

A. DEVELOPING A CULTURAL LANDSCAPE MANAGEMENT PLAN

The GreenWorks team will prepare a Cultural Landscape Management Plan (CLMP) to provide specific guidelines to address current and future park operations, education for visitors, cultural resources features, natural resources assets, and site vulnerabilities for Bush's Pasture Park and Deepwood Museum and Gardens. The CLMP will adopt and clearly articulate a treatment approach that provides for protection of the site's cultural landscape resources, whether through preservation and/or rehabilitation, by adhering to *The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes*. The development of the plan will follow a modified process outlined in *A Guide to Cultural Landscape Reports: Contents, Process, and Techniques, scaling the level of effort to meet the needs and budget of this project*. The GreenWorks team will lead the effort and assist the City of Salem to engage stakeholders and the public to craft a community vision and management plan that addresses the properties' cultural resources holistically and coherently.

1. ASSEMBLING AND REVIEWING EXISTING AND HISTORICAL DOCUMENTS

The initial work will include assembling and reviewing existing and historical documents. For a complete understanding the investigation must reach back to the prehistory of the native inhabitants.

Willamette Cultural Resources Associates (WillametteCRA) will address the ethnographic and cultural context of the site in two phases. The first will be to review published materials that describe the cultural context of the Salem area, specifically the Santiam Band of the Kalapuya and their use of and interaction with their homeland. Of particular focus will be the Oregon white oak savannah and associated acorns, camas, and pyroculture used to manage the landscape.

The next step by WillametteCRA will be to coordinate with Confederated Tribes of the Grand Ronde, Confederated Tribes of Siletz Indians—both of which have enrolled members from the Santiam Band—and the Warm Springs Tribe to conduct field visits and interviews to place the area into cultural and ecological context to the contemporary Tribal community. If this step is something the Tribes are interested in pursuing, it would take place with Tribal members recognized as possessing special knowledge and contributions.

MIG will identify and review sources that inform cultural landscape development since Euro-American settlement. The goal of this stage is to establish and map the history of site development over time, by generating snapshots of critical moments in the landscape's history. Documents and records will be accessed from local and state repositories, including, but not limited to, the Oregon Historical Society, Marion County Historical Society, State of Oregon land records, City of Salem land records, Lord & Schryver Conservancy holdings, historic and contemporary USGS maps, and others. Most, if not all, of the materials that are acquired will be done via online transfer methods. Limited in-person research will be completed for materials critical to the understanding of the landscape's development, but that cannot be accessed digitally.

2. CONDUCTING REVIEW OF CONTRIBUTING/NON-CONTRIBUTING FEATURES

Through a long-established analytical process that addresses cultural landscape characteristics as defined by the National Park Service, MIG will conduct fieldwork (mapping, photography, notes) to fill in gaps of information from what is currently mapped, to determine those features that contribute to the cultural landscape's historic integrity, and those that do not. It is estimated that this effort will involve one-day for each property: Bush's Pasture Park and Deepwood. The mapping will fill in gaps in existing documentation on the following areas: how the major elements

arranged (spatial organization); the relationship to ecological surroundings (natural systems and features); the ways that people have moved through the site (circulation patterns); the ways in which buildings and other features are grouped (cluster arrangements); ornamental plantings (vegetation); landform variation (topography); major structures (buildings and structures); what is seen into, within, and out of the site (views and vistas); and scattered features that enhance the sense of place (small scale elements).

MIG may use GPS to document some features that are not captured in previously completed mapping of the properties, but the level of effort will stay broad with a focus on gathering enough detail to make planning and management level recommendations that support setting priorities for historic preservation treatments and activity. These features, both contributing and non-contributing, will be mapped and described, for use by future site managers. The existing condition data will be combined into GIS before being transferred to Adobe Illustrator. This is required to ensure the information can be clearly communicated at all steps of the process.

PERFORMING ANALYSIS AND ASSESSMENT FOR CULTURAL AND HISTORICAL SIGNIFICANCE AND INTEGRITY

This will be a two-pronged approach, with contributions from both MIG and WillametteCRA. MIG will assess and analyze the significance and integrity of the cultural landscape, based on NPS guidelines. MIG will focus on the ways in which the Bush's Pasture Park and Deepwood developed over time, and the existing features that reveal their story to the visitor and general public. WillametteCRA will review existing published sources, including but not limited to; books, peer reviewed articles, academic theses, GLO maps, newspaper articles, and non-widely circulated and unpublished materials held at the Confederated Tribes of Grand Ronde archives. These will be used to provide the

ethnographic background and cultural context of the study area.

The CLMP, based on existing reports and data, a review of historic research, and current-day field documentation, will establish the site's significance and historic integrity. Significance is a determination of the property's importance in Salem and in the State of Oregon, based on the four criteria of the National Register of Historic Places: event/period; person; design/construction; information potential.

Integrity is a quantitative and qualitative measure of the property's current physical composition as compared to that composition during the historic period. It is not a measure of condition, which evaluates the current situation of existing features.

3. REVIEWING AND ASSESSING NATURAL AND BOTANICAL RESOURCES AND OPPORTUNITIES FOR ENHANCEMENT

GreenWorks with assistance from MIG will review and assess natural and botanical resources. This assessment will begin with vegetation and hydrology mapping by the US Geological Survey (USGS) Institute for Natural Resources, Natural Resources Conservation Service (NRCS), and other sources that may be available. Soils mapping by the NRCS will also be reviewed to develop a thorough understanding of underlying site conditions by way of GIS analysis including current topography and other sources. Analysis will incorporate climate change projections for the Willamette Valley, to the extent that this data is available in public sources. This will be a high-level analysis using available sources, such as the National Climate Change Viewer and other similar sources, to understand regional projections for the Willamette Valley for various climate factors, including temperature, precipitation, and storm occurrence and intensity. Analysis of this data and associated projected hazards (such as increased wildland fire, erosion, drought, and invasive species), will result in an overall climate change vulnerability assessment for these resources. The climate change vulnerability

assessment will be a factor in guiding decision-making on management for cultural, natural and botanical resources.

Review of botanical resources will begin with the General Land Office survey of the site in the 1850s. This review will also include the Historical/Pre-Settlement Vegetation Mapping Project that converted Donation Land Claim surveyor notes into plant community mapping that was developed by the Institute for Natural Resources at Oregon State University.

Historical documents gathered through task A1 will be reviewed to build an understanding of past conditions around the Deepwood Estate and the Bush House compound. MIG will review historic documents on what was planted and when, and then compare that to what exists today. This will be part of the assessment of what contributes and does not contribute to the cultural landscape/ historic property. MIG will look at the vegetation holistically, whether it's "natural" or "cultural" and will coordinate with other team members on how to merge that assessment and analysis.

The GreenWorks team will consider natural resources and botanical resources enhancements including:

- Enhancing oak savannah for Oregon white oak stand resilience
- Adding ponderosa pine to the oak savannah to maintain or expand canopy extent as a climate change adaptation
- Maintaining or expanding acorn and camas production sustainably
- Protecting or increasing floodplain functions as a climate change adaptation.

4. REVIEWING CURRENT AND NEW PARK FEATURES AND PARK USES IDENTIFIED THROUGH THE PUBLIC PROCESS AND THE PLAN

The GreenWorks team will approach the vision plan portion of the CLMP using a 20-year horizon looking ahead to assess current features and uses and determine if there is a need and opportunity for new features and uses. We will work with the City to develop

criteria for a clear decision aid on questions of maintaining, rehabilitating or restoring existing features; and whether a new feature is appropriate and fitting within the historic setting. These recommendations will be consistent with *The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for Cultural Landscapes*, as mentioned earlier.

5. DEVELOPING A VISION WITH STAKEHOLD INPUT

The CLMP will develop proposals for preservation and rehabilitation strategies that are conveyed through narrative and conceptual illustrations. This will include working closely with stakeholders, public officials, and the interested public to ensure that all voices and viewpoints are considered.

Each of these phases – developing a site history, site evaluation, determination of significance, evaluation of integrity, and treatment recommendations – will involve asking tough questions, engaging in close communication with stakeholders, undertaking field work, and searching for the best and most appropriate answers for Bush's Pasture Park and Deepwood Museum and Gardens that balance protection of resources with community use.

6. DEVELOPING RECOMMENDATIONS FOR MANAGEMENT ZONES, TREATMENTS, POLICIES, PROCEDURES, PRIORITIES, AND STRATEGIES TO ACHIEVE PARK VISION

Lastly, the CLMP will establish a preservation framework (preservation, rehabilitation, restoration or reconstruction) and include management proposals. The CLMP will address the following questions:

- What should the City of Salem do to preserve the historic character of this cultural landscape into the future?
- How much and what types of change are acceptable before the property loses its historic integrity?
- How can the historic landscape resources be utilized today and tomorrow by Salem's diverse population?

Tribal and stakeholder feedback will be solicited with one set of comments per each entity to clarify communications.

7. PROVIDING DRAFT AND FINAL REPORTS AND MAPS OF THE PLAN

The GreenWorks team will prepare draft and final versions of the CLMP including narratives, graphics, data, and appendices consistent with NPS guidelines; it will also include materials shared in public engagement. The GreenWorks team will prepare a comment sheet identifying review comments and how they were addressed between draft and final reports.

8. DELIVERING THE FINAL REPORT AND GRAPHICS

The draft and final report and graphic materials will be delivered to the City of Salem as PDFs and in their native files formats. GIS files will be ESRI shapefiles; datum will be North American Datum 1983 State Plane Oregon North Lambert Conic Conformal. The GreenWorks team will be prepared to deliver field logs, notes, and applicable spreadsheets should you wish to have them.

B. FACILITATING PUBLIC OUTREACH AND ENGAGEMENT

Public outreach and engagement will be a central element in the delivery of the CLMP. Paul Agrimis will lead the facilitation for all the public outreach and engagement. The following sections describe how those elements will be conducted.

1. DEVELOP A PUBLIC ENGAGEMENT PLAN

GreenWorks with assistance from MIG and in coordination with the City will prepare the public engagement plan. The plan will identify what tools and methods will be used at each phase and for which audience, focusing on those decisions on what information the team is intending to gather and share at each phase. The tools will be chosen to reach as many people as possible using a combination of online and in-person tools where possible and appropriate. The public engagement plan includes seven elements:

1. Kickoff meeting with City Project team
2. Official invitations to the three Tribes by City with support from WillametteCRA
3. Surveys
 - a. On-line
 - b. Intercept
4. Plan meetings
 - a. Tribes (3)
 - b. Key Stakeholders (2)
5. Open Houses (3)
6. Park & Recreation Advisory Board, South Central Association of Neighbors, Historic Landmarks Commission (3)
7. City Council (1)

This will be a comprehensive yet efficient process.

The kickoff meeting will be a virtual gathering of the Project Team with City staff and Consultant staff attending via Zoom or equivalent videoconferencing platform. The focus for the kickoff meeting will be to share the project plan with the full Project Team and to confirm how the Project team will collaborate to successfully implement the project.

The second step will be outreach to the Tribes: Grand Ronde, Siletz, and Warm Springs.

WillametteCRA will draft letters to each of the Tribes for review by the City prior to being sent by the City to the Tribes. The intention being to engage all of the Tribes early in the project and to invite their participation in the Tribal meetings as well as the Open Houses. Tribal meetings are anticipated to occur with each individual tribe and not together.

Surveys will be shared with key stakeholders and the general public. There will be two rounds of on-line surveys: a preliminary stakeholder survey and a general public survey. The preliminary stakeholder survey will occur while Tribal outreach is underway and site analysis is conducted.

The preliminary stakeholder survey would be an on-line survey sent to up to three individuals representing each of the 25 identified key stakeholders (City will provide email addresses for these stakeholders), and up to three individuals from each of the three Tribes. The aim is to capture a reasonable broad perspective by contacting up to three individuals among each of the three tribes and the approximately 25 identified stakeholders.

The preliminary stakeholder survey will include primarily multiple-choice questions similar to the following (and more per Project Team input):

- What are the top three park assets that distinguish Bush's Pasture Park?
- What are the three park assets you are most concerned about in terms of threats or potential for decline?
- What are the park assets you are least concerned about?
- How would you describe the balance of cultural resources, natural and botanical resources, and recreation resources at Bush's Pasture Park?
- What should not change here?
- What might you like to see change here?
- What are the three most important things you believe the CLMP needs to address?

- How would you describe your relationship with Salem Parks?
- What would you keep the same in your relationship with Salem Parks?
- What would you change about your relationship with Salem Parks?
- How would you describe your relationship with other stakeholders at Bush’s Pasture Park?
- What would you keep the same in your relationships with other stakeholders?
- What would you change in your relationship with other stakeholders?
- Comments for consideration in a vision and management plan?

The preliminary stakeholder survey will go to key stakeholders prior to the first Open House. Stakeholders will be invited to submit pertinent documents as well as comments.

The general public surveys will include the questions similar to the following (and more developed by the Project Team):

- Why do you come to Bush’s Pasture Park?
- Where do you live?
- How do you come here?
- What are your favorite three parts of the Bush’s Pasture Park?
- How often do you visit Bush’s Pasture Park?
- How long do you typically stay?
- What should not change here?
- What might you like to see change here?
- What are the three most important things you believe the CLMP needs to address?
- Comments for consideration in a vision and management plan?

These questions will be presented as multiple-choice questions (except for Comments) to promote response consistency and provide for some basic statistical analysis. Maptionnaire, or a similar platform is anticipated to be used for the on-line surveys as it links data to specific locations to provide important context, and the choice will be a function of compatibility with

existing City software and based on any cost impacts. The general public survey questionnaires will be developed in English and Spanish versions (Spanish translation to be provided by City of Salem). General public survey will be posted shortly after Open House 1; a second survey will be posted after Open House 2.

The GreenWorks team will develop intercept surveys for a team of two to conduct over three weekend days. The intercept teams would share a simple survey with some basic questions (and more developed by the Project Team):

- Why are you here today?
- Where do you live?
- How do you come here?
- What are your favorite three parts of the park?
- How strongly do you agree with the following proposed goals?
- How well do you like each of the following concepts?
- Comments for consideration in developing the vision and management plan?

Most of the questions will be presented as multiple-choice questions to aid answer consistency and provide for some basic statistical analysis.

“Meetings” will begin after the preliminary Tribal and stakeholder surveys. There will be three phases of meetings: initial, conceptual CLMP/Vision and draft CLMP. The initial meetings will include Tribal Meeting 1, Stakeholder Meeting 1, and Open House 1. The conceptual CLMP will be rolled out through Tribal Meeting 2, Stakeholder Meeting 2, and Open House 2. The draft CLMP will be presented at Open House 3. Tribal and stakeholder meetings will be held on weekdays and run four hours. Open Houses will be held on weekday evenings and run two hours.

Tribal Meeting 1 will be a virtual meeting with each of the three Tribes and the Project Team. Next, Stakeholder Meeting 1 will be conducted

with stakeholders as a virtual meeting, assuming restrictions on social gatherings continue. Both of these meetings will share the site analysis and solicit input on vision and management to learn where areas of consensus exist while identifying potential frictional topics. The second workshop will be held while developing the draft management plan; it will be structured to have a facilitated conversation about how to implement the vision and management plan. Paul Agrimis will facilitate these meetings with support from MIG and WillametteCRA.

Open House 1 will be the first engagement with the wider public and will include a brief presentation and a number of stations presenting findings to date. Comments will be solicited by Project Team members “staffing the stations” via comment cards on the project website. The GreenWorks team will fully staff the Open Houses with four team members. Salem will support the Open Houses with staff. Paul Agrimis will facilitate these meetings with support from MIG.

Tribal Meeting 2 will be a virtual meeting with each of the three Tribes and the Project Team. Next, Stakeholder Meeting 2 will be conducted with stakeholders in the same manner. Both of these meetings will share the draft CLMP and solicit feedback on the plan goals and objectives and proposed modifications to the park assets. These workshops will be structured to have a facilitated conversation about how well the CLMP conforms with vision and management goals and objectives shared in the first set of meetings. Paul Agrimis will facilitate these meetings with support from MIG.

Open House 2 will present the draft CLMP to the general public. Paul Agrimis will facilitate the meeting with support from MIG. An on-line survey will be posted shortly after Open House 2 to solicit input on the conceptual CLMP.

Open House 3 will present the final draft CLMP to the general public. Paul Agrimis will facilitate the meeting with support from MIG. This

information will be posted on the City’s project website.

The GreenWorks team will present to the Historic Landmarks Commission (HLC), South Central Association of Neighbors (SCAN), and Salem Parks and Recreation Advisory Board (SPRAB).

The final draft plan will be presented to City Council for adoption at the end of the process.

1. DEVELOP OUTREACH MATERIALS

This will be a graphic-rich process to share CLMP findings and communicate the vision and management plan. There will be numerous figures, tables, and graphics shared in reports, meetings, presentations, on the website and on social media. The GreenWorks team will prepare content for website and social media posting by City staff.

2. FACILITATE AND ORGANIZE ALL MEETINGS

GreenWorks will prepare a draft agenda for all meetings for the City Project Manager to review. Draft agendas will be shared via email at least one week prior to the meetings and final agendas sent via email at least two days prior to the events. Meeting notes will be prepared within two business days of the event for City Project Manager review and notes sent out via email within two business days of return of the draft notes. The GreenWorks will provide all materials presented at the meetings.

GreenWorks and MIG staff will facilitate all meetings.

C. PROJECT DELIVERABLES AND KEY MILESTONES

There will be a substantial number of deliverables for this project. The following sections describe important deliverables and key milestones.

1. PROJECT DELIVERABLES

GreenWorks will prepare the following with assistance from MIG₇ and WRCA:

1. Public engagement plan – draft and final
2. Kickoff meeting - agenda and notes
3. Draft letters to Grand Ronde, Siletz, Warm Springs Tribes
4. Tribal survey – draft and final
5. Stakeholder survey – draft and final
6. Literature review on Tribal uses of site/area
7. Site Analysis memo – draft and final
 - o Cultural/ecological/historical
 - o Vegetation and hydrology
 - o Contributing/non-contributing
8. Tribal Meetings 1 - agenda and notes
9. Stakeholder Meeting 1 - agenda and notes
10. Project team mtgs – agenda and notes (4)
11. Open House 1 agenda and notes
12. On-line survey 1– draft and final
13. Intercept survey – draft and final
14. Vision plan – initial and refined concepts
15. Vision plan – draft and final
16. Rough (or Initial) Draft Cultural Landscape Management Report
17. Tribal Meetings 2 - agenda and notes
18. Key Stakeholder workshop 2 - agenda and notes
19. Open House 2 agenda and notes
20. On-line survey 2– draft and final
21. Survey Results memo – results and analysis for on-line and intercept surveys
22. Final Draft CLMP
23. Open House 3 – agenda and notes
24. – Final CLMP

2. KEY MILESTONES

The key milestones are noted as follows:

KEY MILESTONES	APPROXIMATE SCHEDULE
Submit Public Involvement Plan	Week of April 13 th
Hold Kickoff meeting	Week of April 20 th
Send Tribal letters	Week of April 20 th
Send Tribal and stakeholder surveys	Week of April 20 th
Conduct Tribal Mtg. 1 series and Stakeholder Mtg. 1	Week of May 11 th Week of May 18 th
Hold Team mtgs. - 4	Mid- May thru mid-January
Complete Site Analyses	by June 12 th
Conduct Open House 1	Week of July 13 th
Post General Public Survey 1	Week of July 13 th
Conduct Intercept Surveys - 3	mid-July thru mid-August
Prepare draft CLMP	By September 4 th
Conduct Tribal Mtg. 2 and Stakeholder Mtg. 2 series	Week of September 14 th Week of September 28 th
Conduct Open House 2	Week of October 12 th
Post General Public Survey 2	Week of October 12 th
Conduct Open House 3	Week of January 18 th
Present to SPRAB	Week of February 8 th
Present to SCAN	Week of February 8 th
Present to HLC	Week of February 15 th
Present to City Council	February 25 th
Complete Management Plan	March 12 th
Wrap-up Project	By March 31 st

D. ASSUMPTIONS FOR CITY PROJECT TEAM ROLE

This is a major project that will engage the greater Salem community in a number of ways. The GreenWorks team looks forward to partnering with the City Project Team to accomplish this project and engage the community in a constructive process. Following are sections describing the role of the City Project Team and the Level of Involvement.

1. ROLE OF CITY PROJECT TEAM

The City Project Team will have an active role in developing the project through team meetings and review of draft materials by the Consultant Team. The City Project Team will also be a key partner in community engagement. Following is a breakout of the anticipated role(s):

CITY PROJ. TEAM TASKS	ROLE
Kickoff meeting	Active partners
Team meetings (4)	Active partners
Send Tribal Letters	City will review draft letter and send
Tribal and stakeholder surveys	Active partners
Conduct Tribal Mtg. 1 and Stakeholder Mtg 1	Join with at least one City staff member
Complete Site Analyses	Review and comment
Conduct Open House 1	Provide one or more staff for listening posts
Post General Public Survey 1	Review and comment on draft and post on City website
Conduct Intercept Surveys	Provide official IDs and staff TBD
Prepare draft CLMP	Review and comment
Conduct Tribal Mtg. 2 and Stakeholder Mtg 2	Join with at least one City staff member
Conduct Open House 2	Provide one or more staff for listening posts

CITY PROJ. TEAM TASKS	ROLE
Post General Public Survey 2	Review and comment on draft and post on City website
Prepare draft final CLMP	Review and comment
Present to SPRAB, SCAN, HLC	Provide one or more staff for these mtgs -3
Conduct Open House 3	Provide one or more staff for listening posts
Final CLMP	Review and comment
Project closeout	Active partners

2. CITY STAFF LEVEL OF INVOLVEMENT

Project Manager Patricia Farrell will be involved on a weekly basis and participate in the Open Houses and Stakeholder Workshops. She and her Salem staff colleagues will support the Intercept surveys. Ms. Farrell will attend the Parks and Recreation Advisory Board, Historic Landmarks Commission, and City Council meetings/presentations.

Toni Whitler will be the liaison with the Parks and Recreation Advisory Board. Per Patricia Farrell's staffing decision(s) she will likely be involved in the Open Houses, Public Meetings, and Stakeholder Workshops. She is likely to assist with the Intercept surveys as well and join the Parks and Recreation Advisory Board meetings.

Kimberli Fitzgerald will be the liaison with the Tribes and the Historic Landmarks Commission and will likely be involved in the Open Houses, Public Meetings, and Stakeholder Workshops. She is likely lead the interaction with the Historic Landmarks Commission meetings.

Other City staff may be engaged in the Intercept surveys as backup, and in the Open Houses, Public Meetings, and Stakeholder Workshops as the format for those meetings is defined by the Project Team.