A partnership with them could allow the Historic Preservation Program to facilitate historical information to citizens more effectively. The museum has more face-to-face communication with local residents and tourists than the Historic Preservation Program.

Oregon Cultural Coalitions are spread out across the state and are led by volunteers that want to help communities document, share, and celebrate their city's culture.<sup>57</sup> The Linn County Coalition is a nonprofit organization with the mission to enhance the development of arts, heritage, and humanities from historic periods in the Linn County area. From 2005 to 2014, the Linn County Cultural Coalition administered approximately \$125,000 in grants to fund about 100 projects in the area. Their board has 12 members who are all from local

53 <http://albanyvisitors.com/contact/about-us/>

54 [http://slks.dk/fileadmin/user\\_upload/dokumenter/KS/institutioner/museer/Indsatsomraader/Brugerundersoegelse/Artikler/John\\_Falk\\_Understanding\\_museum\\_visitors\\_\\_motivations\\_and\\_learning.pdf](http://slks.dk/fileadmin/user_upload/dokumenter/KS/institutioner/museer/Indsatsomraader/Brugerundersoegelse/Artikler/John_Falk_Understanding_museum_visitors__motivations_and_learning.pdf)

55 <http://armuseum.com>

56 <http://armuseum.com/visitor-information/board-and-staff/>

57 <http://culturaltrust.org/about-us/coalitions/>

areas in Linn County, including Albany. Every five years, the coalition analyzes and updates their Cultural Plan and strategizes ways to improve their mission and fund allocation.<sup>58</sup>

This partnership is valuable because the Historic Preservation Program can work with them to strategize preserving the culture and history while increasing interest. The Linn County Coalition offers grants for projects and events that match their goals. If this partnership happened, the Historic Preservation Program could possibly obtain funding for community projects and events to encourage citizen engagement.

Currently, the Historic Preservation Program does have a relationship with these organizations, however, these relationships need to be strengthened. The Albany Visitors Association does provide promotion for events, such as administering materials and utilizing social media. The association helps provide citizens with historical information that goes into the Historic Preservation Program's online archive. According to Rebecca Bond, the historic resources coordinator, the Albany Visitors Association and the Historic Preservation Program are in constant communication. The most constant communication to homeowners, however, comes from the association. As stated earlier, the Albany Regional Museum employs a visitor's liaison who works for the Albany Visitors Association, which enables the museum to find ways to reach citizens. Based on our research, the Albany Visitors Association seems to be the driving force for historic preservation in Albany by engaging with residents and working with other historic preservation agencies. Although communication between these organizations is useful, the Historic Preservation Program needs to find ways to communicate with historic homeowners through their partners.

To be recognized as a "Heritage All-Star" community, the City of Albany had to meet 15 out of the 20 criteria required by the Oregon Heritage Division of the Oregon Parks and Recreation Department. Part of these criteria included the presence of Albany's historic preservation organizations. A partnership with all three organizations is imperative for the Historic Preservation Program to thrive, grow a stronger relationship with citizens, and keep its "Heritage All-Star" community status.

<sup>58</sup> <http://www.linnculture.org>



## Goal Statement

For the City of Albany's Historic Preservation Program to be recognized as a key resource by stakeholders.

## Objectives

1. To have an effect on the awareness of Albany's Historic Preservation Program; specifically to educate homeowners of the historic districts to 30 percent within two years.
2. To have an effect on the action of the City of Albany's Historic Preservation Program resources; specifically to increase homeowner involvement in community events to 30 percent within one year.
3. To have an effect on contractor, developer, and realtor awareness of historic preservation regulations; specifically to increase understanding about the benefits of maintaining Albany's historic properties to 40 percent within one year.
4. To have an effect on the action of the Heritage All-Star Community agencies; specifically to increase involvement with Albany's Historic Preservation Program to 30 percent within one year.

## Objective 1

To have an effect on the awareness of Albany's Historic Preservation Program; specifically, to educate homeowners of the historic districts to 30 percent within two years.

### **Strategy 1**

To accomplish this objective, we recommend a community relations strategy focused on community building and awareness, specifically to foster relationships with homeowners. This strategy will allow us to increase knowledge of the Historic Preservation Program in an inviting environment.

### Tactic 1

Hold “meet your neighbors” social for Albany homeowners twice annually.

- Compile email list of historic homeowners.
- Invite them to event via email at least one month prior to event using MailChimp.
- The event will be sponsored by the Historic Preservation Program with educational materials at event. The materials may include brochures, pamphlets, flyers, etc.
- Socials will be catered by a local company. Catering will include appetizers and beverages.
- These events will be hosted at City Hall.
- One mixer will be holiday-themed and take place in January or December
- One mixer held in May for Historic Preservation Month or in July. If held in July, the social will be a barbeque or potluck held in one of the neighborhoods.

### Tactic 2

Implement a historic homeowner advisory board.

- Create and distribute an online application to all historic homeowners.
- Send an email blast using MailChimp to historic homeowners to promote the application.
- Place information about the advisory board and application on the historic preservation and city government website.
- Select five to seven applicants to hold positions on the board.
- Hold a monthly meeting to discuss goals and ideas for historic homeowners’ involvement.

## **Strategy 2**

To accomplish this objective, we recommend an owned media strategy focused on making the Historic Preservation Program’s resources and news readily available to the public. This strategy will allow us to highlight Albany’s historic roots and increase awareness about the program.

### Tactic 1

Create event calendar for website.

- Produce calendar every month. Calendar will be posted at least one month prior to allow viewers to see events in advance.
- Include news, events, and updates occurring in Albany.
- The calendar will provide links to businesses and event details.

### Tactic 2

Create two blog posts per financial quarter featuring historic homeowners and their properties.

- The blog will be located on the Historic Preservation Program section of the city's website.
- Blog links and updates will be emailed to MailChimp list.
- Posts will highlight historic homeowners and include helpful tips on how to preserve a historic home.
- Include seasonal tips such as preparing your historic home for winter.

### Tactic 3

Consistently produce quarterly online newsletter and redesign layout.

- Use already existing online newsletter.
- Post once per season.
- Make newsletter more viewer friendly through pictures, change in color and theme.
- Distribute newsletter via email using MailChimp.

## Objective 2

To have an effect on the action of the City of Albany's Historic Preservation Program resources; specifically to increase homeowner involvement in community events to 30 percent within one year.

### **Strategy 1**

To implement this objective; we recommend an incentive strategy focused on increasing the number of homeowners who participate in showcasing events. This strategy will allow us to recognize homeowners while increasing involvement.

#### Tactic 1

Increase homeowner participation in home tours by providing prizes donated from sponsors.

- Create a sponsorship program by partnering with local businesses.
- Contact businesses via telephone to encourage donations such as gift cards or discounted services. Use Google listings to locate phone numbers.
- Local businesses that donate items will receive coverage in event promotional materials.
- Home tour participants will win prizes from local businesses that are donated through the sponsorship program.

#### Tactic 2

Foster friendly competition between historic homeowners by creating holiday-themed exterior decorating contests.

- Encourage historic homeowners to decorate the outside of their homes once annually for Christmas.
- Visitors vote on their favorite decorated home.
- Place voting cards and drop boxes in each neighborhood.
- Recruit prizes from local landscapers. Encourage them to donate home landscaping services in return for promotion on website and blog. Contact them via telephone. Use Google listings to locate phone numbers.
- Top three homes win discounted landscaping services.

### **Strategy 2**

To accomplish this objective we recommend a media relations strategy focused on the Historic Preservation Program. This strategy will allow us to partner with local media outlets and increase awareness about the program's events and news.

#### Tactic 1

Build a media list for local and regional outlets including newspapers, magazines, and news stations.

- Gather list and contact information on Microsoft Excel.

#### Tactic 2

Send a media kit to news outlets prior to Historic Preservation events.

- Based on the event, send media kit to specific outlets.
- Follow up with outlets after one week to see if publication is interested in featuring Historic Preservation Program and event.

## Objective 3

To have an effect on contractor, developer, realtor awareness of historic preservation regulations; specifically, to increase awareness of the benefits of maintaining Albany's historic properties to 40 percent within one year.

### ***Strategy 1***

To accomplish this objective we recommend an industry relations approach focused on educating contractors, developers, and realtors about the importance of historic preservation. This strategy will allow us to expand their knowledge on policies and regulations while enhancing their relationship with the Historic Preservation Program.

#### Tactic 1

Create and distribute comprehensive packet about the program, which will include information regarding policies and regulations.

- Different packet for each field of work. Separate packets for contractors, realtors, and developers that cater to their specific field.
- Create distribution list of all local companies and individuals using Microsoft Excel.
- Deliver in-person and send digital copy to each Albany contractor, developer, and realtor. Send digital copies via email through MailChimp.

## Tactic 2

Host contractor, developer, and realtor networking events at local restaurants and bars with brief educational presentations twice annually.

- Events will be held once in the winter and once in the summer.
- Recruit sponsors and interested establishments to offer contractors, developers, and realtors discounts on drinks and food. Contact these establishment via telephone.
- Invite contractors, realtors, and developers to event through email via MailChimp at least one month prior to event.
- There will be a sign-in sheet at the event that includes name, company they work for, and contact information.
- Provide a brief Powerpoint presentation recognizing their hard work and their role in the Historic Preservation Program.
- Provide additional program-related materials at event for them to take home. These may include pamphlets, brochures, or flyers.

## **Strategy 2**

To accomplish this objective we recommend an incentive strategy focused on motivating developers, contractors, and realtors to follow rules and regulations. Communications will focus on making them feel special and appreciated.

## Tactic 1

Highlight and blog about contractors, developers, and realtors in newsletter who comply with historic preservation regulations and policies.

- Use existing blog mentioned in objective one, strategy two.
- Select one contractor, developer, or realtor per quarter to highlight their business and personal story.
- Write story.
- Add to newsletter and blog.

## Tactic 2

The Historic Preservation Program will feature contractors, developers, and realtors that adhere to regulations and policies on the website.

- Use existing list of recommended contractors that is on the city’s Historic Preservation website. Update list to include contractors and realtors.
- While meeting with homeowners, the consult can direct them to the best contractor, developer, and realtor.
- Share contractor, developer, and realtor business cards and pamphlets in office.

## Objective 4

To have an effect on the action of the Heritage All-Star Community agencies; specifically to increase involvement with Albany’s Historic Preservation Program to 30 percent within one year.

### **Strategy 1**

To accomplish this objective we suggest an internal communications strategy focused on increasing enthusiasm and involvement. This strategy will allow us to enhance the connection between the Historic Preservation Program and the Heritage All-Star Community.

#### Tactic 1

Produce a monthly email that includes updates and events that affect Heritage All-Star Community Agencies and staff.

- Compile contact information for Heritage All-Star staff.
- Compile list of new and relevant updates and events.
- Use bullet points, numbered lists, and short paragraphs for convenience and readability.
- Distribute information via email through MailChimp.

#### Tactic 2

Hold a bi-monthly meeting for team bonding activities and discuss ways to increase community engagement.

- Use MailChimp to invite all Heritage All-Star Community staff to meeting at least two weeks prior to event.

- Send email reminder one week prior to event.
- Hold the meeting in City Hall.
- Meeting led by a member of the Historic Preservation Program to provide structure.
- Have sign-in sheet for attendees. List names, organization they work for, and email address.
- Meeting would offer bonding activities such as games or ice breakers.
- Split group into smaller groups that contain at least one member from each organization. Encourage these groups to discuss suggestions and ideas. Have each group share and compile a list of agreed upon ideas.
- Send attendees a list of these topics in an email using the sign-in sheet and MailChimp.

## Measurement

### ***Objective 1***

To have an effect on the awareness of Albany’s Historic Preservation Program; specifically, to educate 30% of historic homeowners of the program within two years.

### Tools

- Take a survey of historic homeowners after two years of strategy implementation by creating a Google Poll and sending it to homeowners via MailChimp.
- Track attendance at “meet your neighbors” social by having



attendees sign in at the door.

- Use Google Analytics to track the number of people that viewed the application.
- Tabulate the number of advisory board applicants on the website.
- Use Google Analytics to track the number of people that visited the calendar, blog, website, and newsletter.

### ***Objective 2***

To have an effect on the action of the City of Albany's Historic Preservation Program resources; specifically, to increase homeowner involvement in community events to 30% within one year.

#### Tools

- Tabulate the current number of homeowners participating in home tours.
- Track the number of homeowners that join home tours through counting their applications and submissions.
- Track the number of homeowners that participate in other events by using sign in sheets.
- Count the number of articles and posts on news outlets. Calculate percentage of stories pitched that received coverage.
- Count the number of historic preservation stories and posts that are published and how many people they were distributed to and reached.

### ***Objective 3:***

To have an effect on contractor, developer, realtor awareness of historic preservation regulations; specifically, to increase understanding about the benefits of maintaining Albany's historic properties to 40% within one year.

Criterion: 40% of contractors, developers, and realtors are aware of the historic preservation benefits and regulations.

Tools:

- Create a Google Poll about awareness and send to contractors, developers, and realtors via MailChimp.

- Track attendance at educational events through a sign in sheet
- Track the number of packets distributed.
- Use Google Analytics to track the number of people that viewed the packet online.

***Objective 4:***

To have an effect on the acceptance of the Heritage All-Star Community agencies; specifically to increase positive attitudes toward restoring Albany's Historic Preservation Program to 20% within one year.

*Tools*

- Use Google Analytics to track the number of people that visit the newsletter and website.
- Create a Google Poll and send to mailing list via MailChimp after one year.
- Track bi-monthly meeting attendance through a sign in sheet.
- Use Google Analytics to track the number of people opening and viewing the emails that provide updates.
- Use Google Analytics to track the number of people opening and viewing post meeting emails.

# Budget

Component	Objective 1 Strategy 2 Tactic 1		Objective 2 Strategy 1 Tactic 2		Objective 3 Strategy 1 Tactic 1.2		General	
	Promotional materials for "Meet Your Neighbors" Social	Educational brochures for "Meet Your Neighbors" Social	Promotional Materials for decorating contests	Voting Cards for exterior decorating contest	Ballot box for voting cards	Restaurant for contractor, realtor and developers educational briefings		Educational brochures for the restaurant and contractor briefings
	8.5" x 11" flyer; #100 premium uncoated, single-sided, satin matte insert, 100 made for both events; prepared by Overnight Prints	8.5" x 11" flyer; #100 premium uncoated, single-sided, satin matte insert, 100 made for both events; prepared by Overnight Prints	8.5" x 11" flyer; #100 premium uncoated, single-sided, satin matte insert, 100 made for both events; prepared by Overnight Prints	4.25" x 5.5"; 1104 Premium Coating; Prepared by Overnight Prints	Sold at OfficeMax; plastic ballot box; create sign using "Vote here"	8.5" x 11" brochure; #100 gloss cover; 50 for real estate agents and realtors; 50 for contractors; prepared by Overnight Prints	8.5" x 11" brochure; #100 gloss cover; approximately 50 for both contractors and developers; prepared by Overnight Prints	Subscription to MarChimp To send mass emails and reminders about Historic Preservation Program's events and updates. Plan for 1,000 to 1,500 subscribers; unlimited emails per month
Detail	Overnight Prints	Overnight Prints	Overnight Prints	Overnight Prints	Overnight Prints	Overnight Prints	Overnight Prints	Estimated Total:
Unit Price	\$148.59 for 100	\$11.25	\$65.55 for 100	\$48.05 for 100	\$23.99	\$253.71 for 100	\$32.78 for 50	\$20/month
Quantity	200	200	100	100	1	1	100	N/A
Annual Cost	\$294	\$2250 (per 100 attendees for both events)	\$65.55	\$48.05 (per 100 attendees)	\$23.99	\$253.71 (per 100 people)	\$65.56	\$240
								\$3,692.86 - \$3,892.86

# Timeline

Objectives	Strategies	Tactics	January	February	March	April	May	June	July	August	September	October	November	December	January
Objective #1	Strategy #1	Tactic 1: Meet your neighbors social													
	Strategy #1	Tactic 2: Implement advisory board													
	Strategy #2	Tactic 1: Event calendar													
	Strategy #2	Tactic 2: Blog posts													
	Strategy #2	Tactic 3: Quarterly newsletter													
Objective #2	Strategy #1	Tactic 1: Provide prizes to participating homes													
	Strategy #2	Tactic 1: Decorating contest													
	Strategy #2	Tactic 2: Build media list													
	Strategy #2	Tactic 2: Send media kit													
Objective #3	Strategy #1	Tactic 1: Create laborer packet													
	Strategy #1	Tactic 2: Laborer networking event													
	Strategy #2	Tactic 1: Assign assessors an realtor													
	Strategy #2	Tactic 2: Publicize services on website													
Objective #4	Strategy #1	Tactic 1: Monthly email													
	Strategy #1	Tactic 2: Meeting with Heritage All-Star Agencies													

# Appendices

## Appendix A: Key Messages

### ***Current Historic Homeowners***

#### Key Message 1

Our program eases the process of home improvement by working closely with homeowners.

1. Home regulations and code guidelines are available on our program's webpage for easy access.
2. Historic homeowners are able to apply for renovation reviews online and in-person at the Planning Department office.
3. As trends change, we are willing to allow renovations that are eco-friendly and provide several resources on our webpage for tips.
4. When some of the historic homes were constructed, using lead paint was a common practice. Now that people know the risks, we offer resources for homeowners to take precautions when coming in contact with paint.
5. Our program has distributed matching grants for historic property renovations up to \$1000. If funds are available, larger projects are given more funding.

#### Key Message 2

We foster community connection for the citizens of Albany.

1. Our program provides resources for homeowners to use to conduct their research on the history of their historic homes.
2. The history and background of each historic district are available online to Albany's citizens to offer a better understanding of the significance behind each district.
3. Links to information related to Albany's Historic District Tours, the Albany Regional Museum, the Monteith House Museum, the library and more are provided on our site to visitors who are interested in learning more about Albany's history.
4. Links to publications related to historic homes are available on our webpage so historic homeowners can learn from other historic homeowners.

## ***Contractors, Realtors, and Developers***

### *Key Message 1*

We create opportunity for local businesses and unites the community.

1. Our program has a list of recommended contractors and developers on our webpage for historic homeowners to access.
2. Albany's location and positive business climate contribute to the growth of trade and service sectors.
3. The City of Albany's "Great Neighborhoods" strategic plan for the 2016-2020 fiscal years hopes to increase the support of local business by working to eliminate the barriers that prevent commercial development.
4. Manufacturing is considered one of the main industries within Linn County.

### *Key Message 2*

We all have a stake in helping citizens improve their homes while maintaining Albany's historic roots.

1. While there are resources provided on our site for homeowners who may want to take on home improvement projects themselves, there are more resources for professionals who have experience in performing these projects.
2. Professionals are able to help identify and treat hazards within historic homes such as lead paint, asbestos, etc. Tips and guides to identifying and addressing these hazards are available on our webpage.
3. Resources on our program's site explain to homeowners why it is important to make repairs that improve but also preserve the history of historic homes.

## ***Heritage All-Star Community Agencies***

### *Key Message 1*

We all have a stake in maintaining Albany's history.

1. Albany's historic communities are visitor attractions, which grant opportunities for tourism and helps the grow the city's economy.
2. All programs aim to showcase Albany's historic landmarks and offer informational resources regarding these landmarks for visitors and residents.
3. Maintaining historic value in Albany creates more opportunities for the agencies through increased tourism.

### *Key Message 2*

Our program strives to create community building opportunities.

1. Our program and the Albany Visitors Association have a strong, established relationship with consistent communication.
2. The Heritage All-Star Community agencies and our program share the same goal of preserving Albany's history and sharing it with the community.
3. This partnership allows for community event opportunities, which successfully showcases Albany's historic value.
4. Home tours allow the community agencies to actively collaborate and bring the historic preservation community together.



## Strategic Plan

Alyssa Marquardt, Mo Kaufer, Colette Hamwey, Katie McLean, Ethan Dagenais

## History and Background

Historic preservation tells us a story about the past and is an important way for people and communities to communicate the understanding of the past to future generations. Mirroring the diversity in the United States, historic preservation involves celebrating events, individuals, and places that our nation is proud of.<sup>1</sup> Overall, historic preservation deals with the preserving, conserving and protecting of buildings, objects, landscapes, and artifacts that have historical significance.

Historic preservation has a long history in the United States. For a century, people have been working to protect the nation's significant landmarks. After World War II, a new vision of confidence about a promising future arose in the United States. By the 1960s, urban renewal transformed the face of the country's cities and towns. Blocks, neighborhoods, and business districts were demolished in order to make way for the new. With the change came the need to govern the treatment of the places that define the nation's past. Thus came the National Preservation Act, the first national policy regulating preservation. The National Preservation Act of 1966 is perhaps the country's most important avenue to advocate for the past. The act created permanent institutions and established a clearly defined process for historic preservation in America. The law formalized and professionalized preservation in the United States and assisted communities in understanding the economic impact behind preservation, such as tourism. The distinguishing attributes of old architecture and historical districts became a powerful draw for many Americans. After 50 years, the National Preservation Act has saved countless buildings and landmarks that serve as witness to our nation's narrative.<sup>2</sup>

Albany, Oregon is credited by historians and architects as having one of the best collections of historic properties in the state. Albany's Local Historic Inventory is made up of over 700 historic buildings in the Hackleman, Monteith, Downtown Commercial, and Municipal Airport National Register Historic Districts and about 80 more historic properties that are located outside the district's boundaries. These properties are part of the National Register, which is the official list of America's significant districts, sites, buildings, structures, and objects that are determined by the Secretary of the Interior to be worthy of preservation. Albany's districts consist of a large concentration of significant

<sup>1</sup> United States. National Park Service. (n.d.). What is Historic Preservation? Retrieved November 04, 2016, from <https://www.nps.gov/subjects/historicpreservation/what-is-historic-preservation.htm>

<sup>2</sup> United States. National Park Service. (n.d.). National Historic Preservation Act. Retrieved November 04, 2016, from <https://www.nps.gov/subjects/historicpreservation/national-historic-preservation-act.htm>



landmarks. The town's collection of buildings includes styles that range from the 1840s through 1945.<sup>3</sup>

The Albany Historic Preservation Program works to ensure that Albany's historic landmarks are protected and maintained. The program implements the vision of the Albany community, as well as promotes historic resources and cultural heritage. The program is made up of various components that range from reviewing development proposals, making sure that permit applications are historically compatible, conducting education outreach, and advising city council members as well as the landmarks commission. The program's work feeds into the sense of development in historic neighborhoods and supporting historic areas.

To ensure the protection and care of historic properties, Albany passed a historic overlay ordinance in 1985. The purpose of this historic review is to encourage the preservation of the characteristics that led the building to be classified as a historic landmark. The historic review criteria focus on preserving the attributes of the property. This includes the idea of repairing elements instead of replacing them, and when replacement is necessary, the review says that the replacement materials should match the original material in terms of design, composition, and texture. Historic buildings require responsibility and stewardship. There are regulations and guidelines that need to be followed when altering a historic property. The Historic Preservation Program works to ensure that these regulations are followed in order to maintain and protect the value and image of the district as a whole. The requirements that are currently set in place include all exterior alterations of buildings that were built before 1946, as well as new buildings over 100 square feet and demolition or relocation of historic landmarks.<sup>3</sup>

There are a number of benefits of Albany's Historic Preservation Program and being on the National Register list. For one, there are certain grants that are available for those properties that are on the National Register list. The purpose of these grants is to help historic homeowners financially with their properties. In addition, there are tax benefits for those who own a historic-contributing property that is listed in the National Register, which allow the owner to freeze the assessed value of the property for a 10-year period. These tax benefits are given through the Special Assessment Program. The program is designed as an incentive to help historic property owners in the preservation of their property. Another benefit is building code leniency. Buildings on the Local Historic Inventory are eligible to be considered for waivers of certain normal code requirements. Historic property owners are also eligible for federal tax

<sup>3</sup> "Welcome to Albany's Historic Preservation Program." Canvas Document.

credit. The State Historic Preservation Office administers a federal tax credit program that can save property owners 20 percent of the cost of rehabilitating their National Register-listed industrial, residential, or commercial building. Historic property owners are also able to attend seminars and workshops that work to educate owners on special historic building concerns, as well as receive technical and design assistance for any historic renovation or rehabilitation.<sup>3</sup>

Many people decide to live in a historic home because the homes offer unique features and craftsmanship, convey a sense of belonging and history, and are in a wonderful location with great neighbors and easy access to schools, parks, and downtown. In addition, visitors of Albany enjoy touring Albany's historic landmarks. They appreciate and admire the authentic vintage look of historic homes and the historic neighborhoods. Therefore, it is important that these special properties are preserved.

## **Internal and External Factors**

The City of Albany prides itself on the preservation and unique incorporation of historic buildings with the modern updates of present time. By combining the richness of the past with the innovations of the present, Albany has a distinctive blend of modernism and culture that is represented throughout the city, especially the historic homes.

### ***Strengths***

#### *Value of Historic Preservation*

Having registered historic homes adds value to not only the home itself but to the city in its entirety. If all of the historic homes were to one day be torn down and reconstructed as a modern suburb, the city would no longer hold any of its original value or uniqueness.

<p><b>Strengths</b></p> <p>Preserving historic homes increases the value of the property for homeowners</p> <p>Certified local government status under the State Historic Preservation Office is crucial for the city’s reputation</p>	<p><b>Weaknesses</b></p> <p>The lack of clarity with communication between the City of Albany and the homeowners</p> <p>By having a small staff and limited resources limits the extent to how much attention and resources are directed towards historic preservation</p>
<p><b>Opportunities</b></p> <p>The city has a strong sense of community that acts as a support system</p> <p>Albany has a niche target market that is geared towards those who are passionate and dedicated towards the cause</p>	<p><b>Threats</b></p> <p>A lack of participation within the community has exemplified a decrease of interest in historic preservation within the city</p> <p>More homeowners are continuing to not respect the set of mandatory codes for historic homes</p>

### Certified Local Government

The city of Albany has received Status as a Certified Local Government and is eligible to receive funding and grants from the State Historic Preservations Office to be put towards historic preservation. This is an essential element in supporting the preservations of the historic buildings.<sup>4</sup>

## **Weaknesses**

### Communications

Currently, the communications between the City of Albany and the community is proving to be more reactive than proactive due to the lack of support from the community with events put on by the city. Without a consistent and strong communication system between the local government and the homeowners, this could create more issues in the long run. However, this is could also be an opportunity to add or create connections between the homeowners of historic buildings, Albany residents, and the Historic Preservation Program.

### Resources

Perhaps one of the biggest weaknesses that the Historic Preservation Program has to face is the lack of resources; specifically a small staff. One way to get around this weakness is to develop simplified and efficient communication tactics that are easy yet effective to execute.

## **Opportunities**

### Community support

We have directed our plan towards community events that require the support of not only officials from the Historic Preservation Program but with the homeowners as well. Several of our tactics are centered on bringing the community together at events to create awareness of the benefits of historic preservation.

### Niche Target Market

We are directing our focus towards a niche target market of homeowners. Unlike the residents in most neighborhoods, the City of Albany caters to a community that appreciates historic preservation. Albany residents value the properties for their integrity and significance in time. It takes a specific kind of family to live in the area and engage with historic preservation efforts and the city itself. We have selected to direct our limited resources towards this

4. Certified Local Governments. Retrieved November 03, 2016, from <http://www.oregon.gov/OPRD/HCD/SHPO/pages/clg.aspx>

audience because they are people who are not only educated on the topic of historic preservation, but they have a genuine interest and reason to care. It also directly impacts them.

## ***Threats***

### *Lack of interest*

Our goal while developing a strategic communication plan is to educate people of all demographics on why historic preservation is a beautiful element of the city and that it is not only important to pay attention to but crucial to respect.

### *Code Compliance*

Considering how there has been a steady decline of interest and effort put into historic preservation in the city, some of the houses have lost the value of being a historic home due to homeowners altering the physical construction of their properties and ignoring the regulations. It is crucial for those who accept the responsibility of owning a historic home to not only follow the codes that the city has laid out in order to maintain the value of a historic home but to comply with all codes and regulations. Currently the codes for maintaining a historic home are outdated and the City of Albany believes the codes need a complete overhaul because they are not structured correctly. However, we have found that city officials are willing to work with homeowners to accept their construction requests and respect building upgrades while maintaining the preservation of the original building. In 2016, the percent of departments within the city that rate legal services of the City Manager's office as satisfactory or better is down from 100% to 91%. The goal is have to 100% satisfaction.

<p><b>Political</b></p> <ul style="list-style-type: none"> <li>-There are various local, state, national and low-income grants available to the city and historic homeowners<sup>5</sup> because of the national trend towards historic preservation and the growth of organized efforts for preservation.</li> <li>-The State Historic Preservation Office offers tax incentives for historic homeowners because of the tourism benefits of having historic districts</li> <li>-The State Historic Preservation Offices have various implemented programs for historic preservation, including archaeological services, Certified Local Governments (CLG), Main Street Program and maintenance of historic trails and cemeteries<sup>8</sup></li> </ul>	<p><b>Economical</b></p> <ul style="list-style-type: none"> <li>- It costs homeowners more to comply with historic preservation maintenance than to use newer materials</li> <li>-Oregon’s cultural heritage travelers spend nearly 60% more per person than they do nationally</li> <li>-Local government seeks to continue receiving funding from the State Historic Preservation Office at the same level as the previous year<sup>6</sup></li> <li>-In the top 10 historical housing markets, the average sale price of historic properties is \$101,190<sup>7</sup></li> <li>-The average price of homes in Oregon is \$152,100<sup>8</sup></li> </ul>
<p><b>Social</b></p> <ul style="list-style-type: none"> <li>-Historic districts and properties are a large part of our culture, enhancing community pride and building social capital</li> <li>-Historic homeowners have access to benefits such as building code leniency, technical and design assistance and education about their property<sup>8</sup></li> <li>-The National Historic Preservation Act was established in 1966 because the nation realized the importance of preserving pieces of our country’s past.</li> <li>-Main Street Program attracts people to downtown historic areas<sup>9</sup></li> <li>-Gen Xers and the Boomers are showing more interest in moving to historic districts because neighborhoods are nice for raising a family as well as attractive downtown restorations, made possible due to the Main Street Program</li> <li>-Millennials are interested in moving to historic districts because of their charm and uniqueness, however mainly to bigger cities such as San Francisco<sup>23</sup></li> </ul>	<p><b>Technological</b></p> <ul style="list-style-type: none"> <li>-New technological advances online for creating accessible databases and interactive maps that could be useful in informing the public about historical sites near them</li> <li>-The National Parks Service offers guidelines to installing more contemporary features on historic properties, including solar panels, green roofs and wind turbines due to the increasing interest in incorporating greener technology to existing homes.<sup>11</sup></li> <li>-Low E-storm windows have been created to be installed with historic windows to help save energy and increase heat retention<sup>10</sup></li> <li>-Typical historic windows, when paired with Low E-storm window, will cost less in a 100-year period than a new vinyl window, thus should inspire historic homeowners to follow preservation criteria when restoring a home<sup>14</sup></li> <li>-People can access information on historic sites through the Historic Sites Database and the National Register</li> </ul>

5 Grants, Tax Incentives and Other Benefits. (n.d.). Retrieved November 01, 2016, from <https://www.cityofalbany.net/departments/community-development/historic-preservation/grants-tax-incentives-and-other-benefits>

6 Strategic Plan Scorecards: Great Neighborhoods. (n.d.). Retrieved November 01, 2016, from <https://www.cityofalbany.net/city-data/great-neighborhoods>

7 I. (n.d.). Real estate infographics: Markets with historic homes and first-time homebuyers. Retrieved November 01, 2016, from <http://www.inman.com/2015/06/09/real-estate-infographics-markets-with-historic-homes-and-first-time-homebuyers/>

8 US Census Bureau Historical Census of Housing Tables Home Values. (n.d.). US Census Bureau Historical Census of Housing Tables Home Values. Retrieved November 01, 2016, from <http://www.census.gov/hhes/www/housing/census/historic/values.html>

9 Oregon Parks & Recreation Department: Oregon Heritage: State Historic Preservation Office Oregon Main Street. (n.d.). Retrieved November 01, 2016, from <http://www.oregon.gov/OPRD/HCD/SHPO/Pages/mainstreet.aspx>

10 United States. National Park Service. (n.d.). New Technology and Historic Properties—Technical Preservation Services, National Park Service. Retrieved November 01, 2016, from <https://www.nps.gov/tps/sustainability/new-technology.htm>

## ***Political, Economical, Social and Technological Factors***

### *Political*

Local, state, and national governments largely regulate preservation of historic properties. The National Register of Historic Places houses information on historic properties, and its presence indicates the government's desire to inform society about these properties and our nation's history. While the National Register can help support local preservation activities, its primary purpose is not regulating the implementation of preservation practices.

People living in historic homes are concerned with complying with preservation regulations because of the matching grants available through local government programs. Also, maintaining a home as close to its original form increases the value of the house. Local government should work to maintain its historic districts with the grants available to the community from the State Historical Preservation Office (SHPO). Certain properties may even apply for a federal grant to help with preservation. SHPO also operates various preservation programs, such as archaeological services, Certified Local Government (CLG), maintenance of historic trails, cemeteries, and the Main Street Program. The funding methods that states, cities, and homeowners can take advantage of are vast, and with proper upkeep, these historic districts can maintain funding through CLG grants and the SHPO.

### *Economical*

The maintenance of historic properties plays a role in the economy as well. While more modern and accessible materials are cheaper than the older regulation materials for repairing historic properties, there are benefits to following the codes. For example, in Oregon specifically, some local governments depend on funding from SHPO, but it cannot receive this funding unless the historic districts are properly maintained. According to a University of Oregon Historic Preservation professor, Oregon's cultural heritage travelers spend nearly 60% more per person than they do nationally. Historic preservation is a large part in the tourism drive for some counties. Nationally, the average sale price of a historic property of the top 10 historical housing markets is \$101,190, which is less than the average sales price of an Oregon home at \$152,100. This means that people looking to purchase a home might be more inclined to purchase a historic home as opposed to a modern house because they are cheaper.

### *Social*

Ever since the 1960s, the United States has been putting more importance on the maintenance of significant historical sites. In 1966, the National Historic

Preservation Act was created in an effort to further enforce proper preservation in every state. State Historic Preservation Offices, the National Register, and some financial incentives for preservation were the main products of this act, as was the nation's newfound pride of its historic properties. Historic homeowners get additional benefits such as code leniency, historical design assistance, and education about the rich history of the property they live in.

The Main Street Program, implemented by SHPO, helps make downtown areas and neighborhoods more attractive. Main Street Program efforts have initiated a trend of people moving to downtown historic districts and getting the community involved in the upkeep of historic sites. Restoring downtown areas is a result of the increasing presence and structuring of State Historic Preservation Offices, the National Register, and historic preservation in general. The expansion of SHPOs and CLG offices has increased the network of funding and pushed these programs to engage in outreach and stricter regulation of historic maintenance. This regulation and subsequent funding has inspired cities to engage in historic preservation and use it as a tourism draw.

#### Technological

The National Register has an online database of every registered historic property available for anyone to view online. This makes it easy for anyone to see the historic properties in their area or anywhere in the country. For historic homeowners or local governments looking to implement greener options on historic homes, the National Parks Service offers guidelines on how to install newer technology on these properties, without compromising its historic elements. In addition, new window technologies can aid the modernization of the existing windows in historic homes, lowering energy costs and improving their function. This is a result of the recent push towards a greener world due to global climate change. People are interested and even adamant about contributing to the green movement, and historic properties must find a way to incorporate these solutions without compromising the integrity of the home.



## Communication Audit

<b>Construction in Alban's Residential Historic Districts &amp; Neighborhoods</b>	necessary info new residents will need for construction.	outdated. The photo quality is poor, there is little design elements	the images and create an eye-catching design theme that goes throughout the document.
<b>Simple Steps to Save Money &amp; Green Your Building &amp; Life</b>	Giving residents the info for how they can reduce their spending.	There are no visuals that help attract the reader's attention for how to save money. This should be emphasized more.	Show side-by-side examples of current costs vs. savings to put a visual the difference the 6 R's can make.
<b>Old House Restoration – Getting Started &amp; Developing a Plan</b>	Each section of Seven Guidelines, House Evaluation, Prioritizing, and 'Planning, Budgeting, Implementation' is short bulleted descriptions.	The info is too packed together. Giving space or making each section it's own document breaks up the wording.	This info should be displayed as an infographic. "Seven Guidelines" is something that should be made to stand out.
<b>Document</b>	<b>Positive</b>	<b>Negative</b>	<b>Suggestion</b>
<b>Historic Review of Substitute Materials, Historic Review of Demolition or Relocation, Historic Review of Exterior Alterations, Historic Review of New Construction, Pre-Application</b>	Reviews and application forms leave no room for interpretation and are standard forms for residents.	The information is dense, but is necessary to remain to the point.	Keep the documents the same. Review checklists and application forms can stay traditional.
<b>Historic Homebuyer Loan Program</b>	Provides an overview with explicit details.	The information in the overview doesn't stand out enough. This is what people generally care about the most.	Use images, different size fonts and create an infographic to display the info in a more visually appealing way.
<b>Design Guidelines for Signs in the Historic Downtown Commercial District</b>	Clearly explains why signs need to stay compatible with the historic building.	The presentation of the material is very dry and doesn't engage the reader with the rules and expectations	Create a 1-2 minute video explaining this information. It can be provided to store owners and shared via YouTube and the Albany website.
<b>Welcome to Albany's Historic Preservation Program</b>	Starts by explaining the importance of historic preservation as it relates to Albany.	Too text heavy. The benefits section is too lengthy for the first page	Reduce the amount wording by presenting the benefits of Albany's Preservation Program with figures and images. It will make the welcoming page stand out more.
<b>Guidelines for New</b>	Packet provides all the	The layout is	Have a photographer retake

***Recommendations for implementing social media for the Historic Preservation Program based on Albany's practices***

Albany's communications are split between reaching current residents and visitors to the city. The communication resources being used for the visitors are also very applicable to the residents. The city has a calendar to promote upcoming events, up-to-date blog postings, and material that is useful to visitors and residents.

The cityofalbany.net is more formal and the social media provides the information needed to keep residents informed of the city's codes, regulations, and resources provided by the city hall.

The albanyvisitors.com website and social media is more fun and family friendly. Postings are primarily to keep the community and visitors engaged with what is happening in Albany.

In order for historic preservation to have a strong online presence and incorporate social media, the platforms should have a balance in the content posted. There needs to be a combination of formal content (cityofalbany.net) and fun content (albanyvisitors.com) that creates engagement and excitement of the city's history.

## Online resources

### ***Cityofalbany.net. Primary audience: Residents***

- Facebook – City Government of Albany, Oregon. @cityofalbany. 2,114 likes. Very Active.
- Flickr – City of Albany, Oregon. 40 followers. Last upload was September 13, 2016. River Rhythms 2016. Less Active.
- Twitter - @cityofalbany, 1,331 followers. Very Active.
- YouTube – Live-stream. Inactive. Non-social media
- E-newsletters
- FlashAlert – City, Police, Fire
- Linn-Benton Alert Emergency Notification System

### ***Albanyvisitors.com. Primary audience: Visitors; Secondary audience: Residents***

- Facebook – Albany Visitors Association. @albanyvisitorsassociation. 5,224 likes. Very active.
- Twitter – @VisitAlbany. 299 followers. Less Active. Last post was August 17, 2016.
- Instagram - @visitalbany. 436 followers. Less Active. Last post was six weeks ago.
- Flickr – Albany Visitors Association. 8 followers. Less Active. Last post was July 3rd.
- Blog – Discover Albany Blog. Active. Averages a post per week. Non-social media
- Newsletters – Sign up for e-news
- Visitor’s guide – 2016-2017 Albany Visitor’s Guide. PDF
- Historic guide – Guide to Albany’s historic building.

## Facebook & Twitter

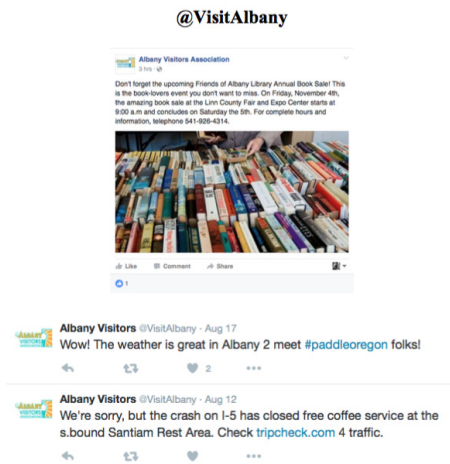


### Positives

- The messaging is very clear and to the point.
- There are no errors and it accurately describes what's going on.

### Negatives

- Lacks an image or something engaging to grab the attention of the reader.



### Positives

- Wording of the Facebook post is detailed and inviting.
- Image in the post make the content more engaging.

### Negatives

- The poor grammar in the tweets makes the account seem unprofessional and unappealing.
- If the Historic Preservation Program decides to implement social media it should focus on making clear, detailed, and grammatically correct posts with a visual included.

### **Audience Profiles**

Audiences: realtors helping to sell Albany historic homes, repeat homebuyers who are new to historic districts, and existing historic homeowners living in one of Albany's historic districts.

### Realtors helping to sell historic homes in Albany

According to the National Association of Realtors:<sup>11</sup>

- The typical realtor is a 53-year-old white female homeowner with some college education
- 65% of realtors are licensed as sale agents, 73% of members specialize in residential brokerage
- Median real estate experience of all realtors: 10 years
- Median tenure at present firm: 3 years
- Median gross income of realtors was \$39,200 in 2015
- 31% of realtors attended some college, 30% of realtors obtained a bachelor's degree



<sup>11</sup> Realtor Demographics. (2016). Retrieved October 31, 2016, from <http://www.realtor.org/field-guides/field-guide-to-quick-real-estate-statistics>

Example of a realtor in Albany, OR

- Pictured here is Amy. She is a 52-year-old realtor in Linn County.
- She graduated from OSU when she was 23 and obtained a Bachelor of Arts degree.
- Amy is married and has a son and daughter who are in college at OSU.
- She has been in the real estate business for 7 years and working for her current firm for 2.5 years. Before becoming a realtor, she worked in reception for another real estate firm.
- She makes approximately \$40,000 a year.
- Amy has helped sell three homes in Albany's historic district over the last two years.
- Amy enjoys being involved in the community and the historic district. She is a volunteer for the Albany Visitors Association. She often gives visitors tours of the historic homes (not just prospective buyers) and she likes to be involved in planning events that the association puts on.
- Amy is vaguely aware of the importance of historic preservation. She would like to learn more, as it would be helpful for her and her clients. It would also be helpful for her to know exactly which houses are listed as historic in the district.
- She is interested in spending time with her family, getting involved with the community, exploring the historic district in particular and new homes for sale in the area, and showing and selling homes to first time and repeat homebuyers. Her overall goal in her career is to build rapport with the community and her clients, interest a family in a home, and make the sale.

### Repeat homebuyers who are new to historic districts

According to the National Association of Realtors real estate statistics and research division:<sup>12</sup>

- Median age of repeat home buyers is 53
- Median household income of repeat home buyers is \$98,700
- Most common place all buyers find their home: the Internet (44%)
- 53% of today's home buyers are repeat buyers
- 72% of repeat home buyers are married
- 64% of repeat home buyers do not have children
- 88% of repeat buyers are White/Caucasian
- Primary reasons for repeat home buyers to purchase a home are: the desire to own a home of their own, the desire for a larger home, or a job-related relocation

According to Zillow, historic homebuyers are interested in homes with character and charm they can't find in new construction. They are people who have time, money, and energy to embark on renovation projects and homes that are not necessarily move-in ready.<sup>13</sup> Historic homebuyers are excited to own a little piece of local history. They often think with the phrase "they just don't make 'em like they used to."<sup>14</sup>

It is believed that historic neighborhoods have the tendency to bring neighbors together through common interest of historic preservation, history, and home restoration. Therefore, it's likely that historic homebuyers are interested in historic homes and districts, community engagement, and socializing with their neighbors.

12 Field Guide to Quick Real Estate Statistics. (2016, July). Retrieved November 27, 2016, from <http://www.realtor.org/field-guides/field-guide-to-quick-real-estate-statistics> & file://Downloads/2015%20HBS%20New%20Hampshire-Ch1.pdf

13 Desimone, B. (2015, February 2). Is Buying a Historic Home Right For You? Retrieved November 27, 2016, from <http://www.zillow.com/blog/buying-home-in-historic-district-168891/>

14 Debianchi, S. (2013, April 4). Historic Homes: Is 'Owning Old' Right for You? Retrieved November 27, 2016, from <http://www.zillow.com/blog/historic-homes-is-owning-old-right-for-you-115447/>

Example of repeat homebuyers who are new to Albany's historic district



- Pictured here are David and Jill. They are 56 and 54 years old. They are married and never had kids.
- David is in commercial banking for Wells Fargo. Jill is a high school history teacher.
- The couple's median household income is \$100,000.
- David and Jill are repeat home buyers who are moving from Salem to Albany because they desire a larger home that is part of a historic district.
- Using the Internet to search for historic homes, the couple found a home that interests them in Albany's Monteith district.
- David and Jill are interested in the charm and character of historic homes and districts.
- They enjoy renovation projects and are prepared to invest time and money into owning a historic home.
- They like to socialize with friends and neighbors and be involved in their community.
- In their spare time, the couple enjoys spending time with friends, traveling, renovation and DIY projects, and volunteering for nonprofits around the community.



### Existing homeowners in Albany

- According to demographics in Albany, OR for 2016 on the Nielsen MyBestSegments website using the historic district's zip code (97321):<sup>15</sup>
- The most common household income range in Albany (approx. 22% of households) is \$50,000 - \$75,000.
- The most common household composition is two people who are married with no children.
- The most common age in Albany (approx. 17.8% of the population) is 65+ and most common race is Caucasian (approx. 89%)

### Example of existing historic homeowners in Albany

- Pictured here are Bob and Kathy, ages 70 and 68. They are married and never had kids
- Bob is a soon-to-be retired accountant and Kathy doesn't work.
- Their median household income is \$70,000.
- They own a home that is part of Albany's Hackleman district.
- The couple enjoys the outdoors, traveling around Oregon, college football games, and entertaining friends in their home.
- They take an interest in the historic neighborhood they live in. They like their house because of the unique architecture and design and the history behind it.



<sup>15</sup> ZIP"Code"Lookup."(2016)."Retrieved"November"1,"2016,"from" <https://segmentationsolutions.nielsen.com/my-bestsegments/Default.jsp?ID=20&menuOption=ziplookup&pageName=ZIP+Code+Lookup>

- They aren't sure of the exact history of their house and would like to know more information.
- Bob and Kathy aren't too fond of the compliance codes they must follow to preserve their home. They are interested in the historic value of their home, but they are a little confused about what rules they need to follow and why.

## Goal Statement

Be established as the main resource for historic homeowners and Linn County realtors in order to promote the idea of historic preservation within the city.

### ***Objectives***

To have an effect on action; specifically for 10 Linn County realtors to notify the City of Albany Historic Preservation Program of the transactions of historic properties within the year.

### ***Strategy 1***

To accomplish the objective, we recommend an owned media strategy focused on distributing material and information that's easily disseminated to realtors so that they can deliver key details to potential historic district homeowners. This strategy will allow us to create a better communication pathway between the Historic Preservation Program and Linn County realtors that will result in more informed homeowners and a community centered around historic preservation.

### Tactic 1

Create a 60-second video that informs potential homeowners of the values that are created when following the codes and guidelines set out by the City of Albany.

- Reach out to West Albany High School's Video Production II class to partner with them for a student-produced product at a low-budget, if possible.
- Focus on explanation of the historic preservation codes and responsibilities of homeowners.
- Publish the video online and email it to every realtor's office in Linn

County at the beginning of the campaign so they are aware of code compliance.

- Post the video on social media sites run by the Historic Preservation Program and make it easily accessible on its website homepage.

#### Tactic 2

Create a detailed infographic with key historic preservation information for realtors to pass on to new homeowners.

- Utilize a free online tool such as Piktochart to create the infographic.
- Order printed copies of the infographic on an online source such as Vistaprint to distribute to realtor's offices so they can hand them out to potential homeowners.
- Post an electronic version of the infographic on social media sites and the website.

#### Tactic 3

Create an online interactive map that displays Albany's historic districts and properties.

- Use IMapBuilder to create a multi-layer map.
- Create three different elements of the map. The first element will be the entire city of Albany with four color-coded historic districts. The second will be each historic district and a short blurb about its history. The final element will allow users to select individual properties and find out information about its significance.
- Send the link of the map to every realtor's office in Linn County so that they can access it anytime for information about properties they might sell.

#### Strategy 2

To accomplish the objective, we recommend an appeal-based strategy focused on advising realtors of the importance of providing homeowners with the information created for new residents by the Historic Preservation Program. This will allow us to give realtors the proper incentive to have more frequent communication with the Historic Preservation Program and become educated in the subject matter for the sake of their clients, the community, and their business.

#### Tactic 1

Provide realtors with evidence that there is a trend of homeowners choosing to move to historic districts.

- Create a readable yet formal fact sheet to be distributed to every realtor's office outlining this research.
- Within the fact sheet, communicate the business benefits of knowing information about historic properties and preservation. Homeowners interested in owning a historic home will appreciate a realtor who has more knowledge and respect to historic properties.

#### Strategy 3

To accomplish the objective, we recommend a communication strategy focused on strengthening the communication between the Historic Preservation Program and realtors who sell historic homes in Albany. This strategy will allow us to gauge the activity of the buying and selling of historic properties in Albany, as well as keep realtors and the community engaged in news regarding historic preservation.

#### Tactic 1

Produce a bi-annual newsletter updating realtors of upcoming events and recent news from the Historic Preservation Program.

- Mass email the letter to realtors and historic homeowners.
- Include a postscript at the bottom of the letter with a call to action to realtors asking them to please use the Historic Preservation Program as their main point of contact for any inquiries.
- In the newsletter, evoke a sense of community between the realtors, historic homeowners, and the Historic Preservation Program.

#### **Objective 2**

To have an effect on action; specifically aim for 60 homeowners to participate in community events planned by the Historic Preservation Program throughout the year.

#### Strategy 1

To accomplish the objective, we recommend an organizational strategy focused on creating a Neighborhood Association for each historic district. This strategy

will allow us to increase community involvement in historic preservation as well as allow the community to take some burden off of the Historic Preservation Program to plan events and educate the public.

#### Tactic 1

Reach out to key publics and community members to be a part of the association.

- Each Neighborhood Association should have one representative from the Historic Preservation Program, one from the City of Albany Visitors Association and one highly active and knowledgeable community member in regards to historic preservation.
- Reach out to owners of historic properties in the two residential historic districts to be a part of their district's Neighborhood Association so that there are at least five members per association, totaling 10 members to meet quarterly.
- Have the associations meet a minimum of four times a year to expand their knowledge of historic preservation, discuss newsletters and updates from the Historic Preservation Program, and plan community events. Each district's association can meet additional times as they see fit.
- As an incentive for community members to be a part of these associations and attend meetings, the Historic Preservation Program will provide appetizers and offer raffle tickets for prizes (two \$25 gift cards to a local winery or restaurant).

#### Strategy 2

To accomplish the objective, we recommend an engagement strategy that involves the Neighborhood Associations planning a three-hour annual community event at city hall before school starts. This strategy will allow us to focus on celebrating Albany's historic districts and the work that homeowners do to preserve their homes.

#### Tactic 1

Create awareness for the annual event through social media and email invites.

- Post event details on all social media channels two months prior to the event.
- Subsequently post details, information, and reminders about the event on social channels every two weeks leading up to the event.

- Two weeks prior to the event, send out an official “evite” via email to the community within the historic districts as well as Linn County realtors.

#### Tactic 2

Provide food, drinks, and entertainment in order to make the event appealing to the wide range of demographics who live in Albany’s historic districts.

- Recruit volunteers to dress in historic clothing and put on a skit about Albany’s history for the children at the event. Reach out to a local high school drama department to see if they can loan costumes and possibly create the skits.
- Reach out to local wineries and restaurants for catering and beverage services.

#### Tactic 3

Set up historic preservation informational displays, similar to displays at museums, so homeowners can walk around at their leisure to read and view the given information.

- Include historic home and neighborhood photos with detailed captions, brochures with pictures and details about particularly significant historic homes, history about the separation of the districts, and more.
- The display should be set up on a long table(s) and include plenty of photographs to not only be informational but also visually appealing.
- Include old objects and trinkets, maybe borrowed from the historic preservation museum or the Monteith house, to enhance the display table and further interest homeowners and children.

#### Tactic 4

Focus on the community within Albany’s historic districts.

- Acknowledge and welcome new historic homeowners into the community.
- Promote the Neighborhood Associations to get more community members involved by setting up a small booth with an email sign-up list at the entrance of the event.

# Evaluation

## ***Objective 1***

To have an effect on action; specifically for 10 Linn County realtors to notify the City of Albany Historic Preservation Program of the transactions of historic properties within the year.

## ***Criteria***

Ten Linn County realtors need to inform Historic Preservation Program of houses bought and sold within Albany's historic districts during the year.

## ***Tools***

- The number of views on the video.
- How many calls/emails the Historic Preservation Program receives throughout the year.
- An increase in the number of official request forms that homeowners are required to submit in order to make changes to their homes.

## ***Objective 2***

To have an effect on action; specifically aim for 60 homeowners to participate in community events planned by the Historic Preservation Program.

## ***Criteria***

Sixty homeowners need to participate in a community event during the year long span.

## ***Tools***

- Keep track through sign-in sheets at meetings and events.
- List of resident volunteers.
- The number of RSVP's received from the emailed evite.
- The number of Neighborhood Association members.
- The number of community members who attend the Neighborhood Association meetings.

# Budget

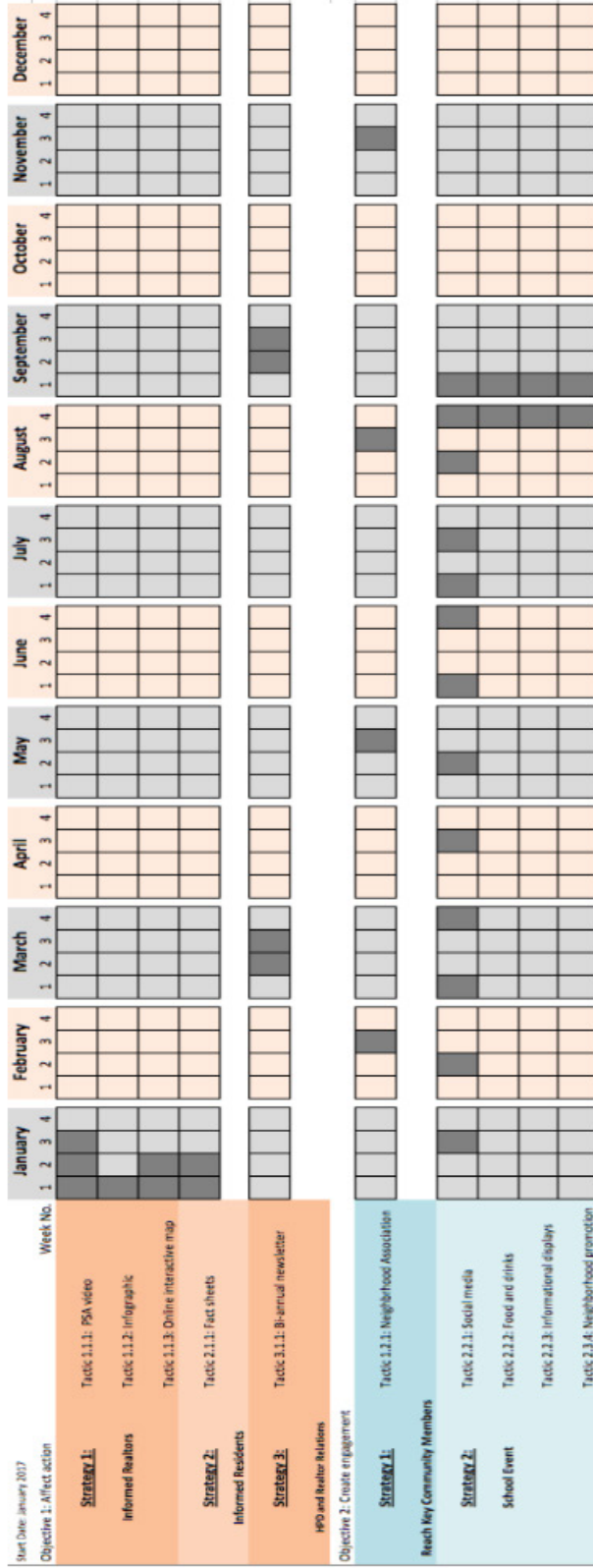
## Albany Historic Preservation Program Budget

#	Component/Detail	Unit Price	Quantity	Annual Cost
<b>Strategy 1.1</b>				
Distribute Information to Realtors to Give to Homeowners				
Tactic 1.1.1	60-second PSA Video: 1 Videographer	3,000	1	\$3,000.00
Tactic 1.1.2	Infographic 2 Printing Piktochart	\$1.38	100	\$138
Tactic 1.1.3	Interactive Map 3 Code Expert IMapBuilder	\$150	1	\$150
<b>Strategy 1.2</b>				
Advise Realtors				
Tactice 1.2.1	Fact Sheet: 4 Printing	0.12	100	\$12
<b>Strategy 1.3</b>				
Stengthen Communication Between HPP and Realtors				
Tactic 1.3.1	Newsletter 5 Email	-	-	-
<b>Strategy 2.1</b>				
Create Neighborhood Association				
Tactic 2.1.1	Neighborhood Association Meetings 6 Food - Appetizers for 10 people 7 Raffle Prizes	\$75.98 \$50	4 4	\$303.92 \$200
<b>Strategy 2.2</b>				
Plan Annual Community Event				
Tactic 2.2.1	Community Awareness 8 Social Media Posts 9 Evite via Email	- -	- -	- -
Tactic 2.2.2	Skit 10 Costumes Food + Drinks 11 Catering 12 Bottle of Wine	\$100 \$11.25/gues \$15	1 40 30	\$100 \$450 \$450
Tactic 2.2.3	Display Boards 13 Print Pictures 14 Printing	\$2.49 \$0.12	50 50	\$124.50 \$60.00

**TOTAL**  
\$4,988.42



# Timeline



# Appendix

## ***Key Messages***

### Homeowners

Home values: Adhering to the consistent approach of historic preservation within the historic districts will maintain the value of your home and also to the value of the community overall.

1. Albany has a number of regulations that need to be followed when making changes to historic homes, in order to maintain the value of the home but also the value of the district. The following alterations require historic review:
  - Altering the exterior of a home built before 1946
  - The use of substitute materials
  - New construction
  - Demolition or Relocation<sup>16</sup>
2. Historic homeowners need to complete a number of steps when wanting to alter their property.
  - Complete appropriate application and any associated checklist(s) on the City of Albany's website.
  - Submit completed documents as an attachment by email to [epians@cityofalbany.net](mailto:epians@cityofalbany.net).
  - Allow 24 hours or one business day for application processing. Applicants will be notified about further processing and payment fees.<sup>17</sup>

<sup>16</sup> AboutAlbany'sHistoricPreservationProgram.(n.d.).RetrievedNovember18,2016,from <https://www.cityofalbany.net/departments/community-development/historic-preservation/historic-preservation-program>

<sup>17</sup> Forms and Checklists. (n.d.). Retrieved November 18, 2016, from <https://www.cityofalbany.net/departments/community-development/drc/cd-forms-and-checklists>

Community: Albany's historic districts are a vital source of the overall community appeal of the city.

1. People want to live in a place with a sense of community.
  - Historic homes can add character and charm to a community as well as emphasize its uniqueness. The preservation of historic buildings determines the look and feel of a community, and is an attraction for tourists as well. If the elements of the historic landmarks are significant, they act as a source of community pride, and lead to other improvements.<sup>18</sup>
  - “Historic homes in established neighborhoods foster community.”<sup>19</sup>
2. Community events are put together in order to inform and engage Albany's residents and visitors of historic preservation.
  - Preservation month is once a year, during the month of May. Albany participates in this event, and holds activities month-long.
  - Albany has guided historic home trolley tours that occur twice a year, once in the summer and once around the holiday season. These tours highlight Albany's homes, families, and their history.
  - Albany also has an annual historic home tour. This event usually takes place during the summer and is a self-guided tour. Visitors can tour the homes, and homeowners are available to answer questions about restoration efforts, historic house maintenance and why they chose Albany as their home.<sup>20</sup>
3. Albany's Community Development Department works to ensure the safety of the community's buildings and also makes sure that Albany has attractive environments to live, work, shop, and play in.
  - The department created a Development Resource Center in order to better serve the community by providing a centralized location for developer and builder related information.
  - These resources include eplan, infohub, building eye, and accel citizen access.

18 Section 7. Encouraging Historic Preservation. (n.d.). Retrieved November 18, 2016, from <http://ctb.ku.edu/en/table-of-contents/physical-social-environment/historic-preservation/main>

19 @. (2016). 4 reasons buyers love historic homes and how to market them . Retrieved November 18, 2016, from <http://www.inman.com/2016/02/03/4-reasons-buyers-love-historic-homes-and-how-to-market-them/>

20 Annual Tours and Special Events. (n.d.). Retrieved November 18, 2016, from <http://albanyvisitors.com/historic-albany/special-events/>

## **Realtors**

Maintaining Customers Relationships: Fully disclosing all information about a property will maintain a positive and effective relationship with clients and communities, as well as increase trustworthiness.

1. Customers choose businesses that they trust.
  - In a 2013 study, customers identified authenticity as one of the top qualities that would attract them to a brand or company.
  - Almost 9 out of 10 U.S. consumers say they would pay more to ensure a superior customer experience.
  - A 2014 study revealed that the number one quality people demand of brands is honesty about their services and products.<sup>21</sup>
2. Being knowledgeable about historic preservation and the properties in general will make realtors more attractive in the market.
  - “There’s no substitution for knowledgeable, human service.”<sup>22</sup>
  - Historic houses have a unique story to tell. They have legacy, quirkiness, famous past owners, and hidden rooms. And the press, as well as many buyers, love a good real estate yarn.<sup>22</sup>

## *Making money*

Advertising that a home is a historic property is a good selling point and will help grow a specific clientele because of the increasing interest in historic homes.

1. Homebuyers are becoming more interested in historic homes.
  - The National Register, SHPO and CLGs are all a product of the nation’s growing interest in historic preservation.
  - According to Zillow, historic homebuyers are interested in homes with character and charm they can’t find in new construction. They are people who have time, money, and energy to embark on renovation projects and homes that are not necessarily move-in ready.<sup>22</sup>

21 Scout, H. (n.d.). 75Customer Service Facts, Quotes & Statistics. Retrieved November 18, 2016, from <https://www.helpscout.net/75-customer-service-facts-quotes-statistics/>

22 Desimone, B. (2015, February 2). Is Buying a Historic Home Right For You? Retrieved November 27, 2016, from <http://www.zillow.com/blog/buying-home-in-historic-district-168891/>

- It is believed that historic neighborhoods have the tendency to bring neighbors together through common interest of historic preservation, history, and home restoration. Therefore, it's likely that historic homebuyers are interested in historic homes and districts, community engagement, and socializing with their neighbors. <sup>23</sup>
2. There are a number of benefits that come with living in a historic home.
- Grants: Historic homeowners are able to receive grants, which help financially with their properties.
  - Tax Benefits: Those who own a historic-contributing property that is listed in the National Register are able to freeze the assessed value of the property for a 10- year period.
  - Code Leniency: Buildings on the Local Historic Inventory are eligible to be considered for waivers of certain normal code requirements.
  - Federal Tax Credit: The State Historic Preservation Office administers a federal tax credit program that can save property owners 20% of the cost of rehabilitating their National Register listed industrial, residential, commercial, building.
  - Seminars and Workshops: Historic property owners are also able to attend seminars and workshops that work to educate owners on special historic building concerns, as well as receive technical and design assistance for any historic renovation or rehabilitation.

<sup>23</sup> Taylor, M. (2016). 4 reasons buyers love historic homes and how to market them. Retrieved December 07, 2016, from <http://www.inman.com/2016/02/03/4-reasons-buyers-love-historic-homes-and-how-to-market-them/>

CITY OF ALBANY HISTORIC PRESERVATION

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# PRESERVE + CONNECT

## Preserve + Connect

Emily Chounlamany, Erica Freeze, Molly  
Landauer, Maritza Rendon, Alaina Waluk

# Situation Analysis

## *History and Background*

Albany is the 11th largest city in Oregon and is home to more than 50,000 people. Albany is unique in that it has more than 700 historic properties in the city. Albany has four historic districts: the Monteith district, the Hackleman district, the Downtown Commercial district, and the Airport district. These are all listed in the National Register of Historic Places by the United States Department of the Interior. Downtown Albany encompasses the Downtown, Monteith, and Hackleman districts.

The Monteith district is named after Thomas and Walter Monteith who crossed the country from Albany, New York, to Oregon and built the first house in Albany in 1849. This same house is known as the most authentically restored pioneer era home in Oregon, and is now called Monteith House Museum. The Monteith district contains roughly 493 properties, of these more than 90 are non-historic.<sup>1</sup> The Hackleman district is named after settler Abner Hackleman and contains roughly 239 properties and a variety of architectural styles within 28 square blocks. This district is home to St. Paul's Methodist Church, Albany's oldest existing church building. It also contains the Goltra House, which is the first plastered wall house in Albany.

The Monteith brothers started the Downtown district when they opened a general store in 1848 at the border of what is now downtown. The Downtown district contains buildings that date back to the early 1900's and are still in use today as restaurants, stores, and offices. These buildings contain a variety of architectural styles ranging from Italianate, Queen Anne, American Renaissance, and Commercial Brick, to Art Moderne and 20th Century Period Revivals. The Airport district is home to the oldest airport in the Northwest and the second-oldest airport in the world. This airport is the oldest in continuous service on its original site in western Oregon and is the only airport in Oregon to be on the National Register of Historic Places.

In 1985, the City of Albany passed an ordinance requiring all designated historic buildings in these districts to undergo inspection for exterior alterations, additions, and demolition. The purpose of these inspections is to inspire the preservation of unique architecture and repair and replace with materials that match the original building design. This Historic Preservation Program not

<sup>1</sup> 11/15/2016. Client interaction with Shawna Adams.

only evaluates building construction, but also educates community members about the importance of preservation. The city partnered with the University of Oregon to enhance this program and create a broader sustainable initiative process. The Historic Preservation Program feels limited due to low staffing and funds as well as ineffective communication between staff and current and prospective homeowners.

## **Internal Analysis (SWOT)**

### ***Strengths***

- Historic Preservation Program works in partnership with Landmarks Advisory committee, who are an extremely knowledgeable resource for historic preservation codes, ordinances, and regulations.
- There are 800 historic landmarks recognized locally and 700 properties on the National Register, making historic preservation a significant part of Albany's culture.
- The City of Albany is part of the Certified Local Government program to encourage National Register participation.
- Historic Preservation in the City of Albany receives \$12,000 from the Certified Local Government program every two years. This money goes towards increasing national register participation, protecting historic properties, and funding the landmarks commission.
- The State of Oregon requires that the department help preserve historic properties, meaning that it is a protected program.
- Historic preservation adds character and culture to the neighborhood and also adds value to homes.

### ***Weaknesses***

- The program lacks resources and staffing.
- Historic preservation staff and budget are part of the planning department, not a stand-alone department.
- Information online is scattered. It is difficult to navigate the program website tab to find resources and information.



- Process for exterior alterations may appear as lengthy and intimidating.
- There is a low level of community involvement specifically in the Hackleman and Downtown districts.
- Participating in the National Register does not guarantee funding.

### ***Opportunities***

- Increase community engagement using tools such as social media, newsletters, public forums, email blasts, and videos.
- Historic preservation promotes sense of community; engaging audiences can increase support for historic preservation efforts.
- National Register is an incentive-based program; those who participate get tax incentives and funding.
- Government funding and grants for National Register participation benefit the City of Albany.
- There is a current trend of people moving to Oregon meaning more people in the market to rent or buy a home.
- There is an opportunity to educate individuals on the importance of historic preservation.

### ***Threats***

- National Register participation does not necessarily stop projects that violate restrictions/regulations leading to potential decreased historic value.
- Individuals buying properties without knowing they are historic landmarks and then not wanting to spend the resources to maintain them.
- There are different values for different property owners and some residents value historic preservation while some do not.
- Zoning ordinances regulating property lines, development (both renovations and new buildings), and land use can limit growth and innovation.
- Public has misunderstandings/misconceptions about regulations which can lead to a lack of code compliance.

- There are more historic properties in Hackleman area (generally a lower income/less affluent area) and homeowners/tenants are less likely to have the resources to maintain their property and cooperate with the program.
- Differing opinions of individuals on levels of regulation and concerns over their property rights.

## External Analysis (PEST)

### *Political*

- Since 1985, the City of Albany has followed the Historic District Overlay Ordinance (Article 7); the 31-year-old policy has not been updated to provide full details on property regulation.<sup>2</sup>
- Following constitutional property rights and historic preservation guidelines.
- Tension may arise from citizen participation, legality behind providing documentation, and fairness in review criteria as determined by the Landmarks Advisory Commission.
- Political elections at the department, city, and national level can affect makeup of regulatory bodies, and funding based on the changes. Albany City Council wards and mayor are selected each year of the biennial election.<sup>3</sup>
- The makeup of the Landmarks Advisory Commission plays a vital role in making decisions for historic property renovations across all districts.
- State election can cut funding for federal tax credit and SHPO.

<sup>2</sup> Article 7, Historic Overlay District (n.d.) Retrieved from [https://www.cityofalbany.net/images/stories/cd/planning/development\\_code/07-Article%207-Historic%20Overlay%20District.pdf](https://www.cityofalbany.net/images/stories/cd/planning/development_code/07-Article%207-Historic%20Overlay%20District.pdf)

<sup>3</sup> <https://www.cityofalbany.net/departments/finance/election-information>

## ***Economical***

- Historic preservation can cause financial inconvenience. There is a potential high cost of maintaining historic property.<sup>4</sup>
- Historic property listed in the National Registry can receive funding and grants through SHPO, but may be limited and competitive.<sup>5</sup>
- The Federal Tax Credit program for historic preservation can cover 20 percent of cost to homeowners.
- Demolition and tearing down parts of historic property can impact cost driven projects.<sup>6</sup> Historic properties that lack upkeep can lead to building removal because the cost to maintain the property can cost more than removing them.
- Market value: housing market trends reveals a decline in historic property and increase in price; value of the home has become significant in preserving them, according to Investopedia.
- Prospective homebuyers can base their decisions on realtors, agency, and the market. Investopedia reports that historical homes prices have increased over several decades.<sup>7</sup>
- Prospective homebuyers are compelled to specific features of ‘look’ and ‘feel’ and may closely identify with more modern homes and affordable ones.<sup>8</sup>
- Income difference drives homeownership; people with higher income tend to look for homes with significant market value.<sup>9</sup>

4 <https://www.nps.gov/tps/how-to-preserve/briefs/47-maintaining-exteriors.htm>

5 Historic Preservation Funding <https://www.cityofalbany.net/departments/community-development/historic-preservation/grants-tax-incentives-and-other-benefits>

6 Historic Preservation Funding Information (n.d.) Retrieved from [https://www.cityofalbany.net/images/stories/planning/historic/program\\_overview.pdf](https://www.cityofalbany.net/images/stories/planning/historic/program_overview.pdf)

7 <http://www.investopedia.com/articles/mortgages-real-estate/11/the-truth-about-the-real-estate-market.asp>

8 Future Homebuyer Tips. Retrieved from HGTV. <http://www.hgtv.com/design/real-estate/23-things-every-first-time-homebuyer-should-know>

9 Historical Designation and Market Value, Impact on Market Trends (n.d) Retrieved from <http://urbanland.uli.org/economy-markets-trends/historical-designations-affect-property-values/>

## **Social**

- Growing population in Albany requires more homes to place people and their families.<sup>10</sup>
- Albany's districts recognize a divide between affluent and less affluent community and in neighborhoods. Monteith and Hackleman districts differ in income.<sup>11</sup>
- Perspectives on constitutional property rights. Attitudes and differing expectations of curbing what other people do with their property and enjoyment of their property depends on what the city does.<sup>12</sup>
- Homebuyers may avoid historic property due to lack of interest, requirements to maintain them, and strict guidelines.<sup>13</sup>
- One view follows the idea that residents' property should not be regulated versus historic preservation is recognized as valuable. Essentially, divide of districts and neighborhood attitudes resulted from a divide in perspectives within each district on historic preservation.<sup>14</sup>
- During the holidays and Historic Preservation month, historic property owners open their homes for tours. Most applicable to Monteith district; some owners may feel obligated to follow social events.
- Status from owning historic property and prestige behind the value.

10 <http://www.city-data.com/city/Albany-Oregon.html>

11 <http://www.epodunk.com/cgi-bin/genInfo.php?locIndex=15154>

12 Perspectives on Constitutional Property Rights <http://www.heritage.org/research/reports/2010/08/the-economic-principles-of-america-s-founders-property-rights-free-markets-and-sound-money>

13 Real Estate and Historic Property <http://porch.com/advice/need-know-buying-historic-home/>

14 Lecture from Historic Preservation Department

## ***Technological***

- Technological advancement may threaten historic districts, especially Monteith. For example, the need for more businesses and industrial infrastructure.
- Business ventures and new modern trends can impact Albany's historic properties. Especially in the Downtown Commercial and Airport districts where Albany sees the most growth.
- Homes may include energy efficient resources. Introducing materials that may damage existing components.<sup>15</sup>
- Studies have shown that buildings constructed before 1940 require less energy consumption for heating and cooling than houses built during the subsequent 35 years.<sup>16</sup>
- Sustainability means different things to homeowners, businesses, and the city. Technological advancement with sustainability can interfere with development and the upkeep of historically significant property.
- A conflict between sustainability and historic value and features of the properties must be assessed. Technical advances like solar panels and recycling water for plumbing can impact exterior and structure of homes.<sup>17</sup>
- In 2016, Americans noted they prefer receiving news and information on a screen. Television screen is the preferred medium followed by digital platforms.<sup>18</sup>

15 <https://www.nachi.org/energy-efficiency-historic-buildings.htm>

16 <https://www.nachi.org/energy-efficiency-historic-buildings.htm>

17 <https://www.nps.gov/tps/sustainability.htm>

18 <http://www.journalism.org/2016/07/07/pathways-to-news/>

# Communication Audit

## *Current historic property owners*

### Applications

- Owners receive information about criteria for property alterations through an online application form. In each application there is detailed information about eligibility, application process, and criteria for acceptance. There are examples of how to fill out certain sections of the application. The city also provides an email and phone number for additional questions regarding alterations.<sup>19</sup>
- Historic Review of Substitute Materials information and application
- Historic Review of Demolition or Relocation
- Historic Review of Exterior Alterations
- Historic Review of New Construction
- Pre-application meeting: Face-to face interaction with a City of Albany historic preservation representative to go over the application process and answer any questions. Handouts with information about how to schedule a meeting and instructions on what needs to be included in the meeting submission. Some of the questions found in the handout are what is so special about “old buildings?” What rules apply to historic properties? What is the National Register of Historic Places?<sup>20</sup>

<sup>19</sup> About Albany's Historic Preservation Program. (n.d.). Retrieved from <https://www.cityofalbany.net/departments/community-development/historic-preservation/historic-preservation-program>

<sup>20</sup> “Pre-application. Meeting Information and Submittal Requirements.” Canvas, PDF

## Articles

### Article 7, Historic Overlay District<sup>21</sup>

- This article is a review process for alterations and recognitions of historical landmarks. It is a detailed code explaining historic terms, and reviews for alterations and demolitions. It has not been updated for 31 years.<sup>22</sup>

### Article 8, Design Standards

- This article focuses on new construction and provides details of how to make your home visually compatible to the City of Albany's visual aesthetic. This article outlines rules and codes that must be followed to ensure consistency with the historic area.<sup>23</sup>

## Brochures<sup>24</sup>

- The City of Albany has a handout with frequently asked questions to refer to and easily find answers to some of their questions.
- Tips on saving energy and money
- Old House Restoration - Getting Started & Developing a Plan
- Loan program information and requirement

## Albany Historic Building newsletter<sup>25</sup>

- Newsletter received by Albany historic property owners. It includes preservation news, information about grant programs, and resources.
- City Bridges Archives is an online subscription that keeps individuals informed about city programs and services. This subscription is open to the public and the content is focused on the City of Albany as opposed to the historic program.

21 [https://www.cityofalbany.net/images/stories/planning/development\\_code/07-Article%207-Historic%20Overlay%20District.pdf](https://www.cityofalbany.net/images/stories/planning/development_code/07-Article%207-Historic%20Overlay%20District.pdf) 22 Article 7, Historic Overlay District [https://www.cityofalbany.net/images/stories/cd/planning/development\\_code/07-Article%207-Historic%20Overlay%20District.pdf](https://www.cityofalbany.net/images/stories/cd/planning/development_code/07-Article%207-Historic%20Overlay%20District.pdf) 23 [https://www.cityofalbany.net/images/stories/cd/planning/development\\_code/08-Article%208-Design%20Standards.pdf](https://www.cityofalbany.net/images/stories/cd/planning/development_code/08-Article%208-Design%20Standards.pdf)

22 Article 7, Historic Overlay District

23 [https://www.cityofalbany.net/images/stories/cd/planning/development\\_code/08-Article%208-Design%20Standards.pdf](https://www.cityofalbany.net/images/stories/cd/planning/development_code/08-Article%208-Design%20Standards.pdf)

24 Canvas. Albany information. Pg. 31-38. 10/03/16 25 Canvas. Albany information. Pg. 41-44. 10/03/16

25 Canvas. Albany information. Pg. 41-44. 10/03/16

### Letters<sup>26</sup>

- Welcome to Albany's Historic Preservation Program
- This letter shares benefits of having a property that is on the National Register of Historic places. Some of the benefits include grants, tax benefits, and eligibility for tax credit.
- Notice letter
- Informs property owners about exterior alterations reviews and invites them to submit their project proposals for evaluation. This letter comes from the Community Development Planner.<sup>27</sup>

### Handbook

- Guidelines for New Construction in Albany's Residential Historic Districts and Neighborhoods<sup>28</sup>
- A guide for property owners and contractors of the historic characteristics of Albany so that they follow these when they are building new properties. Detailed information about design guidelines on how to maintain an aesthetic historical consistency.
- Help for your Historic House Guidelines for Rehabilitating
- Fence Guidelines for Albany's Residential Historic Properties

### Workshops

- Seminars and workshops for historic property owners are held throughout the year with the purpose of answering questions or concerns they may have related to their historic property.

### Website

- Current homeowners can find information about design guidelines, projects that require historic review, projects exempt from historic review, and how to access application documents. It is easy to follow with links to applications and detailed instructions on how to fill them out. It is divided through visual hierarchy, which makes it easy to navigate. It has sub-headers and short informative paragraphs to quickly find information about historic contributing, historic non-contributing, projects requiring historic review, design guidelines,

26 Canvas. Albany information. Pg. 2. 10/03/16

27 June 28, 2010. Historic Property owner letter. Community Development Planner.

28 [https://www.cityofalbany.net/images/stories/planning/historic/New\\_Construction.albany.pdf](https://www.cityofalbany.net/images/stories/planning/historic/New_Construction.albany.pdf)



and projects exempt from historic review. Navigators can find contact information to direct inquiries related to their property and/or projects.<sup>29</sup>

- The City of Albany Historic Preservation Program primarily communicates with current historic property owners through website applications, brochures, newsletters, letters, a handbook, and workshops. Brochures and newsletters provide historic property homeowners with additional information and sources related to historic homes. There are many resources available to them around the department to stay informed and follow regulations. The department communicates directly with this public through welcome and notice letters as well as face-to-face meetings and workshops. There are many resources available to this group but they are scattered; there is not a single directory or library of information that is easy to find and digest.

### ***Business owners***

#### Articles

##### Article 7, Historic Overlay District

- Through this Article, business owners get information about the review process for alterations and recognitions of historical landmarks. It is a detailed code explaining historic terms, application review requirements for removal of historic landmarks and districts, exterior alterations, substitute materials, new constructions, and demolitions or relocations. The content is outdated. It has not been updated for 31 years.

##### Article 8, Design Standards

- This Article focuses on new business construction and it provides rules that need to be followed to have a unified visual aesthetic. Some of the information provided to homeowners is about orientation, design, and pedestrian amenities requirements.

<sup>29</sup> About Albany's Historic Preservation Program. (n.d.). Retrieved from <https://www.cityofalbany.net/departments/community-development/historic-preservation/historic-preservation-program>

### Handouts

- Design guidelines for signs in the historic downtown commercial district.

### Website

#### Development Resource Center

- This section on the city's webpage is mainly used for business owners to check their application status, apply for permits, and request a building inspection online.<sup>30</sup>

#### City of Albany Website

- This page on the city's webpage offers a historic review for business and historical buildings throughout the City of Albany. It highlights project guidelines for historical businesses. This is beneficial for business owners to check applications, rules, and updates.<sup>31</sup>

### Face-to-Face and Over the Phone

- Staff communicate via phone with downtown businesses to answer questions related to grants and funding. The Historic Preservation Program communicates with business owners if they violate historic code. Staff also point them to resources regarding grants and contractors.

The City of Albany Historic Preservation Program communicates with business owners about regulations, alterations, updates, and project guidelines primarily through their website applications and articles. Handouts are used to inform this public about design guidelines and alterations. The department also communicates with this group through face-to-face and over the phone conversations about additional resources, grants, contractors, and code violations. The distribution of information for this public is specific but there is not a single directory for easy access and understanding.

30 Development Resource Center. (n.d.). Retrieved from <https://www.cityofalbany.net/departments/community-development/drc/development-resource-center>

31 About Albany's Historic Preservation Program. (n.d.). Retrieved from <https://www.cityofalbany.net/departments/community-development/historic-preservation/historic-preservation-program>

## ***Albany Visitors Association***

### *Visitor Guide*

- The Albany Visitor Guide provides information on upcoming events for the entire year, shopping guides, music and entertainment, lodging, food and drink, as well as historical homes and museums. This publication is primarily for visitors and new residents to Albany. The guide is easy to navigate and is strategically organized with tabs and a variety of articles to inform community members of events.

### *Meetings*

- Meetings that relate to the historic community are held as time allows, and information is relevant to the visitor industry. This will include the city (LAC, CARA, city council), Albany Downtown Association, Albany Regional Museum, Monteith Historical Society, Historic Interior Tour Committee Meetings, and a couple outside the Albany focus.

### *Preservation Brief*

- When researching a historical home, or business, the City of Albany puts together a presentation brief that gives prospective home owners information. This can be found at the Albany Regional Museum.

The City of Albany Historic Preservation Program communicates with Albany Visitors Association primarily through the City of Albany Visitors Association website as well as in person meetings and briefs. The Albany Visitors Association has a goal of communicating the history of the historic districts and general information about the City of Albany. There is a wide range of information covered by the Albany Visitors Association and it aims to educate and inform visitors as well as homeowners.

## ***Landmarks Advisory Commission***

### *Meetings*

- The Landmarks Advisory Commission communicates with the Albany Historic Preservation Program through staff meetings to keep them informed about updates and notices.

### Informational Material

- The Landmarks Advisory Commission has handouts that provide information to historic property owners about loan programs. These handouts include information about eligibility requirements and about the program. By sending applications for review, historic preservation staff communicate with the Landmarks Advisory Commission to ensure that the code is met and receive their final approval.

### Website

- The website page, under the City of Albany site, reaches out to current homeowners and highlights specific information about classification of their homes, details on projects requiring historic review, and guidelines for Albany's residential properties. These sections all are focused on informative reinforcement of historical district guidelines. There is also a section for projects exempt from Historic Review. Their website and applications are the bridge to communicate landmark requirement to historic preservation owners.

### Workshops

- The purpose of these workshops is to assist the city's preservation planners in hosting educational workshops in order to inform and effectively communicate with historical homeowners.<sup>32</sup>

### Face-to-Face and Over the Phone

- The Historic Preservation Program communicates with the Landmarks Advisory Commission face-to-face and over the phone. The Historic Preservation staff send applications for final review and approval regarding grants, funding, and alterations. They have a process for approval projects and alterations within the historical districts.
- The City of Albany Historic Preservation staff communicates with the Landmarks Advisory Commission primarily through face-to-face interactions and meetings. Their goal is to inform homeowners about rules and regulations of the Albany's Historical Districts. They also aim to education individuals on application processes, guidelines for residential properties, and eligibility requirements.

<sup>32</sup> 10/03/16. Over-the-phone conversation with Rebecca Bond.

### Social Media Analysis

The City of Albany has a Facebook, Flickr, Twitter, and Youtube account.

- Facebook
  - Facebook is a useful social media channel to reach out to the 2,120 followers that follow the City Government of Albany. The city uses this platform to increase awareness of events, notices, and updates about the community. The City of Albany Historic Preservation Program should utilize this platform to increase community engagement and awareness of the historical districts by posting articles, invitations to events and forums, as well as promoting the Homeowner Association.
- Flickr
  - Flickr is a popular photo website where users can upload their own images to a specific channel. The City of Albany Flickr Account has 41 followers and the site communicates with them primarily by uploading photo albums of community events and activities. It would be useful for the City of Albany Historic Preservation Program to communicate through this platform by uploading albums of historical homes, buildings, and neighborhoods. This will help individuals become visually engaged with the historical community and increase overall awareness.
- Twitter
  - Twitter is a useful platform to send out information at a rapid and informative pace. The City of Albany utilizes Twitter similar to the way they use Facebook by posting links to applications for board positions, community articles and forums, and information about events. It is useful because it informs the public about involvement with Albany, but the City of Albany Historic Preservation Program should use Twitter to further communication about the historical districts as well as increasing awareness and participation of current and prospective historic property owners.

- YouTube
  - The City of Albany utilizes their YouTube channel to post videos under categories such as Park & Rec, City Council Meetings, and Albany Police Department. Utilizing the YouTube channel to create a “Historical District” channel to provide videos explaining the importance of not only preserving the historical districts but also raising awareness and community involvement.

These channels serve as a great opportunity for the Historic Preservation Program to showcase the beautiful historic properties in Albany. By creating a more in-depth look into the historical districts, followers across these channels will be able to build a relationship within the historical community.

### ***Profile of Key Publics***

#### *Current Historic Property Owners*

Current historic property owners are key customers that utilize the City of Albany’s Historic Preservation Program resources. According to the U.S. Bureau Census, as of July 2015, the population of Albany, Oregon is of 52,175.<sup>33</sup> The average age is 35.2, 48.8 percent are males and 51.2 percent are females.<sup>34</sup> The City of Albany is a predominately white community with 87 percent of the population identifying as white, 11 percent as Hispanic or Latino, five percent some other race, three percent two or more races, one percent Asian, one percent American Indian, below one percent Black or African American and below one percent three or more races.<sup>35</sup>

The median age for the Hackleman Historic District is 40, and is 34.9 in the Monteith Historical District.<sup>36</sup> As of October 2016, the median list price for the Monteith Historical District is \$296,000 and the median sold price is of \$268,000. The Hackleman district median list price is lower than the Monteith at \$159,000 and the median sold price is of \$182,000.<sup>37</sup> The Monteith Historic District is primarily composed of upper middle class, whereas in the Hackleman

33 United States Census Bureau. (n.d.). Retrieved from <http://www.census.gov/quickfacts/table/PST045215/4101000,41>

34 Albany, OR Population & Demographics. (n.d.). Retrieved from <http://www.areavibes.com/albany-or/demographics/>

35 Albany, Oregon Population 2016, 2015. (n.d.). Retrieved from <https://suburbanstats.org/population/oregon/how-many-people-live-in-albany>

36 Zip code 97321 Oregon Demographics data population census, density, unwd 97330 and 97322. (n.d.). Retrieved from <http://www.towncharts.com/Oregon/Demographics/97321-Zipcode-OR-Demographics-data.html>

37 Retrieved from <https://www.redfin.com/neighborhood/328757/OR/Albany/Hackleman-s>

Historic District you find lower income property owners.

Residents in the Monteith Historic District are more likely than residents in the Hackleman district to contact the Historic Preservation Program about exterior alterations in their neighborhood that were conducted without approval. Both districts have established homeowner residents, transient renters, landlords, and people that are drawn to the historic character of the district.<sup>38</sup>

The median household income for individuals living in Albany, Oregon, is \$45,478; this is 10% lower than the average income in the State of Oregon.<sup>39</sup> Around 19,705 homes are occupied in Albany and 69% of the population are homeowners.<sup>40</sup> The most common household composition is two people, followed by one person and the least common being five or more people.

- Persona one: Janice and Derek are native Oregonians. They are older, upper middle class, and college educated. They are happily married and empty nesters. They purposely bought a historic property in the Monteith district and are in contact with the Historic Preservation Program. They take good care of their property and whenever they want to make an external alteration to their home they consult the rules and regulations, follow the application process, and do everything they can to maintain their property as close to the original aesthetic. They are very involved in the community and keep an eye out for any neighbors that are breaking any historic preservation rules. On the weekends, they enjoy going out to lunch with friends at the local downtown venues or going to the Albany Regional Museum.<sup>41</sup>
- Persona two: Steve lives in a single household in the Hackleman Historic District . He is a lower-middle class property owner. The main reason he bought his property was because he could afford it. He is unsure if he lives in a historic property. He has had a couple conversations with other neighbors that have told him he lives in a historic property but he has not done any research or contacted the Historic Preservation Program to verify this. When a window or a

38 Ibid.

39 United States Census Bureau. ( n.d.). Retrieved from <http://www.census.gov/quickfacts/table/PST045215/4101000,41>

40 Albany, Oregon Population 2016, 2015. (n.d.). Retrieved from <https://suburbanstats.org/population/oregon/how-many-people-live-in-albany>

41 Nielsen MyBestSegments. (n.d.). Retrieved from <https://segmentationsolutions.nielsen.com/mybestsegments/Default.jsp?ID=30&menuOption=segmentdetails&pageName=Segment%20Details>

porch step breaks, Steve fixes it himself without consulting the city regulations. He works during the week and on the weekends stays home and rests. Steve is likely to eat at places like Papa Johns and own a Chevrolet.<sup>42</sup>

### ***Business Owners***

Business owners in the Downtown Historic District are an important public for the City of Albany Historic Preservation Program. There are many historic properties in the Downtown district. Any changes made to the exterior of these buildings must be in the style of the original structure. These business owners' main concern is running a successful and profitable business. Business owners may own their building or rent from a building owner. If they own the building they may want to make changes and renovations to their properties, meaning they will have interaction with the Historic Preservation Program. If they rent their space from another building owner, the owner is responsible for repairs and renovations to the building. Business owners get information about historic preservation mainly through the program's section on the City of Albany website as well as through face-to-face communication and over the phone communication.

Most business owners in Albany are 34-55 years old. They most likely identify as the Nielsen group "Home Sweet Home." According to Nielson, this group is college educated, upper middle class, and usually without children. They most likely drive a Kia, follow the PGA, and take cruises. Their household technology is above average.

42 Nielsen MyBestSegments. (n.d.). Retrieved from <https://segmentationsolutions.nielsen.com/mybestsegments/Default.jsp?ID=30&menuOption=segmentdetails&pageName=Segment%20Details>



### ***Albany Visitors Association***

The Albany Visitors Association (AVA) was created in the early 1980's. The AVA staff and volunteers provide locals and visitors with resources to experience Albany. The AVA strives to build community involvement, support events and attractions, and encourage visitor expenditures. The AVA consists of two full-time and four part-time employees who communicate on a day-to-day basis via email and meetings. As a program recognized by the Oregon Heritage All-Star Community, the AVA excels in honoring Albany's history through tourism and attractions.

The AVA has a mission "to grow the economic impact of tourism through enriching local experiences."<sup>43</sup> They do so by encouraging the local and non-local communities to participate in a wide variety of events as well as honor Albany's culture and history. With a goal of continuing to build city identity and involvement, the AVA has special recognition from the state. The staff works closely with media groups to promote story ideas, events, and information about Albany. To reach the local demographic and create further community involvement, the AVA markets at local events and reaches out to local newspapers and media outlets.

The AVA bridges the communication gap between current historic property owners, and visitors. Albany visitors are an important part of the town's economy and everyday life. With hundreds of visitors each year, the AVA offers exciting things to do such as the historic homes tour, tours of Oregon's famous covered bridges, fresh and local cuisine, as well as award-winning wine tasting. Albany prides itself on having a place for everyone when visiting the city.

### ***Landmarks Advisory Commission***

In 1979, the Albany City Council established the Landmarks Advisory Commission (LAC). Under Albany's Municipal Code, Chapter 2, the LAC was manifested to "accomplish the protection, enhancement, perpetuation of improvements and districts, which represent or reflect elements of the city's cultural, social, economic, political and architectural history."<sup>44</sup>

The LAC consists of seven members who serve for three years until the next renewal or rotation. Members include the four city wards, construction industry, commission chair, and the vice chair. The commission meets every first Wednesday of the month at the city hall council chambers.

43 Albany Visitors Association. <http://albanyvisitors.com/contact/about-us/>

44 Landmarks Advisory Commission (n.d.) Retrieved from <https://www.cityofalbany.net/city-council/bcc/lac>

The purpose of the LAC is to safeguard Albany's heritage and foster community pride in the beauty of historic districts. The LAC keeps historic property records, recommends historical designations, coordinates preservation program planning, and recommends rules and regulations necessary to carry out its purpose. The commission works closely with the Albany's preservation planners in developing and conducting education workshops and other preservation-related activities, such as the historic preservation awards.

The LAC and city staff have knowledge on historic rehabilitation and restoration projects from applications and projects. Residents can receive consultation and request on-site visits.

### ***Problem Statement***

The city needs a strategic communications/PR plan to inform stakeholders on the value of following regulations. The Historic Preservation Program currently faces the challenge of inconsistent information on requirements, code regulations, and permitted external alterations. Key publics lack awareness and knowledge on historic preservation guidelines and regulations.

### ***Goal Statement***

For the Albany Historic Preservation Program to be seen as a valuable and knowledgeable resource by all previously defined key publics.

### ***Current Historic Property Owners***

#### *Objective 1*

To have an effect on action; specifically to increase utilization of program resources among 70 historic property owners by June 2017.

#### *Strategy 1*

To accomplish the objective, we recommend an online content strategy focused on accessibility of program resources for historic property owners. This strategy will allow us to increase the use of program resources and communication with historic property owners.

## Tactic 1

Redesign and update the Historic Preservation Program website content.

- On the City of Albany’s website, under the Historic Preservation Program section, a drop down menu says “historic property owners.” When clicked, it will take historic property owners to a page that will be divided into three sections with links to other existing pages. The first section will have an introductory paragraph that explains the benefits of present day, modern historic preservation and information about the two residential historic districts. The second section will be the “library of resources,” which has links such as ratings to classify properties within the districts, applications, FAQ, “Preserving your historic Building,” and program requirements. The last section will have program contact information.
- For the “library of resources,” compile existing handouts such as FAQs, program contact information, program requirements, grant information, window repair and upgrades, and lead paint information for easy online access. Organize resources by topic such as applications, benefits, resources, and guidelines. When webpage is updated send email blast to those in email list with a link to visit the updated webpage.

## Strategy 2

To accomplish the objective, we recommend a feature story strategy focused on highlighting the rich historic districts in Albany and what makes them unique. This strategy will allow us to increase awareness of historic properties, encourage use of department resources, and connect with historic property owners.

## Tactic 1

Create monthly feature stories about community members’ historic properties.

- In the previously sent monthly newsletter (“Albany Historic Building News”) to historic property owners, tell stories about historic properties in the Monteith and Hackleman districts. Send newsletter electronically through Mailchimp. At the bottom of the email include a link for historic property owners to submit their stories to be features in future newsletters. Also include a link to website information and resources.
- Identify and contact historic property owners to tell the stories about

their properties. Stories will be around 300 to 400 words with the purpose of highlighting the historic districts and how the program resources helped them.

#### Tactic 2

Pitch newsletter feature stories to magazines and historic preservation influencers' blogs to gain coverage in the month of May.

- In the month of May, pitch feature stories to magazines such as American Bungalow and Old House.
- Identify other outlets such as blogs, newspapers, and online influencers that may be interested in covering the feature stories.

#### Strategy 3

To accomplish the objective, we recommend a social media strategy focused on sharing the value of historic preservation with the Albany community. This strategy will allow us to stress the community connection around historic properties in Albany and the available department resources.

#### Tactic 1

Use the national hashtag #PresMonth in the City of Albany's Twitter account during historic preservation month.

- Identify videographer through business connections in Albany to gather pictures, videos, and quotes for social media. Take short videos of the historic preservation staff talking about the importance of preserving history, or take a picture or shoot a short video of community leaders saying what historic preservation means to them. Share program resources and initiatives. Use social media to start a conversation around historic preservation.
- Every day during historic preservation month, tweet a picture, post a video of a historic property in Albany, a historic property owner, or a historic preservation program representative.
- When possible, use Hootsuite to schedule posts ahead of time.

#### **Business Owners**

##### Objective

To have an effect on awareness; specifically to generate understanding of historic preservation codes and regulations to 35% by January 2018.

### Strategy 1

Disseminate consistent and accurate information to business owners in the Downtown Historic District through owned and shared media efforts.

#### Tactic 1

Create communication materials to outline specific development code sections pertaining to business plans.

- Use historic ordinances and development code as a starting point.
- Write and curate a fact sheet that includes both historic ordinances and development code sections in a neat and comprehensive manner. Use graphics and visual appealing layout.
- Create a pamphlet outlining acceptable exterior alterations with visuals and pictures followed by short summaries of applied codes.

#### Tactic 2

Send and distribute Historic District Overlay Ordinance to all business owners through mail drop-off, email, and other media platforms.

- Create and use a business newsletter platform to post and display ordinance (Article 7 and 8) on exterior regulations of historic property.
- Print 50 historic ordinances, print postage, and send through postal mail.
- Ask businesses to enroll in Slack communication platform through business email addresses.
- Use Slack to post necessary forms and ordinances. Write initial post for page that provides detailed instruction of communication between department and business owners.

#### Tactic 3

Outline and film a short video highlighting key acceptable exterior changes to historic properties and the value of historic preservation to business owners. Find a compelling story that's relatable to all business owners.

- Identify a videographer through a business connection in Albany.
- Contact several businesses in the Downtown Historic District that have gone through historic preservation remodel for interviews.

- Ask for permission by drafting a consent form.
- Get b-roll of businesses that exemplify the downtown core and the exterior shows strong historic preservation preferences.
- Interview key business owners who support maintaining integrity of historic buildings while keeping business.

### ***Albany Visitors Association***

#### Objective

To have an effect on the action; specifically to increase interactions between 70 historic property owners and Albany Visitors Association (AVA) by June 2017.

#### Strategy 1

To accomplish this objective, we recommend an online content strategy focused on the redesigning of the City of Albany website and the city’s social content, for a more user friendly experience and to encourage historic homeowner media engagement. This strategy will increase user engagement with the City of Albany’s media platforms.

##### Tactic 1

Redesign the “History of Albany” webpage.

- Under the “Visit” tab on the City of Albany Website, include historic property facts and photos obtained from the AVA and current residents.

##### Tactic 2

Market historic property viewings and tours on social media platforms.

- Include personal homeowner photos, professional video tours, and historic property facts and statistics on multiple social media platforms.
- Engage residents who live in historic properties to share and re-post content from the AVA social media platforms.

#### Strategy 2

To accomplish this objective, we recommend a community engagement strategy focused on educating historic community members to personalize the history of Albany’s historic districts for unique visitor experiences. This strategy will

allow us to increase historic homeowner participation in the involvement of community relations.

#### Tactic 1

Host bi-annual meetings to increase community involvement and educate current property owners about the importance of historic preservation.

- Shawna meets with an AVA representative to inform this individual of recent news and upcoming events within each district. This AVA representative will utilize the coverage to host bi-annual meetings with each district.

#### Tactic 2

Create a survey for Albany's long-term residents to gain insight into homeowner perception of community events, attractions, and favorite local spots.

- Create SurveyMonkey with questions regarding historic community members' local favorite restaurants, shops, and attractions within the City of Albany.
- Distribute SurveyMonkey via email using MailChimp.

#### Tactic 3

Draft a new and redesigned monthly newsletter including historic property information, upcoming events, and community input to distribute to historic district residents.

- Include information about upcoming events for community members, meeting information, and fact sheet of important historical dates or events that took place during that month in the past.

### ***Landmarks Advisory Commission***

#### Objective

To have an effect on action; specifically to increase interaction between 70 historic property owners and the Landmarks Advisory Commission (LAC) staff in the first four months.

#### Strategy 1

To accomplish this objective we recommend an online content strategy focused on the importance of the LAC's role in preserving Albany's history. This

strategy will allow us to increase historic property owners' accessibility and understanding of LAC's role in sharing codes and regulations.

#### Tactic 1

Create a written section on City of Albany website where LAC members explain specific codes and articles in layman's terms.

- Consult LAC records of applications and hearings to figure out what types of restoration projects are most common and what codes and regulations apply to these cases to include on website.

#### Strategy 2

In order to accomplish this objective we recommend a community engagement strategy focused on connecting historic property owners directly with Landmarks Advisory Commissioners. This strategy will allow us to increase awareness of the LAC as a helpful and valuable resource for historic property owners.

#### Tactic 1

Have LAC members host a monthly public forum where historic property owners can come to ask questions and get information.

- Create media advisory announcing public forum and distribute to local media outlets one week prior to forum.
- Post on historic preservation social media accounts about forum two weeks prior, one week prior, and the day of. Track views, likes, and shares through Google analytics.

#### Tactic 3

Create a handout to distribute electronically to historic property owners including the purpose of LAC, how they can help, answers to FAQs, dates of public forums, and contact information.

- Send handout via email to all historic property owners and track how many open, view, and engage with the content through MailChimp.



## Evaluation Criteria and Tools

### ***Audience: Current Historic Property Owners***

#### Objective

To have an effect on action; specifically to increase utilization of program resources among 70 historic property owners by June 2017.

#### Criterion

70 homeowners use program resources by June 2017.

#### Tools

To determine the use of program resources by historic property owners from January 2017 to June 2017, the Historic Preservation Program would:

- Make use of Google analytics to track the number of website visits, clicks, application, and informational handouts downloads.
- Track the number of property alterations applications submitted.
- Manually count the number of emails, face-to-face interactions, and phone calls.
- Manually count the number of feature stories in the monthly newsletter created and submitted by homeowners.
- Use Mailchimp analytics to monitor how many individuals receive the newsletter electronically and how many open and engaged with the email.
- Track media coverage of feature historic property stories in articles, newspapers, and magazines.
- Monitor reach and engagement for twitter posts related to department resources and staff during the month of May that use the hashtag #PresMonth. Use social media analytics like Hootsuite.

### ***Audience: Business Owners***

#### Objective

To have an effect on awareness; specifically to generate understanding of historic preservation codes and regulations to 35% by January 2018.

#### Criterion

35% of business owners gain awareness of historic preservation guidelines and development code sections.

#### Tools

- Send a compliance sheet to business owners and have them sign and return to Historic Preservation Program.
- Send a short online survey to business owners in Downtown Historic District regarding basic understanding and impression of pamphlet. Second survey regarding impression of business and historic preservation video.
- Use analytics from communication management platform to track breadth of content, statistics tracking the number of viewers, and ability to navigate communication site.
- Use analytics to track video impressions.

### ***Audience: Albany Visitors Association***

#### Objective

To have an effect on the action; specifically to increase interactions between 70 historic property owners and AVA by June 2017.

#### Criterion

70 historic property owners utilize AVA resources and events by June 2017.

#### Tools

- Keep track of total number of social media engagements (followers, photo uploads, likes, tagging AVA account).
- Total number of new webpage hits via Google Analytics.
- Track number of historical homeowner residents who take survey through SurveyMonkey.

- Track historical homeowner attendance at meeting through sign-in sheet.
- Keep track of how many residents receive newly updated newsletter via MailChimp.

***Audience: Landmarks Advisory Commission***

Objective

To have an effect on action specifically to increase interaction between 70 historic property owners and LAC staff in the first three months.

Criterion

70 historic property owners use LAC resources by March 2017.

Tools

- Keep track of attendance at public forums through sign-in sheets.
- Keep track of number of visits to new page on website with historic preservation code content (Google analytics).
- Keep track of number of reposts, likes, comments, and shares on social media posts promoting forum (Google analytics).
- Keep track of engagement with informational handout (Google Analytics).

# Budget Timeline

		Tactic	Component	Detail	Unit Price	Quantity	Semi-Annual Cost	
Current historic property owners	Strategy 1	Tactic 1	Website	Redesign and update content	\$0		\$0	
	Strategy 2	Tactic 1	Monthly feature stories	Email blast newsletter through Mailchimp or similar platform subscription fro 1,000 subscribers	Mailchimp: \$15 per month	700	\$90.00	
		Tactic 2	Feature stories media relations	Send email pitches or call reporters to pitch feature stories				\$0
	Strategy 3	Tactic 1	Social media posts during Historic Preservation Month	Use Hootsuite to schedule posts. Photos and videos will be taken by a local videographer/photographer.	Hootsuite: \$14.99 per month Local videographer: \$2,800		\$89.94 and \$2,800	
							<b>Total: \$2,979.94</b>	
Landmarks Advisory Commission	Strategy 1	Tactic 1	Website	Explanation of specific historic preservation codes and regulations. Monitor views and hits through Google Analytics.				
	Strategy 2	Tactic 1a	Public forum	LAC hosted monthly public forum for historic property owners (City Hall)	\$0. The city does not charge rental fee for City Advisory Commission to host events			
		Tactic 1b	Media advisory announcing public forum	To be distributed through email to local media outlets before public forum				
		Tactic 1c	Social Media: posts announcing public forum	Track views, likes and shares with google analytics				
	Tactic 2	Informational handout distributed through email to historic property owners	MailChimp: Pay as you go plan, one time	\$ .03 per email	700	\$21.00		
							<b>\$21.00</b>	
Albany Visitors Association	Strategy 1	Tactic 1	Redesign the "History of Albany" webpage	Redesign the "Touring Historic Albany" and "Albany's Historic Districts" tabs on the website	\$0			
		Tactic 2	Video and Photo Footage for Website and Social Media	Photos, video tours, and property information.	\$2800-\$4500 per video for new film footage with voiceover	2,800		
	Strategy 2	Tactic 1	District Meetings	Host bi-annual meetings to increase community involvement and educate current property owners	\$0. The city does not charge rental fee for City Advisory Commission to host events			
		Tactic 2	Redesign Newsletter	Redesign newsletter to include historical property information and events.	\$0			
		Tactic 3	Newsletter	Distribute revised newsletter to local residence via MailChimp	\$15/month for maximum of 1,000 recipients	1000	\$15	
	Tactic 3	Survey	Create survey on SurveyMonkey					
							<b>Total: \$4,500.00</b>	
Business Owners	Strategy 1	Tactic 1	Send content, digital media (codes and regulations)	Creates newsletter platform, write content.	E-newsletter (MailChimp): \$15/month for maximum of 1,000 recipients. Slack: Free	1	\$15	
		Tactic 2	Communication materials	Use e-newsletter, curate fact sheet, make pamphlet, print materials.	Pamphlet: \$34 for 25 Factsheet: \$29.99 for 50	4 2	\$136.00 \$59.98	
		Tactic 3	Video, Face-to-face	Contact several businesses for videography network, identify videographer, film exterior of businesses, ask to interview, film B-roll.	Videographer: \$4,000	1	\$4,000	
							<b>Total: \$4,196.00</b>	
							<b>Grand Total: \$11,696.94</b>	

Key										
	Light Blue 1 = Traditional Media (Press Release, Television, Print)									
	Turquoise 1 = Online Digital Media (Social, Email, Website, SMS)									
	Dark Blue 1 = Face to Face									
			Description	January	February	March	April	May	June	
Current historic property owners	Strategy 1	Tactic 1	Website redesign and update							
	Strategy 2	Tactic 1	Monthly feature stories							
		Tactic 2	Feature stories media relations							
Strategy 3	Tactic 1	Social media posts during Historic Preservation Month								
Landmarks Advisory Commission	Strategy 1.2	Tactic 1	Added content to website explaining historic preservation codes							
	Strategy 1.2.1	Tactic 1	Monthly public forum hosted by LAC, for homeowners to answer questions and get advice and information							
		Subtactic 1	Distribute Media Advisory announcing forum: one week before							
		Subtactic 2	Social Media post announcing/promoting forum: two weeks before, one week before and the day of							
		Tactic 2	Distribute informational handout to historic property owners							
Albany Visitors Association	Strategy 1.3.1	Tactic 1	Redesign the tabs on the website.							
		Tactic 2	Market historic property viewings and tours on social media platforms.							
	Strategy 1.3.2	Tactic 1	New Resident Meeting							
		Tactic 2	Long Term Resident Survey							
		Tactic 3	Redesigned Newsletter including historical property information							
Business Owners	Strategy 1.4	Tactic 1	Social Media (Twitter, Mail Chimp, Emails to Businesses)							
		Tactic 2	Meetings, Events							
		Tactic 3	Videography							

# Appendices

## ***Key Messages***

### *Audience: Current historic property owners*

- Following the historic preservation guidelines raises property values.
  - “A number of studies have been conducted throughout the United States in recent years, analyzing the economic benefits of historic preservation on property values. The results, on both state and local levels, have consistently reported that properties in historic districts appreciate significantly faster than comparable properties not located in historic districts.”<sup>45</sup>
- Following the historic preservation guidelines keeps the qualities of the neighborhood that drew individuals like you, there in the first place.
  - Americans are aware of the significance of historic structures and sites. They recognize how fast they are disappearing and that they are irreplaceable.<sup>46</sup>
  - “Many people choose to live in our [Albany] historic homes because they offer unique character and craftsmanship, convey a sense of place and history, have great neighbors, and are in a wonderful location with easy access to schools, parks, rivers and downtown.”<sup>47</sup>
- Historic preservation exists for the benefit of the community. It is an opportunity not a constraint.
  - Preservationists are not against growth and development.<sup>48</sup>

45 <http://preservewa.org/Benefits-Historic-Preservation.aspx>

46 Chapter one, introduction. Canvas additional materials. Pg. 11

47 Welcome to Albany’s Historic Preservation program. Online, PDF. [https://www.cityofalbany.net/images/stories/planning/historic/program\\_overview.pdf](https://www.cityofalbany.net/images/stories/planning/historic/program_overview.pdf). Pg. 1

48 Chapter one, introduction. Canvas additional materials. Pg. 12

- “Historic districts do have aesthetic stipulations, but they are not intended to hinder property owners. Bylaws help ensure that the character of the neighborhood remains intact. The stability provided by these standards usually raises property values because investors can be assured that the historic nature of the district will remain intact.”<sup>49</sup>
- “In Oregon, every \$1 million invested in residential historic rehabilitation projects creates 36.1 jobs and adds, on average, \$783,000 to local household incomes, compared to only 24.5 jobs generated by \$1 million in non-preservation construction projects.”<sup>50</sup>
- Your property may qualify for grants, loans, and tax incentives.

Audience: Business Owners

- Historic preservation for the Downtown Historic District adds value to your business and our marketplace community.
  - Downtown historic property enhances community sentiment toward historic preservation, creating a shared identity.
  - “Recent studies show that voters in numerous cities passed a piece of transformative legislation intended to help keep legacy businesses (small businesses that have existed for more than 30 years and have made a significant contribution to the city’s identity).”<sup>51</sup>
- The Downtown Historic District is known as a central marketplace for residents and nonresidents.
  - Businesses continue to cultivate a strong local industry in driving Albany’s economy.
  - “Legacy businesses in your area add value to the community. Businesses should focus both on economics, and less tangible areas like charm and historic integrity.”<sup>52</sup>

49 Benefits of Historic Preservation | Washington Trust for Historic Preservation. (n.d.). Retrieved from <http://preserve-wa.org/Benefits-Historic-Preservation.aspx>

50 Oregon Parks & Recreation Department: Oregon Heritage: Financial Assistance Economic Incentives. (n.d.). Retrieved from [https://www.oregon.gov/oprd/HCD/FINASST/pages/economic\\_incentives.aspx](https://www.oregon.gov/oprd/HCD/FINASST/pages/economic_incentives.aspx)

51 Weiber, David. 2016. Seven Tips for Protecting Legacy Businesses. Saving Places. National Trust for Historic Preservation. <https://savingplaces.org/stories/seven-tips-for-protecting-legacy-businesses#.WCuUZuErKR>

52 Weiber, David. 2016. Seven Tips for Protecting Legacy Businesses. Saving Places. National Trust for Historic Preservation. <https://savingplaces.org/stories/seven-tips-for-protecting-legacy-businesses#.WCuUZuErKR> [http://www.utahheritagefoundation.com/images/PDFs/HDZ\\_MESSAGES\\_updated\\_2\\_17\\_16.pdf](http://www.utahheritagefoundation.com/images/PDFs/HDZ_MESSAGES_updated_2_17_16.pdf)

- An identifiable downtown core is unique in that it provides a mixture of entertainment, housing, specialty shops, offices, and more.
  - The Downtown Commercial District offers communities with an array of opportunities to explore the city’s identity, especially historic property.
  - According to the World Bank report, *The Economics of Uniqueness*,“ [heritage-related projects] contribute to urban livability, attracting talent, and providing an enabling environment for job creation.”<sup>53</sup>

*Audience: Albany Visitors Association*

- Historic property preservation helps to maintain the appeal of the city to potential visitors and long-term residents.
  - Historic preservation is a strategy for conserving significant elements of the built environment in order to maintain a tangible physical connection to the past.<sup>54</sup>
  - A rehabilitated historic building or neighborhood might be the focus of a new residential or commercial development. An area restored to its original appearance could serve as a magnet for tourists, and provide jobs for local residents (Community Tool Box).
- Community events involve and inform current and prospective property owners about historic preservation.
  - The AVA offers self-guided tours for the Monteith and Hackleman districts as well as through various other historical properties throughout the city.
  - May is the annual historic preservation month for the City of Albany. Albany celebrates this with tours, workshops, and art exhibits.
  - Albany has two annual trolley tours: the Christmas Parlour and the History Through the Headstones tours. The tours provide insight into the architecture of the homes and the backgrounds of the families who once lived in the city.

<sup>53</sup> World Bank

<sup>54</sup> <http://sf-planning.org/historic-preservation>



- An educated community leads to the increase of personal involvement for the betterment of the society.
  - An effective community not only has “the facts,” but it also knows what those facts mean in the lives of the diverse people who make up the community.
  - Localization. Community services, programs, and volunteer opportunities close to people’s homes have the greatest potential for high levels of public participation.
  - Organizations and agencies that operate for the public good can best use their limited resources, meet their own goals, and serve the public by collaborating with organizations and agencies with similar goals and purposes.<sup>55</sup>

Audience: Landmarks Advisory Committee

The Landmarks Advisory Committee (LAC) is a valuable and knowledgeable resource for historic property owners.

- “The LAC maintains historic property records, recommends historical designations, coordinates preservation program planning, and recommends rules and regulations necessary to carry out its purpose.”<sup>56</sup>
- LAC members are well-versed in historic rehabilitation and restoration projects; they also offer consultations and on-site visits for historic property owners who want to start a construction project that will alter the exterior of the property.<sup>57</sup>
- The LAC exists to work in partnership with the Historic Preservation Program in order to help historic property owners maintain and preserve the integrity of their properties in the interest of the city as a whole.
- According to the Oregon Parks and Recreation Department “historic preservation is one of the highest job generating economic development engines available.”<sup>58</sup>

55 <http://education.stateuniversity.com/pages/1874/Community-Education.html>

56 City of Albany: Landmarks Advisory Commission <https://www.cityofalbany.net/city-council/bcc/lac>

57 City of Albany: Landmarks Advisory Commission <https://www.cityofalbany.net/city-council/bcc/lac>

58 Oregon Parks & Recreation Department: Oregon Heritage: Financial Assistance [https://www.oregon.gov/oprd/HCD/FINASST/pages/economic\\_incentives.aspx](https://www.oregon.gov/oprd/HCD/FINASST/pages/economic_incentives.aspx)

- “In Oregon, every \$1 million invested in residential historic rehabilitation projects creates 36.1 jobs and adds, on average, \$783,000 to local household incomes.”<sup>59</sup>
- Code and regulation compliance strengthen historic integrity of historic neighborhoods.
- “Properties that retain and exhibit sufficient integrity (materials, design, and setting) to convey a sense of history. These properties strengthen the historic character of the district.”<sup>60</sup>
- New construction projects in historic districts require review by the LAC. The purpose of these reviews are to “encourage the preservation of characteristics, repairing rather than replacing, and when replacement is necessary, using materials that match the original material in composition, design, and texture.”<sup>61</sup>

59 Oregon Parks and Recreation Department: Oregon Heritage: Financial Assistance [https://www.oregon.gov/oprd/HCD/FINASST/pages/economic\\_incentives.aspx](https://www.oregon.gov/oprd/HCD/FINASST/pages/economic_incentives.aspx)

60 City of Albany: Historic Preservation <https://www.cityofalbany.net/departments/community-development/historic-preservation/historic-preservation-program>

61 City of Albany: Historic Preservation <https://www.cityofalbany.net/departments/community-development/historic-preservation/historic-preservation-program>

## **Albany Historic Preservation**

Anne Elorriaga, Ainsley Blandford,  
Emma Scherzer, Liz Vargas

# Situation Analysis

## ***Historic Preservation Background***

Historic preservation began as a “grassroots” movement, relying heavily on local efforts to save historic places.<sup>1</sup> In 1966, the National Historic Preservation Act catapulted these efforts into the public sector. The National Historic Preservation Act established state preservation offices nationwide, created financial incentives for preservation, and launched the National Register of Historic Places.<sup>2</sup> The National Register of Historic Places identifies significant historic buildings, supports local preservation efforts, and creates a list of historic buildings that are eligible for grants and tax incentives.<sup>3</sup>

In 1980, the National Historic Preservation Act was amended to create the Certified Local Government program.<sup>4</sup> This program helps to promote historic preservation on a local level by providing local communities a special status through the Oregon State Historic Preservation Office.<sup>5</sup> The City of Albany qualifies as a certified local government.<sup>6</sup> As a certified local government, the city can apply for annual matching grants of up to \$20,000 dedicated to preservation efforts.

In addition to the matching grant program, the federal, state and local governments offer a number of financial incentives to historic homeowners. According to federal tax law, the government will provide a 20% federal income tax credit for all funds used in the rehabilitation of historic buildings.<sup>7</sup> The Oregon State Historic Preservation Office grants a 10-year freeze on assessed property values for buildings recognized on the National Register.<sup>8</sup> Additionally, Albany offers Central Albany Revitalization Area (CARA) grants and loans to

1 Tyler, Norman. *Historic Preservation: An Introduction to Its History, Principles, and Practice*. New York: W.W. Norton, 2000. Print.

2 Lecture on Historic Preservation, Professor Chris Bell

3 Ibid.

4 Ibid.

5 “Oregon Parks & Recreation Department: Oregon Heritage: State Historic Preservation Office Certified Local Governments.” Oregon Parks & Recreation Department. N.p., n.d. Web. 30 Oct. 2016.

6 Lecture on Historic Preservation, Professor Chris Bell

7 Tax Reform Act of 1976

8 “Grants, Tax Incentives and Other Benefits.” City of Albany, n.d. Web. 30 Oct. 2016.

9 “Central Albany Revitalization Area Overview.” City of Albany, n.d. Web. 30 Oct. 2016.

qualifying structures in the Hackleman Historic District. Under CARA, Albany allocates \$80,000 per year to the Historic Homebuyer Loan Program.<sup>9</sup>

### ***City of Albany***

The City of Albany is the 11th largest city in the State of Oregon with an estimated 52,000 citizens residing in both the Linn and Benton counties.<sup>10</sup> It was established in 1848 for its natural location along the Calapooia River as a riverboat port. Outside of its scenic nature, Albany is famous for its heritage and historic aspects. It is accredited by historians for the architecture in its historic districts.<sup>11</sup> There are four historic districts: Monteith, Hackleman, Downtown Commercial and the Municipal Airport district.<sup>12</sup>

Historic preservation is a driving force for Albany’s famous heritage tourism. The city states its mission statement as “to provide quality public services for a better Albany community” and strives for its vision statement of “creating a vital and diverse community that promotes a high quality of life, great neighborhoods, balanced economic growth and quality public services.”<sup>13</sup> This plan will provide the steps to achieve this mission and vision statement through community outreach for the City of Albany’s Planning Department’s historic preservation needs.

### ***Attitudes***

According to city staff, homeowners often are not aware of the codes and regulations that come with living in a historic home and sometimes do not know they are in a historic home at all. This lack of knowledge often means that homeowners are not making contact with city staff unless there has been a code violation. Currently, there is a cycle of reactive behavior instead of proactive.

When selling a home, realtors are not required to disclose that a property is a historic landmark or is zoned in a historic district. In addition, the presence of black plaques on some of the historic homes in Albany, but not others adds to this confusion.

10 “About the City of Albany, Oregon.” City of Albany, 2016. Web. 30 Oct. 2016.

11 Ibid.

12 Ibid.

13 “City of Albany Strategic Plan.” City of Albany. City of Albany, n.d. Web. 30 Oct. 2016.

Though a majority of homeowners feel pride in owning a historic home, the lack of resources and contact between staff, realtors, and homeowners has caused a general negativity toward city staff regarding historic properties.

### ***Competition and Support***

Though no real competition exists for the historic preservation staff, there is competition between historic properties and newer listings. The City of Albany has many opportunities to enhance its Historic Preservation Program. Not only does it have resources from the State Historic Preservation Office, organizations within the City of Albany also provide resources and information on historic properties.

The Albany Visitors Association provides trolley tours and walking guides for curious tourists or Albany residents. The Albany Regional Museum is another resource for knowledge about Albany's history. The museum houses a library with landowner records for those wishing to find out about their historic homes as well as displays explaining much of the history of the districts.

## PEST Analysis

Political	Economic
<ul style="list-style-type: none"><li>● Historical Preservation Act of 1966<ul style="list-style-type: none"><li>○ Section 106 requires federal agencies to consider the effects of projects they carry out, approve, or fund on historic properties</li></ul></li><li>● Historic Sites Act of 1935</li><li>● Department of Transportation Act of 1966</li><li>● National Environmental Policy Act of 1969</li><li>● Archaeological and Historic Preservation Act of 1974</li><li>● Tax Reform Act of 1976</li><li>● State Historic Preservation Office (SHPO)</li><li>● Advisory Council on Historic Preservation (ACHP), the agency charged with historic preservation leadership within federal government</li><li>● The 2011-2016 Oregon Historic Preservation Plan</li><li>● Preservation Action-Lobby Group</li><li>● Nation Trust for Historic Preservation-lobby group</li><li>● Measure 97 of Oregon-may cause change in funding</li></ul>	<ul style="list-style-type: none"><li>● Tax incentives for owning a historical home</li><li>● Funding opportunities available for restoration of places listed on the National Register of Historic Homes</li><li>● Grants for low income homeowners</li><li>● Matching grant funds</li><li>● Free technical assistance and design consultancy for all restorations</li><li>● Historic homes <u>requires</u> higher priced natural materials</li><li>● Market demand for historical homes</li><li>● Current state of the housing market<ul style="list-style-type: none"><li>○ Mortgages in the US housing market are at historically low rates</li><li>○ Home ownership is low because of demand</li><li>○ Current median list price for Oregon homes is \$319,000<sup>14</sup></li></ul></li></ul>

14 "Oregon Home & Price Values." Zillow, n.d. Web. 3 Nov. 2016.

Social	Technological
<ul style="list-style-type: none"> <li>● Albany, Oregon<sup>15</sup> <ul style="list-style-type: none"> <li>○ Population: 51,980 <ul style="list-style-type: none"> <li>■ Male: 50.3%</li> <li>■ Female: 49.7%</li> </ul> </li> <li>○ 27.2% population increase since 2000</li> <li>○ Median age: 35.9</li> <li>○ Estimated median household income: \$45,777</li> <li>○ Estimated median house or condo value: \$175,302</li> <li>○ 81% of Albany is white</li> </ul> </li> <li>● Political Breakdown<sup>16</sup> <ul style="list-style-type: none"> <li>○ 32.94% Democrat</li> <li>○ 34.06% Republican</li> <li>○ 24.87% non-partisan</li> </ul> </li> <li>● Unemployment rate: 7.6%<sup>17</sup></li> <li>● House flipping</li> <li>● Construction industry comeback after recession</li> <li>● Heritage tourism contributes \$19.6 billion to Oregon economy<sup>18</sup></li> <li>● Heritage tourists spend 60% more money than heritage tourists nationally<sup>19</sup></li> <li>● <u>Millennials</u> advocate historic preservation and understand it as part of the sustainability movement<sup>20</sup></li> </ul>	<ul style="list-style-type: none"> <li>● Trends in local e-government <ul style="list-style-type: none"> <li>○ 97% of local governments provide e-government services</li> <li>○ 67% of local governments are on social media</li> </ul> </li> <li>● Trends in sustainability <ul style="list-style-type: none"> <li>○ Homes built before 1950 are approximately 30 to 40% less efficient than homes built after 2000</li> <li>○ Energy efficient updates that require minimal alterations to a historic home include attic and basement insulation, storm windows installation, ducts and pipes insulation, and awning additions</li> <li>○ Advanced sustainable upgrades, including green roofs and solar panels, require more alterations and are generally harder to implement in an historic home</li> </ul> </li> </ul>

15 "Albany, Oregon." (OR) Profile: Population, Maps, Real Estate, Averages, Homes, Statistics, Relocation, Travel, Jobs, Hospitals, Schools, Crime, Moving, Houses, News, Sex Offenders. City Data, n.d. Web. 02 Nov. 2016.

16 "Albany, Oregon Population: Census 2010 and 2000 Interactive Map, Demographics, Statistics, Quick Facts." Albany, OR Population. Census Viewer, n.d. Web. 03 Nov. 2016.

17 "Best Places to Live in Albany, Oregon." Best Places, n.d. Web. 03 Nov. 2016.

18 "Oregon Parks & Recreation Department: Oregon Heritage: Oregon Heritage Commission Heritage Attracts Travelers Who Spend Money in Oregon Communities." Oregon Parks & Recreation Department: Oregon Heritage: Oregon Heritage Commission Heritage Attracts Travelers Who Spend Money in Oregon Communities. Oregon.gov, n.d. Web. 03 Nov. 2016.

19 Ibid.

20 Bubil, Harold. "Preservationists Linda Stevenson and Lorrie Muldowney on Balance of Progress, Heritage." Real Estate. N.p., 2016. Web. 03 Nov. 2016.



## ***Political***

Many laws and regulations concerning historic preservation exist both on the local and federal levels. These laws provide resources, funding, tax incentives, and guidelines for historic preservation offices across the country. With every new election, there are chances to gain and lose funding for historic preservation. Few lobby groups dedicated to historic preservation exist, but the environmental costs of new developments push politicians to support historic preservation.

Laws and regulations concerning historic preservation on national and state levels will contribute to Albany's funding as well as city regulations and codes surrounding historic preservation. During election years, Albany's funding can increase or decrease based on the passing or denying of propositions, amendments, or additions.

## ***Economic***

One factor that could affect whether people purchase a historical home is government provided tax incentives for homeowners.<sup>21</sup> There are funding opportunities for properties listed on the National Register of Historic Places at both the federal and state levels. The City of Albany provides matching grants for the preservation of historical homes. This is available for exterior projects, restoration of mission features, repair of historic elements and more.<sup>22</sup> One issue regarding historical homes is that they can be more expensive to live in; the affluence of residents can be a major factor into whether people decide to purchase a house.

One factor that affects the housing market is supply and demand. According to US News, mortgages are at an all-time low. However, there are fewer current homeowners on the market because of a low supply of houses and high costs.<sup>23</sup> This is related to the cost of fixing up homes. Buyers will ask if the house is in proper foundational and construction shape, which contributes to a house's investment value. This can contribute to the high costs of homes.

The current state of the housing market can also play a factor in potential buyers' decisions. Potential Albany residents may ask questions about how many people are moving to the area or if the economy is in recession.

21 "Grants, Tax Incentives and Other Benefits." Grants, Tax Incentives and Other Benefits. N.p., n.d. Web. 03 Nov. 2016.

22 Ibid.

23 "Oregon Home & Price Values." Oregon Home Prices & Values. Zillow, n.d. Web. 13 Nov. 2016.

## **Social**

Albany is well known for its historic community and its dedication to historic preservation. The demographic and sociographic makeup of this city makes for a unique environment. The City of Albany, Oregon, is predominantly white with 81% of locals being from Caucasian descent.<sup>24</sup> It is the 11th largest city in terms of population in the State of Oregon.<sup>25</sup>

Similar to many other cities in Oregon, Albany has grown 27.2% in population since 2000.<sup>26</sup> This increase in population substantially affects the housing market in Albany. There is a continuing need for low income housing options and new housing developments in general. The estimated median household income of Albany residents is \$46,272 per year<sup>27</sup> and the median age of citizens is 38 years old.<sup>28</sup> Furthermore, 69% of Albany residents are homeowners.<sup>29</sup>

Due to the economic recession of 2008, Albany suffered from no new construction of apartments during the years 2009-2012, creating a shortage of housing.<sup>30</sup> Albany's housing shortage becomes a more prominent issue because Albany's neighbor, Corvallis, has a massive influx of students from Oregon State University, which creates economic pressure on the housing market in Albany. It is a seller's market with a low supply of houses in Albany.

Albany is a historic town by choice; it continues to push for preservation of its four historic districts and drive the heritage tourism sector of its economy. Each historic district showcases a different era and genre of historic architecture including federal, gothic revival, classic revival, French second empire, Italianate, rural vernacular, stick and Eastlake style, colonial revival, Queen Anne, craftsman bungalow, and foursquare styled homes.<sup>31</sup>

24 Admin. "Albany." Livability. N.p., 06 Mar. 2016. Web. 02 Nov. 2016.

25 "About the City of Albany, Oregon." About the City of Albany, Oregon. City of Albany, n.d. Web. 02 Nov. 2016.

26 "Albany, Oregon." (OR) Profile: Population, Maps, Real Estate, Averages, Homes, Statistics, Relocation, Travel, Jobs, Hospitals, Schools, Crime, Moving, Houses, News, Sex Offenders. City Data, n.d. Web. 02 Nov. 2016.

27 Ibid.

28 "Albany Real Estate Market Overview." Real Estate Overview for Albany, OR. Trulia Real Estate, n.d. Web. 02 Nov. 2016.

29 Ibid.

30 James Day and Kyle Odegard Mid-Valley Sunday. "Rental Housing: A Tale of Two Cities." Albany Democrat Herald, 05 June 2016. Web. 02 Nov. 2016.

31 Albany Visitors Association, "Seem like old times" Historic Pamphlet 2016.

## ***Technological***

Within the last decade, local government has increased its accessibility online. Local e-governments allow citizens to access important information, submit forms, and communicate with local governments electronically. In a 2011 nationwide e-government survey, 97% of respondents said their local government provided e-government services to ensure citizens access to information.<sup>32</sup> Two-thirds of respondents said their local government is on social media, primarily Facebook and Twitter. The same study found that one of the main challenges local e-governments face is improved communication with citizens.<sup>33</sup>

Currently, the City of Albany's Historic Preservation Program e-government services provide limited information and utility. The City of Albany's website is the organization's primary platform for housing information about historic preservation. The historic preservation site often redirects users to a phone number or email to request more information. The City of Albany has an opportunity to expand their services and communication efforts online and on social media.

A focus on energy efficiency has increased among homeowners across the nation. Homes built before 1950 are approximately 30-40% less efficient than homes built after 2000.<sup>34</sup> While many do not relate sustainability with older homes, historic preservationists believe "the greenest building is the one that's already built."<sup>35</sup> One of the strongest arguments for the relationship between historic preservation and sustainability is the idea that preserving historic homes requires fewer raw materials than building a new home does.<sup>36</sup> A number of energy efficient updates require minimal alterations to a historic home such as attic and basement insulation, storm windows installation, ducts and pipes insulation, and awning additions.<sup>37</sup> Advanced sustainable upgrades,

32 Local E-Government in the United States: Transformation or Incremental Change.

33 Ibid.

34 "Improving Energy Efficiency in Historic Buildings." National Park Service, Dec. 2011, [www.skowhegan.org/document-center/view/2714](http://www.skowhegan.org/document-center/view/2714).

35 United States. National Park Service. "Sustainability—Technical Preservation Services, National Park Service." Sustainability. National Parks Service, n.d. Web. 02 Nov. 2016.

36 Bell, Chris. (2016, October). Historic Preservation. Lecture

37 "Improving Energy Efficiency in Historic Buildings." National Park Service, Dec. 2011, [www.skowhegan.org/document-center/view/2714](http://www.skowhegan.org/document-center/view/2714).

including green roofs and solar panels, require more alterations and are generally harder to implement in an historic home. The City of Albany should highlight the environmentally friendly attributes of historic homes as well as the possible sustainable upgrades.

**SWOT Analysis**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>● Offers tax incentives</li> <li>● Has help from state, UO, and other city organizations</li> <li>● Boasts one of the best historic collections in the state</li> <li>● Has over 800 historic landmarks</li> <li>● Provides resources to homeowners</li> <li>● Has little to no competition</li> <li>● Offers building code leniency</li> <li>● Facilitates Albany's Residential Rehabilitation Matching Grant Program</li> <li>● Facilitates Albany's Central Albany Revitalization Area (CARA) grants and loans</li> <li>● Offers "value freeze" from the Oregon State Historic Preservation Office (SHPO)</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>● Houses no dedicated department for historic preservation.</li> <li>● Lacks funding; historic preservation is given a limited budget of \$12,000 given every other year</li> <li>● Experience external and internal pressures from Albany residents and governmental authorities</li> <li>● Face budget and time pressures</li> <li>● Responds reactively to noncompliance</li> <li>● Communicates inconsistently especially in terms of community outreach and resident outreach</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>● Increase partnership with "All Stars" including Visitors Association</li> <li>● Capitalize on Albany's shared interest in maintaining home values and reinforce relationships realtors</li> <li>● Receive national recognition for historic homes</li> <li>● Increase heritage tourism</li> <li>● Transition to digital to offer more e-government services</li> <li>● Take advantage Historic Preservation Month (May)</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>● Fewer requirements and restrictions for <u>non-historical</u> homes.</li> <li>● Resident's lack of awareness and non-compliance of codes</li> <li>● Overlooking historic preservation</li> <li>● Competition from surrounding towns and communities in the area that have lower maintenance housing options</li> <li>● Loss of funding for historic preservation</li> <li>● Unavoidable government processes</li> </ul>

The City of Albany faces a number of problems. Albany's lack of dedicated resources to historic preservation leads to a reactive cycle of responding to violations rather than preventing them. Although the city and state offer financial incentives to historic homeowners, inconsistent communication efforts negate these opportunities. Potential buyers may be drawn to outside districts that require fewer permits and less government involvement. To combat these threats and weaknesses, the City of Albany needs to take advantage of the opportunities that are inherent to historic home ownership, including national recognition, heritage tourism, and home values.

### ***Communications Audit***

There are no websites or social media platforms run internally by the City of Albany's planning department. For publics to find information regarding the City of Albany's Historic Preservation Program, they are required to go to the city website, <https://www.cityofalbany.net>. The website is not run by the planning department, but the planning department provides the content on the page dedicated to historic preservation.

It takes over four clicks to access the page of information. The audience is required to go to the City of Albany website homepage then search under the "departments/divisions" menu, click "community development" then click the menu tab "historic preservation" and sift through nine separate tabs within historic preservation to find the desired information.<sup>38</sup> Publics can also search "historic preservation" in the website's search feature and find over 17 results. The information is not logically organized to find specific program information.

Other sources of information come from the Albany Visitors Association. It communicates the Historic Preservation Program's mission of informing residents and tourists on history of Albany. The Albany Visitors Association maintains a website and an active Facebook platform to give details on Albany's historic and heritage tourism as well as local events. The website, especially, continues the Historic Preservation Program's mission by explaining and providing the historical background of Albany's various historic districts.

<sup>38</sup> "About Albany's Historic Preservation Program." About Albany's Historic Preservation Program. City of Albany, n.d. Web. 30 Oct. 2016.

There are very limited communication efforts outside of the city website page. An annual newsletter has been launched in previous years, but it is not being actively continued. Past newsletters included information on grants, photos of Albany buildings in the past and present, and invitations to informational programs. The City of Albany maintains a presence on Facebook and Twitter. However, it rarely mentions the city's historic preservation efforts. There is no independent social media presence for the Historic Preservation Program in Albany.

The City of Albany's planning department also provides a variety of documents for Albany citizens. It produces handouts explaining the compliance laws regarding permissible substitute materials, new construction, rehabilitation, review processes and procedures, pre-application instructions, FAQs, and step-by-step instructions.

The City of Albany's planning department produces a response letter template for responses to citizens' requests. The response letter template addresses citizens' specific questions while also sharing necessary documents with information on related historic preservation material. These documents have not been updated since their inception in 2010 for the response letters and 2013 for the annual newsletter. However, these documents are currently being distributed. In addition, the distribution patterns of these documents are unknown. If these communication practices are continued, they must be produced on a consistent basis.

## Publics

### *Albany Historic Homeowners*

The City of Albany hosts more than 140 historic landmarks between the Monteith and Hackleman districts. As stated earlier, the estimated median household income of Albany residents is \$46,272 per year<sup>39</sup> and the median age of citizens is 38 years old.<sup>40</sup> Furthermore, 69% of Albany's residents are homeowners.<sup>41</sup> Among these homeowners, there are historic homeowners in the Monteith and Hackleman Historic Districts of Albany.

39 Ibid.

38 "About Albany's Historic Preservation Program." About Albany's Historic Preservation Program. City of Albany, n.d. Web. 30 Oct. 2016.

40 "Albany Real Estate Market Overview." Real Estate Overview for Albany, OR. Trulia Real Estate, n.d. Web. 02 Nov. 2016.

41 Ibid.

### ***Monteith Homeowners***

The Monteith district was named after Walter and Thomas Monteith, two of the founding members of Albany.<sup>42</sup> It is located on the west side of downtown and was added to the National Register of Historic Places in 1980. There are currently 86 registered historical landmarks in the Monteith district. The Monteith district also contains part of the downtown area, which is commercially based. There has been a political division between the Monteith and Hackleman districts since the mid-1800s. Residents of the Monteith district were Republican merchants while the Hackleman district residents were primarily working class Democrats.<sup>43</sup> Typically residents of the Monteith district are more affluent than the Hackleman district.

One of the major draws to the district is the Monteith House. It is now a house-museum that is a restored pioneer home, and it shows how people used to live in the mid-1800s. The house contains all the amenities that pioneers used on a daily basis, and people can see first-hand how pioneers lived. The Monteith House also served as a meeting place for different town communities and religious groups.<sup>44</sup> The home also had an old time market that is completely restored. Visitors can go into the market and see the different items that were sold.

42 Albany's Visitors Association, ed. "Your Guide to Historic Albany, Oregon." *Seems Like Old Times* (2016): 1-23. Print.

43 "Albany Historic Districts." City Of Albany Oregon. N.p., 2016. Web. 30 Oct. 2016.

44 "Monteith House." Albany Visitors Association. N.p., n.d. Web. 30 Oct. 2016.

### Demographics

- The population density of the district is 4,204 people per square mile; this is compared to 3,239 people per square mile for Albany as a city.<sup>45</sup>
- The median household income in 2013 is \$50,430, compared to \$47,390 for the city as a whole.<sup>46</sup>
- The neighborhood is predominantly white, with less than 3% of people being another race.<sup>47</sup>
- The median rent in the area is on average \$16 more than the rest of the city.<sup>48</sup>
- The average age in the area is 35.1, which is consistent with the rest of Albany.<sup>49</sup>
- 60% of the houses in the district were built in 1939 or earlier. This is compared to 12% of houses built in 1939 or earlier for the City of Albany.<sup>50</sup>

These statistics indicate that the district is wealthier than the rest of area, because of these differences we may take a different communications approach with this area.

Throughout the Monteith district, there are a number of prominent structures. These places include the Downtown Public Library, the Linn County Courthouse, the Whitespires Berean Fundamental Church, and many homes.<sup>51</sup> As a whole, the area is a diverse place with a variety of different structures and people.

### **Hackleman Homeowners**

The National Register of Historic Places recognized the Hackleman district in 1982.<sup>52</sup> The district is located on the east side of Albany and includes 28 city blocks.<sup>53</sup> According to planning staff, the Hackleman district experiences more

45 Monteith Neighborhood in Albany, Oregon (OR), 97321 Detailed Profile. Monteith Neighborhood in Albany, Oregon (OR), 97321 Subdivision Profile. N.p., 2014. Web. 30 Oct. 2016.

46 Ibid.

47 "Zip Code Look-up." Me Best Segments. Nielsen Segmentation Solutions, 2016. Web. 1 Nov. 2016.

48 Ibid.

49 Ibid.

50 Albany's Visitors Association, ed. "Your Guide to Historic Albany, Oregon." Seems Like Old Times (2016): 1-23. Print.

51 Ibid.

52 Ibid.

53 Ibid.



speculation and absentee landlords, which adversely affect upkeep.

The neighborhood is named after Abner Hackleman who was one of the first settlers in the area. However, he only lived in the area for one year. His son Abram eventually moved to the area and took claim on land.<sup>54</sup> The location has a history of aligning with the confederacy and tends to lean on the more conservative side of politics.

### Demographics

The population density of the Hackleman district is 3,713 people per square mile, which is slightly higher than the City of Albany's average that was mentioned earlier.<sup>55</sup>

- The median rent for the district is \$539, which is lower than the city's average of \$658.<sup>56</sup>
- The neighborhood is predominantly white, with less than 3% of the people being another race.<sup>57</sup>
- The neighborhood is 43% female and 57% male, and the average age is 30.5 years old.<sup>58</sup> This is slightly lower than Albany's average of 34.2 years old.
- 36% of the neighborhood is families, which is 15% lower than the rest of the city.<sup>59</sup>
- 87% of the houses in the district were built in 1939 or earlier.<sup>60</sup>
- The median household income for the district is \$30,157, compared to \$47,390 for the City of Albany.<sup>61</sup>

These statistics indicate that the Hackleman district is not as affluent as the rest of the city.

54 Albany's Visitors Association, ed. "Your Guide to Historic Albany, Oregon." *Seems Like Old Times* (2016): 1-23. Print.

55 Hackleman Neighborhood in Albany, Oregon (OR), 97321 Detailed Profile. Hackleman Neighborhood in Albany, Oregon (OR), 97321 Subdivision Profile. N.p., 2014. Web. 30 Oct. 2016.

56 Ibid.

57 "Zip Code Look-up." Me Best Segments. Nielsen Segmentation Solutions, 2016. Web. 1 Nov. 2016.

58 Ibid.

59 Ibid.

60 Ibid.

The major structures in the Hackleman district are mainly houses such as the Bohl House, the Hackleman House, and the Ralston House. There are 55 historical structures in the neighborhood.

The main challenge for the planning department is to make sure homeowners are aware that their home is historical. It is important to make this clear so that homeowners don't violate the historic preservation codes.

### ***Albany Realtors***

Realtors are a secondary public of the Albany Historic Preservation Program. The actions of the Historic Preservation Program directly impact how realtors will relay information to their clients. The main goal of realtors is to sell houses, the more information the city is able to provide, the more houses realtors can sell.

The realty companies in Albany are RE/MAX Integrity, Coldwell Banker Valley Brokers, Town & Country Realty, Pat and Christie Pendley, Cadwell Realty Group, Northwest Realty Consultants, Keller Williams Realty, Apex Real Estate, Western Homes Realty, Clock Tower Realty, and Albany Oregon Real Estate. Of these companies, all will have potential sales and listings in the historic districts of Albany.

According to realtor.com 62% of all realtors are female and the median age of realtors is 58. Most realtors are college educated and have been in the real estate business for 10 years or more.

HousingWire states, "Throughout the second quarter of the year, existing home sales continue to increase with an average month-over-month growth rate of 10% each month until June. As a result, the four heaviest home-selling months—May, June, July and August—account for 40% of an average year's total home-selling volume."<sup>62</sup>

According to Berkshire Hathaway, "The median home value in Albany, OR is \$218,000. This is higher than the county median home value of \$147,800. The national median home value is \$177,414. The average price of homes sold in Albany, OR is \$218,000. Approximately 56.48% of Albany homes are owned, compared to 36.77% rented, while 6.75% are vacant."<sup>63</sup>

The average estimated value of a detached home in the Monteith district is slightly higher than the Albany average at \$228,663.<sup>64</sup> According to current

61 "Zip Code Look-up." Me Best Segments. Nielsen Segmentation Solutions, 2016. Web. 1 Nov. 2016.

62 Liu, Tian. "Here's Why Seasonality Matters in the Housing Market." HousingWire. N.p., 21 Apr. 2016. Web. 29 Nov. 2016.

listings on Zillow.com, home values in the Hackleman district range from \$110,000 up to \$320,000.

The median household income of Albany homeowners is \$45,478 and over 92% of homeowners in Albany are Caucasian.<sup>65</sup>

According to city-data.com new construction of homes in Albany has been steadily declining. In 2014, only 122 buildings were built at an average cost of \$235,400. This means that most homes being sold are existing properties.

In Albany, there are over 800 historic landmarks.<sup>66</sup> Included in these 800 landmarks are the historic homes of the Monteith and Hackleman districts.

According to Albany's Historic Preservation Program's staff, realtors in Albany are not required to disclose that a home is in a historic district or is a National Register recognized home. This can cause a lot of confusion when a homeowner decides to renovate or rehabilitate their historic home. Therefore, it is important that realtors have the resources they need in order to help potential buyers interested in historic properties understand the resources that are available to them.

63 "Albany OR Real Estate & Homes for Sale." Albany, OR Homes For Sale. N.p., n.d. Web. 13 Nov. 2016.

64 Monteith Neighborhood in Albany, Oregon (OR), 97321 Detailed Profile. Monteith Neighborhood in Albany, Oregon (OR), 97321 Subdivision Profile. N.p., 2014. Web. 11 Nov. 2016.

65 "Albany, Oregon Real Estate Information Page-RE/MAX." Albany, Oregon Real Estate Information Page-RE/MAX. N.p., n.d. Web. 30 Oct. 2016.

66 Albany Historic Preservation Program staff.

## Opportunity Statement

The City of Albany planning department needs public relations efforts because of inefficiencies regarding communication with homeowners and realtors. Through our plan we hope to help the planning department improve communication with its key publics through online resources, improved relations with realtors, and transparency of expectations.

## Goal Statement

For the City of Albany planning department to be seen as a source of information for historic homeowners and realtors regarding historic preservation.

## Objectives

### *Historic Homeowners*

- To have an effect on the awareness of new homeowners concerning their historic home status; specifically to generate knowledge of regulations and compliance codes to lower the number of violations by 25% over the next two years.
- To have an effect on the action of Monteith district homeowners' involvement; specifically to increase sign-ups to host historic home tour hosts to 25% over the next two years.

### *Realtors*

- To have an effect on the awareness of Albany realtors regarding historic home benefits; specifically to generate participation regarding Albany's historic preservation events to 35% of Albany realtors within a year.

# Strategies & Tactics

## *Historic Homeowners*

### Objective 1

To have an effect on the awareness of new historic homeowners concerning their historic home status; specifically to generate knowledge of regulations and compliance codes to lower the number of violations by 25% over the next two years.

### Strategy 1

To accomplish the objective, we recommend an information-based strategy focused on informing Albany residents about the various regulations and codes concerning their historic homes. This strategy will allow us to increase code compliance among homeowners and position the City of Albany planning department as a resource.

#### Tactic 1

Create homeowner packets to distribute to new Albany historic homeowners.

- Give Albany realtors these welcome packets to disseminate to their clients.
- Mail out welcome packets to recent homeowners after obtaining address information from realtors.
- Give the Albany Visitors Association welcome packets to distribute during or after historic home tours to potential new homeowners (Appendix B).

#### Tactic 2

Post promotional social media content that highlights updated resources.

- Include links to resources in posts.
- Boost Facebook posts on City of Albany page and post organic content via the City of Albany page and the Albany Visitors Association page.
- Content should include scenic imagery of historic landmarks in Albany (Appendix C).

### Strategy 2

To accomplish the objective, we recommend a web-based strategy focused on informing Albany residents about the various regulations and codes concerning their historic homes. This strategy will allow homeowners to navigate the website easier and further position the City of Albany’s planning department as a resource.

#### Tactic 1

Restructure the City of Albany website pages that focus on historic preservation and the planning department.

- Streamline information by reorganizing the historic preservation home page.
- Use the existing content from current website for copy on updated site.
- Make hyperlinks to the application forms available in the historic preservation section of the city’s website.
- Replace scanned files (“Albany Historic Context Statement” and “Historic House Research”) with web pages with key information and link to the PDF files (Appendix D).

### Objective 2

To have an effect on the action of Monteith district homeowners’ involvement; specifically to increase sign-ups to host historic home tours to 25% over the next two years.

### Strategy 1

To accomplish the objective, we recommend an event-based strategy focused on bringing historic homeowners and the citizens of Albany together to celebrate historic preservation. This strategy will allow us to instill community support in historic preservation.

#### Tactic 1

Continue to help the facilitation of home tours in partnership with the Albany Visitors Association (Appendix E).

## Tactic 2

Add an online sign-up platform on the Albany Visitors Association under the “Albany’s Historic Districts” page.

- Add a hyperlink to the online sign-up page on the City of Albany’s website.

## Tactic 3

Host a family-friendly event for the anniversary of the Monteith House in May for Historic Preservation Month.

- Create an family-friendly event outline (Appendix F).
- Compose and distribute a media advisory and an email pitch to the local news reporters of the Albany Democratic Herald.
- Create and distribute an event flyer.
- Invite local food trucks to the event.

## Strategy 2

To accomplish the objective, we recommend an event-based strategy focused on incentivizing homeowners to be more involved with Albany’s historic preservation. This strategy will allow us to reward participation of historic homeowners who offer their home for heritage tourism.

## Tactic 1

Develop a community-sponsored raffle for home tour hosts.

- Build relationships with potential sponsors (Appendix G).
- Hold the raffle once per home tour season.

## Tactic 2

Provide free admittance to the Albany Visitors Association specialty or holiday home tours and events.

## **Realtors**

### Objective 1

To have an effect on the action of Albany realtors regarding historic home benefits; specifically to generate participation regarding Albany's historic preservation events to 35% of Albany realtors within a year.

### Strategy 1

To accomplish the objective, we recommend an event-based strategy focused on building a network of realtors that have knowledge of historic preservation. This strategy will allow us to encourage realtors to gain knowledge on historic properties in order to have a specialty in selling historic homes.

#### Tactic 1

Host private house tours for realtors only, providing them with an opportunity to ask questions about the benefits of historic preservation and network with peers.

#### Tactic 2

Arrange for the Albany Visitors Association to pass out business cards of recommended local realtors who have participated and expressed interest in Albany's historic homes.

- Make business cards available for home tour participants who express interest in buying a historic home.

### Strategy 2

To accomplish the objective, we recommend a community outreach strategy focused on incentivizing realtors to learn more about the benefits of historic homes. This strategy will allow us to encourage realtors to become more involved in Albany's historic preservation events in order to network with potential clients.

#### Tactic 1

Offer 10-minute on-site seminars to local realtor groups on recent regulations and code changes.

#### Tactic 2

Provide a discount on advertising in the Albany Visitors Association newsletter for local realtors who attend these mobile seminars.



# Evaluation Criteria & Tools

## ***Historic Homeowners***

### Objective 1

To have an effect on the awareness of new historic homeowners concerning their historic home status; specifically to generate knowledge of regulations and compliance codes to lower the number of violations by 25% over the next two years.

### Criterion

25% decrease in regulations and compliance codes violations.

### Tools

Compare the number of violations of current year to the number of violations in two years.

### Objective 2

To have an effect on the action of Monteith district homeowners' involvement; specifically to increase sign-ups to host historic home tours to 25% over the next two years.

### Criterion

25% increase in historic home tour sign-ups in two years.

### Tools

Compare the number of historic home tour participants of the current year to the number of historic home tour participants in two years.

## ***Realtors***

### Objective 3

To have an effect on the action of Albany realtors regarding historic home benefits; specifically to generate participation regarding Albany's historic preservation events to 35% of Albany realtors within a year.

### Criterion

35% of Albany realtors participate in historic preservation events.

Tools

Calculate that 35% of all Albany realtors attended Albany historic preservation events. There must be a realtor sign-in sheet at all general and realtor-focused historic preservation events.

# Budget

	Tactics	Component	Detail	Unit Price	Quantity	Total Cost
Historic Homeowners Objective 1 Strategy 1	Welcome Homeowner packet	8.5x11 brochure	Standard glossy paper, recycled stock; distributed to new homeowners	N/A	100	\$80.50
	Welcome Homeowner packet	Mailing packet to new homeowners	\$0.465 per ounce for First Class Mail Letter (dependent on number of homeowners)	\$2.79	15 per year	\$41.85
	Facebook boosted posts	Facebook boosts	Facebook provides advertising boosts for varying costs (\$1-up) to encourage clicks and views  Maximum two boosted posts per month; boosted posts based on discretion of post importance	\$5	24	\$120.00
Historic Homeowners Objective 1 Strategy 2	Restructure website	Update and restructure the city of Albany's planning department website pages	See design examples in Appendix D	\$75.00 an hour (average industry cost in Oregon)	4	\$300.00
Historic Homeowners (Monteith) Objective 2 Strategy 1	Continue home tours via A.V.A.	Conduct historic home tours	In partnership with the A.V.A., we will conduct historic home tours in their home tour cycles	\$0.00	Two cycles of 6-8 homes per year	\$0.00
	Monteith House Anniversary event promotion	8x11 flyer	Standard glossy paper, 8x11	\$29.50	50 per year	\$29.50
	Monteith House Anniversary	Food	Local food trucks	\$0.00	2-6	\$0.00

	event activity cost					
	Monteith House Anniversary event activity cost	Cornhole	Cost from Walmart	\$24.99	2	\$49.98
	Monteith House Anniversary event activity cost	Face painting	Local face painter	\$10.00 an hour	4 hours	\$40.00
	Monteith House Anniversary event activity cost	Photobooth	Vintage themed photobooth with props	\$400.00	1	\$400.00
<b>Historic Homeowners (Monteith) Objective 2 Strategy 2</b>	Community-sponsored raffle for home tour hosts	Raffle for historic home tour guides	Host a raffle for the historic home tour hosts for a community donated gift card (restaurant, cleaning service) for their willingness to open their home	\$100.00	One raffle per seasonal hour tour in December and June	\$200.00
	Free admittance to A.V.A. specialty home tours	Free admittance for hosts	Historic home tour hosts will not have to pay for A.V.A. specialty historic tours (typically take place around the holidays)	\$0.00	0	\$0.00
<b>Realtors Objective 1 Strategy 1</b>	Host private house tours	Host private house tours for realtors	Host private house tours for realtors prior to A.V.A. historic home tours in December and June	\$0.00	Twice per year in April and September	\$0.00
	A.V.A. Business cards	Pass out local realtors business cards	Pass out local realtors business cards if they attend private house tours to interested clientele	\$0.00	Twice per year during A.V.A. historic home tours in December and June	\$0.00

<b>Realtors Objective 1 Strategy 2</b>	10-minute on-site seminars	Albany's planning department hosts 10-minutes on-site seminars at local realtor offices	A city of Albany staff member will go to local realtor offices in February and November to update people on regulations and code compliance changes	\$0.00	Twice per year in February and November	\$0.00
	Discount on advertising in A.V.A. newsletter	Discount local realtors in A.V.A. newsletter	Provide advertising opportunity for all realtors and provide discount to realtors for those who attend mobile seminars in the A.V.A. yearly packet newsletter	\$0.00	Printed once a year in January	\$0.00
<b>TOTAL COST</b>						<b>\$1260.83</b>

# Timeline

		Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
<b>Historic Homeowners</b>													
Objective 1 Strategy 1	Tactic 1: Homeowner Packets												
	Tactic 2: Post on Facebook												
Objective 1 Strategy 2	Tactic 1: Revamp website												
Objective 2 Strategy 1	Tactic 1: Home tours												
	Tactic 2: Monteith House event												
Objective 2 Strategy 2	Tactic 1: Community-sponsored raffle												
	Tactic 2: Free admittance to specialty home tours												
<b>Realtors</b>													
Objective 1 Strategy 1	Tactic 1: Private, realtor- only house tours												
	Tactic 2: Pass out realtor business cards												
Objective 1 Strategy 2	Tactic 1: On-site seminars												
	Tactic 2: Discount on advertising												

<b>Key</b>	
Document-based	
Online-based	
Event-based	

## Appendix A: Key Messages

### *Historic Homeowners*

- We are dedicated to protecting historic landmarks in the City of Albany, in order to maintain home values and build community.
  - In another city’s study that examined 21 historic districts, historic neighborhoods have traditionally increased in residential property values by five to 35% per decade in comparison to non-historic neighborhoods.<sup>67</sup>
  - In those districts, historic designation led to increased levels of home ownership and longer residency by historic homeowners and renters.<sup>68</sup>
  - According to the study, “designated historic districts tend to have higher rates of participation in neighborhood associations and improvement projects, which protects shared spaces from decline.”<sup>69</sup>

### Hackleman District

- We aim to be responsive and transparent in our efforts to communicate and enforce compliance laws.
  - The Landmarks Advisory Commission holds monthly public hearings that openly discuss historic home alteration decisions. Published transcripts of the meetings can be found on their website.
  - As a government body in the State of Oregon, the City of Albany must comply with ORS 192.620, which states, “the Oregon form of government requires an informed public aware of the deliberations and decisions of governing bodies and the information upon which such decisions were made.”<sup>70</sup>
  - We provide design guidelines for historic properties to help homeowners understand rehabilitation, renovation, alteration, and additional requirements on the City of Albany’s website.

67 Mabry, Jonathan. “Benefits of Residential Historic District Designation for Property Owners.” City of Tucson. Department of Urban Planning and Design, n.d. Web. 15 Nov. 2016.

68 Ibid.

69 Ibid.

70 ORS 192.620

### Monteith District

- We aim to foster a lasting community culture that celebrates its historic foundation.
  - We support community through our partnership with the Landmarks Advisory Commission whose mission is to “safeguard the city’s historic and cultural heritage; foster civic pride in the beauty and noble accomplishments of the past; protect and enhance the city’s attractions...and promote the use of historic districts and landmarks for the education, pleasure and welfare of the people of the city.”<sup>71</sup>
  - Through our partnership with the Albany Visitors Association, we support community building and outreach through their numerous events throughout the year, which feature many of Albany’s historic landmarks and encourage heritage tourism.<sup>72</sup>
  - In another city’s study that examined 21 historic districts, historic designation led to increased levels of home ownership and longer residency by historic homeowners and renters.<sup>73</sup>
  - According to the study, “designated historic districts tend to have higher rates of participation in neighborhood associations and improvement projects, which protects shared spaces from decline.”<sup>74</sup>

<sup>71</sup> “Landmarks Advisory Commission.” Landmarks Advisory Commission. City of Albany, n.d. Web. 16 Nov. 2016.

<sup>72</sup> “Albany Holiday Events Special Calendar.” Albany Visitors Association. Albany Visitors Association, n.d. Web. 16 Nov. 2016.

<sup>73</sup> Ibid.

<sup>74</sup> Ibid.



## **Realtors**

- We are dedicated to protecting historic landmarks in the City of Albany, in order to maintain home values and build community.
  - In another city’s study that examined 21 historic districts, historic neighborhoods have traditionally increased in residential property values by five to 35% per decade in comparison to non-historic neighborhoods.<sup>75</sup>
  - In those districts, historic designation led to increased levels of home ownership and longer residency by historic homeowners and renters.<sup>76</sup>
  - According to the study, “designated historic districts tend to have higher rates of participation in neighborhood associations and improvement projects, which protects shared spaces from decline.”<sup>77</sup>
- We believe historic homes have a unique market value that potential homeowners respond to.
  - Millennials, the next generation of homeowners, advocate for historic preservation and understand it as part of the sustainability movement.<sup>78</sup>
  - Many of historic home tour participants demonstrate interest in owning a historic home after viewing featured historic homes.<sup>79</sup>
  - Historic styled homes and vintage interior decorating are becoming increasingly trendy. HGTV’s most popular show of 2016, “Fixer Upper,” focuses on preserving a home’s original era style and capitalizes on preserving historic materials.<sup>80</sup>

75 Mabry, Jonathan. “Benefits of Residential Historic District Designation for Property Owners.” City of Tucson. Department of Urban Planning and Design, n.d. Web. 15 Nov. 2016.

76 Ibid.

77 Ibid.

78 Bubil, Harold. “Preservationists Linda Stevenson and Lorrie Muldowney on Balance of Progress, Heritage.” Real Estate. N.p., 2016. Web. 03 Nov. 2016.

79 Lecture on Historic Preservation, Shauna Adams.

80 “News Release.” HGTV Finishes 2015 With Highest-Rated Year Ever. Scripps Networks Interactive, 04 Jan. 2016. Web. 16 Nov. 2016.

## **Appendix B: Homeowner Welcome Packet**

### ***Tactic 1***

Create a homeowner packet to distribute to new historic home residents.

### ***Distribution***

The homeowner welcome packet should be given to the new homeowners once the purchase has been finalized. Possible distribution methods include:

- Realtors
- Mail
- Albany Visitors Association

### ***Address Logistics***

Each month the planning department should contact local realtors and the Albany Visitors Association to figure out if any new homes have been placed on the market or sold. They can also reference the “Recently Sold Housing” on Zillow.

The homeowner welcome packet will include:

- An updated FAQ page
- Landmarks Advisory Commission’s monthly meeting times
- Contact information for the planning department and historic references
- Top ten common code violations list with tips to help avoid them
- Information on financial incentives and grants offered to historic homeowners and where to apply

For recently sold homes, please visit: [http://www.zillow.com/homes/recently\\_sold/](http://www.zillow.com/homes/recently_sold/)

## Appendix C: Social Media Content

**Platform:** City of Albany Facebook page

**Example Copy:**



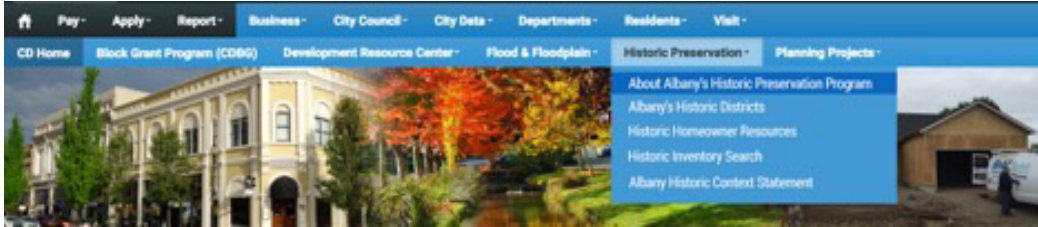
**Timing:** The City of Albany planning department should post a Facebook post dedicated to historic preservation once a week. Then apply the boost Facebook posts biweekly.

**Boosts:** Twice a month; 24 boosted posts for the year; we have allotted for \$5 per boost. The \$5 boosts will increase traffic to the City of Albany Facebook page.

**Pictures:** We suggest sourcing pictures from the Albany Regional Museum. In addition to the museum, we also suggest using copyright free websites such as flickr.com or unsplash.com for additional pictures.

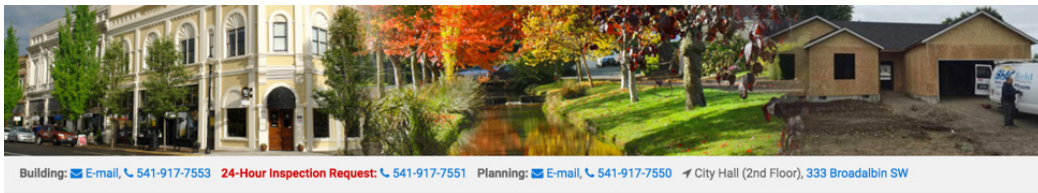
# Appendix D: Website Examples

## Condensed Navigation Bar



## Albany's Historic Districts Page

- Update district maps with historic homes marked (see Albany Visitors Association map)
- Add navigation bar below to toggle between districts
- Add hyperlink to Albany Visitors Association [www.albanyvisitors.com/historic-albany/](http://www.albanyvisitors.com/historic-albany/)



## Albany's Historic Districts

### Monteith District

### Hackleman District

### Downtown District



The Monteith District, located on the west side of downtown Albany, is named after Walter and Thomas Monteith, the founding fathers of Albany. After arriving in Oregon from New York in 1847, these two brothers bought squatters rights to a claim held by Hiram Smead for \$400.

The Monteith brothers completed the first frame house in Albany in 1849 and much earlier history centers around the Monteith House. Albany's first indoor sermon was preached in the house, Indian treaties were signed there, and in 1856 political leaders met there to establish the Oregon Republican Party. The Monteith House, now restored, is open as a museum.

The Monteith Historic District was placed on the National Register of Historic Places on February 29, 1980. The time period of significance for all of Albany's historic districts was expanded in 2000 from 1849 to 1915 to 1849 to 1945 to capture resources and architectural styles constructed between 1915 and 1945 that reflect the growth and development of Albany. The Monteith District was expanded in November 2008 to add 78 properties on the southwest corner of the original boundary to include a cohesive collection of early to mid-twentieth century residential buildings. Many distinct architectural styles grace the District. Included are Federal, Craftsman, Classical Revival, Gothic Revival, Italianate, Queen Anne, French Second Empire, Stick, Eastlake, Colonial Revival, Rural Vernacular, Transitional Box, Bungalow, American Renaissance, Depression/WWII Cottages, and eclectic hybrids that combine elements of these styles.

[Tour Historic Albany](#)

## Homeowner Resources Page

- Create a “Design Guidelines” section using copy from the design guidelines on the current “About Albany” page
- Move “Lead Paint,” “Windows,” “Grants, Taxes, and Other Benefits,” and “Preserving Your Historic Buildings” from the main menu to a “Historic Homeowner Resources” page
- Create an “Additional Resources” section using the content from “Preserving Your Historic Buildings”
- Add application forms under “Design Guidelines” and “Additional Resources”



Building: [E-mail](#), [541-917-7553](#) 24-Hour Inspection Request: [541-917-7551](#) Planning: [E-mail](#), [541-917-7550](#) [City Hall \(2nd Floor\), 333 Broadalbin SW](#)

You are here: [Home](#) > [Departments](#) > [Community Development](#) > [Historic Preservation](#) > [Historic Homeowner Resources](#)

Select Language ▾

# Historic Homeowner Resources

[Design Guidelines](#) [Lead Paint](#) [Windows](#) [Grants & Tax Incentives](#) [Additional Resources](#)

## What financial incentives are available for improving an old/historic building?

Most funding sources available for historic buildings are for properties listed on the National Register of Historic Places either by being in one of Albany's National Register Historic Districts or being listed individually. To find out if your building is on the National Register of Historic Places, please review the [Local Historic Inventory](#) spreadsheet, which is sorted numerically and lists the National Register district name if the building is in a historic district. Contact Shawna Adams at 541-791-0176 with any questions.

## Grants

### Local

#### Albany's Residential Rehabilitation Matching Grant Program

The City of Albany has matching grant funds available for historic properties listed on the National Register of Historic Places through this Program. (Properties in the historic districts are on the National Register.) The matching grant is available for exterior projects including window repair, replacing non-wood windows,

## Tax Incentives

#### Oregon State Historic Preservation Office (SHPO) Special Assessment ("Value Freeze") Program

This program allows a freeze on the assessed value of the property for a 10-year period, of properties listed in the National Register of Historic Places. The program is designed as an incentive to assist property owners in the preservation of historic resources. Property owners must apply for the freeze, the law establishes a requirement for a public open house once a year, the

## Other Benefits

#### Building Code Leniency

Under Section 3403.5 of the Uniform Building Code/Oregon Structural Specialty Code, buildings on the Local Historic Inventory are eligible to be considered for waivers of certain normal code requirements in the interest of preserving the integrity of the property.

#### Technical and Design Assistance

Free technical assistance is available for any historic renovation or rehabilitation project – including many

## **Appendix E: Monteith Home Tour**

### ***Tactic 1***

Continue to help facilitate home tours in partnership with the Albany Visitors Association.

Sign-up for six to eight house tours winter-December and summer-July tour seasons:

- Sign-up sheets for the home tours are available in the Visitors Association Office at 110 3rd Avenue SE, Albany OR 97321 | PO Box 965 | 541-9280911 or email the office at [info@albanyvisitors.com](mailto:info@albanyvisitors.com).

### ***Criterion***

Live in recognized historic home and willing to open your home up to the public.

## Appendix F: Anniversary of Monteith House

### ***Tactic 1***

Host a family-friendly event for anniversary of Monteith House in May for Historic Preservation Month. This event will take place along 2nd Avenue in front of the Monteith House, creating a block party atmosphere. If this option is not available, the celebration should take place on the lawn in front of city hall.

### ***Promotion***

- Compose and distribute a media advisory and email pitch about the event to local news reporters of the Albany Democratic Herald.
- Create and distribute an event flyer. The flyers should be given to local schools and community gathering locations such as coffee shop bulletins, local restaurants, and local business storefronts.

### ***Event Outline***

- Monteith House open for tours, facilitated by the Albany Visitors Association
- Educational booths from the Albany Regional Museum including some historic background of local landmarks and homes, leveraging partnership with Albany Regional Museum
- Family-fun activities potentially include
  - Corn Hole
  - Face painting
  - Historic vintage themed photo booth
  - Pioneer theme activities such as a butter churning station
- Food:
  - Food trucks (e.g. Cheesy Stuffed Burgers)
  - Popcorn station (only have if costs sponsored by local business groups)
  - Cotton candy station (only have if costs sponsored by local business groups)

- Music:
  - Local bands
  - Tony Lundervold
  - The Ted Vaughn Blues Band

### **Sponsors**

- Potential sponsors:
  - Local real estate offices (e.g. Re/Max Integrity, Coldwell Banker Valley Brokers)
  - Local contractors (e.g. Pyburn & Sons, X Factor General Contractors)
- Potential sponsorship opportunities:
  - Photo booth
  - Food stations
  - Family-fun activities
  - Band costs

### **Costs**

- Food:
  - Do not cover costs of food for event participants.
  - Use a free spot at a local event as an incentive for food trucks to come.
  - Seek sponsors to fund additional food stations.
    - e.g., “Re/Max Integrity Cotton Candy Station”
- Activities:
  - If number of willing sponsors are limited, pay for:
    - Corn Hole
    - Photo booth
    - Face painting
    - Look for volunteers to face paint. If volunteers are not available, pay minimum wage for a face painter.



- Music:
  - Look for local sponsorships to cover band costs.
  - If sponsorships unavailable, look for local small bands willing to play for free. e.g., high school bands

For inspiration for the event, please visit: [https://www.pinterest.com/j453\\_/](https://www.pinterest.com/j453_/)

## **Appendix G: Special Home Tours for Hosts & Raffle**

### ***Tactic 1***

Develop a community-sponsored raffle for home tour hosts.

The raffle will be held twice a year after the home tours. The raffle will be hosted in the last house of the home tours.

Proposed sponsors for the raffle:

- Bounce for Fun, Inc.
- Burgerville
- Dairy Queen of Albany
- Dutch Bros Coffee
- Yogurt Extreme
- OCD Cleaning
- Mango Massage
- Rainbow Carpet Cleaning, Inc.

If sponsored gifts not available, offer \$100 gift card in the raffle.

## Conclusion

The City of Albany has goals for increasing residents' awareness and involvement in the city's Historic Preservation Program. Based on the analysis and research conducted by students in this course, the following recommendations are offered for the city's consideration:

### ***Strategy: Media and Website***

Tactics: Historic-focused event calendar for city website; blog posts featuring historic homeowners and their properties; online newsletters; media lists for local and regional outlets; media kit sent in advance of special events; 60-second informational video; infographic with key historic preservation program information; website redesign; database with historic home information; hashtag: #PresMonth (during historic preservation month).

### ***Strategy: Special Events***

Tactics: Historic homeowners "Meet your neighbors" social; historic homeowner tours in collaboration with the Albany Visitors Association; historic home holiday themed exterior decorating contests; host contractor, realtor, and developer networking events that include brief educational presentations.

### ***Strategy: Community Outreach and Involvement***

Tactics: historic homeowner advisory board; individual historic district neighborhood associations; monthly email with updates and events listing; meetings with the Heritage All-Star Community agencies and staff; informational displays; long-term residents survey; Landmarks Advisory Commission public forum; new historic homeowner packets; workshop with historic preservation experts; "Race Through History" 5k and historical scavenger hunt during historic preservation month; and revitalization project identification and fundraiser.

### ***Strategy: Marketing and Program Materials***

Tactics: Comprehensive Historic Preservation Program information created and distributed, including policies and regulations; online interactive map; newsletter; historic property fact sheets and pamphlet; and historic district overlay ordinance distributed to business owners.