

Salem Historic Preservation Plan

Salem, Oregon | 2020-2030



Cover Image: Quarantuesday. This Place Matters Entry - 2020

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Message from the Chair

The Salem Historic Landmarks Commission (HLC) is pleased to present our 2020-2030 Historic Preservation Plan Update. This Plan updates the existing 2010-2020 Historic Preservation Plan which was adopted in 2010 and includes goals related to code improvements, public outreach, economic and recognition incentives, identifying historic properties and promoting Salem's history. HLC and City of Salem staff have worked together to accomplish much over the last ten years and we look forward to continuing our work and further developing partnerships to help us work toward our 2020 -2030 goals.

HLC mission is to provide expertise on identifying, designating, and preserving historic properties related to the community's prehistory and history by encouraging use of historic buildings and spaces; strengthening public support for historic preservation efforts; fostering civic pride; encouraging cultural heritage tourism; and implementing the policies contained in the Salem Area Comprehensive Plan for the preservation of historic resources.

The updated 2020-2030 Historic Preservation Plan is the culmination of a year-long effort of public outreach and work by HLC and our Stakeholder Advisory Committee (SAC) which has resulted in updated goals which reinforce our commitment to education and outreach in our historic preservation program. We plan to improve our code, continue to offer our Residential Toolbox grant and our photo contest. However, we are adding several activities reflecting community feedback. These goals strive to protect our cultural landscapes and archaeological resources as well as prioritize opportunities for sustainable practices while protecting historic resources.

2020 will also include a major code revision that has been proposed along with the adoption of the updated historic preservation plan to clean up and clarify design standards as well as creating streamlined processes to make it easier for staff and historic property owners to move through the review process while ensuring that the cases that come before landmarks commission are appropriate.

As an archaeologist, I am excited by the way Salem has embraced and promoted its archaeological resources including the work done at Salem Pioneer Cemetery, City of Salem Police Facility, and City-assisted projects by local landowners. The last few years the City has embraced archaeology and city staff have become a great resource for anyone working in the City to help them address these resources. I also want to applaud the work being done at a higher level to consult with local tribes and partner with them on numerous endeavors and solidify those relationships.

2020 has been a great year for the HLC and City staff to evaluate our work and reach out to the community to discover what is working well within our historic preservation program and what improvements we can make while identifying directions for future growth. I greatly enjoyed the discussions and look forward to finding new ways to incorporate citizens ideas into the next 10 years. I am excited to see what the future brings and, on behalf of the commission, would like to thank Mayor Bennett and the City Council for their continued support.

Jamie French, Chair, Salem Historic Landmarks Commission

Executive Summary

Historic buildings, structures, sites, objects, and districts are the tangible reminders of a community's past and are the primary components of cultural identity. The presence of familiar landmarks gives people an emotional anchor as well and a sense of place. Historic preservation provides economic, environmental, cultural, and educational benefits to Salem by protecting those places that matter.

The 2020-30 Salem Historic Preservation Plan outlines the City's commitment to historic preservation by providing an improved strategic framework to implement programs and projects that preserve and highlight Salem's important places. The 2020-2030 Historic Preservation Plan is an update to the existing 2010-2020 Plan, written by Rosalind Keeney and Julie Osborne of Northwest History Matters, and updating key sections, such as Goals (Chapter 5) and Implementation Plan (Chapter 6). The overall planning process and methodology utilized for the update was the same as in 2009-2010. In addition to reviewing existing applicable plans, codes, and processes related to historic preservation in Salem, a needs assessment was developed through extensive public outreach including public meetings, on-line surveys, regular meetings of the Stakeholder Advisory Committee (SAC), and presentations to neighborhood associations and other community groups.

The Plan compiles the overall vision for historic preservation in Salem and provides strategic guidance for how the City can maintain, strengthen, and expand its preservation activities in a manner that is consistent with other City objectives identifying and maximizing mutual benefits. It also recommends possible solutions to identified needs in the existing program such as improved code language and new incentive programs.

Chapters 1 through 4 discuss the plan's purpose, a brief history of Salem, an overview of the existing historic preservation program, and describes the planning process and methodology for developing the historic preservation plan. Chapter 5 describes the six preservation goals, strategies and actions that make up the plan. Chapter 6 describes implementation to achieve the vision and goals, including, code revisions.

The appendices include: year-by-year implementation plans (Appendix A), public outreach materials and survey results (Appendix B), and Stakeholder Advisory Committee (SAC) agendas and minutes (Appendix C). Finally, a list of available resources in Salem, the State of Oregon, and from the National Park Service are contained in the last appendix.

Some items, like architectural guides to two of Salem's two Heritage Neighborhoods and a complete list of Salem's historic resources, are not in the appendix since they are updated often. They are available by request from the Salem Historic Preservation Office.

How the Goals will help the Historic Preservation Program in Salem

The following six goals were established to address the primary areas of concern identified by the public and the SAC, which in order of priority, are:

- Improve public outreach and community education
- Streamline the historic code, process, and enforcement
- Increase financial support
- Protect cultural landscapes and archaeological resources
- Encourage sustainable practices
- Survey and designate historic resources

The Historic Preservation Plan provides recommendations for:

- Acknowledging and celebrating outstanding historic preservation projects and the preservation of cultural landscapes and archaeological resources, historic buildings, objects, structures, sites, and districts
- Expanding interpretation programs, public talks, and tours about Salem's cultural resources
- Improving communication with the public about available resources on historic preservation, the design review process, and the historic preservation code
- Providing technical assistance and education for property owners and the Historic Landmarks Commission (HLC) members about the best practices for the preservation, rehabilitation, and restoration of historic properties
- Streamlining and reducing the review time for processing historic preservation applications by clarifying the ordinance
- Improving the consistency of the enforcement process for those out of

compliance with the historic design review process

- Improving the design review process for adaptive reuse
- Continuing the Residential Toolbox Grant Program and seeking additional funding
- Ongoing survey, inventory, and National Register listing of historic resources in Salem

Brief Overview of the Goals and Strategies

Goal 1: Improve public outreach and community education

The purpose of this goal is to increase the public's understanding of Salem's historic preservation efforts and requirements. Another purpose is to improve community education and appreciation of Salem's cultural resources. Associated strategies include:

- Improve community engagement and acknowledgment of excellence in historic preservation
- Develop interpretation and coordinate educational programming about Salem's diverse local history
- Educate the public on the benefits of historic designation (local landmarks and National Register)
- Improve the Historic Preservation Program website and social media presence
- Provide technical training to the public and historic property owners
- Provide training about the design review process and historic preservation code

Goal 2: Streamline historic code, process, and enforcement

The purpose of this goal is to streamline and clarify the historic preservation code, the design review process, and enforcement. Associated strategies include:

- Improve and clarify the criteria to address key issues identified as priorities in the historic preservation code
- Improve criteria and streamline the design review process
- Improve the enforcement process

Goal 3: Increase financial support

The purpose of this goal is to offer additional funding to property owners of historically designated properties for maintenance and rehabilitation. Associated strategies include:

- Establish a historic design review fee program that supports historic property owners
- Increase funding available through the Residential Toolbox Grant program in order to improve financial support to property owners for the rehabilitation and restoration of their historically designated properties

Goal 4: Protect cultural landscapes and archaeological resources

The purpose of this goal is to recognize all of Salem’s cultural resources beyond those iconic and familiar buildings and structures. Associated strategies include:

- Encourage the preservation of archaeological resources through efforts to survey and inventory these sites
- Encourage preservation of the cultural landscapes.
- Develop meaningful relationships and strong partnerships with tribes that have a demonstrated interest in Salem’s historic preservation program, including the Confederated Tribes of Grand Ronde, the Confederated Tribes of Siletz, and the Confederated Tribes of Warm Springs

Goal 5: Encourage sustainable practices

The purpose of this goal is to encourage more sustainable practices in Salem by providing education to the public on the environmental benefits of rehabilitation and restoration, offering grants that encourage preservation practices, and disincentivizing non-sustainable practices by requiring deconstruction and salvage of historic building materials and features. Associated strategies include:

- Encourage sustainability through the rehabilitation and redevelopment of historic structures by offering financial incentives and grants
- Work with other City departments to adopt code that requires landfill free code on demolition permits
- Host a lecture series on embodied energy and historic preservation during Historic Preservation Month
- Work with public entities and state agencies to encourage the leasing and rehabilitation of historic resources for public offices and services

Goal 6: Survey and designate historic resources

The purpose of this goal is to identify Salem’s historic resources while recognizing their significance through the designation process (Local Landmark or National Register of Historic Places). The strategy associated with this goal is as follows.

- Work with neighborhoods and citizens to identify, survey, and designate historic resources
- Work with schools, public entities, and state agencies to survey and designate Salem’s publicly owned historic resources



WILLAMETTE HERITAGE CENTER

Chapter 1: Introduction

Why Historic Preservation is Important

In addition to contributing to the livability and character of our neighborhoods and downtown, historic preservation plays a vital role in supporting economic development, sustainability, and cultural and educational values, as well as supporting a sense of shared community. Specifically, historic preservation in our community has the following sustainable and resiliency-based benefits:

Photo contest mission: Highlight Salem's history

Capi Lynn Statesman Journal

Published 2:00 p.m. ET Feb. 22, 2019 | Updated 3:37 p.m. ET Feb. 22, 2019



Figure 2: Statesman Journal "This Place Matters" Article. 2-22-2019

Economic

- Local historic districts stabilize and often increase property values.
- Historic rehabilitation creates thousands of local, high paying, and highly skilled jobs every year. According to the Federal Tax Incentives for Rehabilitating Historic Buildings Annual Report for Fiscal Year 2019 issued by the National Park Service, over 45,000 projects have been completed since 1976 investing \$102.64 billion in rehabilitated historic structures producing 291,828 rehabilitated housing units, 312,176 new housing units, and 172,416 low and moderate income housing units. This report further summarized 2019 accomplishments including \$5.77 billion in private investment in historic structures producing 6,565 rehabilitated housing units, 9,716 new housing units, and 6,206 low and moderate income housing units. Of note in Salem are two tax credit projects in our historic downtown. The rehabilitation of the Roth/McGilchrist Building, which won a Heritage Excellence Award in 2015, and the Gray Building, which won a Ben Maxwell Award in 2019.
- Heritage tourism provide hundreds of millions of tax dollars, and billions for the hospitality

and travel industries According to a study by Mandala Research LLC in October 2012, commissioned by the Oregon Heritage Commission with support from travel Oregon and Funding from the Oregon Cultural Trust: Oregon's cultural heritage visitors spend \$1618 per visit, which is nearly 60% more per person than cultural heritage travelers do nationally. These travelers contributed an estimated \$19.6 billion to the state economy (over five years) on their most recent trip to the state.

- Rehabilitation usually costs less than new construction. According to a Center for Housing Policy study comparing the costs of affordable housing development completed in 2013 by Maya Brennan, their team found that the lifecycle costs of new construction were approximately 25-45% higher per unit than the costs of rehabilitating properties.

Environmental

- According to a 2016 report produced by the Preservation Green Lab of the National Trust for Historic Preservation: "The Greenest Building: Quantifying the Value of Building Reuse," reusing existing buildings minimizes environmental impacts compared to significant environmental impacts and resource depletion caused by new construction and demolition. Building reuse almost always offers a reduction in carbon dioxide emissions over demolition and new construction and therefore reusing existing buildings can help communities achieve their carbon emission reduction goals.
- Historic rehabilitation is the green option. It reduces the carbon footprint while preserving cultural heritage, recycling existing materials, and utilizing existing infrastructure.
- On a city-wide level, reusing historic buildings reduces uncontrolled growth and sprawl.
- Historic rehabilitation contributes to a community's resiliency by increasing options for housing, commercial, and other development types through adaptive reuse.

Cultural

- Buildings are one of the most prominent artifacts on the cultural landscape and a center of human activity.
- The presence of familiar, meaningful landmarks gives people an emotional anchor as well as a sense of orientation to what is around them.
- Engaging the community in meaningful cultural and historical traditions within existing historic resources can be a powerful way to connect with the history of underrepresented populations in our community, such as the celebration of the Chinese Qing Ming Festival at Salem's Pioneer Cemetery utilizing the recently uncovered Chinese funerary table.

Educational

- Places like the Willamette Heritage Center (WHC), the Gilbert House, Deepwood Estates, and Bush House provide inspirational models of preservation excellence and give visitors a peek at Salem's historical figures and significant events.
- Historic buildings and places can teach us about our collective past. Historic buildings and places can teach our youth about the past in ways that are not conveyed by any other means: by experiencing them.
- Archaeological sites and excavations can teach us about those who lived here since time immemorial.

Welcome and Livable Community

- Education about all aspects of our community history through history talks, walking tours, and interpretive panels and markers, can ensure that all people, including those who have been underrepresented in the past, feel welcome and connected to our community.
- Tangible reminders in the form of historic resources can increase sense of pride and connection to our community.

- Historic preservation can instill a sense of community connection by bringing people together in support of shared goals such as:
 - Designating a historic resource, saving a historic house, or preserving an archaeological site.
 - Serving on a board or commission that has historic preservation as its mission or part of its mission; or serving on a committee to implement a special preservation project.

Historic Preservation Plan Purpose

Preservation issues come up every day in the actions and decisions of Salem's elected officials, agencies, and property owners. These historic preservation concerns need immediate action and long-range planning; from land use plans for older neighborhoods, street and sidewalk improvements in historic districts, redevelopment projects in the industrial and commercial cores, to planning and maintenance of City and State-owned historic sites and parks. Toward this end, Salem is preparing an update of the existing Preservation Plan to guide historic preservation activities over the next ten years.

With funds made available from the State Historic Preservation Office through a Certified Local Government (CLG) grant matched by City funds, the Salem Community Development Department initiated an effort to update its 2010-2020 Historic Preservation Plan in June 2019. In addition to guiding the treatment of the City's historic resources over the next ten years, the updated plan will inform "Our Salem," an update of the Salem Comprehensive Plan, which will provide a vision and establish priorities for Salem's future. The Preservation Plan is intended to advance the City of Salem's goal of preserving significant historic resources in Oregon's state capital, to provide a vehicle for balancing historic preservation with other important City goals, and to remedy inconsistencies within City plans and policies that may have resulted in unnecessary conflicts between preservation and other City objectives.

PRESERVATION TIMELINE

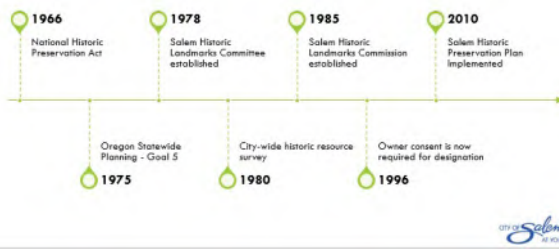


Figure 3: Salem Preservation Timeline

Salem's Initial Preservation Planning Efforts

Salem's first Comprehensive Plan adopted in 1973 included a historic preservation component, which provided Salem's designated historic resources some level of protection. This was perhaps an early impetus for the Marion County Historical Society to designate the early settlement period resources. National Register listed properties during this period included the Lee House and the Parsonage, Thomas Kay Woolen Mill, Deepwood, Boone's Treasury, Bush House, Waller Hall at Willamette University, and the Boone House. An effort to list a portion of the current downtown historic district in the early 1970s failed due to a lack of property owner support. In response to the adoption of statewide planning goals, in 1976 the Oregon State Historic Preservation Office had conducted a County-wide survey of historic properties, mostly identifying properties in Salem and Silverton.

Statewide Planning in Oregon became a reality in 1973 when Senate Bill 100 was adopted, establishing the Land Conservation and Development Commission and the State Department of Land Conservation and Development to administer the program and providing cash to local jurisdictions to complete comprehensive land use plans. Among these goals, Goal 5 asked cities and counties to consider the protection of more than a dozen resources, including wildlife habitats and historic places. Goal 5: Natural Resources, Scenic and Historic Areas, and Open Spaces, of the Land Conservation and Development

Laws (OAR660-15-0000 (5)) required all jurisdictions to evaluate and protect the historic resources of each community. In 1977, the City of Salem conducted its own historic resource survey and added 85 properties, including 8 already listed on the National register of Historic Places, to Salem's Goal 5 Inventory. In the late 1970s to the mid 1980s, the Salem community appeared to have more fully embraced historic preservation. In 1978, the City Council created the Salem Historic Landmarks Committee to advise the Council on matters pertaining to preservation. This committee was initially advisory in nature only.

Subsequently, historic building surveys were carried out in 1980 and 1984 on contract to the Oregon State Historic Preservation Office. These ongoing efforts were cited by the SCAN Historic Committee in November 1984 after a grass roots effort sustained with donations and volunteer labor and with strong neighborhood support resulted in the City's first proposed National Register Historic District, Gaiety Hill/Bush's Pasture Park, to acknowledge history, encourage reinvestment and protect the Bush and Deepwood properties from "incompatible uses." While these efforts were underway, the Salem City Club issued a report in 1983, revisited the Central Salem Development Plan, and evaluating the City's progress. The report acknowledged the success of Mission Mill Museum, Deepwood, and the ongoing work at the Bush House, concluding that "there is now broad-based community support for historic preservation." Yet, the report noted that 22 of the 58 sites identified in the report had been lost, including half of the 22 properties identified in the First Priority Group. The group recommended expanding the charter of the Landmarks Commission, support existing cultural institutions, encourage historic districts, assist citizens in preserving their homes, and interpret Salem's heritage for the benefit of the public.

The City created a Historic Landmarks Commission by ordinance in 1985, and joined the Certified Local Government Program, a program of the National Park Service providing funding and support through State Historic Preservation Offices for communities that committed to establishing permanent preservation programs. Shortly thereafter, the Gaiety Hill Bush's

Pasture Park Historic District was listed in October 1986. The neighbors of the Court Street-Chemeketa Street historic district prepared to send their nomination to the National Park Service that same year after an 18-month effort, listing the District in August 1987.

Salem's Historic Landmarks Commission (HLC) was tasked with maintaining the City's local historic register, conducting alteration reviews for historic buildings, reviewing local and National Register nominations, reviewing funding applications for historic preservation, making recommendations to City Council on matters of historic preservation, developing educational programs, and creating public pride and awareness of the importance of historic landmarks to the community (SRC 20C.050). Salem's current Comprehensive Plan, adopted in 1992 with multiple updates, currently includes components and policies that ensure the continued protection of Salem's historic resources. For a brief time (2007-2008), the Historic Landmarks Commission became the Historic Landmarks Design Review Commission, and they were responsible for completing all design reviews for the City to relieve the burden of these reviews from the Planning Commission, who has since taken these reviews back over. The Salem Historic Landmarks Commission is currently responsible for historic design review for its individually listed resources and work within the 4 National Register Historic Districts with Salem's Downtown Historic District added in 2001, and the Oregon State Hospital Historic District added in 2008. The most recently designated resource is the Oregon State Supreme Court, individually designated in 2019.

The First Salem Preservation Plan

In January 2010, the City initiated its first Salem Preservation Plan, also funded by a CLG grant. The Community Development Department hired consultants from Northwest History Matters to review the existing historic preservation program and prepare the 2010-2020 Salem Historic Preservation Plan. The City convened a Technical Advisory Committee (TAC) and worked with City staff, the HLC, and

the TAC to develop a historic preservation plan that identified historic preservation needs and proposed solutions. The goals that were developed during the planning process were:

- Goal 1: Improve the application and review process and revise the historic preservation code and design guidelines
- Goal 2: Develop a Public Outreach and Education Program
- Goal 3: Develop Economic Recognition Incentives
- Goal 4: Survey and Designate Salem's Historic Resources
- Goal 5: Promote Heritage Tourism and Local History

The goals were prioritized based on public and city input, and the ability of the City staff to complete the goals. The goals were implemented through a series of strategies, which were in turn achieved through specific actions. The following is a brief review of the successes achieved in the last ten years under the guidance of the Plan, as well as areas where additional or on-going work is needed. The discussion also includes issues that came up over the course of the last ten years that were not foreseen in the Plan but that prompted action on the part of those involved in the historic preservation program.

Accomplishments since the 2010-2020 Salem Preservation Plan

Since adopting the 2010-2020 Salem Preservation Plan and beginning in 2010, the City has regularly prepared annual reports and work plans for the subsequent year that reiterated the purpose and goals of the Preservation Plan and the role and make-up of the HLC. To review these annual reports in full, please see www.cityofsalem.net/Pages/historic-landmarks-commission.aspx

The documents explained how the previous year's accomplishments and the next year's proposed projects would address the plan's goals. Projects have been completed and programs initiated in all five goal areas

(note that many of the projects meet goals in more than one category, such as Education and Outreach and Heritage Tourism). Some programs are well established at this point. A selection of the many accomplishments from 2010 to 2019 are highlighted below.

In 2009, the City obtained a CLG grant to hire consultants to prepare the 2010-2020 Preservation Plan, guided by a TAC. The Plan was presented during a joint meeting between the City Council, Planning Commission, and HLC in August 2010 and was adopted by Council in September 2010. This same year a Preserve America grant allowed for the establishment of Salem’s Historic Markers program, which resulted in the placement of 34 markers in the Downtown Historic District. The City adopted a revised historic preservation chapter (Chapter 230) which implemented a new design review process in December 2010 that allowed for more administrative historic design reviews and additional flexibility for work on secondary facades.

In 2014, at the recommendation of the Salem HLC, the City Council established the Salem Heritage Neighborhood Program as part of the historic preservation public outreach and education program. Through this program, the City assisted the Grant and South East Salem Neighborhood Association (SESNA) with developing neighborhood calendars for fund-raising to help support additional neighborhood preservation and education efforts within neighborhoods, such as the installation of sign toppers. They also conducted a reconnaissance-level survey for historic resources in SESNA, developed architectural guides for both neighborhoods, and created educational historic exhibit wraps for utility boxes.

The HLC compiled and distributed four newsletters to 600 people every year, which assists with Education and Outreach. Articles highlight preservation best practices, details on historic resources, and an update from the HLC Chair.



Figure 4: HLC Newsletter

Window repair workshops for the public were also hosted. Videos on window repair were made available on the City’s website. A CLG seismic retrofit workshop in 2016 also fulfilled this goal.

Since 2017, in order to improve public outreach and education to the Native American Community, the HLC and staff have been coordinating with the Legislative Commission on Indian Services to identify the Tribes with deep historic and cultural ties to the City of Salem. As a result, the HLC provided recommendations to the City Council regarding ways to improve and strengthen communication and cooperation on matters of mutual interest. In February 2020, the City of Salem signed the first Memorandum of Understanding with the Confederated Tribes of Grand Ronde outlining this commitment. Similar efforts are underway with the Confederated Tribes of Siletz, and the Confederated Tribes of Warm Springs. HLC staff have subsequently established a monthly roundtable meeting for the Tribes and staff to discuss and provide input regarding specific development projects within the City of Salem that have the potential to impact culturally significant sites.

Economic and Recognition Incentives were implemented through the Residential Toolbox Grant Program, which was targeted at general needs and seismic retrofit grants. This program is in now in its ninth year and has expended over \$84,000 in grants since its inception.



Figure 5: 2019 Toolbox Grant Recipients Tom and Cesie Delve Scheuermann

The HLC has recognized numerous individuals for their service and for their contributions to historic preservation, including rehabilitation work, through their annual awards programs. The annual “This Place Matters” photo contest, which started in 2014, recognizes outstanding photographic contributions from adults, youth, and even pets. Archaeology volunteers who received awards for their contributions to excavating significant sites, including the Salem Police Block and Chinese Shrine in the Pioneer Cemetery, help to tell the story of Salem’s history.



Figure 6: Commissioner Russell Schutte awarding This Place Matters Youth Award – 2019 to Max Quintero

Hosting the State Historic Preservation Office’s (SHPO) annual CLG workshop and conducting sessions on Cultural and Heritage Tourism at the Oregon Heritage Conference in 2016 helped fulfill the goal Promote Heritage Tourism and Local History. Excavating the Chinese funerary shrine at Salem Pioneer Cemetery, helping host the Qing Ming Event at Salem Pioneer Cemetery, assisting with the “Arrival – Stories of Migration, Immigration, and Journeys in the Willamette Valley” exhibit at Willamette Heritage Center, and helping to host the traveling “Magic at the Mill” exhibit, based on archaeological excavations at the Salem Police Facility site in 2018 also addressed this goal.

Updating the Downtown Salem Historic District National Register nomination assisted in meeting the goal to Survey and Designate Salem’s Historic Resources. The City has also developed an interactive map for the public to identify worthy individual resources and historic districts they would like to see surveyed and designated.

While the goal to Survey and Designate Salem’s Historic Resources has been a challenge, the Heritage Neighborhood Program developed a unique method of survey that utilized ArcGIS Collector - an app that allowed volunteers to collect survey data points on their phones. The SESNA Neighborhood – with over 1,000 properties – was surveyed in its entirety using this method.

Improvements to Existing Codes and Processes are ongoing and will continue with the Salem Preservation Plan update project. The City of Salem Historic Preservation Office has worked closely with the SHPO to create a more streamlined process for state agencies to fulfill design review and state preservation compliance (ORS 358.653) responsibilities for listed properties – including the Oregon State Capitol, Oregon State Hospital, and Oregon Supreme Court Building.

Historic Resources in Salem

Salem has four National Register listed historic districts, which include 358 Eligible/Contributing

buildings, 5 Eligible/Significant buildings, and 150 Non-Contributing Buildings. The four districts are the Court Street-Chemeketa Street Residential Historic District, the Downtown Historic District, Gaiety-Hill/Bush's Pasture Park Historic District, and the Oregon State Hospital Historic District. The Oregon State Capitol and the Supreme Court Building are both individually listed on the National Register.

The **Gaiety-Hill/Bush's Pasture Park Historic District** (1986) is located south of the central business district in Salem and is notable for its cohesive collection of Bungalows constructed between 1900-1915 along the west side of High Street, opposite Bush's Pasture Park.

The **Court Street-Chemeketa Street Residential Historic District** (1987), a residential district east of the State Capitol, is comprised of late-nineteenth and early-twentieth century residential resources and named for its two east-west streets. Court Street is notable for its unusually large ninety-nine-foot width. The street was constructed in the late nineteenth century as a wide boulevard that stretched directly west from this residential neighborhood to the Capitol Mall and through downtown Salem toward the Willamette River.

Salem's Downtown Historic District (2001), in the downtown commercial core, is a commercial historic district that reflects commercial development within Salem's downtown commercial core from 1867-1950. The seven-block district is notable for its wide range of commercial architectural styles from late nineteenth-century Italianate, Queen Anne, and Richardsonian

Romanesque, to early twentieth-century styles like Art Deco and Mid-Century Modern.

The **Oregon State Hospital Historic District** (2008/ boundary updated 2019) is Oregon's oldest institution for the housing and treatment of those with mental disorders. Evident in the pastoral design, which includes buildings and cottages set in a landscape of parks, trees, curving roadways, and paths, the District is notable as a physical reflection of the treatment philosophy for mental health issues during the late-nineteenth century.

Oregon State Capitol (2019) was listed on the National Register of Historic Places in 1988. The 14.5-acre Oregon State Capitol was constructed between 1936 and 1938. It includes the Capitol Building and adjacent wings, Willson Park to the west, Capitol Park to the east, and extends to the north from the Capitol steps across Court Street to include one block of the former East and West Summer Streets and the sunken lawn terrace between these two streets.

Salem also has 102 individually locally listed buildings that are significant for their historical and architectural value. In Salem, buildings or other resources can be recognized for their historic, cultural, and/or architectural value. See Appendix F for maps showing the boundaries and locations of the four historic districts.

Salem has 257 known archaeological sites within the urban growth boundary that are significant for their association with pre-contact indigenous life and peoples, or with historic Euro-American settlers the area.



Figure 7: 1876 Bird's Eye View of Salem, Oregon

Chapter 2: A Brief History of Salem, Oregon

Salem, Oregon is the capital city of Oregon. The city also serves as the county seat of Marion County, which is one of the most culturally rich and agriculturally important counties in the state. The city is located on the east and west banks of the Willamette River in the center of the heart of the Willamette Valley. It lies 47 miles south of Portland, 66 miles north of Eugene, approximately an hour from the Cascade Mountains to the east, and an hour from the ocean beaches to the west.

The Kalapuya traditionally lived a semi-nomadic lifestyle and traveled the Willamette River in dugout canoes gathering food, hunting, fishing, and building camps and villages along waterways and areas where the food and conditions sustained their needs. Chimikiti was home to many of these camps and was important in the preparation of large quantities of camas which were roasted in large subterranean rock ovens. The archaeological and historical records indicate that there was a permanent camp or village in the current location of Riverfront Park, east of the Willamette River, north of Pringle Creek, and south of Mill Creek. There is also evidence of elongated pits filled with water that were used in conjunction with sweat lodges located in the area as well.

Explorers and trappers who began to arrive in the 1700 and 1800s changed traditional trade networks that had existed between Indigenous populations all across the Pacific Northwest. The high profit of furs and other goods drove an exchange system between Indigenous people, trappers, and the British-Canadian Hudson's

Bay Company (HBC) and its Chief Factor John McLoughlin. The HBC founded Fort Vancouver, one of the main centers of trade, in 1824.

Disease, a consequence of these changing trade relations, devastated the Kalapuyan population. Anthropologist Robert T. Boyd estimated that nearly 90% of the Chinookan and Kalapuyan population perished from disease by the late 1830s. These disease outbreaks significantly altered well-established ways of life in the Pacific Northwest.

Jason Lee and his party of Methodist Missionaries, credited as some of the first American settlers in the area (despite their status as missionaries), arrived in Oregon at the height of some of these changes in 1835. Lee's first mission was located north of Salem, in an area known today as Wheatland, but in 1840 he moved the facility to Mill Creek, near present-day Broadway and "D" streets in Salem. That same year Reverend Alvin F. Waller began the construction of a mill on that site for both lumber and wheat. By 1841, Jason Lee's house and a parsonage were built, becoming the first buildings constructed of milled lumber in Salem. The Methodist missionaries organized the Oregon Institute in 1842, using a building originally constructed for the Indian Manual Labor School as their first building. The institute eventually became Willamette University.

The Oregon Mission was dismantled in 1844 after complaints of Lee's management of the mission reached the Methodist Mission Board in the East. Though Lee returned to defend his work in Oregon, it was too late to recall the effort and Rev. George Gary sold off the mission's land and holdings. Lee attempted to raise money for the newly organized Oregon Institute (now Willamette University) but died in his hometown in Canada in 1845. Many remaining members of Lee's former mission acquired land claims around the mission site, including William H. Wilson, David Leslie, A. F. Waller, H. H. Judson, and J. L. Parrish.

Finally settling competing claims for the Oregon territory, the Oregon Treaty was signed by Great Britain and the United States on June 15, 1846. That same year, in an effort to raise money to support the

Oregon Institute, William Willson platted Salem, with the understanding that they would eventually have full claim on the land. The blocks were 300 by 350 feet with alleys, and the streets were 99 feet wide. The first lot was sold July 10, 1847, to Nancy M. Thornton, wife of the Supreme Court Justice John Quinn Thornton.

Crucial to Euro-American settlement of the Willamette Valley, Congress passed the Donation Land Claim Act (DLC) in September 1850. DLCs offered free land and encouraged new American settlers to come to the area, though the federal government had not yet officially negotiated treaties with Indigenous Tribes of the West Coast.

Santiam Kalapuyan people continued to assert their right to their land and attempted to negotiate a treaty with the U.S. Federal Government in 1851. Chiefs Tiacan and Alquema negotiated with Superintendent of Indian Affairs Anson Dart for a reservation that was to be located between the north and south forks of the Santiam River. However, this treaty was never ratified by the U. S. Legislature and the Santiam never received a reservation of their own.

Influenced by word reaching the East Coast of the Eden-like Oregon from early trappers, explorers, and others, by 1845, at least a thousand people had crossed the Oregon Trail. Salem, largely because of the infrastructure improvements implemented by the Methodist Missionaries, became an appealing place for newly arriving settlers and the population quickly began to rise. As the community matured, residents built Salem's first schools, churches, industries, and agricultural enterprises.

The first post office was established in 1849 with J. B. McClane serving as postmaster. By 1850, the town was officially renamed Salem. An early plat map shows a town layout consisting of 13 blocks by 5 blocks running parallel to the Willamette River in a north-east to south-west axis. Although designated the territorial capital in 1851, Salem did not become the official capital of Oregon until 1855, after some competition with Marysville (now Corvallis).

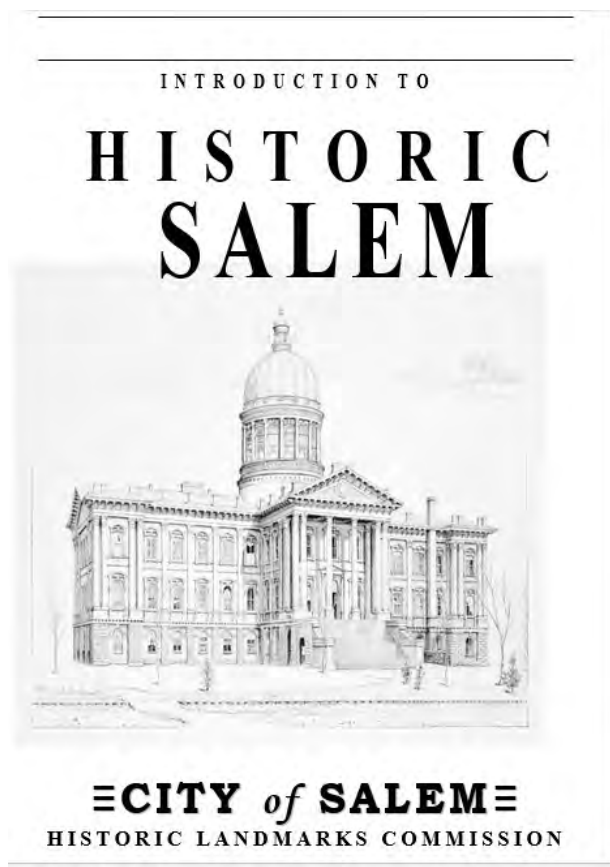


Figure 8: Introduction to Historic Salem Resource Guide Cover

In 1855, many tribes (including the Santiam Kalapuya) formed a confederacy in order to sign a joint treaty with new Superintendent of Indian Affairs Joel Palmer. The treaty guaranteed a permanent reservation, annuities, supplies, education, vocational and health services, and protection from violence by American settlers. It was quickly ratified by congress in 1855. In 1856, Indigenous people living in the valley were forced to the Grand Ronde Reservation. Other Tribal members who were living in the Willamette Valley during this time were later removed to the Siletz Reservation and the Warm Springs Reservation.

After the treaty, any Santiam Kalapuya people who came to visit Salem, their traditional homeland, were required to get a pass. A local Kalapuya man and his

wife, Chief Quinaby and his wife Eliza, often received work passes to visit Chimikiti. Euro-American settlers in Salem gave Quinaby the colloquial title of “Last of the Kalapuyans,” and he gained some celebrity status in the city (even though there were hundreds of Kalapuyan people living on the Grand Ronde Reservation). He and Eliza continued to visit Salem into their old age until Chief Quinaby died in 1883.

Four years after the Willamette Valley treaty was signed, Oregon became the 33rd state of the Union on February 14, 1859, and in 1864 voters reaffirmed the selection of Salem as its capital. The first state capitol building was both constructed then destroyed by fire in 1855. Thereafter the governor, legislature, and Supreme Court conducted official business in several downtown Salem locations. Construction on the second capitol (on the same site) did not begin until 1872.

One of the most controversial edicts of the new state was whether or not to allow slavery in Oregon. The provisional and territorial Oregon governments had established exclusion laws that prohibited both slavery and Black people from entering or residing in Oregon. These laws were incorporated into State government and were not rescinded until 2002. Though sparsely enforced, the laws had the intended effect of discouraging Black people to come to Oregon. Regardless of these efforts, some Black people still made Oregon their home, many of whom lived in Salem.

Some early Black Salem residents (despite the laws) include Jackson “Jack” Bonter, a painter who arrived in 1855 and lived here with his wife and three children until his death in 1915. Many of the Bonter family are buried in the Salem Pioneer Cemetery (formerly the I.O.O.F. Rural Cemetery). Another person, Rachel Belden Brooks, arrived in Oregon as a slave of Daniel Delany. After his death in 1866, Brooks sued his estate for a thousand dollars, the exact price Delany had paid to purchase her years before. She won the suit (her son’s father was likely Delany, and the suit part of pursuing her son’s inheritance) and moved to Salem with her husband Nathan Brooks, where she lived until her nineties, dying in 1910.

As Oregon's population continued to grow, transportation of people and goods became more and more important to its continued success. Steamboat transportation on the Willamette River was the major source of transportation to and from Salem from 1851-1872, when the railroad was completed from Portland to Salem. The boats carried passengers, mail, and outbound freight including agricultural goods. Inbound goods were unloaded at a dock on Pringle Creek near today's Ferry and Commercial Streets. Some of these goods were sold in the city's first retail stores while other cargo was sent by ferry to towns along the Willamette River.

Salem had a daily stagecoach to Portland as early as 1855. In 1859, a weekly line of mail coaches began operating between Salem and Eugene with a charge of \$6.00 each way. A weekly stage service between Oregon City and Jacksonville and bi-monthly mail service was also in place by 1859. State travel for passengers and mail continued until taken over by train service in 1872.

Salem's population grew to 2,500 by 1880. The city's growth was accelerated by the expansion of agriculture and logging, and the continued development of national and international markets. Food processing plants and woolen mills, such as the Thomas Kay Woolen Mill, formed the basis of Salem's economy. A bridge replaced the ferry across the Willamette River in 1886. Two years later, ten arc lights illuminated downtown streets for the first time, and in 1890 two electric streetcars began making a two-and-one-quarter mile circuit. Although the local economy stalled during the severe 1890 flood and the national economic depression of 1893-1897, the city's economic growth continued into the 1880s and 1890s.

Some of this population increase was from the arrival of Chinese immigrants in the late 1800s, in Salem, mostly from Toisan (Taishan) County, Guangdong (Canton) Province in southeast China. Many were invited here as workers for the construction of railroads, roads, and waterworks. Salem's Chinatown, located along Liberty and State streets, was home to dozens of Chinese families, many of whom decided to stay in Salem permanently. One of these families was

that of George Lai Sun, a prominent member of the community who acted as the "Mayor" of Chinatown. His shop, once located at the corner of High and State Streets, was host to many Chinese-community events. Chinese people were eventually pushed out of Salem's downtown, spurred on by at 1903 Salem City Council decision to "burn" the Chinatown blocks. The blocks were never actually burned, but high rent and racial tension eventually forced most to Portland or elsewhere.

Between 1900 and 1920, Salem's population tripled. The first automobile arrived in 1902 and the city began paving its streets in 1907. By 1913, the Southern Pacific operated seven mainline passenger trains through Salem each day, and the Oregon Electric made ten runs per day between Portland and Eugene, its tracks going right down the center of High Street.

In 1920, the first radio stations began broadcasting, the Oregon Pulp and Paper Company began operations near Pringle Creek, medical services expanded with the opening of Salem General Hospital, and in 1923 the city established its first full-time municipal fire department.

The 1930s brought the first municipal water system, and Salem's first dial telephone system was installed in 1931. In 1935 the capitol was again destroyed by fire on April 25 and rebuilt in 1937-38 with the help of funds from Roosevelt's New Deal programs. The State Library building and the new Post Office west of the Capital were also constructed in the 1930s with Public Works Administration funds.

By 1938 Salem's population was approximately 29,000 and more than 75 industries were based in Salem. More than 65 percent of Salem residents owned their own home. In 1940 the city's population grew to 30,908. Salem adopted the City Manager-Council form of government in 1947, then in 1949 Salem annexed the adjoining community of West Salem in Polk County, which had been an independent city since 1913.

Although the Great Depression of the 1930s forced many residents from their jobs, Salem's economy was on the rebound as the new decade began with

the influx of soldiers training for World War II and their needs in nearby Camp Adair in Benton County, which ultimately housed nearly 40,000 enlisted Army personnel. The returning World War II veterans greatly expanded the population and entire subdivisions sprang up in the city.

World War II also dramatically affected one of the Salem area's more important industries – agriculture – and a federal program saved both the farms and ushered in a new population to Salem. The Bracero Program, instituted by executive order in 1942, helped fill the demand for labor created by the WWII military draft. The bilateral program guaranteed wages, healthcare, housing, and board for the more than 500,000 Mexican workers who came to America between 1942 and 1947. In 1945, the Capital Journal reported that 1,300 Braceros were currently in Oregon and another 5,000 were on their way for the summer harvest season. In Salem, many workers camped at the State Fairgrounds, reported to officials in the morning, and were trucked to local farms to harvest crops. Despite the Governor celebrating Mexican Independence Day with the workers at the State Fairgrounds in 1944, complaints of racist treatment

by store owners and farmers in the area were common. This program created networks that paved the way for many Mexican nationals to pursue citizenship in America, and in 2020, nearly 20% of Salem's population identifies as Hispanic or Latino.

By 1950 the population jumped to 43,100, the largest increase in the state capital's population since the 1890s. The new Marion County Courthouse was built in 1952. Salem received its first television signals that same year. In 1953 the Capital Journal and Oregon Statesman newspapers merged business operations but continued as separate publications.

The postwar years saw the construction of Interstate 5, on the east side of the city. Salem's roots in the lumber and textile industries gradually gave way to high technology. In 1989, Siltec, a computer chip manufacturer, established a facility. Government remained a large employer, with over 24,000 working for Federal, State, and local governments in Salem. Other large employment sectors include education and health care. Salem's population as of the 2019 census was 174,365 people.



Chapter 3: Existing Historic Resources Management Program

To understand how to improve the historic resources management program, an overview of the current planning documents, regulations, processes, incentives, and participants and their roles was prepared to provide a basis from which to develop goals, recommendations, and actions. The following summary is included to inform both current and future staff, volunteers, consultants, and the public at large about the program, as it exists in 2020.

Comprehensive Plan

The Salem Area Comprehensive Plan (SACP) is the long-range plan for guiding development in the Salem Urban area. The goal of the SACP is to ensure orderly and efficient development to meet the community's future needs. The SACP was updated in 2020. And this Historic Preservation Plan is one of the supporting documents prepared in order to implement policies established within SACP.



Figure 9: Historic Landmarks Commission Logo

The primary policies addressing historic preservation in the existing SACP are in the Natural Resources section under “N,” Scenic and Historic Areas, Natural Resources and Hazards. The goal in this section is “to conserve open space, protect natural, historic, cultural and scenic resources, and to protect life and property from natural disasters and hazards.” Specifically, one of the policies in this section states:

“The historic, cultural and architectural character of structures identified in the National Register of Historic Places and structures designated as historic buildings pursuant to the City’s land use shall be preserved. Preservation is achieved by limiting those uses that conflict with the historic resource, identified to be building alteration and demolition. The City’s land use regulations [sic] the process for alteration/demolition review and limitation, as well as the procedure for making additional designations.”

Essentially, implementation of historic conservation efforts will occur through the Development Code.

Protection of historic resources is also done through resolving conflicting uses when they arise through several means:

“Identified areas of significant architectural, archaeological, natural, ecological, historic or scenic value, which have been so designated and approved by the appropriate governing body, shall be protected for future generations. Where no conflicting uses have been identified, such resources shall be managed to preserve their original character. When conflicting uses are identified, resources shall be protected by acquisition or by plans which limit the intensity of development and promote conservation of these resources.”

Development Code – Chapter 230 Historic Preservation

Salem’s Development Code is contained within Title 10 of the Unified Development Code, Chapters 110-900. Chapter 230 is devoted to Historic Preservation. Its purpose is described as follows:

“The purpose of this chapter is to identify, designate, and preserve significant properties related to the community’s prehistory and history; encourage the rehabilitation and ongoing viability of historic buildings and structures; strengthen public support for historic preservation efforts within the community; foster civic pride; encourage cultural heritage tourism; and promote the continued productive use of recognized resources, and to implement the policies contained in the Salem Area Comprehensive Plan for the preservation of historic resources.”

This chapter provides definitions, explains how to designate historic resources, identifies prohibited uses in historic districts, and outlines the demolition process. It also describes the applicability of the design review process and establishes the types or levels of review as they relate to the scope of the project. When the 2010-2020 Plan was prepared, the types of review were different under the previous historic code Chapter 120A than they are today under SRC 230.

In 2011, Chapter 120A was replaced with SRC 230 and a new streamlined historic code was adopted by the City Council. This code implemented several key components which addressed important needs identified in the initial outreach. Three types of review (Type I, II, and III) were replaced with two (Major and Minor). This change responded to the key need identified by historic property owners that there be the opportunity to obtain administrative approval more easily, and the need to go to HLC for approval be significantly reduced.

Several other key changes were made to address identified needs, including establishing different design review criteria for historic contributing resources and non-contributing resources. This change along with exempting review for non-visible alterations to non-contributing properties addressed key needs identified by property owners within Salem’s historic districts. New criteria were also established for demolition and demolition by neglect.

After adoption of the 2010-2020 Preservation Plan and associated historic code amendments, several milestones proved the effectiveness of the new plan. One was that the city has twice as many design review applications in 2011 as it had in the preceding year. Historic property owners had been circumventing the design review process by not getting a building permit in order to avoid the process, which increased the number of code enforcement cases. Efforts to educate the public included the development of illustrated resource guides (Figure 10). Streamlining the design review process brought more building owners into compliance, which reduced the number of code compliance cases and aided preservation efforts in Salem.

Another outcome of the 2010-2020 Preservation Plan and code amendments was a new demolition review process. These changes were tested early in implementation of the new plan when several locally listed houses were proposed for demolition. The

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GUIDE TO
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Figure 10: HLC Resource Guide Series: Residential Windows

new process required that full development plans be submitted for reuse of the subject site at the time of the demolition application and required the applicant to answer, “Does the proposed use have a higher benefit to the community than retaining the existing historic resource?” While the listed houses were ultimately demolished, the new process was more transparent and equitable in terms of its outcome than if the process had not been in place.

The basic philosophy outlined in the 2010-2020 Plan still stands today, but the circumstances under which they apply have been clarified. Changes made to the code after preparation of the 2010-2020 Preservation Plan and in response to public comments continues to influence the way in which the code operates today. Changes included creating an administrative review process for minor projects and exempting some projects from HLC review. The City also instituted a Residential Toolbox Grant Program to provide incentives for property owners to maintain and/or rehabilitate their properties, as previously noted. An overview of the code as it exists today is below.

Historic Design Review Process

Design review is applicable to several resource types in Salem. The City has jurisdiction over historic design review for all publicly owned historic resources. Historic design review is also required under several circumstances as outlined in Section 230.020 in the Development Code. In general, no exterior portion of a historic resource, non-contributing building, or new construction in a historic district may be erected, altered, restored, moved or demolished until historic review approval has been granted under the land use processes as defined in SRC 230 and SRC 300 and the decision is effective. In general, historic design review is not required for ordinary maintenance or for work on the interior of a building.

The objectives of the design review process are described as they pertain to historic contributing buildings, individually listed resources, non-contributing resources in historic districts, and new construction in historic districts. As an example, the assumptions behind design review for historic

contributing buildings and individually listed resources are that they are valuable community resources which contribute immeasurably to the City’s identity, history, unique sense of place, and quality of life. As stated in SRC chapter 230.020(b)(1),

“Preserving these buildings and resources involves careful planning, conscientious maintenance and repair, knowledgeable and informed restoration, and sensitive rehabilitation that accommodates modern business and residential lifestyles. The standards set forth in this chapter for historic contributing buildings and individually listed resources are intended to preserve and enhance the buildings, resources and districts generally, while allowing for adaptive reuse through sensitive rehabilitation of these buildings and resources.”

A distinction between historic contributing buildings and individually listed resources, non-contributing buildings is made within SRC 230 in historic districts, and new construction in historic districts for the purposes of defining what type of work requires what type of review. If a project is minor in nature and not visible from the right-of-way, then review is either administrative (for a historic contributing resource) or exempt (for a non-contributing resource).

To augment this, tables are provided for Historic Design Review by Review Class (Tables 230-1 and 230-2 addressing Major or Minor Design Review). Additionally, design review standards are described as they relate to certain classes of historic properties and certain project types (exterior modification to siding, windows, doors, porches, etc.).

Standards are provided for project types in the following categories:

- Residential Historic Districts
- Commercial Historic Districts
- Public Historic Districts
- Individually Listed Historic Properties

Standards are provided for:

- Historic contributing buildings in residential historic districts (Section 230.025)

- Non-contributing buildings and structures in residential historic districts (Section 230.030)
- New construction in residential historic districts (Section 230.035)
- Historic contributing buildings in commercial historic districts (Section 230.040)
- Non-contributing buildings and structures in commercial historic districts (Section 230.045)
- New construction in commercial historic districts (Section 230.050)

Standards are also provided for murals in commercial historic districts (Section 230.055) and signs in commercial historic districts (Section 230.056).

Standards are additionally provided for streetscape improvements in historic districts and are found in Section 230.075. Section 230.080 states that historic preservation activity for individually listed resources is to be consistent with the standards for historic contributing buildings for the type of resource.

Design Review for Publicly Owned Resources and Public Historic Districts

While the City of Salem has jurisdiction over historic design review for all public historic resources, if the public agency is the State of Oregon as authorized under SRC 230.018, this agency may choose an alternative form of review. Provided the historic resource is listed on the National Register of Historic Places and the proposed alterations comply with the Secretary of the Interior's Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings published by the US Department of the Interior, National Parks Service, the state agency may enter into a program for conservation of the resource with the SHPO pursuant to ORS 358.653. Public Design Review is applicable depending on whether projects are contributing or non-contributing to a publicly owned historic district, and whether they fall on a primary or secondary façade. Each alteration type within this matrix may be classified as Major or Minor. Code sections are then noted.

Design standards and review criteria are provided for the two publicly owned historic districts in Salem, which are the Oregon State Capitol and the Oregon State Hospital Districts. Individually designated public historic resources such as the Oregon State Supreme Court would also be subject to SRC 230.060 for any proposed historic design review. The standards utilized are the standards for historic contributing buildings in public historic districts and individually listed public historic resources (Section 230.060); standards for non-contributing buildings and structures in public historic districts (Section 230.063); standards for new construction in public historic districts (Section 230.064); and signs in public historic districts (Section 230.062). In general, no significant features on existing resources within the boundary of the Oregon State Capitol may be altered. Standards for individual buildings within the Oregon State Hospital District are laid out per building and per façade. The standards then identify the significant features in these locations.

Guidelines and Standards

The **standards** are meant to be prescriptive, and by comparison, the **guidelines** are meant to provide more flexibility. Rehabilitating historic buildings is by its nature difficult to prescribe since the buildings already exist, have distinctive and varied characteristics, and cannot be measured with the certainty one has with new construction.

General guidelines are also provided for historic contributing resources (Section 230.065) and for non-contributing buildings and structures (Section 230.070). These guidelines are provided to act in lieu of the standards for historic contributing buildings found in Sections 230.025 and 230.040. Under these auspices, an applicant may make a proposal for preservation, restoration, or rehabilitation activity, regardless of type of work, provided they conform to the guidelines found in Sections 230.065 and 230.070.

Mitigation

Mitigation is established for the loss or alteration of resources within a publicly owned historic district or for a publicly owned individual resource depending on

activity proposed (demolition, alterations or additions, etc.), the location of the change (whether, on a primary or secondary façade) and the level of effect, which is classified as Level One, Level Two, or Level Three. A Level One effect is defined as a: minor adverse effect. A Level Two effect is a moderate adverse effect. A Level Three effect is a major adverse effect. This section also states that mitigation must be complete at the time of completion of the respective project giving rise to the required mitigation.

Adaptive Reuse

Standards are also provided for the adaptive reuse of historic resources (Section 230.085). This section allows for the adaptive reuse of historic-contributing buildings and individually listed resources in all residential zones, in all public zones, and in the Commercial Office zone, in order to preserve these buildings or structures, where other uses would not be economically practical, and where a zone change would be inappropriate. The procedure type for this provision is a Type III process as defined in SRC Chapter 300.

Further refinements to the historic code will be made in conjunction with this Plan update that address some identified needs to streamline the code and provide clarification of design standards and criterion. Updates include changes to the design review processes allowing for more administrative reviews. New standards relating to windows, signs in residential historic districts, design review standards for commercial storefronts, streetscape design standards in historic districts, criteria relating to adaptive reuse and building relocation, and new standards relating to demolition and demolition by neglect are planned.

Historic Design Review Process

The In general, Minor Historic Design Review is processed as a Type I procedure and Major Historic Design Review is processed as a Type III procedure as defined in Section 300 of Salem’s Uniform Development Code (UDC).

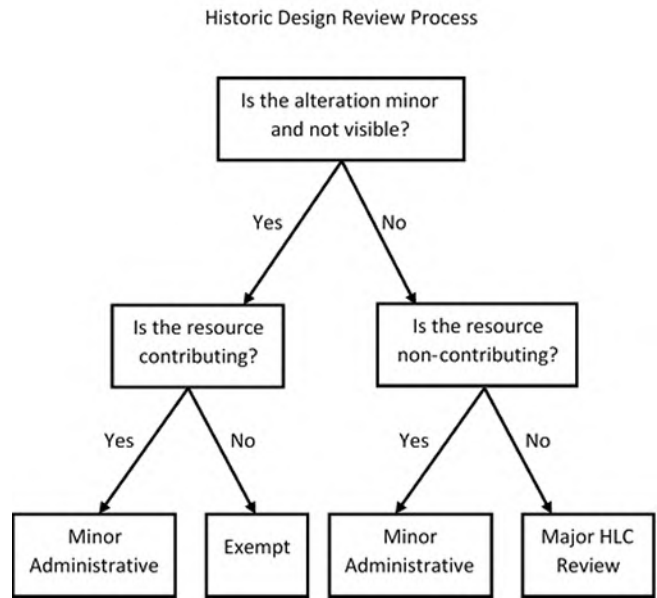


Figure 11: Historic Design Review Process Flow Chart

The basic process is as follows.

- Applicant discusses project design requirements with Historic Preservation Officer
- Applicant selects type of review process – guidelines or standards
- Applicant submits necessary project plans
- Historic Preservation Officer reviews application for completeness and conformance with applicable criteria,
 - Applies standards for a Type I project (administrative decision); or
 - Prepares staff report, presents findings to HLC for Type III project
- Project is approved, approved with conditions, or denied based on applicable standards or guidelines
- If approved, proceed to building permit process
- If approved with condition, proceed to building permit process demonstrating that the conditions have been met

- If denied, redesign and resubmit plans or appeal decision to Hearings Officer; appeals for Demolition and New Construction are heard by the City Council

While the need for improved code and streamlined design review comes up repeatedly for nearly all design review processes, many of the specific recommendations made in the 2010-2020 Salem Preservation Plan for code revisions and streamlining of design review processes were established between 2010 and 2013. The new Salem Preservation Plan will continue to address this need.

Historic Landmarks Commission

- Composition:
 - Appointed by the Mayor after consulting with the chair of the HLC
 - Nine members, five of which meet the Secretary of Interior's Professional Qualifications Standards (36 CFR 61), to the extent available in the community; remaining four members are appointed at large; term of 3 years
 - After two consecutive terms, cannot be reappointed until one full year from date of expiration of immediate previous second term
- Functions & Duties:
 - Encourage preservation efforts of individuals and groups
 - Maintain local register; make recommendations to the council
 - Review applications for state or federal funds
 - Support projects to reinforce public pride and awareness of historic preservation create and/or support education programs
 - Recommend ordinance changes
 - Establish subcommittees as needed

Relief provided by revisions to the Development Code after the adoption of the 2010-2020 Salem Preservation Plan allowed the HLC to pursue more

proactive and education-oriented programs, as well as provide incentives for preservation activities.

Existing Incentive Programs for National Register and Locally Listed Historic Buildings

- Residential Toolbox Grant
 - Small grants (up to \$1,000) are available to owners of listed residential properties. There are two grant cycles per year. Applicants must meet the criteria outlined in SRC Chapter 230. Over \$84,000 in grant funds have been awarded as a result of this program over the last nine years since this program was established.
- Historic resource adaptive reuse
 - This provision allows for the adaptive reuse of historic-contributing buildings and individually listed resources in all residential zones, all public zones, and in the Commercial Office zone in order to preserve these buildings if they meet certain criteria.

The toolbox program was revised after adoption of the 2010-2020 Preservation Plan to provide small grants to residential homeowners. The Toolbox Downtown program was discontinued as part of the historic preservation program but replaced in part as part of the City's urban renewal program. Small grants for commercial building facades are also available from the SHPO Diamonds in the Rough grant and other grant programs from private, state, and federal sources. The statewide building codes provide some flexibility for retaining historic features. The historic resource adaptive reuse provision has been re-evaluated in conjunction with this 2020-2030 plan and code amendments are recommended.

Federal and State Incentives

- The federal Historic Tax Credit (HTC) program is managed by the SHPO and overseen by the National Park Service. It consists of a federal income tax credit and is available, with

conditions, for income-producing properties (commercial and residential rental) which undergo rehabilitation. It saves the property owner 20 percent of the cost of rehabilitation through a federal income tax credit. The 10% tax credit for rehabilitation of non-certified historic buildings was repealed in 2017.

- Special Assessment is a state program, also administered by the SHPO, which allows owners of properties listed in the National Register of Historic Places to apply for a special assessment of the assessed value of the property for a 10-year period, with the possibility to re-apply. This program is designed as an incentive to assist property owners in the preservation of historic resources. As a condition of the property tax benefit the owner must provide a preservation plan for the building that meets SHPO standards.

This information is available in the Preservation Plan and on the SHPO's website. Rehabilitation of the McGilchrist & Roth and Gray buildings in downtown Salem both used the HTC program and gave Salem its first and a highly visible example of a project that used this incentive program. The McGilchrist & Roth Building won an Oregon Heritage Excellence Awards, awarded by the Oregon Heritage Commission.

Work Plans

The HLC establishes work plans that address short-term projects, long-term projects, and volunteer opportunities. The work plan for 2020 includes:

- Coordinating with the Planning Commission to receive training on land use and ethics
- Completing and adopting the Preservation Plan and associated code amendments
- Continuing developing social media and multi-media educational outreach
- Celebrating Historic Preservation Month, as well as the months set aside to recognize our diverse heritage and resources, include tribal partners and archaeological resources

- Continuing the Residential Toolbox grants program
- Continuing the awards program to recognize outstanding individuals and projects
- Continuing to work with the neighborhoods to designate eligible historic resources
- Continuing to work with the Salem Heritage and Culture Forum to promote Salem's heritage and local history

Work Plans, which also function as annual reports, were prepared from 2011 through 2020. This Historic Preservation Plan update will continue to provide a basis from which ongoing work plans can be generated.

The HLC's Current Public Outreach and Education

- Currently, the Salem HLC has a subcommittee which is committed to working on public outreach and educational activities which include a quarterly newsletter, authored by HLC members, with articles relating to historic preservation projects and activities. The newsletter was first published in summer 2009. The newsletter continues to be published on a regular basis.



Figure 12: Excerpts from the Summer 2019 edition of the HLC Newsletter



Figure 13: Mayor Bennett presenting a proclamation honoring Historic Preservation Month to HLC Commissioners Russell Schutte and Jennifer Maglinte-Timbrook and the “This Place Matters” Photo Contest display at the Capitol in 2019.

The HLC participates in annual Historic Preservation Month Activities that includes the statewide preservation fair held at the State Capitol. The HLC booth was a popular stop for kids in 2019 as they took turns spinning the trivia wheel to test their knowledge of history.

- The HLC presents awards for exceptional preservation projects and acknowledges individuals who have made significant contributions to preservation in Salem.

- Another very popular historic preservation month activity is the annual “This Place Matters” photo contest, now in its fifth year.

The HLC has a Salem Historic Landmarks Commission Facebook page. Events are announced on this page, and links are provided to stories on Salem’s HLC blog. Since 2010, the City of Salem has updated its public information and education materials, adding web-based materials, and taking advantage of social media to promote the Historic Preservation Program. For instance, the City provided videos to promote and assist property owners with window repair.



Chapter 4: The Planning Process and Methodology for Developing the Historic Preservation Plan

The Outreach Process

The 2020–2030 Preservation Plan was developed through an interactive process that involved and incorporated feedback from a variety of groups. In addition to continuing and close communication with planning staff, public participation in the planning process included the following.

Historic Landmark Commission (HLC)

The HLC is the key decision-making body for the City’s Historic Preservation Program. Three members of the HLC served on the Stakeholder Advisory Committee (see below), to ensure close coordination. Additionally, the HLC was updated throughout the process to receive their feedback and direction.

Stakeholder Advisory Committee (SAC)

A 14-member stakeholder advisory committee included citizens representing a range of backgrounds, interests, and geographic areas in the City, including key neighborhood representatives, historic property owners, preservation architects, contractors, historic preservation professionals, the Mayor, and key City Councilors who have historic districts in their wards, and were consulted throughout the process to provide feedback on the content of the plan as it developed.



Figure 14: January 2020 SAC Meeting

Public Open Houses

Two open houses were held at the beginning (December) and halfway through the process (February) to offer opportunities for the community to describe issues they would like to see the plan address, help shape the goals and policies for the plan, and provide input on priority projects to undertake over the next ten years.



Figure 15: December 2019 Open House

City Websites

The City of Salem's Historic Landmarks Commission (HLC) webpage announced HLC and SAC meetings along with the agendas and minutes of each meeting.

As part of the public outreach process, the City maintained a project-specific website throughout the life of the planning process entitled "Salem Historic Preservation Plan Update" (www.cityofsalem.net/Pages/salem-historic-preservation-plan-update.aspx). The existing adopted 2010-2020 Plan can be found online as well at: (www.cityofsalem.net/Pages/historic-preservation-plan.aspx) The website described the existing Preservation Plan's goals, the planning process, the public outreach process, and opportunities for the public to get involved. The general schedule was described in four phases, with basic tasks for each phase delineated. The phases were:

- Phase 1: Define the need (summer-fall 2019)
- Phase 2: Develop the plan (winter 2019-2020)
- Phase 3: Prepare for action (spring 2020)
- Phase 4: City adoption (summer 2020)

The agendas and meeting minutes for each meeting were posted as the project progressed and resources on preservation planning were made available.

As planning progressed, the goals, strategies, and actions that were developed through the public outreach process and in collaboration with the SAC were posted to the Salem Historic Preservation Plan website. In addition to specifying these goals and implementing actions, the website noted the stated needs that the goals, strategies, and actions responded to.

This same information was also organized in a timeline on a page entitled "Salem Historic Preservation Plan by Timeline" that showed the proposed implementation schedule.

View actions by timeline

Goal 1: Improve public outreach and community education

Action	Strategy	Need	Timeline	Completion document	Info
Continue to celebrate Historic Preservation Month in May with awards and educational programming	Improve community engagement and acknowledgement of excellence in historic preservation	Community not aware of excellent historic preservation projects	ANNUAL		22
Work with Neighborhood Associations to establish and celebrate 'Historic Neighborhood Day'	Improve community engagement and acknowledgement of excellence in historic preservation	Community not aware of excellent historic preservation projects	ANNUAL		38
Develop a FAQ sheet/brochure and online resource regarding the designation process and benefits/responsibilities of owning a historic property in Salem	Educate the public about designation	Neighborhood support can be difficult to get for designation	2020		3
Review and update PLC newsletter format and distribution method including the annual mailing about historic property owner responsibilities; Use social media to regularly share information about the program and Salem's local history	Improve website and social media presence	Not enough easily accessible information about the review process, Salem history, and the program	ANNUAL		4

Figure 16: Implementation Plan Web Page Detail

Potential Historic Locations Interactive Map

As part of the public outreach process, the City's Historic Preservation Office created an interactive map with existing historic landmarks, historic districts, and all buildings over 50 years of age mapped. Members of the public could then identify buildings and districts that they would like to see designated. Participants were invited to annotate these recommendations with their name and/or any other details or suggestions.

Potential historic locations

Is there a property, neighborhood, or special place you'd like to see designated as a historic resource? Check out this [link](#) or click on the map image below (you can sign in as a guest or create an account) and tell us your suggestions.



Figure 17: Potential Historic Location Map

Additional Public Outreach

Development of the Preservation Plan employed a number of additional outreach activities at various times, including interviews with key preservation stakeholders and meeting with city staff in the Building and Planning Divisions. Three interactive historic preservation surveys, two for the public and one for other stakeholder groups, were conducted. (The full survey and a summary of results can be found in Appendix B).

Presentations were given to the two neighborhood associations with residential historic districts including South Central Association of Neighbors (SCAN) neighborhood on November 13, 2019 and to the North East Neighbors (NEN) on November 19, 2019. These neighborhood associations along with the downtown commercial historic district's Central Area Neighborhood Development Organization (CANDO) and all of the individually listed historic property owners were updated on initial feedback from the online survey and an invitation was extended to the first Open House for the project, to be held on December 5, 2019.

In fall 2019, the following survey questions received written responses from the SCAN neighborhood and the Oregon State Historic Preservation Office (SHPO).

1. What do you like about Salem's Historic Preservation Program?
2. What programs or processes have benefitted you and your group?
3. As a group, what challenges have you experienced with the Historic Design Review Process and/or the Historic Preservation Program?
4. What solutions would you suggest to solve the problems that you have identified?

SCAN identified several specific areas in which they would like to see improvements in the historic preservation program (Appendix C) and enhanced services to the historic neighborhoods. The SHPO praised the City of Salem's efforts to undertake public outreach activities, particularly with tribal partners;

to create an archaeology program; to update the Salem Downtown Historic District boundary; and to undertake survey activities in the neighborhoods.

The Salem Preservation Plan update was discussed in a program on the radio station KMUZ in December 2019.

Planning Process Chronology

The consultant began work with city staff on the project in June 2019. One of the first tasks was to develop public and agency survey questions and the distribution method for the survey. In July, the SAC was established. It comprised representatives from the HLC, Salem City Council, Neighborhood Association representatives, architects and contractors, representatives from heritage organizations, and the development and business communities.

Public Opinion Survey – July through September 2019

In preparation for the planning process for the Salem Preservation Plan Update, an online public opinion survey was made available on the City website and advertised through a mailing and other means. Two hundred forty-four people completed the survey and an additional 85 people completed part of the survey, for a total of 329 respondents. The following is a sample of the types of questions that were asked in this survey.

- Do you own or rent a historic property in Salem?
- Do you work with clients who own or rent historic properties?
- What do you know about Salem’s historic design review process, and do you know where to find further information about the process?
- Have you been through the design review process, and what is your opinion of the process?
- Have you ever received a Residential Toolbox Grant or participated in a state or federal tax credit program?
- What places do you think help define Salem?
- Who do you think is more effective at protecting historic places that matter to the community?

Questions of particular interest to the public were whether they had gone through a historic design review process and whether they found that process difficult to navigate, hard to understand, or onerous. Also, of particular interest was the public’s responses to the question of the best ways to encourage historic preservation. Respondents found financial incentives and funding to be important, followed closely by the need for education and training. The public also responded to the question of who they thought was most effective at protecting historic places. Here the public thought that private property owners were the most effective, followed closely by local government. The public also answered the question, “what places help define Salem” and whether they thought historic districts added value to the city. In response to the question of whether they were happy with Salem’s Preservation Program, the number of negative responses outweighed the positive responses, yet most thought that historic buildings and places were assets to the community.

When the surveys were tallied, the primary areas of concern were:

- The need for financial incentives and funding
- The need for more education and training opportunities
- A concern with designation and regulation
- The need for preservation advocacy, and
- Recognition of successful projects.

Stakeholder Advisory Committee (SAC) – October 23, 2019

The first meeting of the SAC was held on October 23, 2019. The purpose of the committee was outlined, as was the anticipated process of updating the Salem Historic Preservation Plan. A presentation on the parallel development of Salem’s Comprehensive Plan was made, as well as a presentation on the public survey results. A Chair and Vice-Chair of the SAC were appointed and Focus Groups and Focus Group Leaders were assigned. The subject areas of the focus

groups were: Education; Code Improvement and Enforcement; Survey and Designation; Trees and Sustainability; and Financial Incentives. Historic Preservation Officer Kimberli Fitzgerald explained that a second survey was sent or presented to stakeholder groups in the community, including the Neighborhood Associations, the Main Street Association, and the SHPO.

Open House – December 4, 2019

The first public open house was held December 4, 2019 at the Willamette Heritage Center and 45 members of the public attended. Two-to-three SAC members were assigned one of five issue areas and directed to facilitate discussions. Each issue area was visited by two sets of members of the public, to maximize interaction. The issue areas were the need for code improvements; the need for community and financial support; initiating survey and designation projects; trees and energy efficiency; and the need for education. The public also had an opportunity to suggest issue areas to be addressed in the “Anything Else” category. The City’s interactive map was used to identify buildings and areas that the public was interested in seeing surveyed and perhaps designated was available.

A set of three questions that were similar for each of the topic areas guided the sessions. They were, generally, 1) What problems have you observed or experienced with the historic preservation program or plan with respect to this topic? 2) What could be improved in the program or plan with respect to the topic? And 3) How would you solve any of the issues presented with respect to this topic? The results of the open house were analyzed, and this information was brought back to the SAC for discussion.

SAC – January 29, 2020

The task of the second SAC meeting was to discuss and adopt the Preservation Plan goals as defined to date prioritize. The Committee then prioritized projects under each goal, with the aim of identifying the top three projects with which to address the implementation of each goal. Lastly, the Committee planned for the second public open house and their

role. At this time, the goals and priorities were: Education; Historic Code Enforcement and Process; Financial Incentives and Community and Council Support; Trees and Sustainability; and Survey and Designation.

This was a very productive meeting, with discussions of terminology, re-organization the goals, possibilities for projects to increase understanding of the city’s historic preservation program, possibilities for better financial and community support, and generally a lively discussion in each of the issue areas. It was agreed that the goals would be revisited at the April 29, 2020 meeting to finalize them, after the February open house and the second online public opinion survey. Carroll Cottingham, HLC member, Jennifer Maglinter-Timbrook, HLC member, and Juliana Inman and Connie Strong of the Northeast Neighbors agreed to be part of a Code Improvement Technical Committee to address some of these concerns.



Figure 18: February Open House

Open House – February 4, 2020

The purpose of the second open house was to prioritize the goals and strategies that were being developed for the Salem Preservation Plan. As before, members of the SAC that had been assigned a topic area assisted with facilitating the discussions. Each table had a goal assigned to it and three or four strategies. Each strategy had several actions. The public participants were to identify the top two actions that would serve each strategy with dot stickers. Then they were to select the most important strategy/action with a yellow sticker. Lastly, participants were to choose areas to designate on the “Potential Historic Places” map. As

a follow-up, participants were encouraged to take the second Salem Preservation Plan survey, which was available online.

The results of the second open house were analyzed and assigned “weights,” depending on the priorities indicated by the participants. Out of this process emerged clear priorities from the public with respect to the planning goals. Public outreach and education were considered top priorities. Next was opportunities to streamline and clarify the historic preservation code, the design review process, and the enforcement of code violations. Financial and community support were a third concern. This was followed closely with a concern for protecting the natural environment and implementing sustainability measures. The last goal was to undertake additional survey and designation activities.

A second exercise prioritized strategies to implement the different goal areas. Here a strategy to improve and clarify criteria to address key issues identified in the overall Comprehensive Plan emerged as a concern. A second concern that rated highly was the need to develop interpretation and coordinate educational programming about Salem’s diverse local history. All other strategies carried more or less equal weight.

A third exercise was to prioritize actions. Here, while the need to coordinate with City permitting and zoning to protect against nuisance uses emerged as a clear priority, it was clarified that this action would need to be referred to the Neighborhood Enhancement Division. Also important was to coordinate regularly with the Neighborhood Associations. Organizing history talks and walking tours featuring Salem’s history and historic resources, in partnership with other groups, including educational groups, was a popular action. Developing interpretive signage for the neighborhoods was also supported. Many of the other actions carried somewhat equal weight.

SAC – April 29, 2020

The SAC reconvened virtually on April 29, 2020, to discuss the results of the second open house and second public opinion survey. The primary purpose of

this meeting was to adopt the Preservation Plan goals and to prioritize them, and then prioritize projects for each goal. For this meeting a power point presentation was prepared by the Historic Preservation Officer with a video narrative so that the Committee could preview the materials before the meeting.



Figure 19: April 2020 Video for SAC

Between the January 29, 2020, and April 29, 2020 meeting, at the direction of the SAC, the goals had been altered slightly, with Goal 4 reflecting protection of the natural environment and archaeology and Goal 5 focused only on sustainability. The status of the goals was as follows:

1. Improve public outreach and community education
2. Streamline historic code: criteria, process, and enforcement
3. Increase financial support protect natural environment and archaeological resources
4. Encourage sustainability
5. Survey and designate historic resources.

Fifty-seven actions or projects were identified in the six goal areas, to be carried out over the next ten years of the plan (2020-2030). Eighteen actions are planned throughout the ten years, with twelve core activities or projects that will be undertaken annually once they were initiated (note that some of the activities, like the annual “This Place Matters” photo contest, have already been implemented by the City). In every case, the presentation outlined the needs to which the actions responded, as identified in the public outreach and planning process. Finally, the presentation

proposed a timeline for carrying out the actions, depending in part on what was feasible or made sense. In several instances the plan emphasized coordinating with other City departments and partner organizations to carry out the goals and actions. The detailed plans can be found in Appendix A: Implementation.

Summer 2020 Meetings

The HLC met virtually on May 21, 2020, for an update on the status of the Salem Preservation Plan. The Final Draft Plan was available for review the end of May 2020 and the HLC met to discuss the plan further on June 18, 2020, and held a work session on proposed code improvements on July 16, 2020. The HLC held a public hearing on August 20, 2020, recommending adoption of the Plan.



Chapter 5: Goals, Strategies, and Action Items

Goals and Priorities for Preservation Programs

Six goals were identified as priorities of the citizens of Salem based upon the input collected from the surveys and meetings with the SAC, City staff, and stakeholders in the preservation community. Each goal was developed to include strategies and actions based upon the different issues identified to improve historic preservation activities in the city. It is important to note that while the goals have been established with priorities, the resulting implementation plan does not eliminate the pursuit of other projects. The purpose of prioritizing the different goals allows for funding and staff time to be better allocated. It is highly recommended that this plan be reviewed in five years to see the progress of the plan and/or re-prioritize the goals.

The goals are:

Goal 1: Improve public outreach and community education

Goal 2: Streamline historic code, process, and enforcement

Goal 3: Increase financial support

Goal 4: Protect cultural landscapes and archaeological resources

Goal 5: Encourage sustainable practices

Goal 6: Survey and designate historic resources

Note that more detail on the implementation and timing of these goals, actions, and strategies may be found in Chapter 6: Implementation Plan and Recommended Code Revisions. For full implementation plans organized by year, see Appendix A.

Goal One: Improve public outreach and community education

OVERVIEW

Understanding a broad audience with a sound understanding of historic preservation goals and requirements is vital for a successful historic preservation program. An effective public outreach program will ensure that the public, stakeholders, and the community of architects, designers, contractors,

planners, decision-makers, and others in the industry are able to understand both the significance of Salem's historic resources as well as our process and criteria for preserving these significant resources.

One aspect of this goal is to improve community education on the benefits of preservation and best practices. Those involved in developing this plan indicated that these are the community's top priorities. The SAC determined that education was a key component all on its own, but also needed to be a component of every other Goal. Therefore, the strategies and actions proposed reflect this direction. Specifically, the strategies in this goal build upon existing programs. By expanding the program to include more brochures, workshops, and digitally accessible information, less confusion and frustration will occur, and more successful projects will be completed.

Historic resources are the backdrop for telling and experiencing the unique story, history, and development of an area. Salem's unique and diverse historic and cultural resources include the State Capitol, the Mission Mill Museum, and the hundreds of historic buildings constructed throughout Salem's history. They also include historic cultural landscapes like the beautiful gardens at Deepwood and Bush House, festivals and events, and living traditions such as the production of local foods and crafts. Salem's historic, cultural, and heritage resources offer the opportunity for education in and of themselves.



Figure 20: Excerpt from survey response, historic property owner and compilation of key survey responses related to education

Learning about Salem's resources encourages Salem's citizens to learn more about local history.

SAC representatives identified six strategies within the education goal with twenty actions. The following top four actions were identified as priorities: 1) organizing history talks, 2) developing a welcome packet for new residents of Salem, 3) developing and installing interpretive signage, and 4) creating a single City website with all aspects of the Historic Preservation Program.

For Goal One, over the next ten years the City will be utilizing six strategies to implement a total of nineteen actions. These will address the six needs identified in the area of public outreach and community education.

Goal One Strategies and Actions

STRATEGY ONE: Improve community engagement and acknowledgment of excellence in historic preservation

1. Action: Continue to celebrate Historic Preservation Month in May with awards and educational programming.

This purpose of this action is to broaden public awareness of excellent historic preservation projects in the city. This action will continue to occur annually in conjunction with Historic Preservation Month activities throughout the state and country (Action #22).

2. Action: Continue "This Place Matters" photo contest with awards.

This action responds to the fact that the community may not be aware of excellent historic preservation projects in the city. This action also encourages community members to find historic places that matter, capture them with a photo and personal statement, and then engage with the HLC. This action will continue to occur annually (Action #23).

3. Action: Work with Neighborhood Associations to establish and celebrate 'Historic Neighborhood Day'.

This purpose of this action is to broaden public awareness of excellent historic preservation projects and historic neighborhoods. Further, this celebration might encourage some neighborhoods to pursue historic designation and National Register listing. This action will occur annually beginning in 2023 (Action #38).

STRATEGY TWO: Develop interpretation and coordinate educational programming about Salem's diverse local history

1. Action: Develop interpretive signage (i.e. vinyl utility box wraps and sign toppers) for listed historic districts, Heritage Neighborhoods, and other historic resources.

This action responds to the fact that there is not enough available information about Salem's history. This action will occur in 2021 (Action #26).

2. Action: Support development of citywide Cultural Heritage Strategic Master Plan in partnership with Travel Salem and local heritage non-profits.

This action responds to the fact that there is not enough available information about Salem's history. This action will occur in 2023 (Action #39).

3. Action: Organize public history talks and walking tours featuring Salem's history and historic resources in partnership with Travel Salem, tribes, and local non-profits, including school groups and neighborhood associations.

This action responds to the fact that there is not enough available information about Salem's history. This action will occur annually beginning in 2021 (Action #1).

4. Action: Develop interpretation and educational programming about Salem's traditionally underrepresented communities, history, and cultural landscapes.

This action responds to the fact that there is not enough available information about

Salem's history. This action will occur annually beginning in 2023 (Action #37).

STRATEGY THREE: Improve the historic program's web and social media presence

- 1. Action: Use social media to regularly share the HLC newsletter, information about the Historic Preservation Program, and Salem's local history.**

This action responds to the fact that there is not enough education about how to easily access information about the historic design review process, the historic preservation program, and Salem history. Currently the Salem Landmark Commission utilizes Facebook and a blog, but with a broader social media presence a wider audience can be reached. This action will occur annually (Action #4)

- 2. Action: Improve education about how to access the City website landing page where information and resources for historic property owners are located.**

This action responds to the fact that there is not enough education about how to easily access information about the historic design review process, the historic preservation program, and Salem history. This action will occur in 2021 (Action #25).

- 3. Action: Share information about Salem's underrepresented history and communities through social media.**

This action responds to the fact that there is not enough education about Salem's underrepresented communities and their history. The HLC will continue to share history and stories throughout the year, but especially focus on certain communities during specific months, such as: February – African American Heritage month; May- Islander Heritage month; September - Latino Heritage month and American Heritage month – November (Action #57).

STRATEGY FOUR: Provide technical training

- 1. Action: Digitally share NPS Technical Briefs for homeowners regarding appropriate historic preservation methods and treatment and develop and/or recommend an online video series ('How To') for historic homeowners.**

This action responds to the fact that people need technical preservation help. This action will occur in 2021 (Action #2).

- 2. Action: Coordinate homeowner FORUM meetings where owners can share experiences and information.**

This action responds to the fact that there is not enough easily accessible information about the historic design review process, the historic preservation program, and Salem history. This action will occur annually (Action #5).

- 3. Action: Collaborate with other organizations (SHPO, University of Oregon, Willamette University, Restore Oregon, local community colleges) to sponsor regular annual workshops on such topics as seismic retrofitting, mitigating lead paint, window and door repair and replacements, and radon gas testing.**

This action responds to the fact that people need technical preservation help. This action will occur in annually beginning in 2023 (Action #36).

STRATEGY FIVE: Provide training about the design review process and historic preservation code

- 1. Action: Provide an annual workshop for historic property owners and real estate agents outlining the responsibilities and opportunities of owning a historic property; coordinate with the annual property owner mailing.**

This action responds to the fact that there is not enough easily available information about the designation process and the benefits and responsibilities of historic designation, and that homeowners need technical preservation help.

This action will occur annually beginning in 2025 (Action #46).

- 2. Action: Provide a monthly opportunity to have “Lunch with the Historic Preservation Officer” to ask questions about the design review process and the code.**

This action responds to the fact that there is not enough easily available information about the designation process and the benefits and responsibilities of historic designation. This action will occur on a monthly basis beginning in 2027 (Action #53).

- 3. Action: Develop a “Welcome” packet to provide to new historic property owners and real estate agents with brochures and information about owning a historic property.**

This action responds to the fact that people need assistance in understanding the historic design review process and the historic preservation code. This action will occur in 2021 (Action #24).

- 4. Action: Develop an easy-to-understand brochure/FAQ with a flowchart describing the historic design review process and general overview of the historic preservation code. Develop an online FAQ and online submittal form where historic property owners can request information about the review process and the program.**

This action responds to the fact that people can need assistance with understanding the historic design review process and the historic preservation code. This action will occur in 2020 (Action #12).

STRATEGY SIX: Educate the public about historic designation

- 1. Action: Educate neighborhoods within the Salem Heritage Neighborhood Program, which allows historic preservation staff to work with Neighborhood Associations directly to develop educational products related to their neighborhood history and**

teach them about the survey and designation process.

This action responds to the fact that there is not enough easily available information about the designation process and the benefits and responsibilities of historic designation. This action will occur annually beginning in 2022 (Action #33).

- 2. Action: Sponsor a regular workshop in collaboration with the State Historic Preservation Office (SHPO) and other Certified Local Governments (CLGs) to educate Salem residents about historic survey and designation in Oregon.**

This action responds to the fact that there is not enough easily available information about the designation process and the benefits and responsibilities of historic designation. This action will occur annually beginning in 2025 (Action #45).

- 3. Action: Develop a FAQ sheet/brochure and online resources regarding the designation process and benefits/responsibilities of owning a historic property in Salem.**

The purpose of this action is to educate the public and build neighborhood support for designation. This action will occur in 2020 (Action #3).

Goal 2: Streamline historic code, process, and enforcement

OVERVIEW

Conflict can arise around historic preservation when the length of time and seemingly complicated application and design review process appear too unreasonable or unnecessary. This goal identifies a number of areas where the historic design review process can be streamlined and handled administratively rather than requiring that the HLC review every aspect of a project. Streamlining the process should not only make review more user-friendly, but it should also allow the HLC and staff

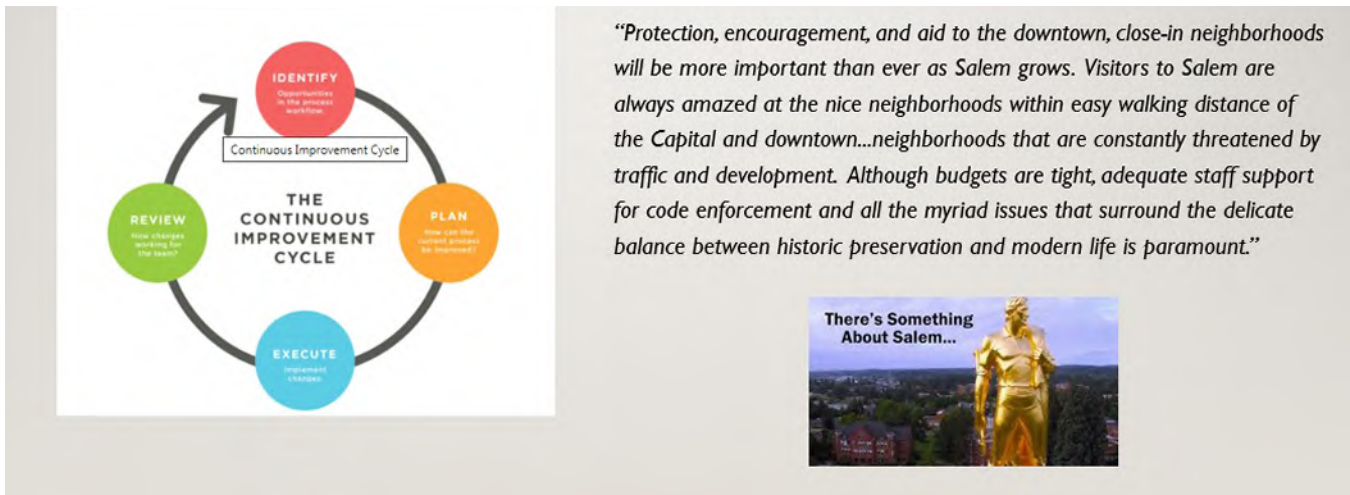


Figure 21: Excerpt from survey response, Salem historic property owner

to devote more time to preservation activities such as education and designation rather than regulation.

Goal Two has a total of three strategies, with eleven actions proposed over the next ten years. . One new annual project will be coordinating with Neighborhood Associations regarding historic enforcement polices and implementation. These will address the five needs identified in the area of code improvements.

Goal Two Strategies and Actions

STRATEGY ONE: Improve enforcement policy

- 1. Action: Establish policies and procedures for knowingly harming or destroying a known archaeological site in Salem.**

This action responds to the need for more consistent enforcement for historic design review violations. This action will occur in 2020 (Action #11).

- 2. Action: Establish a policy for charging double fees for historic design review of enforcement cases.**

This action responds to the need for more consistent enforcement for historic design review violations. This action will occur in 2020 (Action #51).

- 3. Action: Coordinate regularly with Neighborhood Associations to review and update existing historic enforcement policy and implementation.**

This action responds to the need for more consistent enforcement for historic design review violations. This action will occur annually beginning in 2021 (Action #27).

STRATEGY TWO: Improve and clarify education about design review process and criteria

- 1. Action: Improve and clarify education about design review process and criteria for accessory dwelling units and infill housing development (i.e. in coordination with HB2001/2003 and Salem’s Middle Housing). Work to ensure that historic design review will continue to apply to ADU’s and infill housing development.**

This action seeks to educate historic property owners who wish to add ADU’s to their property. This action will occur in 2020 (Action #40).

- 2. Action: Improve and clarify education about design review criteria for Accessibility (i.e. aging in place) and Energy Efficiency.**

This action seeks to clarify the design review criteria within SRC 230 and educate historic property owners about what criterion and

processes apply to their unique projects such as accessibility (aging in place) and installation of energy efficiency measures. This action will occur in 2020 (Action #10).

3. Action: Continue to hold monthly HLC meetings, public hearings, and roundtables.

This action responds to the fact that the HLC is responsible for reviewing alterations to designated historic resources and applying criteria established in SRC 230. In certain cases, this process is complex and can require additional discussion and/or education. This action occurs annually on an on-going basis (Action #6).

STRATEGY THREE: Improve criteria and streamline design review process

1. Action: Improve and clarify design review criteria for adaptive reuse.

This action seeks to clarify the relationship between existing building uses and its historic use. It seeks to align historic design review with Comprehensive Plan priorities such as climate change and affordable housing. This action will occur in 2020 (Action #7).

2. Action: Clarify criteria for work that is exempt from historic design review (i.e. maintenance, repair, and work approvable through building permit review).

This action responds to the fact that design review can be a long and expensive process for some simple projects. This action will occur in 2020 (Action #8).

3. Action: Develop clarifying criteria and establish procedures for Type I administrative historic design reviews.

This action responds to the fact that design review can be a long and expensive process for some simple projects. This action will occur in 2020 (Action #9).

4. Action: Review existing historic preservation code and identify areas for cleanup and streamlining.

This action responds to the ongoing need to assess the adequate functioning of the historic preservation code and design review standards and processes. This action will occur in 2025 and 2029 (Action #47).

5. Action: Establish policies and procedures for ground disturbing activities within Salem's Historic and Cultural Resource Protection Zone.

This action responds to the need to establish policies and procedures for the City of Salem to follow for ground disturbing activities within areas where there is a high probability of encountering archaeological resources. This action will occur in 2020 (Action #50).

Goal 3: Increase financial support

OVERVIEW

For many people, owning and being a good steward of a historic building or site is a rewarding experience. However, property owners often find local preservation ordinances to be a burdensome layer of bureaucracy. For that reason, successful historic preservation programs need positive incentives, like financial and technical tools. In addition, incentive programs help balance the needs of public good and private ownership.

Incentives (particularly financial incentives) for the rehabilitation and maintenance of historic buildings encourage owners, or potential owners, to maintain and improve their buildings and creates a positive attitude toward historic preservation.

Over the next ten years the City will utilize two strategies to implement eight actions for Goal Three with one annual activity, the Residential Toolbox Grant. Other actions include special projects related to limiting fees and identifying additional sources of funding for the Toolbox Grant program. These will serve to address the two needs identified in the area of Financial Support.

Develop Sustainable Financial Incentives and Strategies to Assist Salem's Historic Property Owners with Preservation



"I've had an excellent experience working with the City's historic preservation department and the Toolbox Grant program—it was a definite incentive to our purchasing a historic home in need of major renovations."

Figure 22: Excerpt from survey response, Salem historic property owner

Goal 3 Strategies and Actions

STRATEGY ONE: Establish a historic design review fee program that supports historic property owners

- 1. Action: Develop a process and establish criteria to allow the consolidation of design review applications (i.e. one fee for multiple projects on a single property).**

This action responds to the fact that design review fees can be burdensome for residential historic property owners. This action will occur in 2020 (Action #13).

- 2. Action: Limit increase in historic design review fees for residential historic property owners by exploring other funding sources to offset staff time recovery.**

This action responds to the fact that design review fees can be burdensome for residential historic property owners. This action will occur in 2022 (Action #34).

- 3. Action: Explore offering a streamlined process whereby the value of project is under \$1,000 then the fee is a small amount (i.e. \$25.00).**

This action responds to the fact that design review fees can be burdensome for residential historic property owners. This action will occur in 2025 (Action #48).

- 4. Action: Develop and offer a program for homeowners to apply for a residential historic design review fee voucher (funded by double fees collected through enforcement).**

This action responds to the fact that people need financial support and assistance maintaining and restoring their historic structures that provide a public benefit to our community. This action will begin in 2027 (Action #54).

STRATEGY TWO: Improve financial support for historic property owners

- 1. Action: Continue to fund and offer the annual Historic Residential Toolbox grant.**

This action responds to the fact that people need financial support and assistance in maintaining and restoring their historic structures, which provide a public benefit to our community. This action will continue annually (Action #28).

- 2. Action: Identify sustainable City funding source in order to expand the Historic Residential Toolbox grant program (i.e. explore the feasibility of a permanent allocation from the City Council through Transient Occupancy Tax (TOT) funding).**

This action responds to the fact that people need financial support and assistance in maintaining and restoring their historic structures, which provide a public benefit to

our community. This action will occur annually beginning in 2022 (Action #35).

3. Action: Identify additional non-profit community sources in order to expand the Historic Residential Toolbox grant program.

This action responds to the fact that people need financial support and assistance in maintaining and restoring their historic structures, which provide a public benefit to our community. This action will begin in 2024 (Action #43).

4. Action: Identify additional private donor sources in order to expand Historic Residential Toolbox grant program.

This action responds to the fact that people need financial support and assistance in maintaining and restoring their historic structures, which provide a public benefit to our community. This action will occur annually beginning in 2026 (Action #52).

Goal 4: Protect cultural landscapes and archaeological resources



Figure 23: NPS: Cultural Landscapes 101 (nps.gov/articles/cultural_landscapes-101.htm)

OVERVIEW

Our human environment includes buildings and neighborhoods, cultural and designed landscapes, sites where important events occurred, and archaeological resources. The National Park Service has published Preservation Brief #36 Protecting Cultural Landscapes: Planning Treatment and Management of Historic Landscapes. In this brief, Charles A. Birnbaum defines a cultural landscape very broadly, as “a geographic area, including both cultural and natural resources and the wildlife or domestic animals therein, associated with a historic event, activity, or person, or exhibiting other cultural or aesthetic values.” The Cultural Landscape Foundation notes that cultural resources and cultural landscapes are a legacy that reveal aspects of our countries’ origins and development as well as our evolving relationships with the natural world. They provide scenic, economic, ecological, social, recreational, and educational opportunities that help communities better understand themselves. The following strategies and actions seek to protect Salem’s archaeological and natural resources, which are both a part of the larger cultural landscape.

Top actions identified for this goal include working with the Parks and Recreation Department and the Salem Parks Advisory Board to develop Cultural Resource Management Plans for areas of cultural landscapes (like Bush’s Pasture Park) as well as developing a clear FAQ for the process of removing trees. New actions include developing a Cultural Landscape Award and collaborating with parks to offer educational programming for the public about Salem’s cultural landscapes. The SAC identified two strategies within this goal to protect the cultural landscapes and archaeological resources. A total of ten actions over ten years will be implemented. In addition to the development of a Cultural Landscape Award, the City will celebrate Landscape Architecture month in April and continue to have monthly Cultural Resource Compliance Coordination meeting.

Goal 4 Strategies and Actions

STRATEGY ONE: Encourage the preservation of archaeological resources

- 1. Action: Support development of a Memorandum of Understanding (MOU) with the Confederated Tribes of Siletz and the Confederated Tribes of the Warm Springs, similar to the MOU with the Confederated Tribes of Grand Ronde.**

This action responds to the fact project managers, planners, and property owners need help with archaeological compliance and coordination with the SHPO and the Tribes regarding the preservation of historic and cultural archaeological resources. This action will occur in 2021-2022 (Action #31).

- 2. Action: Create a Historic and Cultural Resource Protection Zone Map and associated administrative policies and procedures.**

This action responds to the fact that project managers, planners, and property owners need help with archaeological compliance and coordination with SHPO and the Tribes regarding the preservation of historic and cultural archaeological resources while developing their property. This action will occur in 2020 (Action #16).

- 3. Action: Hold monthly Historic and Cultural Resource Compliance Coordination Meetings.**

This action responds to the fact that property owners need help with archaeological compliance and coordination with SHPO and the Tribes regarding the preservation of historic and cultural archaeological resources. This action is will continue to occur annually, beginning in 2020 (Action #14).

- 4. Action: Celebrate Archaeology Month annually in October.**

This action responds to the need to educate the public about Salem's archaeological resources

and celebrate excellent archaeological projects. This action will begin in the Fall of 2020 (Action #56).

STRATEGY TWO: Encourage preservation of cultural landscapes

- 1. Action: Celebrate Historic Landscape Architecture Month annually in April.**

This action responds to the fact that the community is not aware of the excellent examples of historic and cultural landscapes in Salem. This action will occur annually beginning in 2021 (Action #29).

- 2. Action: Develop and offer a "Cultural Landscape Award" acknowledging maintenance/restoration of a historic or cultural landscape.**

This action responds to the fact that the community is not aware of excellent examples of historic and cultural landscapes in Salem. This action will occur annually beginning in 2021 (Action #30).

- 3. Action: Collaborate with Parks (Salem's Public Works Department) and the Salem Parks and Recreation Advisory Board (SPRAB) on the development of Cultural Resource Management Plans for the identification and preservation of historic, character-defining features and cultural landscapes.**

This action responds to the fact that there is not enough coordination with Parks regarding identification and preservation of historic, character-defining, natural features, and landscapes. This action will occur in 2020 (Action #15).

- 4. Action: Coordinate with Planning and Parks (Salem's Public Works Department) to review/revise any applicable design review codes and criteria and educate the public on the process related to the alteration of significant cultural landscapes and the removal and replacement of historic**

contributing trees within historic districts and on individually listed historic properties.

This action responds to the need to improve the criteria in SRC 230 and provide additional education and outreach to historic property owners regarding the process for tree removal and identification and preservation of historic, character-defining, natural features, and landscapes. This action will occur in 2020 (Action #17).

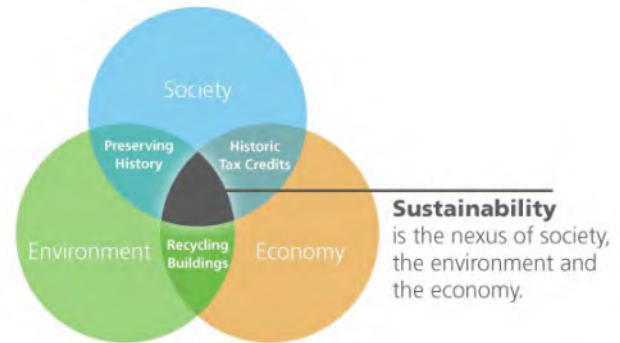
5. Action: Collaborate with Parks (Salem’s Public Works Department) to develop a clear FAQ and educational brochure about the review process for the removal of trees in Salem’s historic districts and on individually listed historic properties.

This action responds to the fact that there is a need to coordinate with Parks to educate the public on the process related to the identification and preservation of historic, character-defining, natural features and landscapes. This action will occur in 2020 (Action #18).

6. Action: Identify opportunities to collaborate with Parks (Salem’s Public Works Department) on educational programming to educate the public about Salem’s cultural landscapes.

This action responds to the fact that there is not enough coordination with Parks regarding educational programming about cultural landscapes in Salem. This action will occur annually beginning in 2023 (Action #41).

Goal 5: Encourage sustainable practices



Historic preservation is inherently a sustainable practice.

Figure 24: Sustainability- Technical Preservation Services, National Park Service. <https://www.nps.gov/tps/sustainability.htm>

OVERVIEW

Historic preservation is an inherently sustainable activity. A commonly heard quote is “the greenest building is the one that is already built.” However, there are ways in which sustainability can be further encouraged in Salem’s Historic Preservation Program. They include providing information on energy efficiency, new emerging technologies, and providing guidance on installing solar panels in a way that retains the historic character of buildings and neighborhoods. Sustainability can also be encouraged by requiring deconstruction of historic buildings and/or salvaging of historic building materials and features. The importance of sustainable building practices in Salem is further supported by a proposed grant program to assist with window restoration, energy efficiency improvements, and solar panel installation. Finally, this cause is furthered by a planned speaker’s series on sustainability, drawing on experts in the region.

This goal was initially combined with Goal 4, but at the direction of the SAC, the goals were divided. This goal has one strategy, relating to the encouragement of sustainability in the restoration and redevelopment of historic structures. Top actions include developing and improving design review criteria to address energy efficiency and solar energy and adding criteria requiring a deconstruction plan be submitted as part of any demolition application. Over the next ten years the

City will utilize two strategies to implement a total of four actions. The SAC recommended two new actions: the establishment of a Preservation Green Fund Grant and an annual speaker's series to educate the public about sustainable practices. These actions will serve to address the needs identified in the area of sustainability, notably the lack of support and education regarding sustainable practices.

Goal 5 Strategies and Actions

STRATEGY ONE: Amend the Historic Code to Encourage sustainable practices in the rehabilitation and redevelopment of historic structures

- 1. Action: Develop and improve historic design review criteria addressing key 'hot topics' defined by the community, including energy efficiency, solar installations, and light pollution.**

This action responds to the fact that there is a perceived lack of support and education regarding sustainable practices that support the environment. This action is to occur in 2020 (Action #19).

- 2. Action: Develop historic design review criteria requiring the submittal of a deconstruction and/or salvage plan be submitted as part of any demolition application for historic structures.**

This action responds to the fact that there is a perceived lack of support and education regarding sustainable practices that support the environment. This action is to occur in 2020 (Action #20).

STRATEGY TWO: Establish Financial Incentives and Educational Opportunities to encourage sustainable practices in the rehabilitation and redevelopment of historic structures

- 1. Action: Establish and offer a Historic Preservation Green Fund Grant to provide grants for window restoration, energy**

efficiency improvements and solar panel installation.

This action responds to the fact that there is a perceived lack of support and education regarding sustainable practices that support the environment. This action is to occur annually beginning in 2021 (Action #32).

- 2. Action: Offer an annual speakers' series to educate the public about sustainable practices in historic preservation. Collaborate with regional partners (i.e. the National Trust Preservation Green Lab in Seattle) on the development of educational programming.**

This action responds to the fact that there is a perceived lack of support and education regarding sustainable practices that support the environment. This action is to occur annually beginning in 2024 (Action #44).

Goal 6: Survey and designate historic resources

OVERVIEW

Architectural historic resource surveys are vital tools for historic preservation planning. They inform the community about the types of historic properties that exist in a city. This applies to other resources, such as cultural landscapes and archaeological sites. Surveys provide important information for evaluating applications for modifications to properties. Surveys also represent the first vital step for historic designation.

The top actions identified within this goal include working with the neighborhood associations to spotlight key surveyed resources on social media, coordinate with the SHPO and the Tribes to survey and develop Cultural Resource Management Plans for areas in Salem with a concentration of archaeological sites, and work to provide support to property owners with the writing of local nominations. Over the next ten years the City will be implementing a total of four actions. These actions will address a key need which is that neighborhood support can be difficult to get for designation.

- 75% supported designating more areas
- Frequently mentioned areas
 - Grant Neighborhood
 - Englewood
 - Fairmount Hill



Figure 25: Survey response compilation of key areas to survey and designate

Goal 6 Strategies and Actions

STRATEGY: Work with neighborhoods to identify, survey, and designate archaeological sites, historic structures, sites, and landscapes that are significant and meaningful.

1. **Action: Spotlight key surveyed resources or buildings featured within the Salem Heritage Neighborhood Architectural Guide through the HLC newsletter and social media outlets.**

This action responds to the fact that it can be difficult to obtain neighborhood support for designation. This allows for building appreciation for Salem’s historic resources leading up to designation. This action is to occur annually beginning in 2020 (Action #21).

2. **Action: Utilize the City’s online Potential Historic Locations interactive map to ask the public to identify areas to survey and/or designate.**

This action responds to the fact that it can be difficult to obtain neighborhood support for designation. This allows the public to weigh in on priorities for survey and designation. This action is to occur in 2020 and 2029 in preparation for the Historic Preservation Plan Update in 2030 (Action #55).

3. **Action: Coordinate with the SHPO and Tribes and other interested stakeholders**

to survey and develop Cultural Resource Management Plans for areas in Salem with a high concentration of archaeological sites and/or significant cultural landscapes.

This action responds to the fact that it can be difficult to obtain neighborhood support for designation. This action will allow for the development of a plan, including public input, for management of the site(s). This action is to occur between 2023 and 2025 (Action #42).

4. **Action: Coordinate with regional partners (ie. Willamette, University of Oregon) to offer support to historic property owners with the research and writing of local and national register nominations for historic resources in Salem.**

This action responds to the fact that it can be difficult to obtain neighborhood support for designation. This action will allow better support for those who want to nominate a historic place (Action #49).

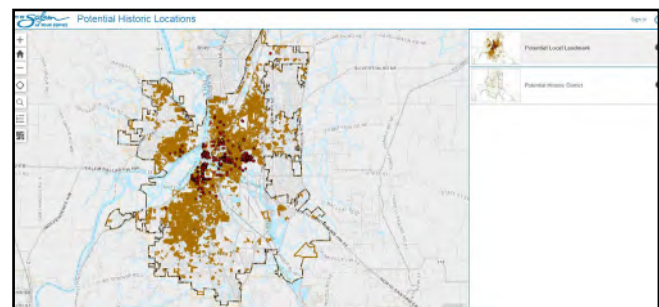
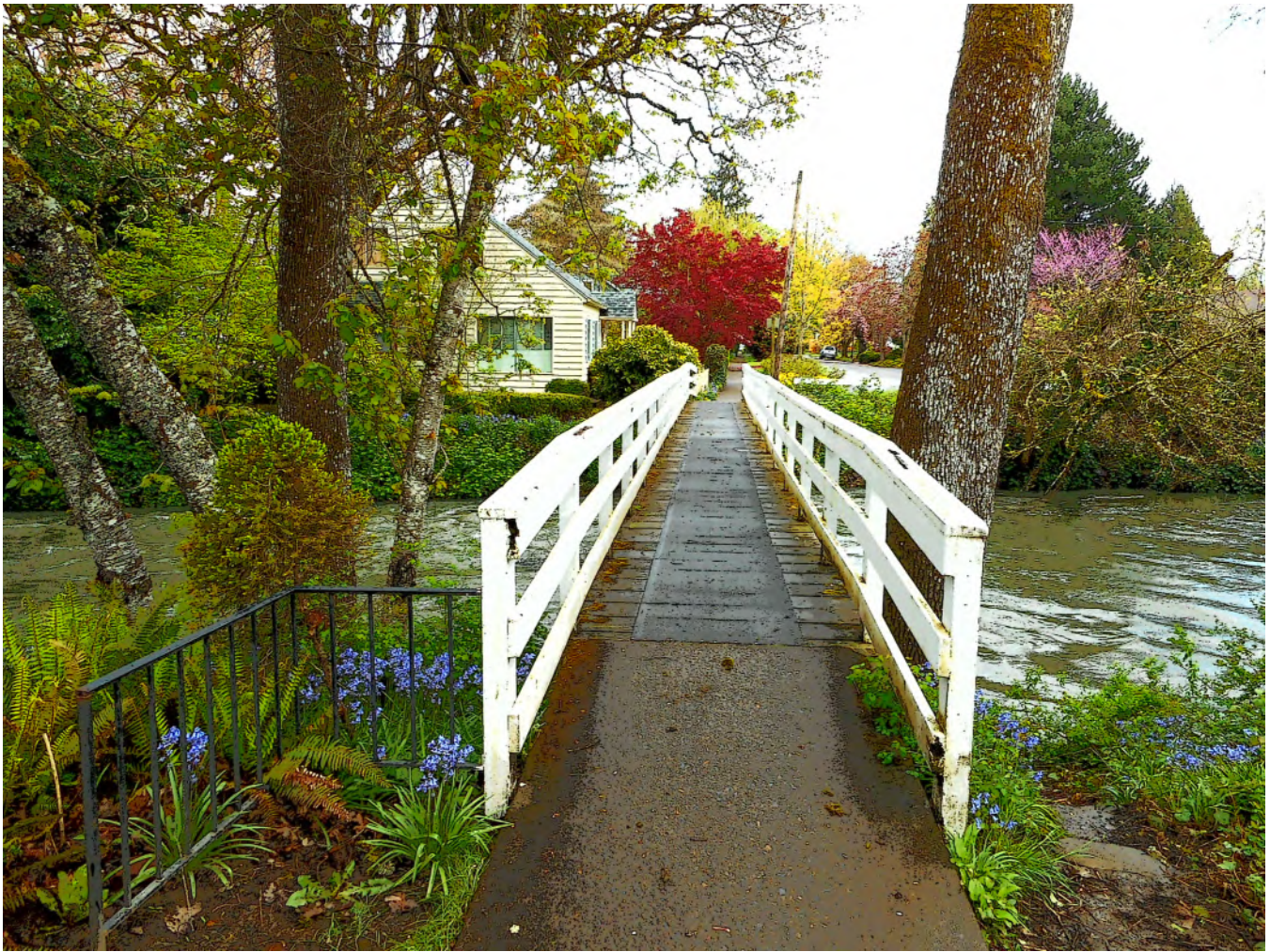


Figure 26: Potential Historic Landmarks



Chapter 6: Implementation Plan and Recommended Code Revisions

Implementation Plan Summary

The 2020–2030 Implementation Plan was developed based upon analysis of the input received from two Open Houses, online surveys, and input from the Stakeholder Advisory Committee (SAC). A total of six (6) goal areas were identified and prioritized in the order of importance based upon this input as follows: 1) Improve Public Outreach and Community Education (36%); 2) Streamline Historic Code, Process, and Enforcement (27%); 3) Increase Financial Support (16%); 4) Protect Cultural Landscapes and Archaeological Resources (8%); 5) Encourage Sustainability (7%); and 6) Survey and Designate Historic Resources (6%).

Overall, the Implementation Plan is organized by year, with the chart identifying who the lead is (i.e. Staff or HLC), what type of project it is (i.e. Special Project or Core Project or Activity) and whether the timeline is short or ongoing. A “Core Activity” or “Core Project” is one that defines the Historic Preservation Program and continues each year after it has been established.

In the following years there are an average of 16 to 27 Actions implementing either Core Projects or Activities which then are retained as part of the Historic Preservation Work Plan within the six Goal areas through the end of 2029, or there are short-term or special projects that are completed within that year.

The implementation timelines for the various Actions are alluded to in *Chapter 5, Goals, Strategies and Actions*. The full content of the implementation schedule by year can be found in *Appendix A: Implementation Plans*. They are organized by Goal, Strategy, Action, the year in which they occur or are initiated, and the timeline (i.e ongoing, one year, two years, etc.).

Comprehensive Plan Policies

Current Salem Area Comprehensive Plan Policies

The Salem Area Comprehensive Plan is the long-range plan for guiding development in the Salem urban area. The Salem Comprehensive Plan update, entitled *Our Salem: Planning for Growth*, is underway and is expected to take several years. As a result, the existing policies guiding historic preservation will be in place until the new plan is adopted. The existing policies appear in the National Resources policies as follows.

Natural Resources: Scenic and Historic Areas, Natural Resources and Hazards

Goal: To conserve open space, protect natural, historic, cultural and scenic resources, and to protect life and property from natural disasters and hazards

Natural, Ecological, Historic and Scenic Areas. Identified areas of significant architectural, archaeological, natural, ecological, historic or scenic value which have been so designated and approved by the appropriate governing body, shall be protected for future generations. Where no conflicting uses have been identified, such resources shall be managed to preserve their original character. When conflicting uses are identified, resources shall be protected by acquisition or by plans which limit the intensity of development and promote conservation of these resources.

Historic Sites and Structures. The historic, cultural, and architectural character of structures identified in the National Register of Historic Places and structures designated as historic buildings pursuant to the City's land use shall be preserved. Preservation is achieved by limiting those uses that conflict with the historic resource, identified to be building alteration and demolition. The City's land use regulations in SRC 230 establish the process for alteration and demolition of historic resources, as well as establishing the procedure for making additional historic designations.

Proposed Salem Area Comprehensive Plan Policies

The proposed Salem Area Comprehensive Plan policies all respond to the following overarching goal:

Historic preservation: Identify, protect, and encourage the awareness and sensitive use of historic resources, places, archaeological sites, and landscapes that contribute to the unique character and history of Salem.

There are four goals proposed for inclusion in the new, updated Comprehensive Plan at this time. They are:

1. **Historic outreach:** Facilitate community outreach and raise awareness of local history and the importance of historic resources to the community through educational programming, trainings, events, awards, designation support, interpretive signage, and other engagement tools.
2. **Restoration and Rehabilitation:** Encourage maintenance, restoration, and rehabilitation of historic resources through education, historic design review support, appropriate regulations, financial support and incentives, and other assistance to historic resource property owners.
3. **Sustainability:** Promote sustainable practices that support the environment in the restoration and redevelopment of historic resources through regulations, incentives, and education.
4. **Archaeological resources:** Encourage preservation of historic and cultural archaeological resources, working with property owners, developers, the State and Sovereign tribes to identify,

document, and protect against disturbance and destruction of significant archaeological sites which can yield information important to the City’s prehistory and history, including the largely undocumented history and lives of marginalized populations within our community.

improved design review criteria for cellular antennae, signs, streetscape standards, adaptive reuse, and demolition. Additional proposed amendments have also been developed to address required Goal 5 amendments. A detailed summary of these proposed changes is below:

Recommended Code Revisions Summary

Historic preservation staff, in response to needs expressed by historic property owners, contractors, and architects, have been working on proposed amendments to SRC 230 which address identified needs regarding the establishment of additional exemptions, an additional class for Minor Historic Design Review as well as the establishment of

These changes to the Historic Preservation Code, SRC 230 are to be proposed and reviewed by the Salem City Council in the fall of 2020. The purpose of these changes is to clarify and improve the consistency of the code implementing Goal 2. This goal further speaks to streamlining the historic code and process in the long run, with actions to review the Historic Preservation Code and identify areas for cleanup and streamlining on an on-going basis.

Historic Code Amendment Detailed Summary		
	Code Section	Notes
Clarification Amendments		
Establish Definitions for terms used in 230	230.005	Terms defined: alteration, archaeological artifact, archaeological site, cost prohibitive, demolition, historic accessory structure, historic preservation officer, historic resource, individually listed resource, in-kind replacement, local historic district, local historic resource, National Register resource, ordinary maintenance and repair, primary façade, primary historic structure, public agency, public property of historic interest, significance
Provide Clarifying Examples for Windows in Residential Historic Districts	230.025(b)Windows	A new example for energy efficiency has been added, and some clarifying language relating to storm windows.
Insert Missing Language Relating to Alteration of Site Features on Residential Non-Contributing Buildings	230.030(l) Site Features	Missing language relating to the alteration of site features on non-contributing buildings was added.
Insert Standards for Signs in Residential Historic Districts	230.035 Signs	Missing standards for signs in residential historic districts have been added
Update Standards for Windows in Historic Contributing Buildings in Commercial Historic Districts	230.040(b)Windows	Language allowing new window openings at the rear façade and clarifying language relating to storefronts has been added
Update Standards for Mechanical Equipment and Insert Standards for wireless antennae in historic districts	230.040(j) Mechanical Equipment, Contributing Commercial;230.045 (j) Mechanical Equipment, Non-Contributing Commercial;230.060(l) Mechanical, Contributing Public	Missing standards for wireless antennae have been added to all historic district sections for both contributing and non-contributing resources

Historic Code Amendment Detailed Summary		
	Code Section	Notes
Clarification Amendments		
	230.063(l) Mechanical, Non-Contributing Public	
Clarify Language for New Construction in Commercial Districts	230.050(b) Design	Language has been added to clarify the standard relating to storefronts abutting public streets.
Improve Standards for Signs in Commercial Districts	230.056 Signs in Commercial Districts	Clear and objective standards for signs established. Standards have been reduced from 20 to 10.
Improve Guidelines	230.065 Guidelines for Contributing Resources	Confusing language has been removed from Guideline 230.065(b) and clarifying language has been added to Guidelines (d) and (e)
Improve Standards for Alterations to Streetscape	230.075 Streetscape	Clarifying language has been added regarding alterations to non-contributing features in the right of way and the removal of contributing city trees.
Clarify Language for Demolition by Neglect	230.100 (previous 230.095)	Clarifying language has been added to clarify conditions which result in a state of demolition by neglect.
Streamlining Amendments		
Exemptions	230.020 (a)(2)	Allowed exemptions from historic design review expanded to also include the addition of HVAC provided it is not visible; the addition of fencing; and the addition of temporary alterations in response to declared emergencies.
Administrative Process for Class 1 Historic Design Review	230.020, Table 230-1 and 300	An administrative process with clear and objective standards for in-kind replacements, restoration and non-visible minor alterations has been created.
Standards for Signs in Residential Historic Districts	230.035 Signs	Standards for signs in residential historic districts have been added
Historic Accessory Structures	230.095 Historic Accessory Structure Demolition	Administrative standards and processes have been established for the demolition of historic accessory structures.
Historic Adaptive Reuse	231 (previously 230.085)	Historic Resource Adaptive Reuse has been rewritten with updated submittal requirements, approval criteria and an improved use table that aligns with the UDC.
Relocation	230.085 Relocation	Formerly part of 230.090, a new section has been established in order to comply with state law; new process/criteria with a public hearing is established.
Demolition	230.090	Revision and reorganization of review process and submittal requirements in order to comply with state law regarding review of proposed demolition of National Register resources. Clarifying language in the submittal requirements section for the review of demolition of Primary Structures. New criterion requiring a Deconstruction plan be submitted as part of the demolition application.

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Appendices

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Appendix A – Implementation Plans

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IMPLEMENTATION PLAN WITH TOTAL ACTIONS BY YEAR

TOTALS- 2020-2030

	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
Overall Total Actions				
57				
29	Ongoing (Core)	Various	Various	HLC SUBCOMMITTEE/STAFF
28	Short Term			

ACTIONS #- BY YEAR

ACTION #	YEAR(Ongoing*)	GOAL	ACTION
1	2020*	1	History talks/walking tours
2	2020	1	Share NPS Tech Briefs
3	2020	1	FAQ @ Historic Designation
4	2020*	1	Social media -newsletter
5	2020*	1	Homeowner FORUM
6	2020*	2	HLC Roundtable
7	2020	2	Code Impr-Adaptive Reuse
8	2020	2	Code Impr-Exemptions
9	2020	2	Code Impr-Admin Reviews
10	2020	2	Code Impr-Design Criteria
11	2020	2	Code Enf- Archaeology
12	2020	1	FAQ about Design Review
13	2020	3	Fee consolidation
14	2020*	4	Monthly Archy Roundtable
15	2020	4	Cultural Resource Mngmt PI
16	2020	4	Hst/Citrl Resrc Prtct Zn Map
17	2020	4	Code Impr- Trees
18	2020	4	FAQ-Trees
19	2020	5	Code Impr-sustainable prct

ACTION #	YEAR	GOAL	ACTION
20	2020	5	Code Impr-Deconstrctn
21	2020*	6	Scl media sptlight/srvy rs
22	2021*	1	Historic Prs Month
23	2021*	1	This Place Mtrs-Photo
24	2021	1	Welcome Packet
25	2021	1	website
26	2021	1	Interpret Signage
27	2021*	2	Neigh Crd/Enfrcmnt
28	2021*	3	Res. Toolbox Grant
29	2021*	4	April-Hist Lndscp Minth
30	2021*	4	Cultrl Lndscp Award
31	2021	4	Support MOU-Tribes
32	2021*	5	Pres Green Fund Grant
33	2022*	1	Salem Hrt Neigh Prgrm
34	2022	3	Fees-Limit
35	2022*	3	Incrs Tlxb Funding-TOT
36	2023*	1	Wrkshp-seismic/wnd
37	2023*	1	Intrp-Undrrpresented hstry
38	2023*	1	Neighborhood day
39	2023	1	Cltrl Hrtg Strtgc Plan
40	2020	2	Code Impr-ADU

ACTION #	YEAR	GOAL	ACTION
41	2023*	4	Speakers-Cultrl Landscapes
42	2023	4	Cultrl Landscape Plan Devel
43	2024*	3	Incrs Tlxb Funding-Non-Prft
44	2024*	5	Speakers-Sustainable Prct
45	2025*	1	Wrkshp-Designation
46	2025*	1	Wrkshp-Property Own Resp
47	2025	2	Code Imp-Review
48	2025	3	Fee-based on valuation
49	2025*	6	Write nominations
50	2020	2	Code Imp- Archy APPs
51	2020	3	Double Fees
52	2026*	3	Incrs Tlxb Funding-Prvt Dnr
53	2027*	1	Lunch with HPO
54	2027*	3	Fee voucher
55	2020/2029	6	Survey/Designation Map
56	2020*	4	Oct- Archaeology Month
57	2020*	1	Social Media- Undreprented

Goal 1: Improve Public Outreach & Community Education

Total Actions	TIMELINE and Action #'s:	FUNDING NEEDED?	PROJECT TYPE	LEAD
2020- <u>2030</u>	1,2,3,4,5,12, 22,23,24,25,26			
20	33,36,37,38,39 45,46,53,57			
13	<u>Ongoing (Core):</u> 1, 4,5,22,23,33,36,37 38,45,46,53,57	VARIOUS	Education	HLC Subcommittee/STAFF
7	<u>Short Term:</u> 2, 3, 12, 24, 25, 26, 39			

Goal 2: Streamline Historic Code: Criteria, Process & Enforcement

Total Actions	TIMELINE and Action #'s:	FUNDING NEEDED?	PROJECT TYPE	LEAD
11	2020- <u>2030</u> 6,7,8,9,10,11,27 40,47,50,51			
2	<u>Ongoing (Core):</u> 6, 27	NO	Education/Code	STAFF
9	<u>Short Term:</u> 7,8,9, 10,11,40,47,50,51			

Goal 3: Increase Financial Support

Total Actions	TIMELINE and Action #'s:	FUNDING NEEDED?	PROJECT TYPE	LEAD
2020- <u>2030</u> 8	13, 28, 34, 35, 43, 48, 52, 54			
5	<u>Ongoing (Core):</u> 28,35,43,52,54	YES	GRANT/Fee	STAFF
3	<u>Short Term:</u> 3, 34, 48			

Goal 4: Protect Cultural Landscapes & Archaeological Resources

Total Actions	TIMELINE and Action #'s:	FUNDING NEEDED?	PROJECT TYPE	LEAD
2020- 2030 10	14,15,16,17,18,29 30,31,41,56			
5	<u>Ongoing (Core):</u> 14,29,30,41,56	NO	EDUCATION	STAFF/HLC SUBCOMMITTEE
5	<u>Short Term:</u> 15,16 17,18,31			

Goal 5: Encourage Sustainable Practices

Total Actions	TIMELINE and Action #'s:	FUNDING NEEDED?	PROJECT TYPE	LEAD
2020- <u>2030</u>				
4	19, 20, 32, 44			
2	<u>Ongoing (Core):</u> 32, 44	YES	GRANT	STAFF
2	<u>Short Term:</u> 19, 20			

Goal 6: Survey and Designate Historic Resources

Total Actions	TIMELINE and Action #'s:	FUNDING NEEDED?	PROJECT TYPE	LEAD
4	21, 42, 49, 55			
2	<u>Ongoing</u> <u>(Core)</u> : 21, 49 Short Term: 42, 55	NO	SURVEY/EDUCATION	HLC SUBCOMMITTEE/STAFF

2020 SALEM HISTORIC PRESERVATION PROGRAM

WORK PLAN- FALL/WINTER

Goal 1: Improve Public Outreach & Community Education

STRATEGY TWO: Develop interpretation and coordinate educational programming about Salem's diverse local history

ACTION: Organize history talks and walking tours featuring Salem's history and historic resources in partnership with Travel Salem and local non-profits. Including school groups (#1)

STRATEGY THREE: Improve the historic program's web and social media presence

ACTION: Use social media to regularly share the HLC newsletter, information about the Historic Preservation program and Salem's Local History (#4)

ACTION: Share information about Salem's underrepresented history and communities through social media (Action #57)

STRATEGY FOUR: Provide technical training

ACTION: Digitally Share NPS Technical Briefs for homeowners regarding appropriate historic preservation methods and treatment; Develop Online Video Series ('How To') for historic homeowners (#2)

ACTION: Coordinate homeowner FORUM meetings, so owners can share experiences, information (#5)

STRATEGY FIVE: Provide Training about the Design Review Process and Code

ACTION: Develop easy to understand Brochure/FAQ with a flowchart describing the historic design review process and general overview of the historic code; Develop online FAQ and online consultation form where historic property owners can request information about the review process and the program (#12)

STRATEGY SIX: Educate the Public About Designation

ACTION: Develop a FAQ sheet/Brochure and online resource regarding the designation process and benefits/responsibilities of owning a historic property in Salem (#3)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
7	Ongoing	NO	Education	HLC Subcommittee/STAFF

Goal 2: Streamline Historic Code: Criteria, Process & Enforcement

STRATEGY ONE: Improve Enforcement Policy

ACTION: Establish policies and procedures for knowingly harming or destroying a known archaeological site in Salem (#11)

ACTION: Establish a policy for charging double fees for historic design review of enforcement cases (#51)

STRATEGY TWO: Improve and clarify education about design review process and criteria

ACTION: Monthly HLC Meeting Public Hearings and Roundtable (#6)

ACTION: Improve and clarify education about design review criteria for Accessibility (i.e. aging in place) and Energy Efficiency (#10)

ACTION: Improve and clarify education about design review process and criteria for accessory dwelling units and infill housing development (i.e. in coordination with HB2001/2003 and Salem’s Middle Housing). Work to ensure that historic design review will continue to apply to ADU’s and infill housing development (#40)

STRATEGY THREE: Improve Criteria and Streamline Design Review Process

ACTION: Develop Criteria, Process and Lower Fee for Administrative (Class One) Historic Design Reviews (#9)

ACTION: Clarify Criteria for Work that is Exempt from Historic Design Review (i.e ordinary maintenance and repair and work approvable through building permit review) (#8)

ACTION: Improve and Clarify Design Review Criteria for Adaptive Reuse (#7)

ACTION: Establish policies and procedures for ground disturbing activities within Salem’s Historic and Cultural Resource Protection Zone (#50)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
9	SHORT	NO	Code	STAFF

Goal 3: Increase Financial Support

STRATEGY ONE: Establish Historic Design Review Fee Program that Supports Historic Property Owners

ACTION: Allow consolidation of design review applications (i.e one fee for multiple projects on a single property) (#13)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
1	SHORT	NO	Fee	STAFF

Goal 4: Protect Cultural Landscapes & Archaeological Resources

STRATEGY ONE: Encourage the preservation of archaeological resources

ACTION: Hold monthly Historic and Cultural Resource Compliance Coordination Meetings (#14)

ACTION: Celebrate Archaeology Month annually in October (#56)

ACTION: Create a Historic and Cultural Resource Protection Zone Map and associated administrative policies and procedures (#16)

STRATEGY TWO: Encourage preservation of cultural landscapes

ACTION: Collaborate with Parks (Salem’s Public Works Department) and the Salem Parks and Recreation Advisory Board (SPRAB) on the development of Cultural Resource Management Plans for the identification and preservation of historic, character-defining features and cultural landscapes (#15)

ACTION: Coordinate with Planning and Parks (Salem’s Public Works Department) to review/revise any applicable design review codes and criteria and educate the public on the process related to the alteration of significant cultural landscapes and the removal and replacement of historic contributing trees within historic districts and on individually listed historic properties (#17)

ACTION: Collaborate with Parks (Salem’s Public Works Department) to develop a clear FAQ and educational brochure about the review process for removal of trees in Salem’s historic districts and individually listed historic properties (#18)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
6	ONGOING	NO	Code/EDUCATION	STAFF/HLC SUBCOMMITTEE

Goal 5: Encourage Sustainable Practices

STRATEGY ONE: Amend the Historic Code to Encourage sustainable practices in the rehabilitation and redevelopment of historic structures

ACTION: Develop and improve historic design review criteria addressing key ‘hot topics’ defined by the community including: energy efficiency, solar and light pollution (#19)

ACTION: Develop historic design review criteria requiring submittal of a deconstruction plan be submitted as part of any demolition application (#20)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	SHORT	NO	Code	STAFF

Goal 6: Survey and Designate Historic Resources

STRATEGY ONE: *Work with Neighborhoods to identify, survey and designate archaeological sites, historic structures, sites and landscapes that are significant and meaningful.*

ACTION: Utilize the City’s online Potential Historic Locations interactive map to ask the public to identify areas to survey and/or designate (#55)

ACTION: Spotlight key surveyed resources or buildings featured within the Salem Heritage Neighborhood Architectural Guide through the HLC newsletter and social media outlets (#21)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	Various	NO	SURVEY/EDUCATION	HLC SUBCOMMITTEE/STAFF

TOTALS- FALL/WINTER 2020

Overall Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
26	Various	NO	Various	HLC SUBCOMMITTEE/STAFF

2021 SALEM HLC WORK PLAN

Goal 1: Improve Public Outreach & Community Education

STRATEGY One: Improve community engagement and acknowledgement of excellence in historic preservation

ACTION: Continue to celebrate Historic Preservation Month in May with awards and educational programming (#22)

ACTION: Continue "This Place Matters" photo contest with awards (#23)

STRATEGY TWO: Develop interpretation and coordinate educational programming about Salem's diverse local history

ACTION: Organize history talks and walking tours featuring Salem's history and historic resources in partnership with Travel Salem and local non-profits. Including school groups (#1)

ACTION: Develop interpretive signage (i.e. vinyl utility box wraps and sign toppers) for listed historic districts, Heritage Neighborhoods, and other historic resources (#26)

STRATEGY THREE: Improve historic program's web and social media presence

ACTION: Use social media to regularly share the HLC newsletter, information about the Historic Preservation program and Salem's Local History (#4)

ACTION: Improve education about how to access the city website landing page where information and resources for historic property owners are located (#25)

ACTION: Share information about Salem's underrepresented history and communities through social media (Action #57)

STRATEGY FOUR: Provide technical training

ACTION: Coordinate homeowner FORUM meetings, so owners can share experiences, information (#5)

STRATEGY FIVE: Provide Training about the Design Review Process and Code

ACTION: Develop a "Welcome" packet to provide to new historic property owners and real estate agents with brochures and information about owning a historic property (#24)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
9	Ongoing/short term	NO	Education	HLC Subcommittee/STAFF

Goal 2: Streamline Historic Code: Criteria, Process & Enforcement

STRATEGY ONE: Improve Enforcement Policy

ACTION: Coordinate regularly with Neighborhood Associations (ie. CANDO, NEN and SCAN) to review and update existing historic enforcement policy and implementation (#27)

STRATEGY TWO: Improve and clarify education about design review process and criteria

ACTION: Monthly HLC Meeting Public Hearings and Roundtable (#6)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	ONGOING	NO	Education/Code	STAFF

Goal 3: Increase Financial Support

STRATEGY TWO: Improve financial support for historic property owners

ACTION: Continue to fund and offer the annual Historic Residential Toolbox grant (#28)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
1	Ongoing	YES	GRANT	STAFF

Goal 4: Protect Cultural Landscapes & Archaeological Resources

STRATEGY ONE: Encourage the preservation of archaeological resources

ACTION: Support development of a Memorandum of Understanding (MOU) with the Confederated Tribes of Siletz and the Confederated Tribes of the Warm Springs, similar to the MOU with the Confederated Tribes of Grand Ronde (#31)

ACTION: Hold monthly Historic and Cultural Resource Compliance Coordination Meetings (#14)

ACTION: Celebrate Archaeology Month annually in October (#56)

STRATEGY TWO: Encourage preservation of cultural landscapes

ACTION: Celebrate Historic Landscape Architecture Month annually in April (#29)

ACTION: Develop and offer a “Cultural Landscape Award” acknowledging maintenance/restoration of a historic or cultural landscape (#30)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
5	ONGOING	NO	EDUCATION	STAFF/HLC SUBCOMMITTEE

Goal 5: Encourage Sustainable Practices

STRATEGY TWO: *Establish Financial Incentives and Educational Opportunities to encourage sustainable practices in the rehabilitation and redevelopment of historic structures.*

ACTION: *Establish and offer a Historic Preservation Green Fund Grant to provide grants for window restoration, energy efficiency improvements and solar panel installation (#32)*

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
1	ONGOING	YES	GRANT	STAFF

Goal 6: Survey and Designate Historic Resources

STRATEGY ONE: *Work with Neighborhoods to identify, survey and designate archaeological sites, historic structures, sites and landscapes that are significant and meaningful.*

ACTION: *Spotlight key surveyed resources or buildings featured within the Salem Heritage Neighborhood Architectural Guide through the HLC newsletter and social media outlets (#21)*

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
1	ONGOING	NO	SURVEY/EDUCATION	HLC SUBCOMMITTEE/STAFF

TOTALS- 2021

Overall Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
19	Various	YES	Various	HLC SUBCOMMITTEE/STAFF

2022 SALEM HLC WORK PLAN

Goal 1: Improve Public Outreach & Community Education

STRATEGY One: *Improve community engagement and acknowledgement of excellence in historic preservation*

ACTION: Continue to celebrate Historic Preservation Month in May with awards and educational programming (#22)

ACTION: Continue "This Place Matters" photo contest with awards (#23)

STRATEGY TWO: *Develop interpretation and coordinate educational programming about Salem's diverse local history*

ACTION: Organize history talks and walking tours featuring Salem's history and historic resources in partnership with Travel Salem and local non-profits. Including school groups (#1)

STRATEGY THREE: *Improve historic program's web and social media presence*

ACTION: Use social media to regularly share the HLC newsletter, information about the Historic Preservation program and Salem's Local History (#4)

ACTION: Share information about Salem's underrepresented history and communities through social media (Action #57)

STRATEGY FOUR: *Provide technical training*

ACTION: Coordinate homeowner FORUM meetings, so owners can share experiences, information (#5)

STRATEGY SIX: *Educate the Public About Designation*

ACTION: Educate neighborhoods within the Salem Heritage Neighborhood Program, which allows historic preservation staff to work with Neighborhood Associations directly to develop educational products related to their neighborhood history and teach them about the survey and designation process (#33)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
7	Ongoing/short term	NO	Education	HLC Subcommittee/STAFF

Goal 2: Streamline Historic Code: Criteria, Process & Enforcement

STRATEGY ONE: *Improve Enforcement Policy*

ACTION: Coordinate regularly with Neighborhood Associations (ie. CANDU, NEN and SCAN) to review and update existing historic enforcement policy and implementation (#27)

STRATEGY TWO: Improve and clarify education about design review process and criteria**ACTION:** Monthly HLC Meeting Public Hearings and Roundtable (#6)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	ONGOING	NO	Education/Code	STAFF

Goal 3: Increase Financial Support**STRATEGY ONE: Establish a historic design review fee program that supports historic property owners****ACTION:** Limit increase in historic design review fees for residential historic property owners by exploring other funding sources to offset staff time recovery (#34)**STRATEGY TWO: Improve financial support for historic property owners****ACTION:** Continue to fund and offer the annual Historic Residential Toolbox grant (#28)**ACTION:** Identify sustainable city funding source in order to expand the Historic Residential Toolbox grant program (i.e. explore the feasibility of a permanent allocation from the City Council through Transient Occupancy Tax (TOT) funding) (#35)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
3	Ongoing	YES	GRANT/Fee	STAFF

Goal 4: Protect Cultural Landscapes & Archaeological Resources**STRATEGY ONE: Encourage the preservation of archaeological resources****ACTION:** Support development of a Memorandum of Understanding (MOU) with the Confederated Tribes of Siletz and the Confederated Tribes of the Warm Springs, similar to the MOU with the Confederated Tribes of Grand Ronde (#31)**ACTION:** Hold monthly Historic and Cultural Resource Compliance Coordination Meetings (#14)**ACTION:** Celebrate Archaeology Month annually in October (#56)

STRATEGY TWO: Encourage preservation of cultural landscapes

ACTION: Celebrate Historic Landscape Architecture Month annually in April (#29)

ACTION: Develop and offer a “Cultural Landscape Award” acknowledging maintenance/restoration of a historic or cultural landscape (#30)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
5	ONGOING	NO	EDUCATION	STAFF/HLC SUBCOMMITTEE

Goal 5: Encourage Sustainable Practices

STRATEGY TWO: Establish Financial Incentives and Educational Opportunities to encourage sustainable practices in the rehabilitation and redevelopment of historic structures.

ACTION: Establish and offer a Historic Preservation Green Fund Grant to provide grants for window restoration, energy efficiency improvements and solar panel installation (#32)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
1	ONGOING	YES	GRANT	STAFF

Goal 6: Survey and Designate Historic Resources

STRATEGY ONE: Work with Neighborhoods to identify, survey and designate archaeological sites, historic structures, sites and landscapes that are significant and meaningful.

ACTION: Spotlight key surveyed resources or buildings featured within the Salem Heritage Neighborhood Architectural Guide through the HLC newsletter and social media outlets (#21)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
1	ONGOING	NO	SURVEY/EDUCATION	HLC SUBCOMMITTEE/STAFF

TOTALS- 2022

Overall Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
19	Various	YES	Various	HLC SUBCOMMITTEE/STAFF

2023 SALEM HLC WORK PLAN

Goal 1: Improve Public Outreach & Community Education

STRATEGY One: *Improve community engagement and acknowledgement of excellence in historic preservation*

ACTION: Continue to celebrate Historic Preservation Month in May with awards and educational programming (#22)

ACTION: Continue "This Place Matters" photo contest with awards (#23)

ACTION: Work with Neighborhood Associations to establish and celebrate 'Historic Neighborhood Day' (#38)

STRATEGY TWO: *Develop interpretation and coordinate educational programming about Salem's diverse local history*

ACTION: Organize history talks and walking tours featuring Salem's history and historic resources in partnership with Travel Salem and local non-profits. Including school groups (#1)

ACTION: Support development of citywide Cultural Heritage Strategic Master Plan in partnership with Travel Salem and local heritage non-profits (#39)

ACTION: Develop interpretation and educational programming about Salem's traditionally underrepresented communities, history, and cultural landscapes (#37)

STRATEGY THREE: *Improve historic program's web and social media presence*

ACTION: Use social media to regularly share the HLC newsletter, information about the Historic Preservation program and Salem's Local History (#4)

ACTION: Share information about Salem's underrepresented history and communities through social media (Action #57)

STRATEGY FOUR: *Provide technical training*

ACTION: Coordinate homeowner FORUM meetings, so owners can share experiences, information (#5)

ACTION: Collaborate with other organizations (SHPO, University of Oregon, Willamette University, Restore Oregon, local community colleges) to sponsor regular annual workshops on such topics as seismic retrofitting, mitigating lead paint, window and door repair and replacements, and radon gas testing (#36)

STRATEGY SIX: *Educate the Public About Designation*

ACTION: Educate neighborhoods within the Salem Heritage Neighborhood Program, which allows historic preservation staff to work with Neighborhood Associations directly to develop educational products related to their neighborhood history and teach them about the survey and designation process (#33)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
11	Ongoing/short term	NO	Education	HLC Subcommittee/STAFF

Goal 2: Streamline Historic Code: Criteria, Process & Enforcement

STRATEGY ONE: Improve Enforcement Policy

ACTION: Coordinate regularly with Neighborhood Associations (ie. CANDO, NEN and SCAN) to review and update existing historic enforcement policy and implementation (#27)

STRATEGY TWO: Improve and clarify education about design review process and criteria

ACTION: Monthly HLC Meeting Public Hearings and Roundtable (#6)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	ONGOING	NO	Education/Code	STAFF

Goal 3: Increase Financial Support

STRATEGY TWO: Improve financial support for historic property owners

ACTION: Continue to fund and offer the annual Historic Residential Toolbox grant (#28)

ACTION: Identify sustainable city funding source in order to expand the Historic Residential Toolbox grant program (i.e. explore the feasibility of a permanent allocation from the City Council through Transient Occupancy Tax (TOT) funding) (#35)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	Ongoing	YES	GRANT/Fee	STAFF

Goal 4: Protect Cultural Landscapes & Archaeological Resources

STRATEGY ONE: Encourage the preservation of archaeological resources

ACTION: Support development of a Memorandum of Understanding (MOU) with the Confederated Tribes of Siletz and the Confederated Tribes of the Warm Springs, similar to the MOU with the Confederated Tribes of Grand Ronde (#31)

ACTION: Hold monthly Historic and Cultural Resource Compliance Coordination Meetings (#14)

ACTION: Celebrate Archaeology Month annually in October (#56)

STRATEGY TWO: Encourage preservation of cultural landscapes

ACTION: Celebrate Historic Landscape Architecture Month annually in April (#29)

ACTION: Develop and offer a “Cultural Landscape Award” acknowledging maintenance/restoration of a historic or cultural landscape (#30)

ACTION: Identify opportunities to collaborate with Parks (Salem’s Public Works Department) on educational programming to educate the public about Salem’s cultural landscapes (#41)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
6	ONGOING	NO	EDUCATION	STAFF/HLC SUBCOMMITTEE

Goal 5: Encourage Sustainable Practices

STRATEGY TWO: Establish Financial Incentives and Educational Opportunities to encourage sustainable practices in the rehabilitation and redevelopment of historic structures.

ACTION: Establish and offer a Historic Preservation Green Fund Grant to provide grants for window restoration, energy efficiency improvements and solar panel installation (#32)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
1	ONGOING	YES	GRANT	STAFF

Goal 6: Survey and Designate Historic Resources

STRATEGY ONE: Work with Neighborhoods to identify, survey and designate archaeological sites, historic structures, sites and landscapes that are significant and meaningful.

ACTION: Spotlight key surveyed resources or buildings featured within the Salem Heritage Neighborhood Architectural Guide through the HLC newsletter and social media outlets (#21)

ACTION: Coordinate with the SHPO and Tribes and other interested stakeholders to survey and develop Cultural Resource Management Plans for areas in Salem with a high concentration of archeological sites and/or significant cultural landscapes (#42)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	ONGOING	NO	SURVEY/EDUCATION	HLC SUBCOMMITTEE/STAFF

TOTALS- 2023

Overall Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
24	Various	YES	Various	HLC SUBCOMMITTEE/STAFF

2024 SALEM HLC WORK PLAN

Goal 1: Improve Public Outreach & Community Education

STRATEGY One: Improve community engagement and acknowledgement of excellence in historic preservation

ACTION: Continue to celebrate Historic Preservation Month in May with awards and educational programming (#22)

ACTION: Continue "This Place Matters" photo contest with awards (#23)

ACTION: Work with Neighborhood Associations to establish and celebrate 'Historic Neighborhood Day' (#38)

STRATEGY TWO: Develop interpretation and coordinate educational programming about Salem's diverse local history

ACTION: Organize history talks and walking tours featuring Salem's history and historic resources in partnership with Travel Salem and local non-profits. Including school groups (#1)

ACTION: Develop interpretation and educational programming about Salem's traditionally underrepresented communities, history, and cultural landscapes (#37)

STRATEGY THREE: Improve historic program's web and social media presence

ACTION: Use social media to regularly share the HLC newsletter, information about the Historic Preservation program and Salem's Local History (#4)

ACTION: Share information about Salem's underrepresented history and communities through social media (Action #57)

STRATEGY FOUR: Provide technical training

ACTION: Coordinate homeowner FORUM meetings, so owners can share experiences, information (#5)

ACTION: Collaborate with other organizations (SHPO, University of Oregon, Willamette University, Restore Oregon, local community colleges) to sponsor regular annual workshops on such topics as seismic retrofitting, mitigating lead paint, window and door repair and replacements, and radon gas testing (#36)

STRATEGY SIX: Educate the Public About Designation

ACTION: Educate neighborhoods within the Salem Heritage Neighborhood Program, which allows historic preservation staff to work with Neighborhood Associations directly to develop educational products related to their neighborhood history and teach them about the survey and designation process (#33)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
10	Ongoing	NO	Education	HLC Subcommittee/STAFF

Goal 2: Streamline Historic Code: Criteria, Process & Enforcement

STRATEGY ONE: Improve Enforcement Policy

ACTION: Coordinate regularly with Neighborhood Associations (ie. CANDO, NEN and SCAN) to review and update existing historic enforcement policy and implementation (#27)

STRATEGY TWO: Improve and clarify education about design review process and criteria

ACTION: Monthly HLC Meeting Public Hearings and Roundtable (#6)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	ONGOING	NO	Education/Code	STAFF

Goal 3: Increase Financial Support

STRATEGY TWO: Improve financial support for historic property owners

ACTION: Continue to fund and offer the annual Historic Residential Toolbox grant (#28)

ACTION: Identify sustainable city funding source in order to expand the Historic Residential Toolbox grant program (i.e. explore the feasibility of a permanent allocation from the City Council through Transient Occupancy Tax (TOT) funding) (#35)

ACTION: Identify additional non-profit community sources in order to expand the Historic Residential Toolbox grant program (#43)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
3	Ongoing	YES	GRANT/Fee	STAFF

Goal 4: Protect Cultural Landscapes & Archaeological Resources

STRATEGY ONE: Encourage the preservation of archaeological resources

ACTION: Hold monthly Historic and Cultural Resource Compliance Coordination Meetings (#14)

ACTION: Celebrate Archaeology Month annually in October (#56)

STRATEGY TWO: Encourage preservation of cultural landscapes

ACTION: Celebrate Historic Landscape Architecture Month annually in April (#29)

ACTION: Develop and offer a "Cultural Landscape Award" acknowledging maintenance/restoration of a historic or cultural landscape (#30)

ACTION: Identify opportunities to collaborate with Parks (Salem’s Public Works Department) on educational programming to educate the public about Salem’s cultural landscapes (#41)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
5	ONGOING	NO	EDUCATION	STAFF/HLC SUBCOMMITTEE

Goal 5: Encourage Sustainable Practices

STRATEGY TWO: Establish Financial Incentives and Educational Opportunities to encourage sustainable practices in the rehabilitation and redevelopment of historic structures.

ACTION: Establish and offer a Historic Preservation Green Fund Grant to provide grants for window restoration, energy efficiency improvements and solar panel installation (#32)

ACTION: Offer an annual speakers’ series to educate the public about sustainable practices in historic preservation. Collaborate with regional partners (i.e. the National Trust Preservation Green Lab in Seattle) on the development of educational programming (#44)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	ONGOING	YES	GRANT	STAFF

Goal 6: Survey and Designate Historic Resources

STRATEGY ONE: Work with Neighborhoods to identify, survey and designate archaeological sites, historic structures, sites and landscapes that are significant and meaningful.

ACTION: Spotlight key surveyed resources or buildings featured within the Salem Heritage Neighborhood Architectural Guide through the HLC newsletter and social media outlets (#21)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
1	ONGOING	NO	SURVEY/EDUCATION	HLC SUBCOMMITTEE/STAFF

TOTALS- 2024

Overall Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
23	Various	YES	Various	HLC SUBCOMMITTEE/STAFF

2025 SALEM HLC WORK PLAN

Goal 1: Improve Public Outreach & Community Education

STRATEGY One: *Improve community engagement and acknowledgement of excellence in historic preservation*

ACTION: Continue to celebrate Historic Preservation Month in May with awards and educational programming (#22)

ACTION: Continue "This Place Matters" photo contest with awards (#23)

ACTION: Work with Neighborhood Associations to establish and celebrate 'Historic Neighborhood Day' (#38)

STRATEGY TWO: *Develop interpretation and coordinate educational programming about Salem's diverse local history*

ACTION: Organize history talks and walking tours featuring Salem's history and historic resources in partnership with Travel Salem and local non-profits. Including school groups (#1)

ACTION: Develop interpretation and educational programming about Salem's traditionally underrepresented communities, history, and cultural landscapes (#37)

STRATEGY THREE: *Improve historic program's web and social media presence*

ACTION: Review and Update HLC newsletter format and distribution method including the annual mailing about historic property owner responsibilities; Use social media to regularly share information about the program and Salem's Local History (#4)

ACTION: Share information about Salem's underrepresented history and communities through social media (Action #57)

STRATEGY FOUR: *Provide technical training*

ACTION: Coordinate homeowner FORUM meetings, so owners can share experiences, information (#5)

ACTION: Collaborate with other organizations (SHPO, University of Oregon, Willamette University, Restore Oregon, local community colleges) to sponsor regular annual workshops on such topics as seismic retrofitting, mitigating lead paint, window and door repair and replacements, and radon gas testing (#36)

STRATEGY FIVE: *Provide training about the design review process and historic preservation code*

ACTION: Provide an annual workshop for historic property owners and real estate agents outlining the responsibilities and opportunities of owning a historic property; coordinate with the annual property owner mailing (#46)

STRATEGY SIX: *Educate the Public About Designation*

ACTION: Educate neighborhoods within the Salem Heritage Neighborhood Program, which allows historic preservation staff to work with Neighborhood Associations directly to develop educational products related to their neighborhood history and teach them about the survey and designation process (#33)

ACTION: Sponsor a regular workshop in collaboration with the State Historic Preservation Office (SHPO) and other Certified Local Governments (CLGs) to educate Salem residents about historic survey and designation in Oregon (#45)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
12	Ongoing	NO	Education	HLC Subcommittee/STAFF

Goal 2: Streamline Historic Code: Criteria, Process & Enforcement

STRATEGY ONE: Improve Enforcement Policy

ACTION: Coordinate regularly with Neighborhood Associations (ie. CANDO, NEN and SCAN) to review and update existing historic enforcement policy and implementation (#27)

STRATEGY TWO: Improve and clarify education about design review process and criteria

ACTION: Monthly HLC Meeting Public Hearings and Roundtable (#6)

STRATEGY THREE: Improve criteria and streamline design review process

ACTION: Review existing historic preservation code and identify areas for cleanup and streamlining (#47)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
3	ONGOING	NO	Education/Code	STAFF

Goal 3: Increase Financial Support

STRATEGY ONE: Establish a historic design review fee program that supports historic property owners

ACTION: Explore offering a streamlined process whereby the value of project is under \$1,000 then the fee is a small amount (i.e. \$25.00) (#48)

STRATEGY TWO: Improve financial support for historic property owners

ACTION: Continue to fund and offer the annual Historic Residential Toolbox grant (#28)

ACTION: Identify sustainable city funding source in order to expand the Historic Residential Toolbox grant program (i.e. explore the feasibility of a permanent allocation from the City Council through Transient Occupancy Tax (TOT) funding) (#35)

ACTION: Identify additional non-profit community sources in order to expand the Historic Residential Toolbox grant program (#43)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
4	Ongoing	YES	GRANT/Fee	STAFF

Goal 4: Protect Cultural Landscapes & Archaeological Resources

STRATEGY ONE: Encourage the preservation of archaeological resources

ACTION: Hold monthly Historic and Cultural Resource Compliance Coordination Meetings (#14)

ACTION: Celebrate Archaeology Month annually in October (#56)

STRATEGY TWO: Encourage preservation of cultural landscapes

ACTION: Celebrate Historic Landscape Architecture Month annually in April (#29)

ACTION: Develop and offer a “Cultural Landscape Award” acknowledging maintenance/restoration of a historic or cultural landscape (#30)

ACTION: Identify opportunities to collaborate with Parks (Salem’s Public Works Department) on educational programming to educate the public about Salem’s cultural landscapes (#41)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
5	ONGOING	NO	EDUCATION	STAFF/HLC SUBCOMMITTEE

Goal 5: Encourage Sustainable Practices

STRATEGY TWO: Establish Financial Incentives and Educational Opportunities to encourage sustainable practices in the rehabilitation and redevelopment of historic structures.

ACTION: Establish and offer a Historic Preservation Green Fund Grant to provide grants for window restoration, energy efficiency improvements and solar panel installation (#32)

ACTION: Offer an annual speakers’ series to educate the public about sustainable practices in historic preservation. Collaborate with regional partners (i.e. the National Trust Preservation Green Lab in Seattle) on the development of educational programming (#44)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	ONGOING	YES	GRANT	STAFF

Goal 6: Survey and Designate Historic Resources

STRATEGY ONE: Work with Neighborhoods to identify, survey and designate archaeological sites, historic structures, sites and landscapes that are significant and meaningful.

ACTION: Spotlight key surveyed resources or buildings featured within the Salem Heritage Neighborhood Architectural Guide through the HLC newsletter and social media outlets (#21)

ACTION: Coordinate with regional partners (ie. Willamette, University of Oregon) to offer support to historic property owners with the research and writing of local and national register nominations for historic resources in Salem (#49)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	ONGOING	NO	SURVEY/EDUCATION	HLC SUBCOMMITTEE/STAFF

TOTALS- 2025

Overall Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
28	Various	YES	Various	HLC SUBCOMMITTEE/STAFF

2026 SALEM HLC WORK PLAN

Goal 1: Improve Public Outreach & Community Education

STRATEGY One: *Improve community engagement and acknowledgement of excellence in historic preservation*

ACTION: Continue to celebrate Historic Preservation Month in May with awards and educational programming (#22)

ACTION: Continue "This Place Matters" photo contest with awards (#23)

ACTION: Work with Neighborhood Associations to establish and celebrate 'Historic Neighborhood Day' (#38)

STRATEGY TWO: *Develop interpretation and coordinate educational programming about Salem's diverse local history*

ACTION: Organize history talks and walking tours featuring Salem's history and historic resources in partnership with Travel Salem and local non-profits. Including school groups (#1)

ACTION: Develop interpretation and educational programming about Salem's traditionally underrepresented communities, history, and cultural landscapes (#37)

STRATEGY THREE: *Improve historic program's web and social media presence*

ACTION: Review and Update HLC newsletter format and distribution method including the annual mailing about historic property owner responsibilities; Use social media to regularly share information about the program and Salem's Local History (#4)

ACTION: Share information about Salem's underrepresented history and communities through social media (Action #57)

STRATEGY FOUR: *Provide technical training*

ACTION: Coordinate homeowner FORUM meetings, so owners can share experiences, information (#5)

ACTION: Collaborate with other organizations (SHPO, University of Oregon, Willamette University, Restore Oregon, local community colleges) to sponsor regular annual workshops on such topics as seismic retrofitting, mitigating lead paint, window and door repair and replacements, and radon gas testing (#36)

STRATEGY FIVE: *Provide training about the design review process and historic preservation code*

ACTION: Provide an annual workshop for historic property owners and real estate agents outlining the responsibilities and opportunities of owning a historic property; coordinate with the annual property owner mailing (#46)

STRATEGY SIX: *Educate the Public About Designation*

ACTION: Educate neighborhoods within the Salem Heritage Neighborhood Program, which allows historic preservation staff to work with Neighborhood Associations directly to develop educational products related to their neighborhood history and teach them about the survey and designation process (#33)

ACTION: Sponsor a regular workshop in collaboration with the State Historic Preservation Office (SHPO) and other Certified Local Governments (CLGs) to educate Salem residents about historic survey and designation in Oregon (#45)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
12	Ongoing	NO	Education	HLC Subcommittee/STAFF

Goal 2: Streamline Historic Code: Criteria, Process & Enforcement

STRATEGY ONE: Improve Enforcement Policy

ACTION: Coordinate regularly with Neighborhood Associations (ie. CANDO, NEN and SCAN) to review and update existing historic enforcement policy and implementation (#27)

STRATEGY TWO: Improve and clarify education about design review process and criteria

ACTION: Monthly HLC Meeting Public Hearings and Roundtable (#6)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	ONGOING	NO	Education/Code	STAFF

Goal 3: Increase Financial Support

STRATEGY TWO: Improve financial support for historic property owners

ACTION: Continue to fund and offer the annual Historic Residential Toolbox grant (#28)

ACTION: Identify sustainable city funding source in order to expand the Historic Residential Toolbox grant program (i.e. explore the feasibility of a permanent allocation from the City Council through Transient Occupancy Tax (TOT) funding) (#35)

ACTION: Identify additional non-profit community sources in order to expand the Historic Residential Toolbox grant program (#43)

ACTION: Identify additional private donor sources in order to expand Historic Residential Toolbox grant program (#52)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
4	Ongoing	YES	GRANT/Fee	STAFF

Goal 4: Protect Cultural Landscapes & Archaeological Resources

STRATEGY ONE: Encourage the preservation of archaeological resources

ACTION: Hold monthly Historic and Cultural Resource Compliance Coordination Meetings (#14)

ACTION: Celebrate Archaeology Month annually in October (#56)

STRATEGY TWO: Encourage preservation of cultural landscapes

ACTION: Celebrate Historic Landscape Architecture Month annually in April (#29)

ACTION: Develop and offer a “Cultural Landscape Award” acknowledging maintenance/restoration of a historic or cultural landscape (#30)

ACTION: Identify opportunities to collaborate with Parks (Salem’s Public Works Department) on educational programming to educate the public about Salem’s cultural landscapes (#41)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
5	ONGOING	NO	EDUCATION	STAFF/HLC SUBCOMMITTEE

Goal 5: Encourage Sustainable Practices

STRATEGY TWO: Establish Financial Incentives and Educational Opportunities to encourage sustainable practices in the rehabilitation and redevelopment of historic structures.

ACTION: Establish and offer a Historic Preservation Green Fund Grant to provide grants for window restoration, energy efficiency improvements and solar panel installation (#32)

ACTION: Offer an annual speakers’ series to educate the public about sustainable practices in historic preservation. Collaborate with regional partners (i.e. the National Trust Preservation Green Lab in Seattle) on the development of educational programming (#44)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	ONGOING	YES	GRANT	STAFF

Goal 6: Survey and Designate Historic Resources

STRATEGY ONE: Work with Neighborhoods to identify, survey and designate archaeological sites, historic structures, sites and landscapes that are significant and meaningful.

ACTION: Spotlight key surveyed resources or buildings featured within the Salem Heritage Neighborhood Architectural Guide through the HLC newsletter and social media outlets (#21)

ACTION: Coordinate with regional partners (ie. Willamette, University of Oregon) to offer support to historic property owners with the research and writing of local and national register nominations for historic resources in Salem (#49)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	ONGOING	NO	SURVEY/EDUCATION	HLC SUBCOMMITTEE/STAFF

TOTALS- 2026

Overall Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
27	Various	YES	Various	HLC SUBCOMMITTEE/STAFF

2027 SALEM HLC WORK PLAN

Goal 1: Improve Public Outreach & Community Education

STRATEGY One: *Improve community engagement and acknowledgement of excellence in historic preservation*

ACTION: Continue to celebrate Historic Preservation Month in May with awards and educational programming (#22)

ACTION: Continue "This Place Matters" photo contest with awards (#23)

ACTION: Work with Neighborhood Associations to establish and celebrate 'Historic Neighborhood Day' (#38)

STRATEGY TWO: *Develop interpretation and coordinate educational programming about Salem's diverse local history*

ACTION: Organize history talks and walking tours featuring Salem's history and historic resources in partnership with Travel Salem and local non-profits. Including school groups (#1)

ACTION: Develop interpretation and educational programming about Salem's traditionally underrepresented communities, history, and cultural landscapes (#37)

STRATEGY THREE: *Improve historic program's web and social media presence*

ACTION: Review and Update HLC newsletter format and distribution method including the annual mailing about historic property owner responsibilities; Use social media to regularly share information about the program and Salem's Local History (#4)

ACTION: Share information about Salem's underrepresented history and communities through social media (Action #57)

STRATEGY FOUR: *Provide technical training*

ACTION: Coordinate homeowner FORUM meetings, so owners can share experiences, information (#5)

ACTION: Collaborate with other organizations (SHPO, University of Oregon, Willamette University, Restore Oregon, local community colleges) to sponsor regular annual workshops on such topics as seismic retrofitting, mitigating lead paint, window and door repair and replacements, and radon gas testing (#36)

ACTION: Provide monthly opportunity to have "Lunch with the Historic Preservation Officer" to ask questions about the design review process and the code (#53)

STRATEGY FIVE: *Provide training about the design review process and historic preservation code*

ACTION: Provide an annual workshop for historic property owners and real estate agents outlining the responsibilities and opportunities of owning a historic property; coordinate with the annual property owner mailing (#46)

STRATEGY SIX: *Educate the Public About Designation*

ACTION: Educate neighborhoods within the Salem Heritage Neighborhood Program, which allows historic preservation staff to work with Neighborhood Associations directly to develop

educational products related to their neighborhood history and teach them about the survey and designation process (#33)

ACTION: Sponsor a regular workshop in collaboration with the State Historic Preservation Office (SHPO) and other Certified Local Governments (CLGs) to educate Salem residents about historic survey and designation in Oregon (#45)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
13	Ongoing	NO	Education	HLC Subcommittee/STAFF

Goal 2: Streamline Historic Code: Criteria, Process & Enforcement

STRATEGY ONE: Improve Enforcement Policy

ACTION: Coordinate regularly with Neighborhood Associations (ie. CANDU, NEN and SCAN) to review and update existing historic enforcement policy and implementation (#27)

STRATEGY TWO: Improve and clarify education about design review process and criteria

ACTION: Monthly HLC Meeting Public Hearings and Roundtable (#6)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	ONGOING	NO	Education/Code	STAFF

Goal 3: Increase Financial Support

STRATEGY ONE: Establish a historic design review fee program that supports historic property owners

ACTION: Develop and offer a program for homeowners to apply for a residential historic design review fee voucher (funded by double fees collected through enforcement) (#54)

STRATEGY TWO: Improve financial support for historic property owners

ACTION: Continue to fund and offer the annual Historic Residential Toolbox grant (#28)

ACTION: Identify sustainable city funding source in order to expand the Historic Residential Toolbox grant program (i.e. explore the feasibility of a permanent allocation from the City Council through Transient Occupancy Tax (TOT) funding) (#35)

ACTION: Identify additional non-profit community sources in order to expand the Historic Residential Toolbox grant program (#43)

ACTION: Identify additional private donor sources in order to expand Historic Residential Toolbox grant program (#52)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
5	Ongoing	YES	GRANT/Fee	STAFF

Goal 4: Protect Cultural Landscapes & Archaeological Resources

STRATEGY ONE: *Encourage the preservation of archaeological resources*

ACTION: Hold monthly Historic and Cultural Resource Compliance Coordination Meetings (#14)

ACTION: Celebrate Archaeology Month annually in October (#56)

STRATEGY TWO: *Encourage preservation of cultural landscapes*

ACTION: Celebrate Historic Landscape Architecture Month annually in April (#29)

ACTION: Develop and offer a “Cultural Landscape Award” acknowledging maintenance/restoration of a historic or cultural landscape (#30)

ACTION: Identify opportunities to collaborate with Parks (Salem’s Public Works Department) on educational programming to educate the public about Salem’s cultural landscapes (#41)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
5	ONGOING	NO	EDUCATION	STAFF/HLC SUBCOMMITTEE

Goal 5: Encourage Sustainable Practices

STRATEGY TWO: *Establish Financial Incentives and Educational Opportunities to encourage sustainable practices in the rehabilitation and redevelopment of historic structures.*

ACTION: Establish and offer a Historic Preservation Green Fund Grant to provide grants for window restoration, energy efficiency improvements and solar panel installation (#32)

ACTION: Offer an annual speakers’ series to educate the public about sustainable practices in historic preservation. Collaborate with regional partners (i.e. the National Trust Preservation Green Lab in Seattle) on the development of educational programming (#44)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	ONGOING	YES	GRANT	STAFF

Goal 6: Survey and Designate Historic Resources

STRATEGY ONE: *Work with Neighborhoods to identify, survey and designate archaeological sites, historic structures, sites and landscapes that are significant and meaningful.*

ACTION: Spotlight key surveyed resources or buildings featured within the Salem Heritage Neighborhood Architectural Guide through the HLC newsletter and social media outlets (#21)

ACTION: Coordinate with regional partners (ie. Willamette, University of Oregon) to offer support to historic property owners with the research and writing of local and national register nominations for historic resources in Salem (#49)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	ONGOING	NO	SURVEY/EDUCATION	HLC SUBCOMMITTEE/STAFF

TOTALS- 2027

Overall Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
29	Various	YES	Various	HLC SUBCOMMITTEE/STAFF

2028 SALEM HLC WORK PLAN

Goal 1: Improve Public Outreach & Community Education

STRATEGY One: *Improve community engagement and acknowledgement of excellence in historic preservation*

ACTION: Continue to celebrate Historic Preservation Month in May with awards and educational programming (#22)

ACTION: Continue "This Place Matters" photo contest with awards (#23)

ACTION: Work with Neighborhood Associations to establish and celebrate 'Historic Neighborhood Day' (#38)

STRATEGY TWO: *Develop interpretation and coordinate educational programming about Salem's diverse local history*

ACTION: Organize history talks and walking tours featuring Salem's history and historic resources in partnership with Travel Salem and local non-profits. Including school groups (#1)

ACTION: Develop interpretation and educational programming about Salem's traditionally underrepresented communities, history, and cultural landscapes (#37)

STRATEGY THREE: *Improve historic program's web and social media presence*

ACTION: Review and Update HLC newsletter format and distribution method including the annual mailing about historic property owner responsibilities; Use social media to regularly share information about the program and Salem's Local History (#4)

ACTION: Share information about Salem's underrepresented history and communities through social media (Action #57)

STRATEGY FOUR: *Provide technical training*

ACTION: Coordinate homeowner FORUM meetings, so owners can share experiences, information (#5)

ACTION: Collaborate with other organizations (SHPO, University of Oregon, Willamette University, Restore Oregon, local community colleges) to sponsor regular annual workshops on such topics as seismic retrofitting, mitigating lead paint, window and door repair and replacements, and radon gas testing (#36)

ACTION: Provide monthly opportunity to have "Lunch with the Historic Preservation Officer" to ask questions about the design review process and the code (#53)

STRATEGY FIVE: *Provide training about the design review process and historic preservation code*

ACTION: Provide an annual workshop for historic property owners and real estate agents outlining the responsibilities and opportunities of owning a historic property; coordinate with the annual property owner mailing (#46)

STRATEGY SIX: *Educate the Public About Designation*

ACTION: Educate neighborhoods within the Salem Heritage Neighborhood Program, which allows historic preservation staff to work with Neighborhood Associations directly to develop

educational products related to their neighborhood history and teach them about the survey and designation process (#33)

ACTION: Sponsor a regular workshop in collaboration with the State Historic Preservation Office (SHPO) and other Certified Local Governments (CLGs) to educate Salem residents about historic survey and designation in Oregon (#45)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
13	Ongoing	NO	Education	HLC Subcommittee/STAFF

Goal 2: Streamline Historic Code: Criteria, Process & Enforcement

STRATEGY ONE: Improve Enforcement Policy

ACTION: Coordinate regularly with Neighborhood Associations (ie. CANDO, NEN and SCAN) to review and update existing historic enforcement policy and implementation (#27)

STRATEGY TWO: Improve and clarify education about design review process and criteria

ACTION: Monthly HLC Meeting Public Hearings and Roundtable (#6)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	ONGOING	NO	Education/Code	STAFF

Goal 3: Increase Financial Support

STRATEGY ONE: Establish a historic design review fee program that supports historic property owners

ACTION: Develop and offer a program for homeowners to apply for a residential historic design review fee voucher (funded by double fees collected through enforcement) (#54)

STRATEGY TWO: Improve financial support for historic property owners

ACTION: Continue to fund and offer the annual Historic Residential Toolbox grant (#28)

ACTION: Identify sustainable city funding source in order to expand the Historic Residential Toolbox grant program (i.e. explore the feasibility of a permanent allocation from the City Council through Transient Occupancy Tax (TOT) funding) (#35)

ACTION: Identify additional non-profit community sources in order to expand the Historic Residential Toolbox grant program (#43)

ACTION: Identify additional private donor sources in order to expand Historic Residential Toolbox grant program (#52)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
5	Ongoing	YES	GRANT/Fee	STAFF

Goal 4: Protect Cultural Landscapes & Archaeological Resources

STRATEGY ONE: Encourage the preservation of archaeological resources

ACTION: Hold monthly Historic and Cultural Resource Compliance Coordination Meetings (#14)

ACTION: Celebrate Archaeology Month annually in October (#56)

STRATEGY TWO: Encourage preservation of cultural landscapes

ACTION: Celebrate Historic Landscape Architecture Month annually in April (#29)

ACTION: Develop and offer a “Cultural Landscape Award” acknowledging maintenance/restoration of a historic or cultural landscape (#30)

ACTION: Identify opportunities to collaborate with Parks (Salem’s Public Works Department) on educational programming to educate the public about Salem’s cultural landscapes (#41)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
5	ONGOING	NO	EDUCATION	STAFF/HLC SUBCOMMITTEE

Goal 5: Encourage Sustainable Practices

STRATEGY TWO: Establish Financial Incentives and Educational Opportunities to encourage sustainable practices in the rehabilitation and redevelopment of historic structures.

ACTION: Establish and offer a Historic Preservation Green Fund Grant to provide grants for window restoration, energy efficiency improvements and solar panel installation (#32)

ACTION: Offer an annual speakers’ series to educate the public about sustainable practices in historic preservation. Collaborate with regional partners (i.e. the National Trust Preservation Green Lab in Seattle) on the development of educational programming (#44)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	ONGOING	YES	GRANT	STAFF

Goal 6: Survey and Designate Historic Resources

STRATEGY ONE: Work with Neighborhoods to identify, survey and designate archaeological sites, historic structures, sites and landscapes that are significant and meaningful.

ACTION: Spotlight key surveyed resources or buildings featured within the Salem Heritage Neighborhood Architectural Guide through the HLC newsletter and social media outlets (#21)

ACTION: Coordinate with regional partners (ie. Willamette, University of Oregon) to offer support to historic property owners with the research and writing of local and national register nominations for historic resources in Salem (#49)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	ONGOING	NO	SURVEY/EDUCATION	HLC SUBCOMMITTEE/STAFF

TOTALS- 2028

Overall Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
29	Various	YES	Various	HLC SUBCOMMITTEE/STAFF

2029 SALEM HLC WORK PLAN

Goal 1: Improve Public Outreach & Community Education

STRATEGY One: *Improve community engagement and acknowledgement of excellence in historic preservation*

ACTION: Continue to celebrate Historic Preservation Month in May with awards and educational programming (#22)

ACTION: Continue "This Place Matters" photo contest with awards (#23)

ACTION: Work with Neighborhood Associations to establish and celebrate 'Historic Neighborhood Day' (#38)

STRATEGY TWO: *Develop interpretation and coordinate educational programming about Salem's diverse local history*

ACTION: Organize history talks and walking tours featuring Salem's history and historic resources in partnership with Travel Salem and local non-profits. Including school groups (#1)

ACTION: Develop interpretation and educational programming about Salem's traditionally underrepresented communities, history, and cultural landscapes (#37)

STRATEGY THREE: *Improve historic program's web and social media presence*

ACTION: Review and Update HLC newsletter format and distribution method including the annual mailing about historic property owner responsibilities; Use social media to regularly share information about the program and Salem's Local History (#4)

ACTION: Share information about Salem's underrepresented history and communities through social media (Action #57)

STRATEGY FOUR: *Provide technical training*

ACTION: Coordinate homeowner FORUM meetings, so owners can share experiences, information (#5)

ACTION: Collaborate with other organizations (SHPO, University of Oregon, Willamette University, Restore Oregon, local community colleges) to sponsor regular annual workshops on such topics as seismic retrofitting, mitigating lead paint, window and door repair and replacements, and radon gas testing (#36)

ACTION: Provide monthly opportunity to have "Lunch with the Historic Preservation Officer" to ask questions about the design review process and the code (#53)

STRATEGY FIVE: *Provide training about the design review process and historic preservation code*

ACTION: Provide an annual workshop for historic property owners and real estate agents outlining the responsibilities and opportunities of owning a historic property; coordinate with the annual property owner mailing (#46)

STRATEGY SIX: *Educate the Public About Designation*

ACTION: Educate neighborhoods within the Salem Heritage Neighborhood Program, which allows historic preservation staff to work with Neighborhood Associations directly to develop

educational products related to their neighborhood history and teach them about the survey and designation process (#33)

ACTION: Sponsor a regular workshop in collaboration with the State Historic Preservation Office (SHPO) and other Certified Local Governments (CLGs) to educate Salem residents about historic survey and designation in Oregon (#45)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
13	Ongoing	NO	Education	HLC Subcommittee/STAFF

Goal 2: Streamline Historic Code: Criteria, Process & Enforcement

STRATEGY ONE: Improve Enforcement Policy

ACTION: Coordinate regularly with Neighborhood Associations (ie. CANDO, NEN and SCAN) to review and update existing historic enforcement policy and implementation (#27)

STRATEGY TWO: Improve and clarify education about design review process and criteria

ACTION: Monthly HLC Meeting Public Hearings and Roundtable (#6)

STRATEGY THREE: Improve criteria and streamline design review process

ACTION: Review existing historic preservation code and identify areas for cleanup and streamlining (#47)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
3	ONGOING	NO	Education/Code	STAFF

Goal 3: Increase Financial Support

STRATEGY ONE: Establish a historic design review fee program that supports historic property owners

ACTION: Develop and offer a program for homeowners to apply for a residential historic design review fee voucher (funded by double fees collected through enforcement) (#54)

STRATEGY TWO: Improve financial support for historic property owners

ACTION: Continue to fund and offer the annual Historic Residential Toolbox grant (#28)

ACTION: Identify sustainable city funding source in order to expand the Historic Residential Toolbox grant program (i.e. explore the feasibility of a permanent allocation from the City Council through Transient Occupancy Tax (TOT) funding) (#35)

ACTION: Identify additional non-profit community sources in order to expand the Historic Residential Toolbox grant program (#43)

ACTION: Identify additional private donor sources in order to expand Historic Residential Toolbox grant program (#52)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
5	Ongoing	YES	GRANT/Fee	STAFF

Goal 4: Protect Cultural Landscapes & Archaeological Resources

STRATEGY ONE: Encourage the preservation of archaeological resources

ACTION: Hold monthly Historic and Cultural Resource Compliance Coordination Meetings (#14)

ACTION: Celebrate Archaeology Month annually in October (#56)

STRATEGY TWO: Encourage preservation of cultural landscapes

ACTION: Celebrate Historic Landscape Architecture Month annually in April (#29)

ACTION: Develop and offer a “Cultural Landscape Award” acknowledging maintenance/restoration of a historic or cultural landscape (#30)

ACTION: Identify opportunities to collaborate with Parks (Salem’s Public Works Department) on educational programming to educate the public about Salem’s cultural landscapes (#41)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
5	ONGOING	NO	EDUCATION	STAFF/HLC SUBCOMMITTEE

Goal 5: Encourage Sustainable Practices

STRATEGY TWO: Establish Financial Incentives and Educational Opportunities to encourage sustainable practices in the rehabilitation and redevelopment of historic structures.

ACTION: Establish and offer a Historic Preservation Green Fund Grant to provide grants for window restoration, energy efficiency improvements and solar panel installation (#32)

ACTION: Offer an annual speakers’ series to educate the public about sustainable practices in historic preservation. Collaborate with regional partners (i.e. the National Trust Preservation Green Lab in Seattle) on the development of educational programming (#44)

Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
2	ONGOING	YES	GRANT	STAFF

Goal 6: Survey and Designate Historic Resources

STRATEGY ONE: *Work with Neighborhoods to identify, survey and designate archaeological sites, historic structures, sites and landscapes that are significant and meaningful.*

ACTION: Spotlight key surveyed resources or buildings featured within the Salem Heritage Neighborhood Architectural Guide through the HLC newsletter and social media outlets (#21)

ACTION: Coordinate with regional partners (ie. Willamette, University of Oregon) to offer support to historic property owners with the research and writing of local and national register nominations for historic resources in Salem (#49)

ACTION: Utilize the City's online Potential Historic Locations interactive map to ask the public to identify areas to survey and/or designate (#55)

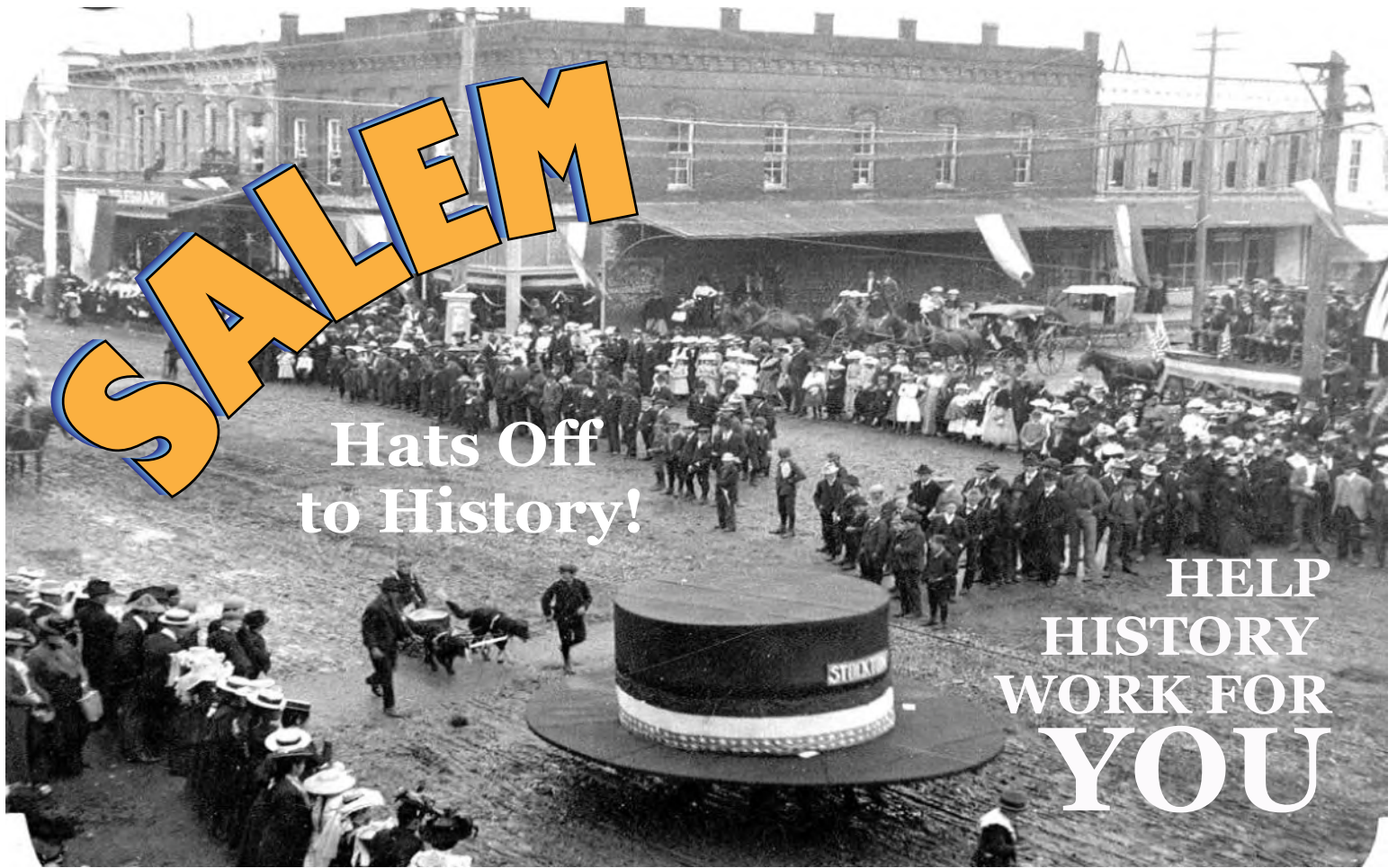
Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
3	ONGOING	NO	SURVEY/EDUCATION	HLC SUBCOMMITTEE/STAFF

TOTALS- 2029

Overall Total Actions	TIMELINE	FUNDING NEEDED?	PROJECT TYPE	LEAD
31	Various	YES	Various	HLC SUBCOMMITTEE/STAFF

Appendix B – Public Outreach Materials

1. Update Salem's Historic Preservation Plan! Poster
2. Public Opinion Survey #1 - Questions
3. Public Opinion Survey #1 - Results
4. Agenda for Open House #1 - 12-4-2019
5. Open House #1 - Results
6. Agenda for Open House #1 - 12-4-2019
7. Open House #2 - Results



Salem Fourth of July parade, 1902, on State Street near Commercial. Ben Maxwell photo

Help Salem's Historic Preservation Program work for you

Tell us your thoughts on Salem's history by taking the survey at the link below.

<http://bit.ly/preservesalem>



**PUBLIC OPINION SURVEY #1
July – September 2019**

Please help shape future priorities and approaches to preserving historic places and archaeological sites in Salem by completing this survey. (We estimate it will take about ten minutes). Complete the survey for a chance to win cool swag from local historic businesses and non-profits!

Si necesita ayuda para comprender esta informacion, por favor llame 503-588-6173

Preliminary Questions

1. **Do you own or rent a historic property in Salem?**
If yes; (own/rent)
Is your property commercial or residential? (commercial/residential)
Do you live in a historic district, or is your property individually listed?
(district; - which district; individually listed; don't know)

2. **Do you routinely work with clients who own or rent historic properties? (I.E., are you a contractor, realtor, architect, etc.?) – Y/N**
Are the properties commercial or residential? (commercial/residential/both)
Do you know how to find out if a property is designated? - y/n

(if no to both- go to Section Two)

BRANCH: For those who own or rent a historic property in Salem:

3. **Do you like living in or owning a historic building?** (scale)

4. **Do you generally know what type of exterior changes require historic design review?**
(yes/no)

5. **Do you know where to find information about Salem's historic design review process and historic preservation program?** (yes/no)

6. **Where would you go to find more information?**
 - a. Web, phone

7. **Have you ever been through the historic design review process?** ((yes/no)
If yes; What type of review? (Minor/Major)
Was the process easy to understand and timely? (yes/no)
Was the design review criterion clear? (yes/no)

Are there any changes you would recommend to the process or criterion?
(yes/no)
If yes; Comment: (open)

8. Have you ever taken advantage of the City's Residential Toolbox Grant? (y/n/no, my property isn't residential)

If yes; How many times (number)?

Was the process easy to understand and timely? (yes/no)

Are there any changes you would recommend to the Grant program?

If yes; Comment: (open)

9. If your property is income producing, have you taken advantage of either Special Assessment or the Federal Tax Credit Program? (yes/no/no my property isn't income producing)

If yes; Were these financial incentives critical to your rehabilitation project? (yes/no)

and if yes; please describe how significant (scale) (Comment (open)

10. In your opinion, is owning a historic building financially beneficial?

a. No - maintenance is too costly

b. Eventually – the value will stay more stable in a fluctuating market

c. Yes - my building (home or business) has increased in value or my or my tenant's business attracts more customers because of the building's historic significance

BRANCH: For those who work with historic property owners –

2. Do you know what type of exterior changes require historic design review?
(yes/no)

3. Do you know where to find information about Salem's historic design review process and historic preservation program? (yes/no)

4. Where would you go to find more information?

a. Web, phone

5. Have you ever been through the historic design review process? ((yes/no)

If yes; What type of review? (Minor/Major)

Was the process easy to understand and timely? (yes/no)

Was the design review criterion clear? (yes/no)

Are there any changes you would recommend to the process or criterion?
(yes/no)

If yes; Comment: (open)

11. **If you have worked on a historically designated building, have your projects required a building or other permit which has triggered historic sign off?** If yes; What type of permit ie. building/mechanical/plumbing/sign/electrical).

Was the review process easy to understand and timely? (yes/no)

Are there any changes you would recommend to the process?

If yes; comment (open)

Section Two- For anyone who takes the survey:

6. **How connected do you feel to Salem and our community?**

Scale(not at all) to (very)

7. **What makes you feel connected to Salem and our community?** (check all that apply)

Going to Events at significant historic places in Salem (ie. Sheep to Shawl; Deepwood Tea; Historic Walking Tour); Knowing the history of my community; Participating in activities in the larger community (ie. Neighborhood Day Out; Salem Art Fair); Being informed about my community; Being involved in decisions that impact my community; I don't feel connected to my community; Shopping in the community; Working in the community; Volunteering in the community; Other

8. **What place(s) do you think help define Salem?** (check all that apply); Downtown; Willamette Heritage Center; Deepwood; Bush House; AC Gilbert Discovery Village; The Elsinore Theatre; The Grand Theatre; Riverfront Park; the Capitol Building; the Capitol Mall; Civic Buildings; Residential Neighborhoods; Parks; Schools; Churches; Bridge (s); Willamette River; Archaeological sites; Cemeteries; State Hospital; other; the Mall; State Buildings; Commercial/Lancaster Street businesses; Peter Courtney Bridge; other –

9. **How would you feel if a significant historic place in Salem were to be lost?**

(demolished; altered; destroyed by nature etc);

(scale(it wouldn't bother me at all; I would be a little sad; I would be very upset))

10. **Has a place you cared about in Salem about ever been lost, demolished, or significantly altered?**

(Yes/No)

a. If YES; which place

b.

11. **Have you taken any actions to maintain, protect, or preserve a historic place in Salem that you care about?**(select all that apply)

I haven't taken any actions; I maintain a historic property that I own or rent; I donate to nonprofits that support historic preservation; I volunteer at a nonprofit or civic

organization whose mission is preservation; I actively advocate for historic properties;
other

12. Who do you think is most effective at protecting historic places that matter to the community? (select all that apply);

Private property owners; developers; nonprofit organizations; local government; state government; federal government; tribal government; advocacy groups; other

13. What is the best way to encourage historic preservation? (check all that apply)

Designation and Regulation; Financial Incentives and funding; Planning; Advocacy; Education/Trainings; Recognition of Successful Projects; Other

14. Are you more likely to visit or shop at a business located in a Historic Building?
(scale – much more likely, somewhat likely, not more likely)

15. Do Historic Districts (Downtown, Court-Chemeketa, etc.) add value, either financial or cultural, to Salem?

Yes – they help increase property values

Yes – they make Salem more culturally rich

Yes – they are both financially and culturally valuable

No – Historic Districts don't add value to Salem.

I don't know.

16. Would you support nominating more buildings or districts in Salem? (y/n)
If yes, what area would you like to see nominated?

17. Do you feel that historic buildings and places are important assets in our community?

scale(not at all) to (very important) (number up to 100)

18. Is there a specific historic preservation project you have admired or been inspired by? (y/n) If yes – describe what you liked about the project

19. Would you support more funding for the Historic Preservation fund in Salem?
(y/n)

20. Are you happy with the City's Historic Preservation Program? (scale)

21. What, if anything, could be improved about the City's historic preservation program? (open)

Demographic Questions – All optional

22. How old are you?

Under 18; 18-25; 26-35;36-50; 51-65; over 65

23. How would you describe yourself?

White; Hispanic or Latino; Black or African American; Native American or American Indian; Asian/Pacific Islander; Other

24. What is the highest degree or level of school you have completed? (If you're currently enrolled in school, please indicate the highest degree you have received.)

Less than a high school diploma
High school degree or equivalent (e.g. GED)
Some college, no degree
Associate degree (e.g. AA, AS)
Bachelor's degree (e.g. BA, BS)
Master's degree (e.g. MA, MS, MEd)
Professional degree (e.g. MD, DDS, DVM)
Doctorate (e.g. PhD, EdD)

25. What is your current employment status?

Employed full time (40 or more hours per week)
Employed part time (up to 39 hours per week)
Unemployed and currently looking for work
Unemployed and not currently looking for work
Student
Retired
Homemaker
Self-employed
Unable to work

26. What is your household income?

Less than \$20,000
\$20,000 to \$34,999
\$35,000 to \$49,999
\$50,000 to \$74,999
\$75,000 to \$99,999
Over \$100,000

Thank you for taking the time to take this survey! Would you like to be entered into a raffle to get a prize including great swag from local historic properties? Go to this link:

xxx

Report for Salem Historic Preservation Plan Update Survey

Response Counts

Completion Rate:

74.2%



Complete



244

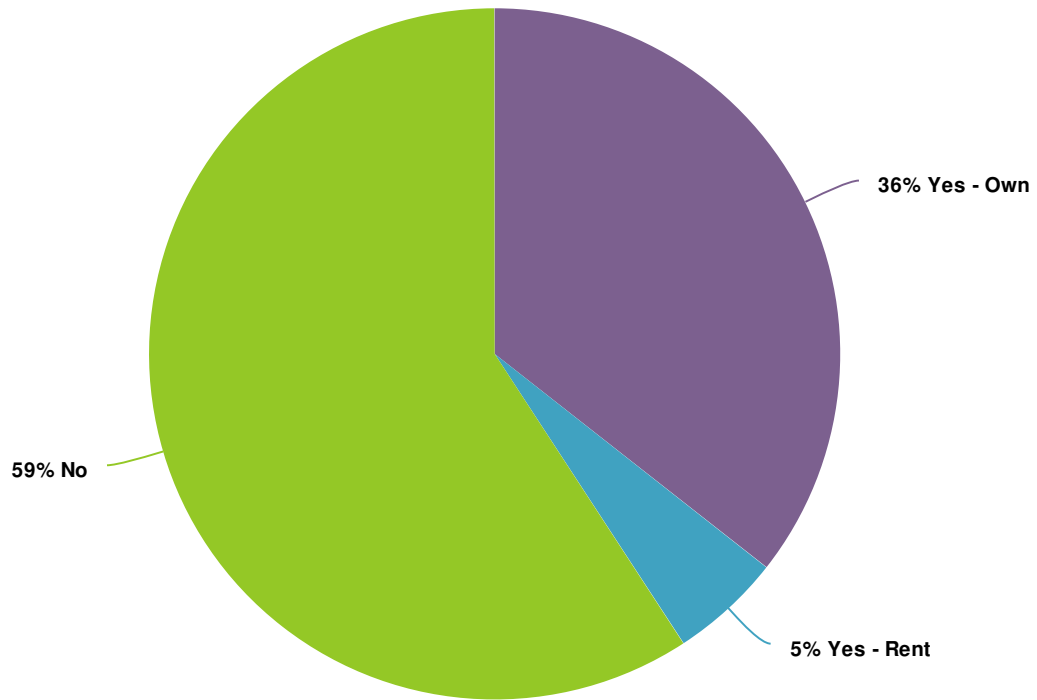
Partial



85

Totals: 329

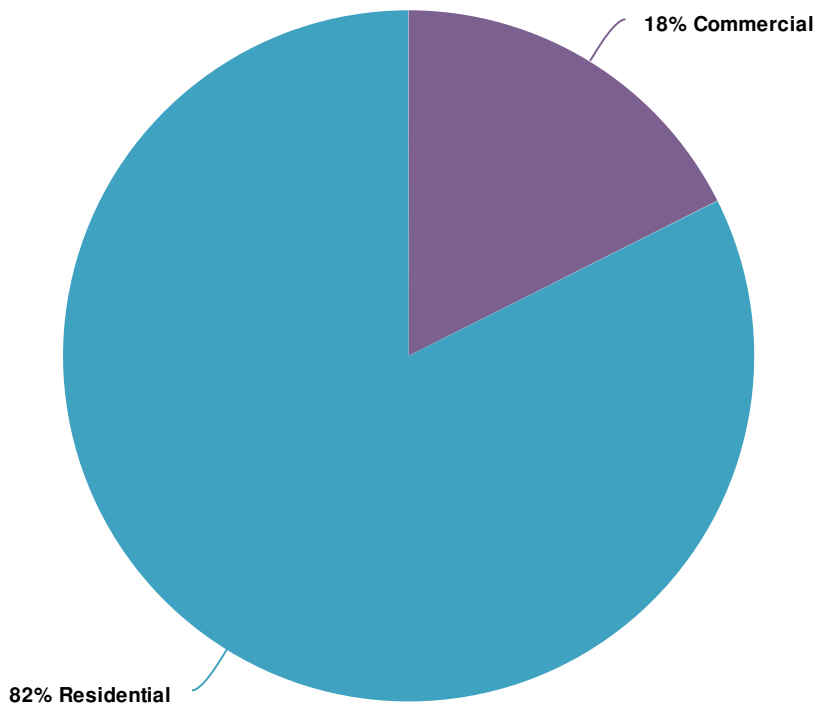
1. Do you own or rent a historic p



Value	Percent	Responses
Yes - Own	35.6%	109
Yes - Rent	5.2%	16
No	59.2%	181

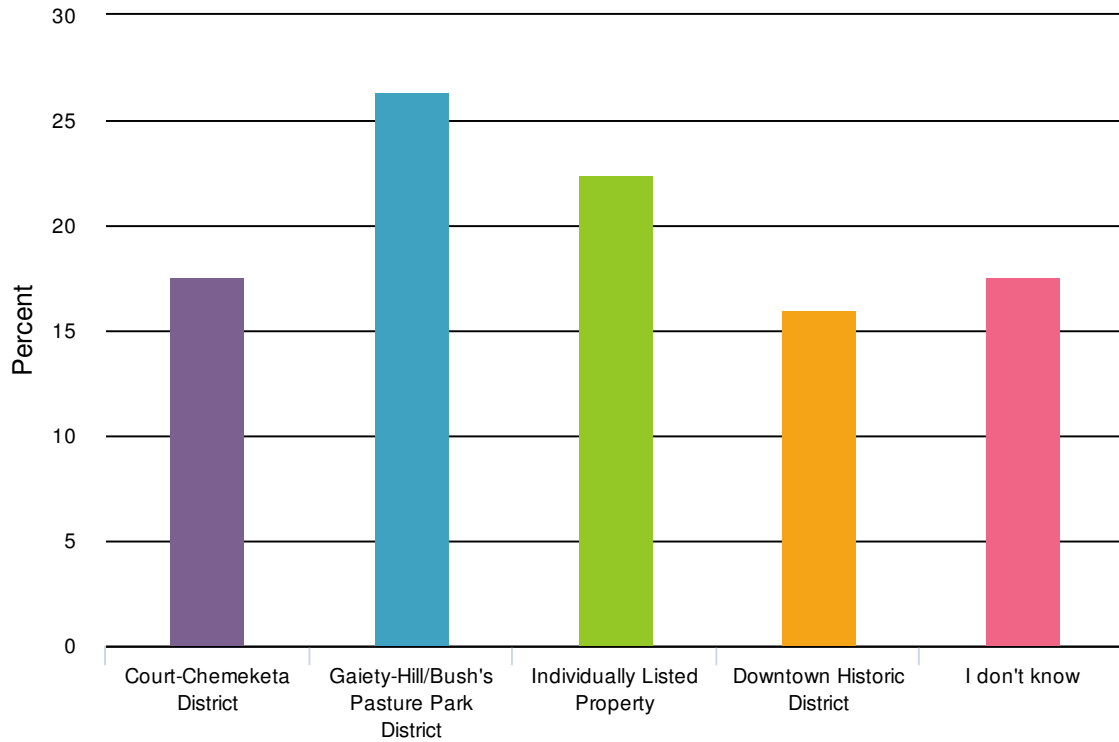
Totals: 306






2. Do you own or rent a commercial or residential property?



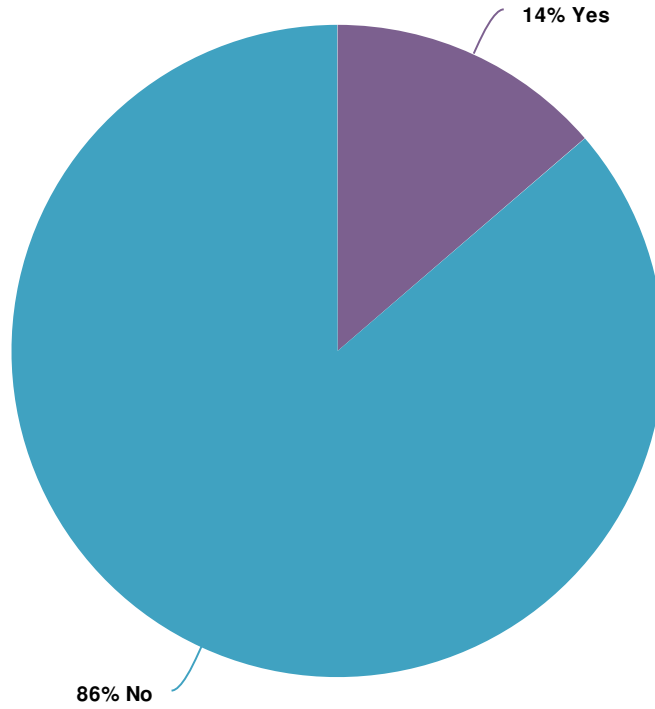
Value	Percent	Responses
Commercial	17.6%	22
Residential	82.4%	103
		Totals: 125

3. Is the property you rent or own
you own or rent multiple, please select where each of your properties are located.)



Value		Percent	Responses
Court-Chemeketa District		17.6%	22
Gaiety-Hill/Bush's Pasture Park District		26.4%	33
Individually Listed Property		22.4%	28
Downtown Historic District		16.0%	20
I don't know		17.6%	22

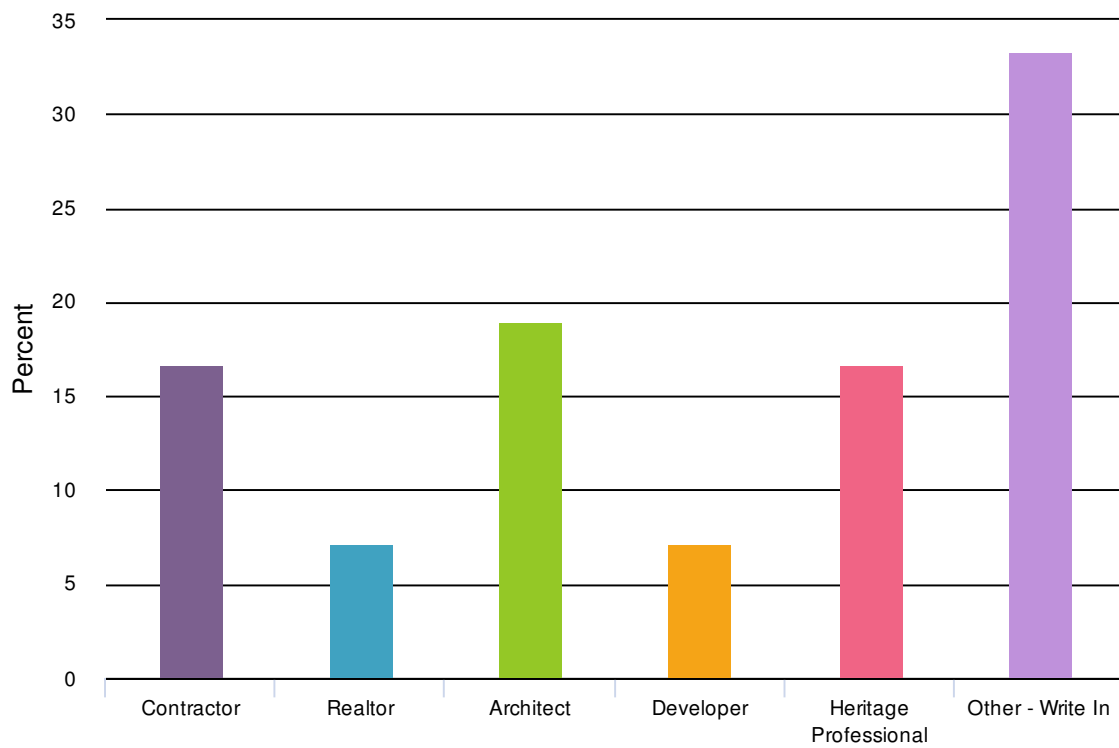
4. Do you help manage or routinely work with clients who own or rent historic properties? (i.e., are you a contractor, realtor, architect, heritage professional, etc.?)



Value	Percent	Responses
Yes	13.7%	42
No	86.3%	264

Totals: 306

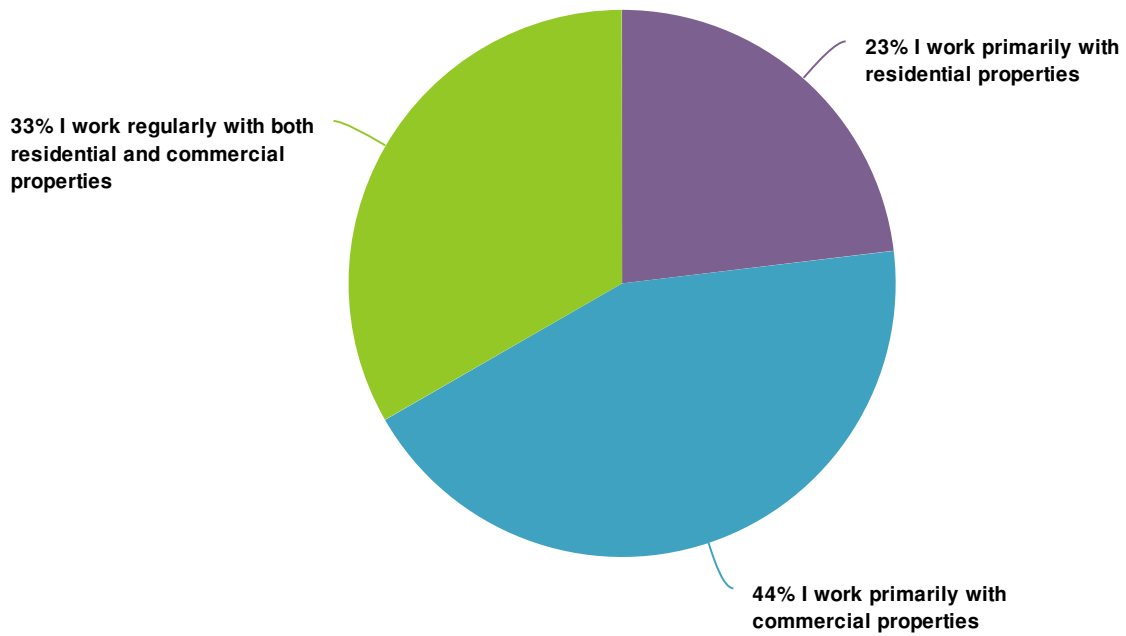
5. What best describes you?



Value	Percent	Responses
Contractor	16.7%	7
Realtor	7.1%	3
Architect	19.0%	8
Developer	7.1%	3
Heritage Professional	16.7%	7
Other - Write In	33.3%	14

Other - Write In	Count
owner/administrator	2
Antique Business Owner	1
Board Member and Volunteer	1
Civil Engineer	1
Cultural consultant	1
Engineer	1
Family Business	1
Host	1
Member HOA	1
Property Manager & Owner	1
State housing employee	1
Wealth Management	1
on the Board of Ceili of the Valley, we customarily use the Willamette Historical Center for our yearly festival, which is October 27th this year.	1
Totals	14

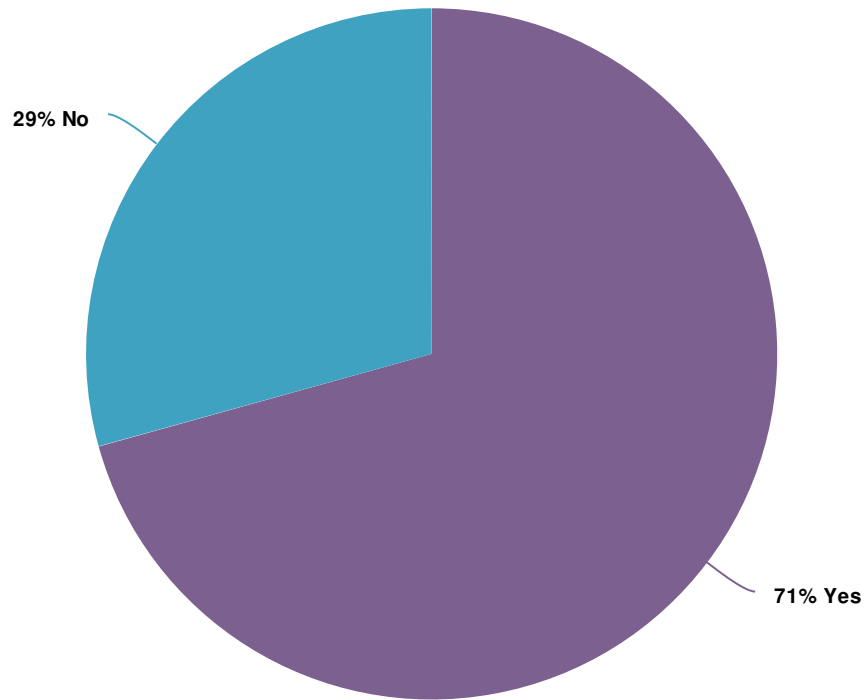
6. Do you primarily work with res



Value	Percent	Responses
I work primarily with residential properties	23.1%	9
I work primarily with commercial properties	43.6%	17
I work regularly with both residential and commercial properties	33.3%	13

Totals: 39

7. Do you know how to find out if a property is designated as historic in Salem?



Value	Percent	Responses
Yes	70.7%	29
No	29.3%	12
		Totals: 41

8. Do you like living in or owning a

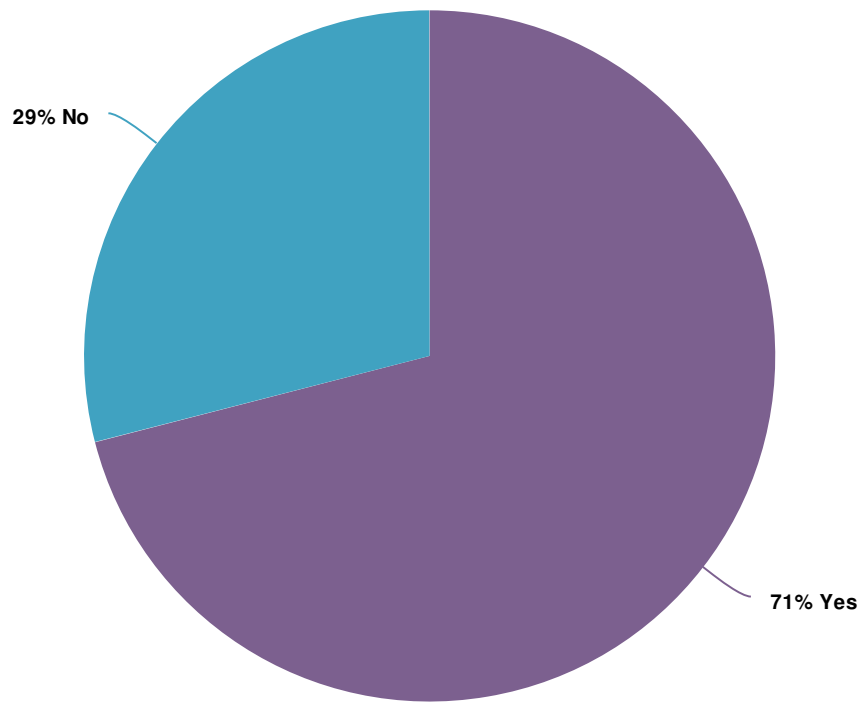
NPS® Score: 39.1


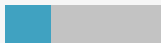


Promoters		56.2%	59
Passives		26.7%	28
Detractors		17.1%	18

Totals: 105

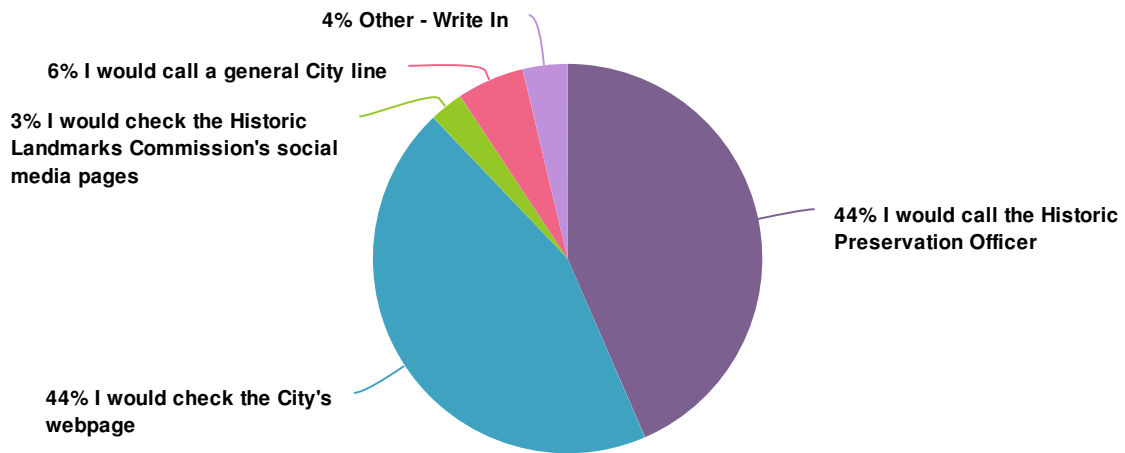
9. Do you generally know what kinds of exterior changes require historic design review? (Owners and renters)



Value		Percent	Responses
Yes		71.0%	76
No		29.0%	31

Totals: 107

10. Where would you go to find
Preservation Program? (Owners and renters)

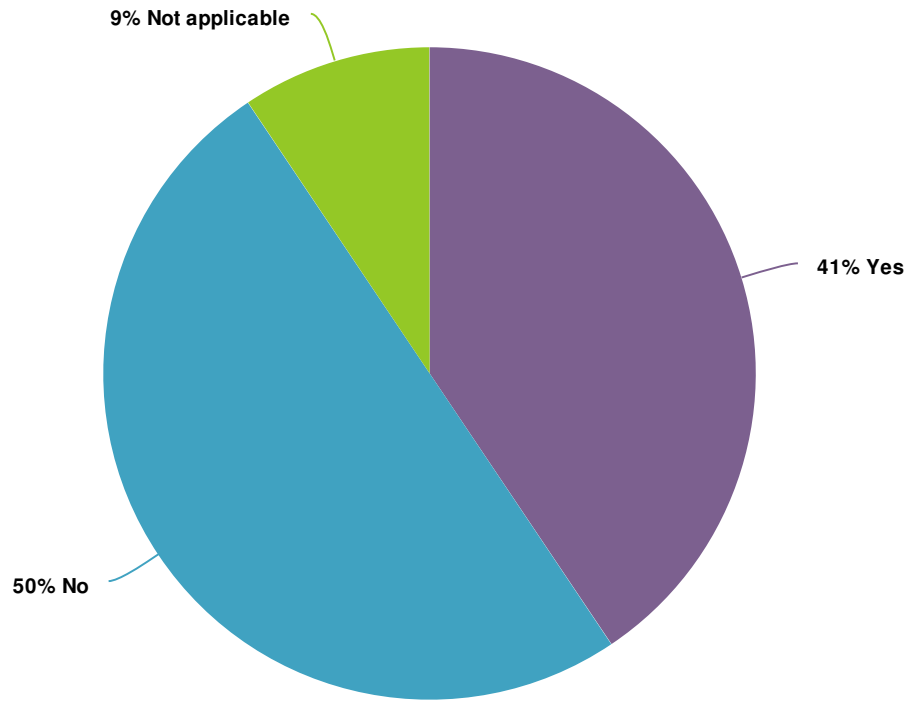


Value	Percent	Responses
I would call the Historic Preservation Officer	43.5%	47
I would check the City's webpage	44.4%	48
I would check the Historic Landmarks Commission's social media pages	2.8%	3
I would call a general City line	5.6%	6
Other - Write In	3.7%	4

Totals: 108

Other - Write In	Count
Check with Kimberli	1
'Talk to my neighbors	1
e-mail the person the forms	1
send an email to the HPO	1
Totals	4

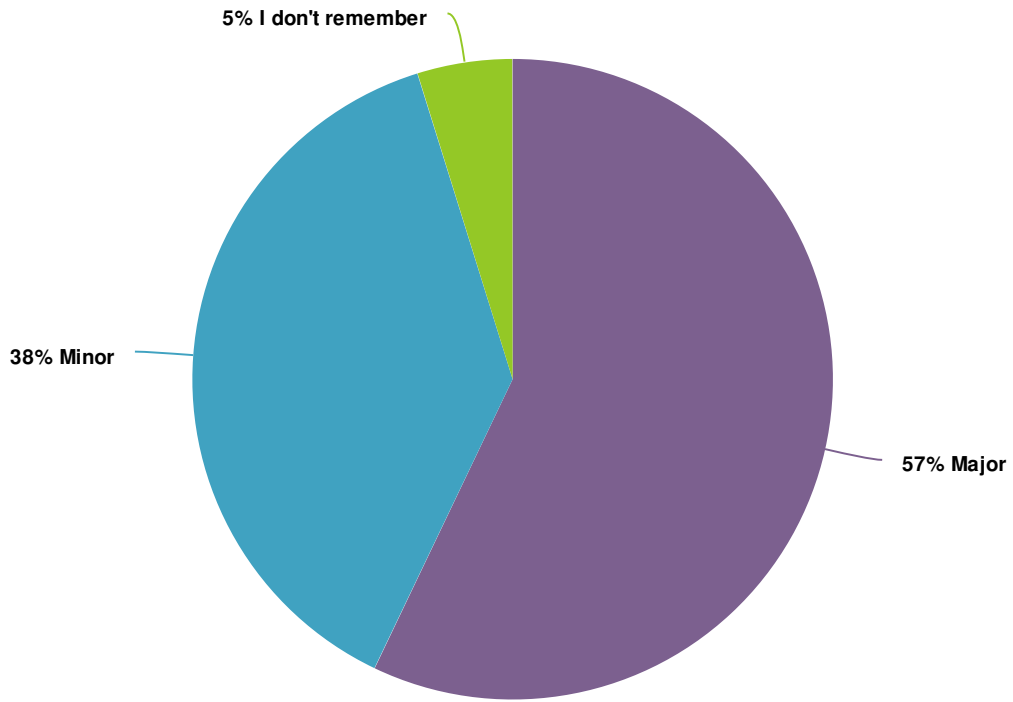
11. Have you ever been through t
renters)



Value	Percent	Responses
Yes	40.6%	43
No	50.0%	53
Not applicable	9.4%	10

Totals: 106

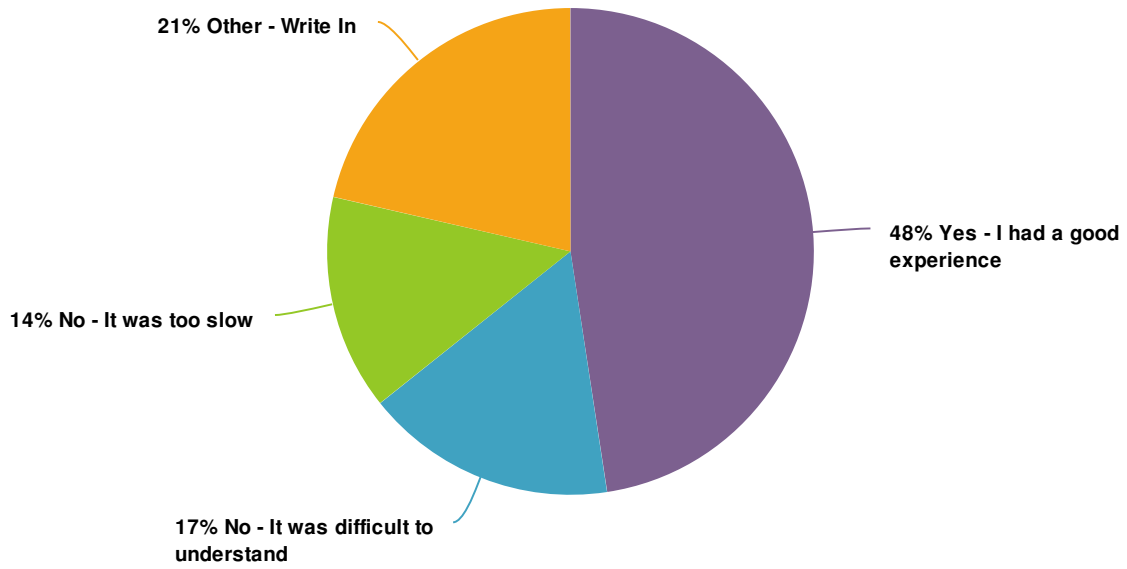
12. Was it a Major (Historic Landmarks Commission review) or Minor (administrator review) project? (Owners and renters)



Value	Percent	Responses
Major	57.1%	24
Minor	38.1%	16
I don't remember	4.8%	2

Totals: 42

13. Was the process easy to unde



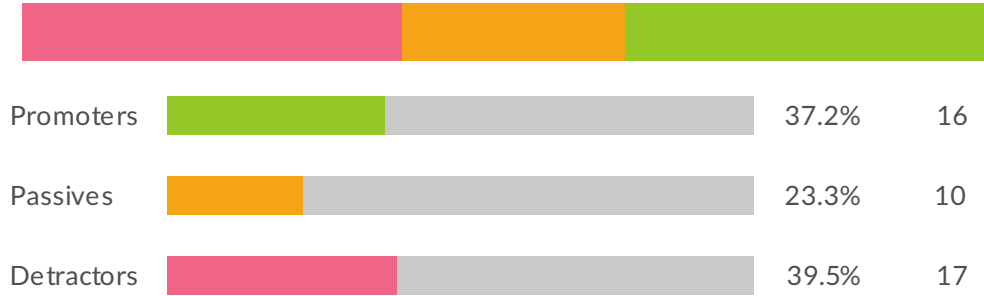
Value	Percent	Responses
Yes - I had a good experience	47.6%	20
No - It was difficult to understand	16.7%	7
No - It was too slow	14.3%	6
Other - Write In	21.4%	9

Totals: 42

Other - Write In	Count
Generally treated in a condescending and insulting manner by the commission	1
It was a good experience, but too slow and we were one of a few people who actually went thru the process to replace our roof. Several neighbors had roofs replaced but did not bother with the historical review process.	1
It was lengthy	1
Somewhat difficult to understand criteria, but great support from city staff.	1
Very bureaucratic, felt like I was paying fees just to pay fees	1
We used the process two different times. The first time, changes were required to match the original home - knives had to be purchased to shape trim to match, etc. The second time, the changes had to be different, but in the spirit of the old....confusing	1
Window contractor did it for us	1
good enough	1
okay but slow	1
Totals	9

14. Were the design review criteria (for owners, designers, and renters, 0=I did not understand at all / 10=I understood perfectly)

NPS® Score: -2.3



Totals: 43

15. Are there any changes you would recommend to improve the design review process or design review criterion? (Owners and renters)



ResponseID Response

29	Make it faster.....we had to wait several months for the review.
30	Lower the cost for a small project, say \$3000 or less as the cost percentage wise can keep people from doing a design review. A small project can end up paying half the cost on top of the hard costs for a review.
32	Remember that each owner has right to add his/her part to the history of the home. History is not a frozen display in a museum, but is a living reflection of growth and life.
38	Train remodel contractors in what to describe and what to provide to the review.
42	Though it may be cumbersome, I would make the requirements stricter to adhere to/match exterior historic features when renovating or expanding.
76	Although support from city staff was great, it would be helpful to have more advice about specific products, e.g., which door or window or railing would be most suitable. I felt that the options were unclear. As a complete novice, it would be nice to receive a list of acceptable items from which to choose.
96	Since I have an historic home that needs 28 windows replaced, I have applied for 3 toolbox grants thus far, and will continue to apply every 6 months until the windows are completed. For homeowners making regular grant applications such as myself, it would be helpful if the city could keep a file of the basic documents (property deed, historic photos, etc.) for each address and then I would simply submit any new documentation for each grant cycle.

ResponseID Response

100	The design review criteria is simple to understand if you have someone there to assist you in understanding the text. As a layman, the directions felt very confusing without additional context or information.
101	No
116	Some of the criteria are absurd - new rooftop HVAC replacements and other exterior improvements that really aren't visible from the street should not require historic approval. Signs is another one - no one cares about the orientation of a businesses sign under their awning. Many similar instances.
120	There needs to be more flexibility with regard to materials. Preserving wood windows while the marketplace produces better quality and better performing alternatives isn't acceptable. Insisting on brick cladding when it will severely impact the viability of a project is also highly problematic.
131	I do not have any complaints about the current design review process, but I think it might be worthwhile to look at what other municipalities are doing, especially those that have been recognized for quality.
132	Make more items administrative. Kimberli is great to work with, the HLC is not
159	I understood the criteria perfectly, just do not always agree with the committees criteria.
166	Provide staff access as review was being organized to eliminate owner questions and make sure owner understands the process before having to appear at hearing.
168	I would change everything. The focus is much too narrow. Nearly all of the effort goes to administering regulations, not facilitating preservation. Staff must be empowered to actually save buildings for the department to be relevant. The department would be more powerful if resources went to grants rather than written reviews and hearings.
170	I would recommend referencing the Secretary of the Interior's Standards and Guidelines as the main criteria
177	An on site visit with owner/contractor should be standard within 5-10 business days of the application being submitted so any questions or concerns can be addressed quickly and efficiently. Previous experiences have been frustrating due to slow and ineffective communication via email.
186	Perhaps, by now, the rules and guidelines are consistent over time - it was our experience, however, that decisions at one moment in time established no precedence-setting criteria for a later moment in time
195	Personally, I don't feel like I need the big paper print out about what the neighbors are doing. Seems like a lot of time and effort and would rather see those resources go to code enforcement..

ResponseID Response

197 Kimberli and her team were able to guide us through the process. I would trust them to recommend improvement to the process.

199 No

202 I had a permit issued for my project that was subject to retroactive design review. I asked the city to state what was being reviewed and the hired consultant made recommendations about changes that were not previously mentioned even though the project was completed and inspected. The report also had significant errors that could have been found if someone look at the permit inspection records. The review was conducted to be please the neighbors and the board members of Northeast neighbors not to ensure the preservation of historic character.

237 No

280 As a resident of a historic district I don't understand why the neighborhood association gets the notice of a design review before the neighbors.

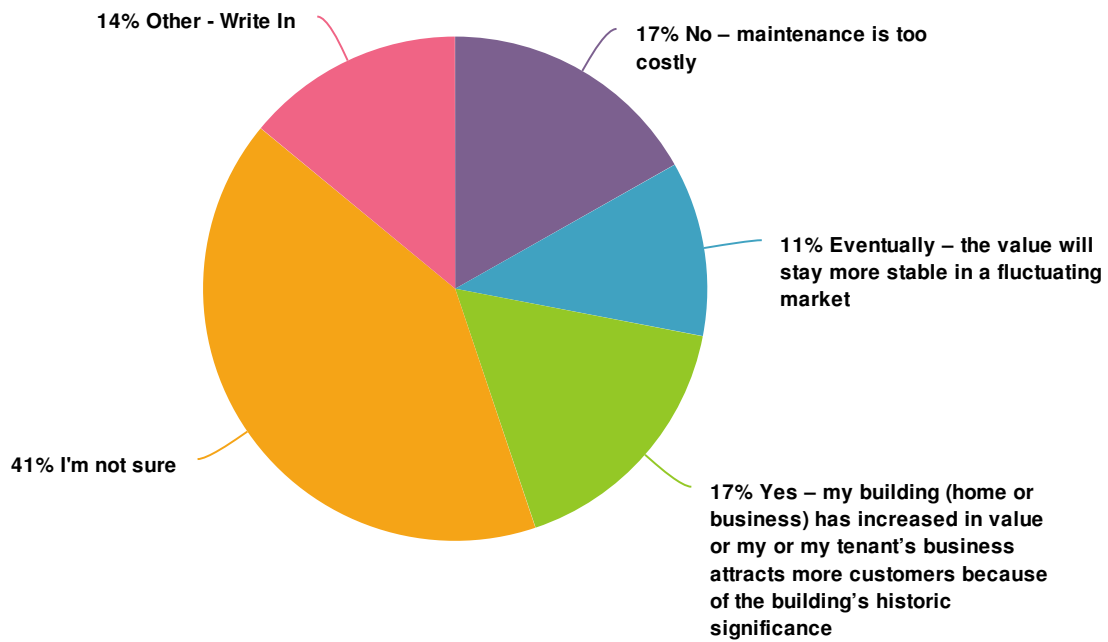
305 I had to hire professionals at a hugh cost to execute this process that is required of me to keep up with progress and maintain financial growth of my commercial building investment.

315 I'm in favor of maintaining to whatever extent possible the original structural style and appearance. We've not encountered this issue, but perhaps less rigid requirements on replacement of original components with the exact same material. Given the maintenance requirements with historic homes, newer more durable materials might be considered an option.

325 No.

337 Scheduling was an issue and members can blow you off for their own personal agendas. It's Oregon nothin can be done about hateful politics.

16. In your opinion, is owning a historic building worth the cost (for owners and renters)

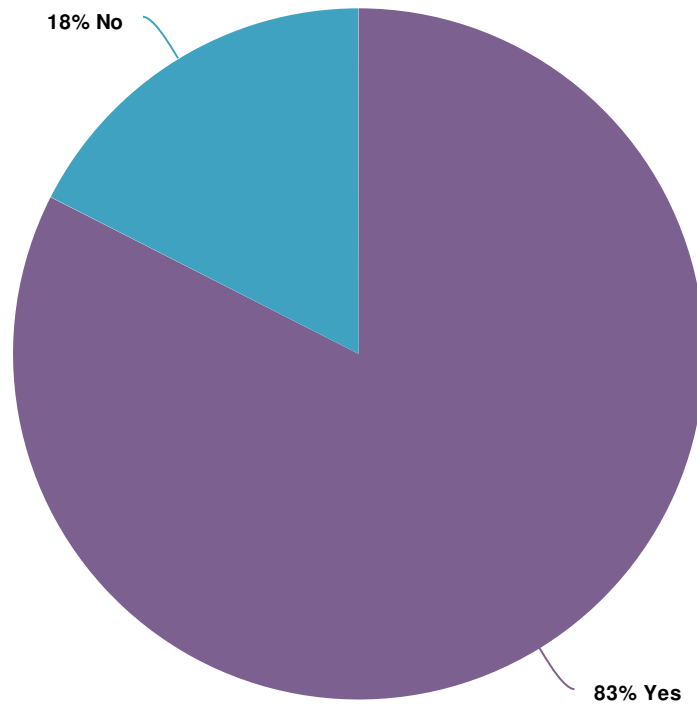


Value	Percent	Responses
No - maintenance is too costly	16.8%	18
Eventually - the value will stay more stable in a fluctuating market	11.2%	12
Yes - my building (home or business) has increased in value or my or my tenant's business attracts more customers because of the building's historic significance	16.8%	18
I'm not sure	41.1%	44
Other - Write In	14.0%	15

Totals: 107

Other - Write In	Count
our ownership is based on preservation and a love of history, not financial gain.	2
City owned building	1
Due to the new methadone clinic at the end of Miller St SE, I am not sure our home would be desirable.	1
I didn't buy a historic home to be financially beneficial to me, I bought it because it is awesome.	1
I own property but would say having a building in the historic district is costly.	1
No effect that I can see	1
No, it ties your hands, makes you beg for approval on YOUR OWN property and stymies economic growth and opportunities	1
Question not relevant	1
State Owned Property	1
There is a financial investment involved, but my property is primarily a dwelling.	1
We certainly hope so, time will tell.	1
We, in our High Street neighborhood, currently have a problem. City of Salem gave permission to a large corporation to open a for-profit methadone dispensing operation seeing 800 clients per day on the corner of Miller and Liberty St SE. This clinic is having an adverse affect on this historic neighborhood and we are working with the Salem Police POP team, have established a neighborhood Task Force and are seeking to have this clinic relocated to a more appropriate location. Your help would be most appreciated.	1
all property increasing in value	1
we dont own it.	1
Totals	15

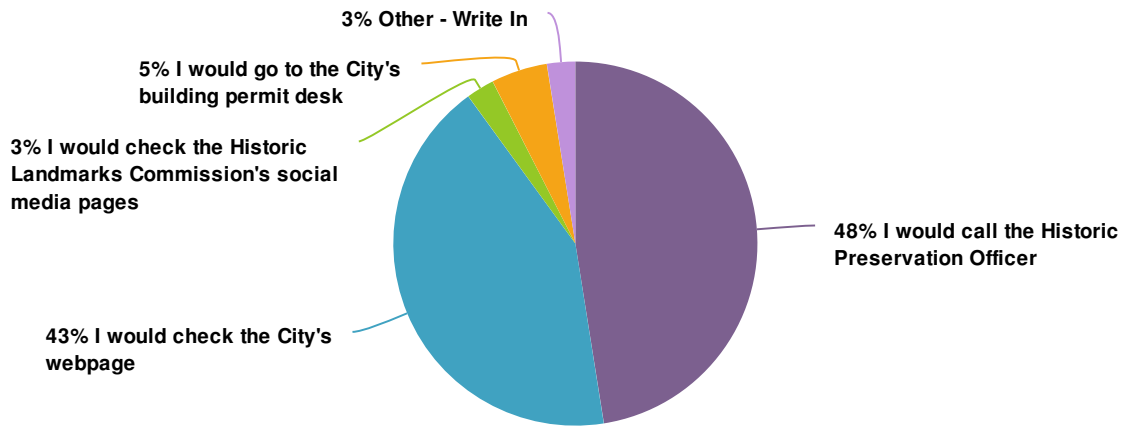
17. Do you generally know what k
review? (Contractors/Heritage Professionals)



Value	Percent	Responses
Yes	82.5%	33
No	17.5%	7

Totals: 40

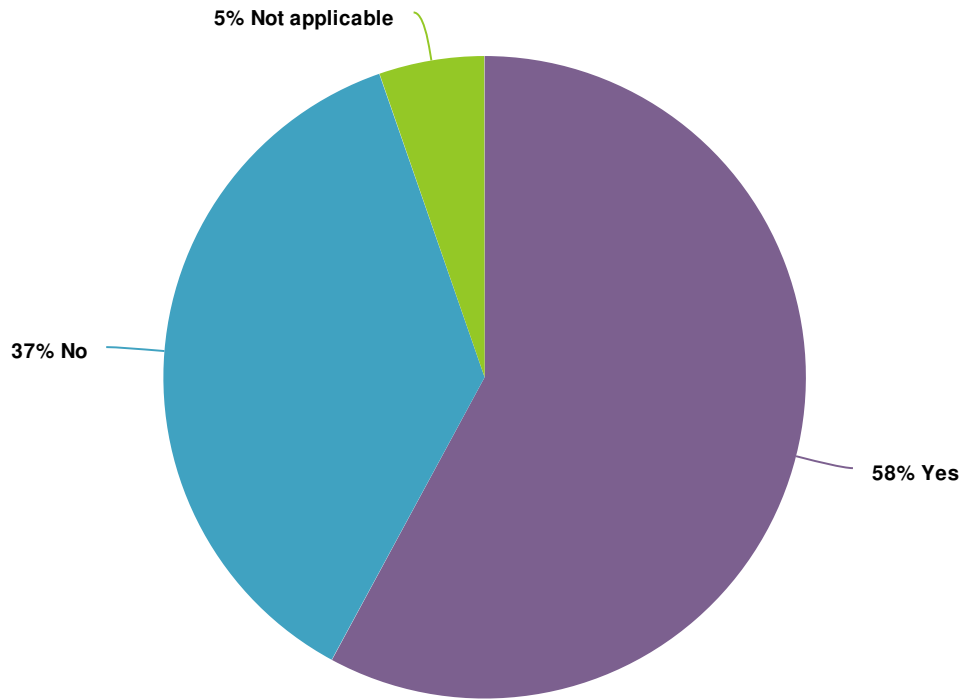
18. Where would you go to find out more information about Salem's Historic Preservation Program? (Contractors/Heritage Professionals)



Value	Percent	Responses
I would call the Historic Preservation Officer	47.5%	19
I would check the City's webpage	42.5%	17
I would check the Historic Landmarks Commission's social media pages	2.5%	1
I would go to the City's building permit desk	5.0%	2
Other - Write In	2.5%	1
		Totals: 40

Other - Write In	Count
idk	1
Totals	1

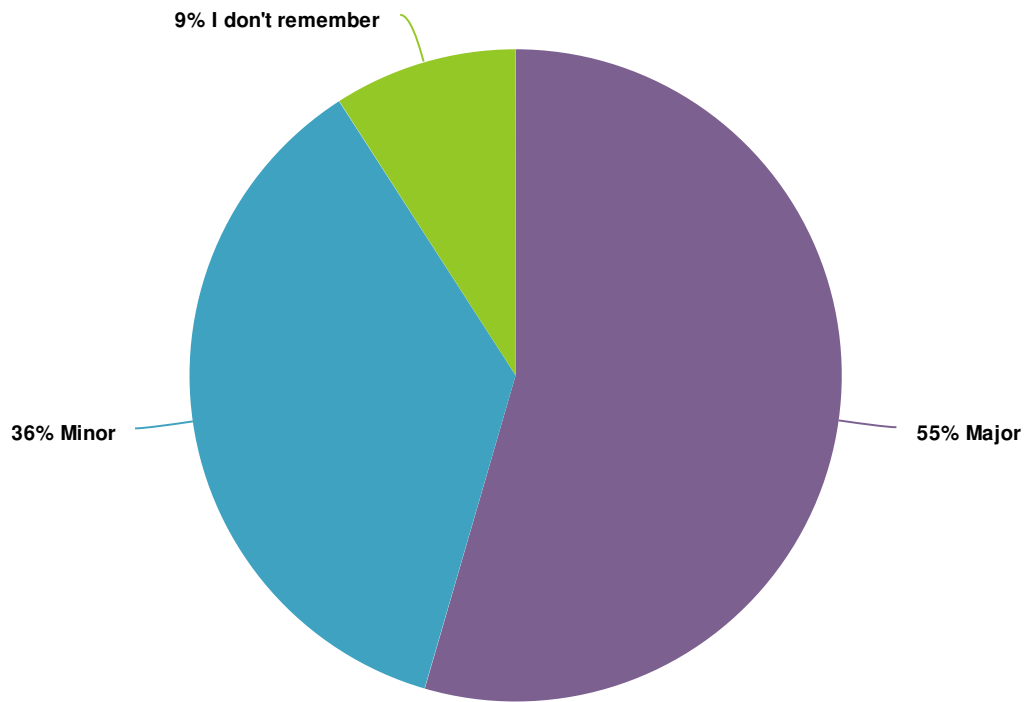
19. Have you ever been through t
(Contractors/Heritage Professionals)



Value	Percent	Responses
Yes	57.9%	22
No	36.8%	14
Not applicable	5.3%	2

Totals: 38

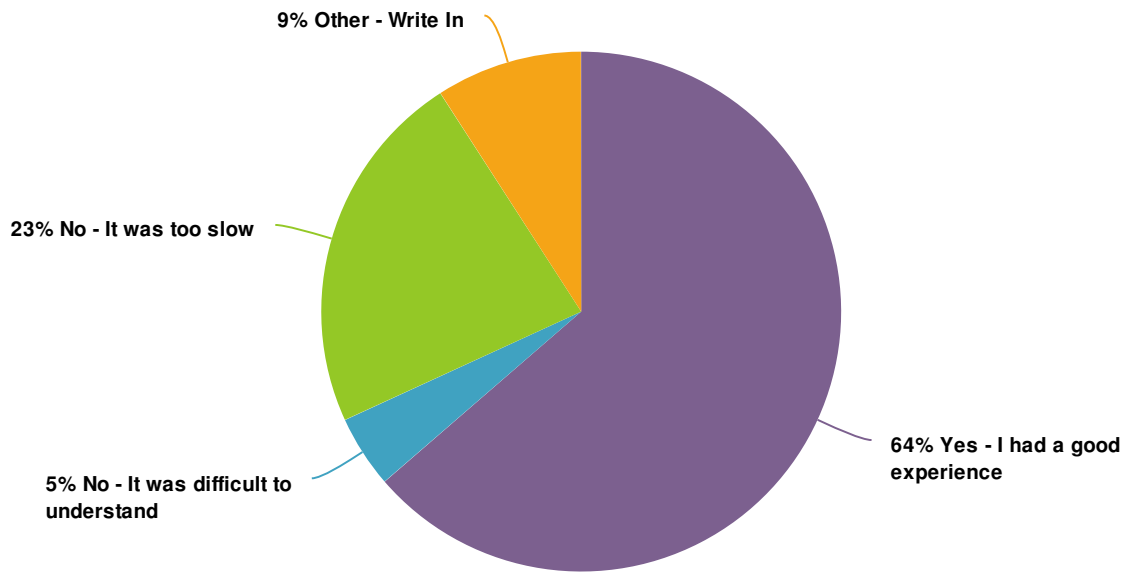
20. Was it a Major (Historic Landmarks Commission review) or Minor (administrator review) project? (Contractors/Heritage Professionals)



Value	Percent	Responses
Major	54.5%	12
Minor	36.4%	8
I don't remember	9.1%	2

Totals: 22

21. Was the process easy to unde
Professionals)



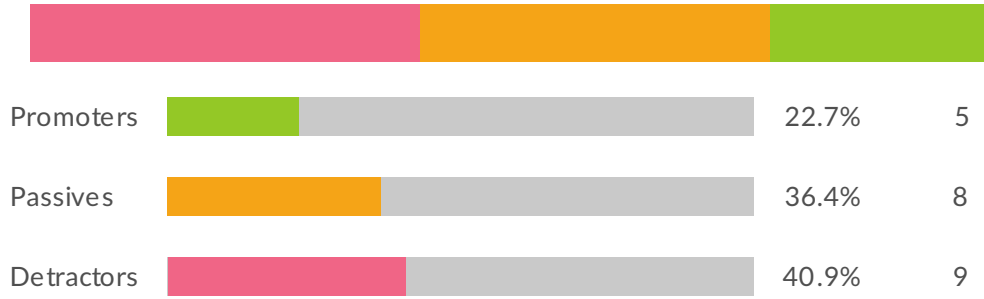
Value	Percent	Responses
Yes - I had a good experience	63.6%	14
No - It was difficult to understand	4.5%	1
No - It was too slow	22.7%	5
Other - Write In	9.1%	2

Totals: 22

Other - Write In	Count
Did not turn out the way I had hoped it would	1
Totals	1

22. Were the design review criteria for your project easy to understand?
 (Contractors/Heritage Professionals, 0= I did not understand at all / 10= I understood perfectly)

NPS® Score: -18.2



Totals: 22

23. Are there any changes you would like to see in the review process or design review criterion? (Contractors/Heritage Professionals)

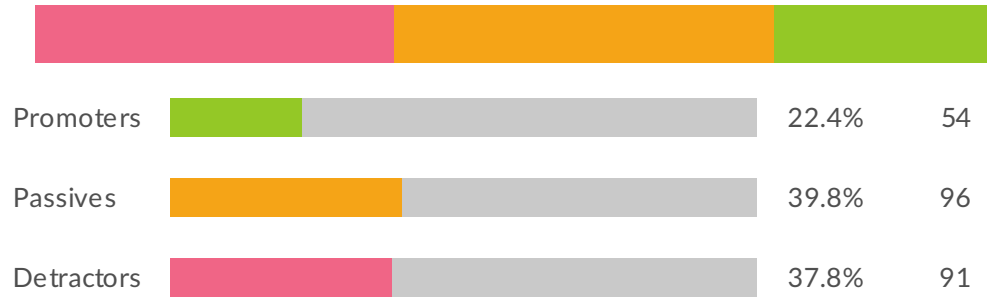


ResponseID Response

120	Historic Design Review should not be a "land-use" process. Attorneys are not the professionals who should determine how the process works.
124	Run Site plan review concurrently with Historic review
137	Yes. I would recommend revisiting the design review criterion. Specifically - reconsidering the metric of a percentage of a feature and retooling so that replacement or repair of an existing feature not require a full fledged review as long as the visual impact will not change. It is a burden to property owners to have to pay for reviews to fix rotten porch posts -- feasibly in excess of the cost of the repair itself. It is not right to punish people with fees for trying to do the right thing. The property owners are the ones trying to save the landmark - it should be as easy as possible to accomplish routine maintenance so as not to dissuade people from preserving historic resources. I would alter the fee structure for design reviews. Instead of charging property owners, I would fund this program through fees on developers that are tearing down old buildings as an incentive to preserve.
139	Provide clear direction on how to find and understand the sign code in the downtown historic district.
170	I would recommend further increasing project reviews at the staff level since there is a qualified preservation officer for the City.
200	No
305	as Contractors, Realtors, Architect we are paid extremely well to take property owns through this process, they have to do it and we make money on them because of your rules.

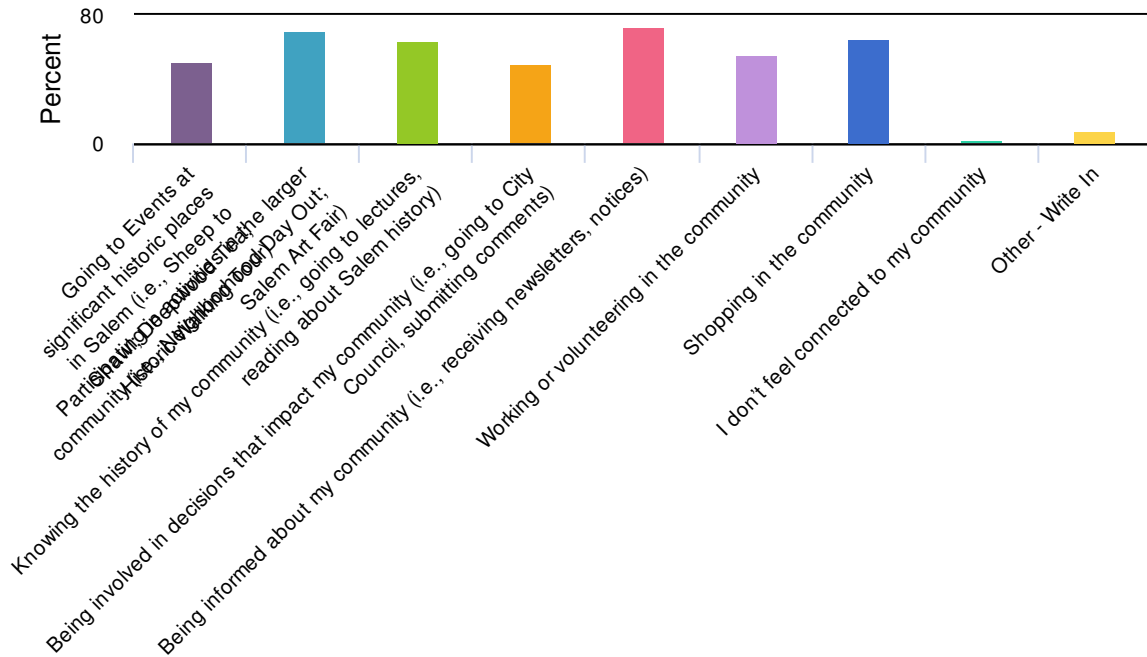
24. How connected do you feel to
(10 is very connected)

NPS® Score: -15.4



Totals: 241

25. What makes you feel connected to Salem and our community? (Please check all that apply)

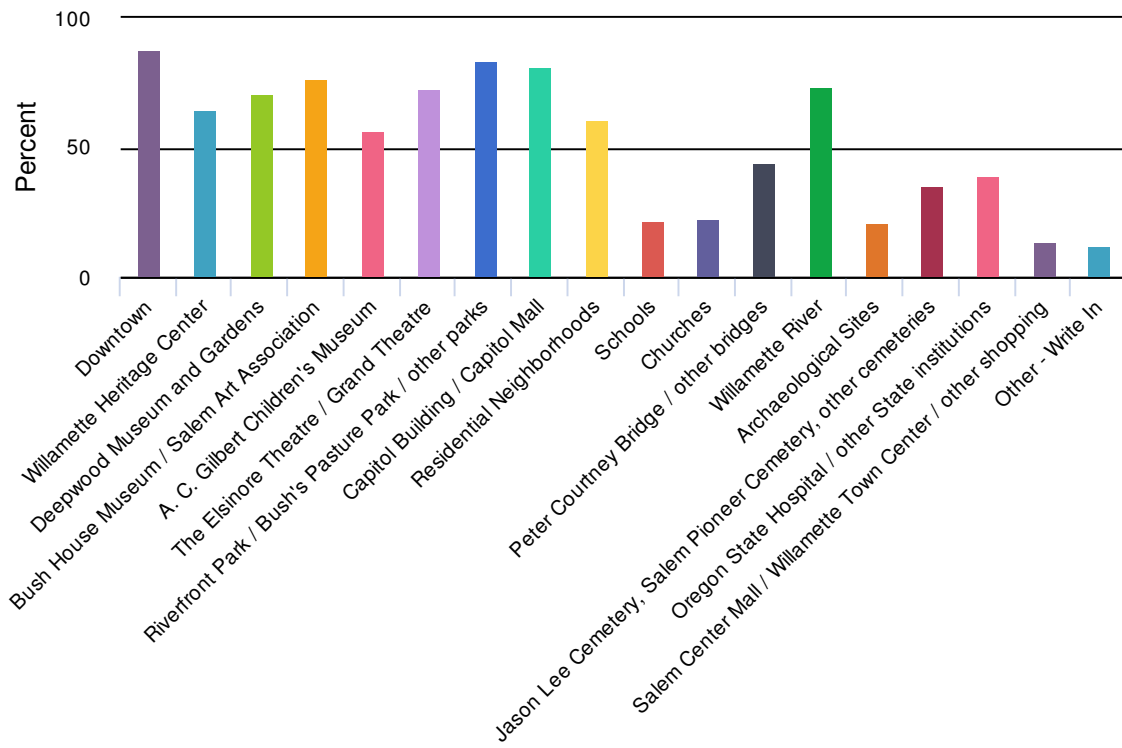




















Value	Percent	Responses
Going to Events at significant historic places in Salem (i.e., Sheep to Shawl; Deepwood Tea; Historic Walking Tour)	51.4%	127
Participating in activities in the larger community (i.e., Neighborhood Day Out; Salem Art Fair)	70.0%	173
Knowing the history of my community (i.e., going to lectures, reading about Salem history)	64.8%	160
Being involved in decisions that impact my community (i.e., going to City Council, submitting comments)	49.4%	122
Being informed about my community (i.e., receiving newsletters, notices)	72.9%	180
Working or volunteering in the community	55.5%	137
Shopping in the community	66.0%	163
I don't feel connected to my community	2.0%	5
Other - Write In	8.1%	20

Other - Write In

Attending	1
Being a Neighbor Watch block coordinator	1
Being a member of my neighborhood association board	1
Board Member of the OSH Museum of Mental Health	1
Farmers Market	1
Having friends and family in the area	1
Having regular social meetings with my neighbors	1
Living centrally and being able to walk downtown	1
Living in Salem for over 40 years, raising a child here, recreating on the Willamette River in downtown Salem, involved with various groups in town, attending continuing education classes at Willamette U., owning a home.	1
Many friends in Salem.	1
My mother was born in Salem.	1
NEN meetings, Court-Chemeketa email list & social gatherings	1
Walking, running and cycling	1
dining....love Amadeus	1
exploring Salem	1
financially supporting my community	1
friends here	1
neighborhood association; making efforts to know neighbors	1
working on projects that are located near the districts.	1
Totals	19

26. What places do you think help define Salem? (Please check all that apply)



Value			
Downtown		87.8%	215
Willamette Heritage Center		64.5%	158
Deepwood Museum and Gardens		71.0%	174
Bush House Museum / Salem Art Association		76.7%	188
A. C. Gilbert Children's Museum		56.7%	139
The Elsinore Theatre / Grand Theatre		72.7%	178
Riverfront Park / Bush's Pasture Park / other parks		83.7%	205
Capitol Building / Capitol Mall		81.2%	199
Residential Neighborhoods		61.2%	150
Schools		22.0%	54
Churches		22.9%	56
Peter Courtney Bridge / other bridges		44.5%	109
Willamette River		73.9%	181
Archaeological Sites		21.2%	52
Jason Lee Cemetery, Salem Pioneer Cemetery, other cemeteries		35.5%	87
Oregon State Hospital / other State institutions		39.2%	96
Salem Center Mall / Willamette Town Center / other shopping		13.9%	34
Other - Write In		12.2%	30

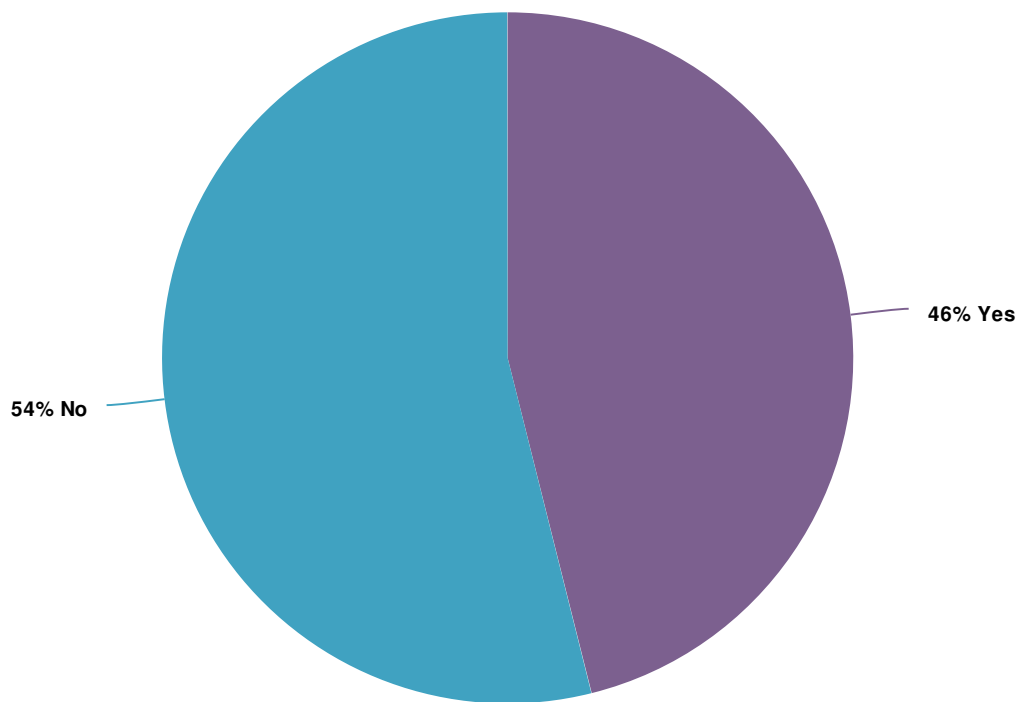
Other - Write In	Count
Bush's Pasture Park	1
Cemeteries, Salem's creek system,, railroads + tracks, China Town	1
Chemeketa and Willamette	1
Totals	30



Other - Write In	Count
Edgewater, Broadway	1
Gaiety Hollow home and garden of Lord and Schryver	1
Gaiety Hollow, Willamette University, Hallie Ford	1
Ike Box	1
Lancaster Drive	1
Location: Access to the coast, the mountains, Portland, Eugene. Also, all the government jobs here help define Salem. Affordable in comparison to Portland, Eugene, and Corvallis.	1
Lord & Schryver Conservancy	1
Minto Brown	1
Mission mill	1
Oregon Artists Series Foundation, Salem Public Art Commission, Willamette University, Hallie Ford Museum, Travel Salem	1
Our often-neglected neighborhood parks could be a positive contributor to image.	1
Pedestrian paths that connect people to neighboring streets without allowing vehicular traffic	1
Public art	1
Salem Hospital	1
The historic downtown residential neighborhoods are more unique to Salem	1
The presence of the businesses and the groups in the buildings are much more important than buildings in which the groups or businesses are located	1
Very long-standing citizen organizations such as The Chemeketa Outdoor Club. Willamette University!	1
Willamette Univ.	1
Willamette University	1
Willamette University	1
Willamette university	1
Totals	30

Other - Write In

YMCA	1
don't understand the question	1
parks, open green spaces	1
the carousel	1
union street railroad nad pedestrian bridge	1
willamette university	1
Totals	30

27. Has a place you cared about in Salem ever been lost, demolished, or significantly altered?



Value		Percent	Responses
Yes		46.1%	113
No		53.9%	132

Totals: 245

28. If yes, what place?



ResponseID Response

18	City Hall, County Courthouse, Fairview, ymca
23	Oregon School for the Blind, old Bush School and oaks near Salem Hospital, old oaks at 17th and State Street, bungalow on 200 block of 13th St NE to increase parking spots
24	masonic temple
26	can't think of a specific one now, but I'm sure there have been many over the yrs. I've lived here
27	Howard Hall, old city hall, old courthouse
28	School for the blind
29	Howard Hall on the Blind School Property
38	The Peitro Beluchi Bank Building
39	Oregon State Hospital; funeral home were Starbucks is, the cannery
42	The original Marion County Courthouse was torn down in 1952 because it was 'too small.' If we ever get the chance to rebuild it, we should.
46	Senator Hotel
47	280 Liberty St NE

ResponseID Response

50	The large green space on Park & D St. that will be packed full of apartments in the near future
55	School for the Blind
61	485 leffelle st s
64	Old Salem City Hall, Grant Neighborhood houses, Cherry City Bakery (old Eagles Lodge), Fairgrounds buildings, north mall housing (Union St - D St), blind school, Bush School,
65	The marble bank building in downtown Salem.
71	Many homes in the downtown core, Salem City Hall, Marion County Courthouse. Too many to list.
75	the Capitol Theater on State Street. The Heritage Tree Restaurant in an old house on Cottage near Union, I think.
87	Historic trees along D & Center. Open space at old state hospital that is slated to become high density housing.
92	Senator apts along with the businesses below replaced w/ a cheap looking/feeling bus mall. Same with the old bank currently torn down and awaiting construction just 1 block south
99	Portions of the State Hospital
100	Tree removal on State Street
102	all the old home on the capitol mall
104	Heritage Tree Restaurant
108	Downtown Salem
109	The State Hospital grounds between Park St and D St.
113	First Presbyterian Church is changing the historic sanctuary
123	Lindbeck Orchard - West Salem
124	Fire station one
128	Marion Hotel

ResponseID Response

131	850 Liberty Street S.E.; Bungalow Residence, Assessor's Nap 27CA073U 073UI-27CA-05000 Description: Bungalow - Ca. 1920; a one and one-half story square, bevel siding, wood frame structure with a gable roof and composition shingles. The second story contains a pair of small eyelid dormers with two panes. The front porch is covered by a cross gable roof supported by columns and a semi-elliptical arch. The front door contains fifteen window panes. The front windows are six-over-one double hung sash windows. 840 Liberty Street S.E.; Vernacular Architecture Residence. Assessor's Map 27CA073U 073U-27CA-05100 Description: Vernacular Architecture - Ca. 1900; a one and one-half story, wood frame structure with a gable roof and composition shingles. The front porch is covered by a three bay shed roof.
133	Oregon Blind School
136	The Deaf Museum, some places in the downtown corridor
137	Marion County Courthouse, City Hall, Oregon School for the Blind, Building on the southeast corner of liberty and chemeketa, Piety Hill neighborhood, Capital Theater, Herbert Hoover House
152	Ymca
154	Salem General Hospital, Blind School on Mission Street
160	Bush elementary
166	City Hall, Wilson Durbin House, the Belluschi Bank, the Marion Hotel, sacred Heart Academy, many houses
168	YMCA
169	Courthouse Square block / Oregon Hotel
170	continual losses of historic integrity due to changes in neighborhoods not protected as districts or individual resources
173	School for the Blind
179	Salem General Hospital and the Maternity Hospital
184	IKE Box in jeopardy of being lost, and by thus time next year, the former Leslie Junior High building will be torn down for renovation of South High
185	I have lived here over 50yrs, probably so.
186	A vintage home that stood behind its beautiful azalea hedge on the corner of Bush St and Liberty St SE

ResponseID Response

188 West Salem has lost beautiful vistas to housing developments and will never recover them.

189 Blind School

191 Green spaces throughout Salem

192 old hospital

193 Soon to lose the old Leslie Junior High building

197 The old brick City Hall

203 gradually replacement of original fabric by plastic crap

204 Nordstrom

209 This space isn't big enough to list them all.

210 north campus SH

211 City hall, the YMCA

214 Historic buildings downtown

220 Boyhood home of Herbert Hoover in my neighborhood!!! There is now a horrible house where it once stood and a marker covered by weeds on the corner.

221 State hospital

222 Senator Hotel, the old City Hall, and the houses at corner of Liberty and Mission, and the Kalapuya villages

226 The Old City Hall Building

237 City Hall

238 The old tree at the corner of union and cottage, the trees at the old Salem hospital building on center.

245 The homes that used to surround the Capitol Mall

247 Homes once in Capitol grounds

250 The underground tunnels

252 Fairview

ResponseID	Response
253	Old city hall
256	School for the blind
257	State mental hospital
263	Some of the downtown buildings.
264	City Hall clock tower
267	Homes
268	Fairview training complex
278	Union St pizza
279	Hollywood district
281	The original dormatory from 1908 at Fairview Training Center
282	Nordstrom
283	Fairview Facilities
287	Some older homes along Court and Chemeketa; most have been saved over the last 45 years, but some are not maintained.
288	Capitol Theater
290	Corner of Liberty & Chemeketa
291	Wells Fargo Bank downtown
294	Removal of historic trees
297	cant remember
298	School for the blind
299	Capital theater downtown, state hospital, Fairview, farmlands in West Salem, other historic buildings in the downtown area
300	Burgerville
305	all the house around the capitol mall that were distroyed
307	The old victorian homes along the river where the cannery went in.

ResponseID Response

309 Downtown bank

312 YMCA, many trees in downtown

316 Oak trees around the community and street trees by Ladd and Bush Bank

318 Oregon School for the Blind

325 School for the Blind

326 The orchard behind Orchard Heights Park

330 Oregon state school for the blind

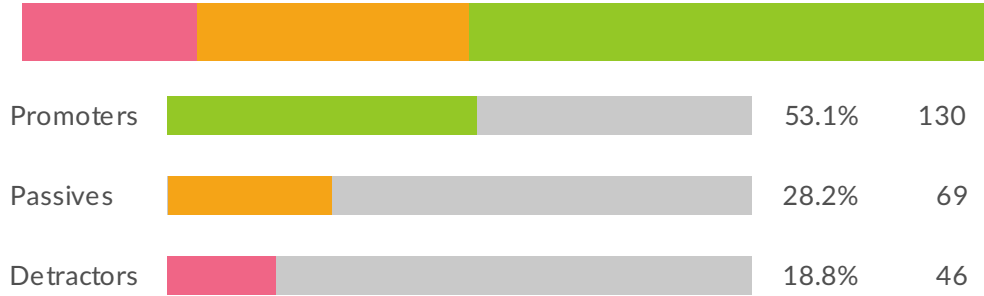
334 Blind school

336 Old City Hall, Air BNB in Gaiety Hill area

337 Blind School was torn down by the greedy hospital

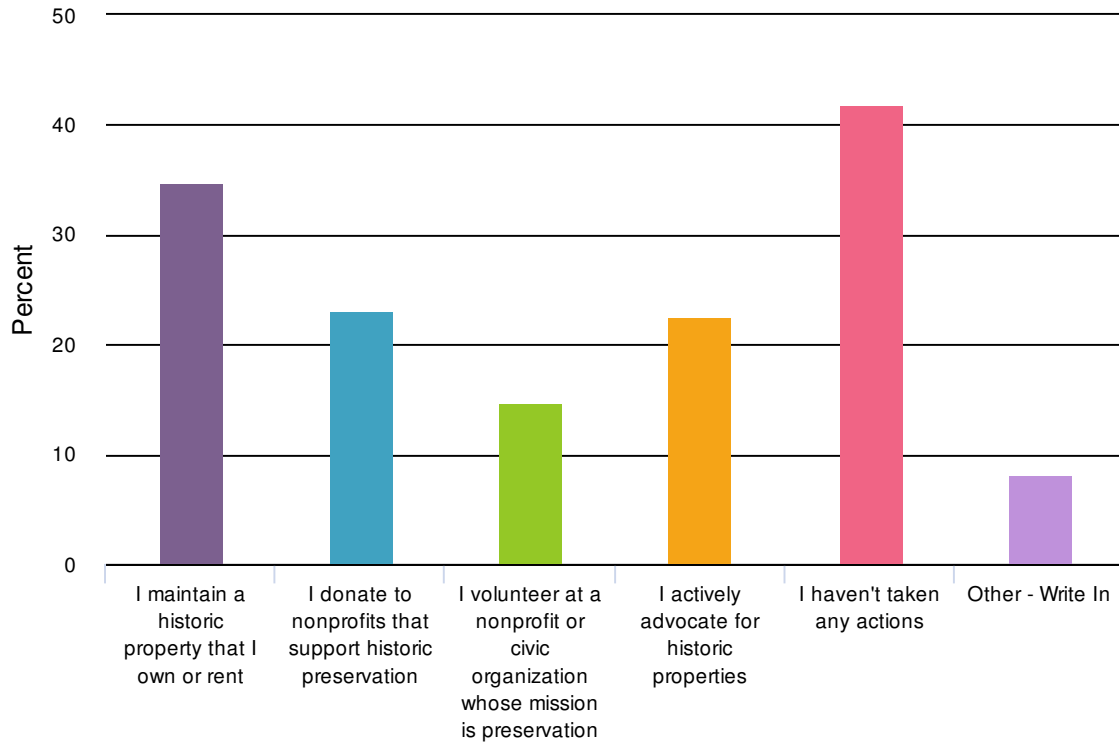
29. How would you feel if a significant change in the way we do business wouldn't bother me at all/ 10= I would be very upset)

NPS® Score: 34.3



Totals: 245

30. Have you taken any actions to maintain, protect, or preserve a historic place in Salem that you care about? (Please select all that apply)



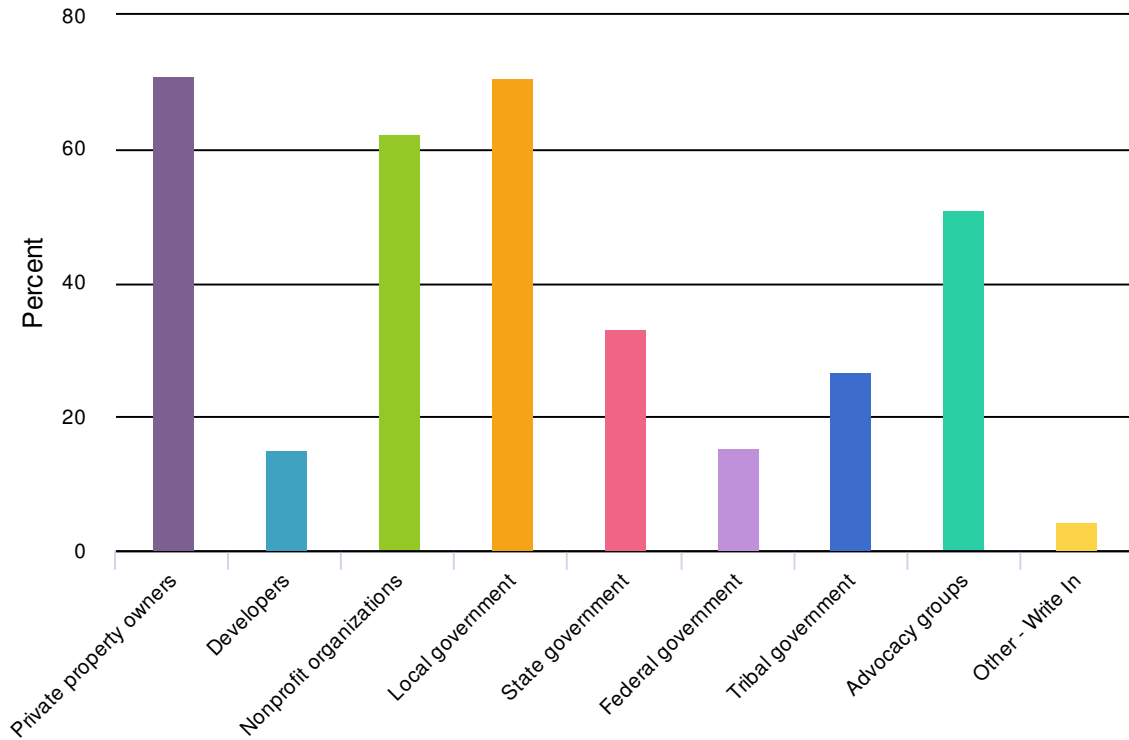
Value	Percent	Responses
I maintain a historic property that I own or rent	34.8%	85
I donate to nonprofits that support historic preservation	23.0%	56
I volunteer at a nonprofit or civic organization whose mission is preservation	14.8%	36
I actively advocate for historic properties	22.5%	55
I haven't taken any actions	41.8%	102
Other - Write In	8.2%	20

Other - Write In	Count
As part of projects at my job	1
I am relatively new to Salem. Just had my one-year anniversary in the Highland Neighborhood. I attend Neighborhood association meetings and enjoy my 1929 cottage. My neighbors maintain their own homes for the most part, and it's very walkable and friendly. Much better than Portland, where I lived for 9 years.	1
Totals	19

Other - Write In

I contribute to the National Trust, maintain an unofficial group of like-minded folks in our district	1
I maintain a 100-year old house (non-historic)	1
I own an 113 year old house that I maintain and preserve. It is not listed as historic, however.	1
I owned a historic house for 24 years, put \$100,000 into it and a lot of sweat. I was involved in developing neighborhood cohesion and establishing the Court-Chemeketa Historic District.	1
I would like to, not sure how.	1
I've advocated for historic trees	1
It's difficult to take any action when I have to work two full time jobs just to live here.	1
My house is not on the historic register but it was built in 1928 and I want to keep it true to the era.	1
My house is over 100 years old but not historic looking	1
My husband was on the City of Salem Landmarks Commission, past president of Deepwood House, and member of Marion County Historical Society. My husband and I help with repairs at the Deepwood house many years ago.	1
Neighborhood Assoc member	1
Opposed Salem Health purchase of a home in a historic district and opposed a short term rental in a historic district.	1
We take care of all our properties, historic or not. Historic preservation is massively uneconomical for private ownership. Government seemingly has bottomless funding for such endeavors and has no idea of the burden this places on private ownership	1
We were contracted for work on a historic home.	1
We're members of Willamette Heritage Center.	1
educate others about them	1
visit historic places	1
Totals	19

31. Who do you think is most effective at protecting historic places that matter to the community? (Please select all that apply)

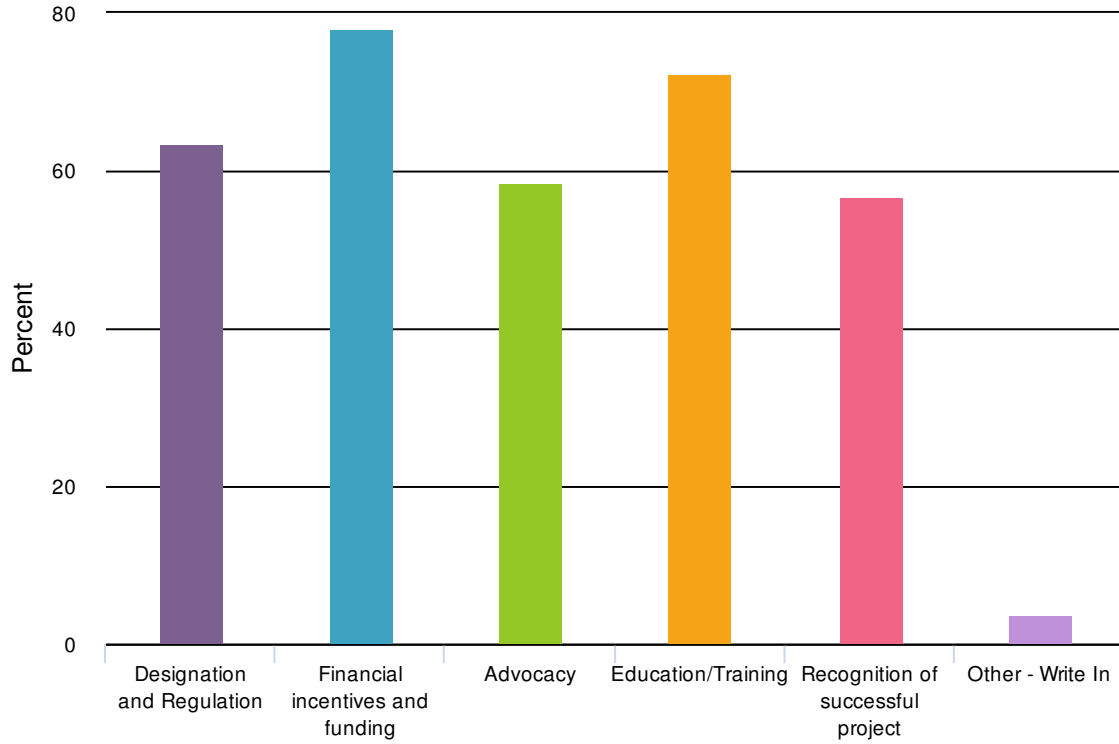


Value	Percent	Responses
Private property owners	71.0%	174
Developers	15.1%	37
Nonprofit organizations	62.4%	153
Local government	70.6%	173
State government	33.1%	81
Federal government	15.5%	38
Tribal government	26.9%	66
Advocacy groups	51.0%	125
Other - Write In	4.5%	11

Other - Write In

Academia	1
City planners	1
Historic Landmarks Commission	1
Historical Landmarks Commission	1
I don't feel anyone one group is most effective, it depends solely on the financial motives of the person making decisions.	1
Market value is by far the best protector	1
Restore Oregon	1
This is conjecture on my part	1
neighborhoods	1
no more non-profits or non-contributing properties or business	1
one for all, all for one spirit will be required to make it successful	1
Totals	11

32. What is the best way to encourage historic preservation? (Please check all that apply)



Value	Percent	Responses
Designation and Regulation	63.4%	156
Financial incentives and funding	78.0%	192
Advocacy	58.5%	144
Education/Training	72.4%	178
Recognition of successful project	56.9%	140
Other - Write In	3.7%	9

Other - Write In

Allow more creative new building projects in the urban core. extend the urban growth boundary. build infrastructure to support our population (eg roads, bridges, and highways , and	1
Benefit-Cost Analysis	1
Caring	1
Regulatory incentives and tax abatements to encourage adaptive reuse	1
Restore Oregon DeMuro Awards	1
all of the above	1
event for historic preservation	1
make it easier to get approved	1
thoughtful updating of Historic properties. for example maintaing wood windows single-glazed sash, when employing modern technology aluminum clad double-glazed wood windows, would make the structure more comfortable and increase the liveablity. liveablity will allow the life time of the structure. for an example	1
Totals	9

33. Are you more likely to visit or shop at a business located in a historic building? (0= Not all more likely to visit/ 10= Much more likely to visit)

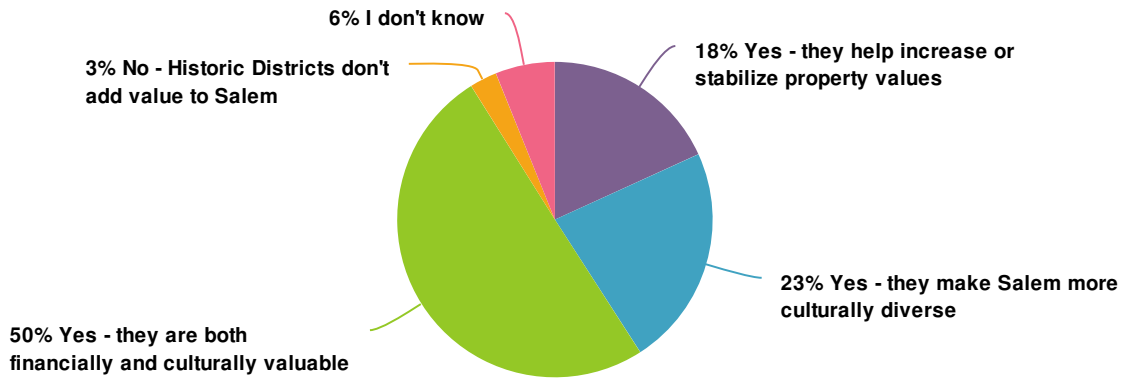
NPS® Score: -5.7



Promoters		29.5%	72
Passives		35.2%	86
Detractors		35.2%	86

Totals: 244

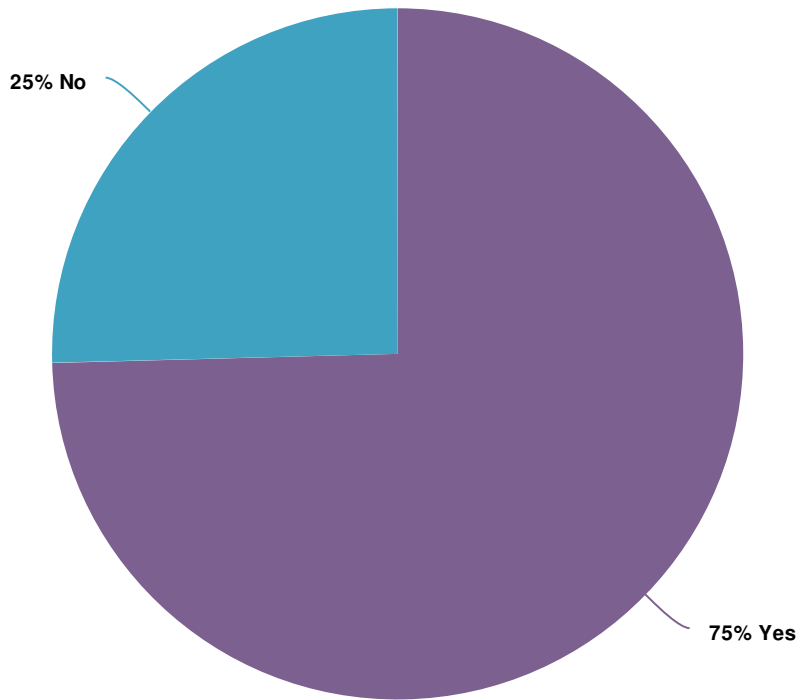
34. Do Historic Districts (Court-... financial or cultural, to Salem?



Value	Percent	Responses
Yes - they help increase or stabilize property values	18.2%	45
Yes - they make Salem more culturally diverse	22.7%	56
Yes - they are both financially and culturally valuable	50.2%	124
No - Historic Districts don't add value to Salem	2.8%	7
I don't know	6.1%	15

Totals: 247

35. Would you support nominating more buildings or districts in Salem?



Value	Percent	Responses
Yes	74.6%	176
No	25.4%	60
		Totals: 236

36. If yes, where would you like to (neighborhood names, or cross-streets to describe the area or building you think should be designated)



ResponseID Response

16	It's a qualified "yes." I am very pleased that the street I live on is the boundary of an historic district, and that I live OUTSIDE the district. Some of the regulations on my neighbors in the district are too highly intrusive; need a more practical way to be granted exceptions to the rules so that the overriding expectation is that the historic charm is maintained.
17	In NE Salem. NOLA, LANSING and Northgate NA.
18	Grant, Fairmount, Nob Hill
21	NEN-SESNA
23	IKE Box on Chemeketa. More properties outside the downtown area.
26	not sure
27	Englewood
28	South of bush park
42	I need to see a map to answer this.
49	I don't know addresses
50	2975 D St NE

ResponseID Response

61	fairmont area around governors mansion
64	All, or parts, of the circle of inner city neighborhoods Grant, NEN SESNA, SCAN, West
74	Parts of Fairmont Hill, some of the better Clarence Smith houses
75	Well, the bank that got torn down should have been designated and protected. The Capital Park area in SE Salem, close to downtown could be a historic district. If the Dome Building isn't designated, it should be. There was a house in the Pringle Community area that they were talking about tearing down that should be designated if it's still there.
81	I don't know.
85	Neighborhood off of 14th, Bush neighborhood, etc.
87	Englewood 21st ST NE
92	Less gentrification replacing existing building w/ contemporary new construction. The less character a neighborhood has, the less special it becomes, the less special it becomes, the less likely anyone will invest themselves in it
95	ldk
96	The building BigWig Donuts is in (if it's not already listed).
97	?
103	Certain homes/properties in the Grant and West Salem neighborhoods. Some points or features along the river.
104	D Street Summer and Winter near the mall
106	Grant neighborhood
108	The Heights Subdivision and Chapman Hill School - West Salem
109	Many more residential neighborhoods should be designated historic. The smaller homes in Northeast Neighbors could be at risk of being demolished as Salem's properties become more valuable, and the desire for larger homes continues.
111	As long as we make it easy for the owner/tenant to adapt/re-use the building as neighborhood changes take place.
113	First Presbyterian Church First untied Methodist church Micah building North high school
115	Neighborhoods outside downtown area, areas not surveyed by city historic preservation efforts- especially North East Salem.

ResponseID	Response
131	The entire block between Cross St SE & Leffelle St SE (west of Pringle creek) should be added to the Gaiety Hill/Bush's Pasture Park Historic District. This is the area near the Bush park ball fields.
133	Fairmount Hill although I know that residents do not support that concept
135	Fairmount and Englewood neighborhoods
136	The neighborhood around the Governor's mansion is special, the area up High St in the southern area (south of Bush Park), Englewood
137	Fairmount Hill
139	I can't think of any at the moment.
152	Grant Neighborhood
154	Fairmont Neighborhood
155	Englewood neighborhood, Walnut park (near State Hospital), areas of SESNA
161	I don't know a specific location, but if it made sense, I would support it.
163	Candalaria area
166	Fairmount Hill District, lower Fairmount west of Commercial, south of Lincoln, Grant Neighborhood, south Mill/Bush-Richmond area (the area south of State between 14th and 25th...a treasure trove of older moderately sized houses, beautiful street trees, etc)
170	The rest of NEN and SESNA, Broadway district
184	Ike Box Fairmount Hill (yes, many of the homes are designated, but possibly having the entire neighborhood as such?)
185	Part of Lansing Neighborhood, Highland School area, not sure of others.
187	Generally supportive but I do not have specific examples.
193	Fairmount Hill neighborhood, area to east of South Salem High
209	The Kingwood neighborhood in West Salem has a lot of houses that date to the early 20th century that have never been recognized as historic properties.
210	state st
214	Liberty commercial corridor and Fairmont and Bush neighborhoods. North of the capitol mall

ResponseID Response

216 Downtown

217 Fairmont Hill

220 Highland and Englewood neighborhoods. Grant is already as far as I know.

221 Brooks - Northwest Christian School area- original school house on the property

222 Much more recognition of 1st nations people's lives and homes in the area. Less emphasis on sites and people like Lord & Schryver -- who were imposing a non-native plant community with no consciousness or care about the native peoples and the native plants that live(d) here. Stop the slavish adoration of the settler/colonialist mentality such as their's. Acknowledge the fact that genocide happened here.

237 Restore more of historic downtown and on the riverfront

238 Maybe expand the Grant neighborhood designation to more of the neighborhood on the south side on Market.

241 South East Salem Neighborhood

247 Grant Neighborhood

254 I have no individual buildings in mind.

261 Grant neighborhood

267 17th

274 Expansion of the downtown district.

278 The residential area south of bush park.

279 Lansing neighborhood,

282 It would be good to see the historic brick building on front street near State Street be revitalized with retail shops and restaurants. Also out Front Street north of Riverfront park and the walking bridge. Not sure if this area has historic buildings but if so, it would be nice to see this area revitalized.

287 Englewood Elementary School

290 I don't know where is currently designated

291 Fairmont Hill

294 Oregon State Hospital trees should be designated as historic so that they can be saved.

ResponseID	Response
297	14th st se; also highland neighborhood
302	Wherever their are historic properties.
307	Fairmont Hill homes
309	Downtown
310	The canneries
311	State Fairgrounds Silverton Rd and 17th
312	Every existing downtown building constructed prior to 1940, every single family home constructed prior to 1940.
315	Fairmount
316	Summer Street homes and neighborhood just north of the Capital Mall.
317	I say yes in principle because I'm not sure what has been designated historical and what has not
318	neighborhoods north of Capitol Mall and North High.
323	I don't know any specific places, I'm afraid! But I love the amount of history all throughout this town and I don't want it going away.
325	I'm not knowledgeable enough to suggest particular designations. However, I would be generally supportive of such efforts.
328	Not sure whether Highland is designated historical, but we have a significant number of cottages that were built in the 1920s, and developers coming into this neighborhood to tear down cottages and put up "McMansions" (I lived in L.A. and saw this happen) or multi-family units would destroy it for not only the present homeowners, but for future generations. Careful rehabbing and small additions to many small, 2 bedroom, 1 bath homes would enhance properties. The properties that have additions are diverse in the success or failure of results. There is one very large new 2 story house with an efficiency apartment going up in the neighborhood currently. It completely dwarfs its neighbors and cuts out the light going into their homes. While it may be an improvement on what was there before (it was a vacant lot when I moved in last year,) it fails to blend in with the neighborhood in any fashion. I lived in a multi-resource historical area in Houston, Texas for 9 years and saw many of the same issues there. Homes included stately Victorians with gingerbread, many Craftsman-style, duplexes, and some multi-family homes that had gone into the neighborhood prior to the historical designation, which occurred when there was an attempt by the City to tear down Victorian homes on the boulevard for a City Dump.
336	Residential areas just north of downtown and the Capitol - Summer and Winter Streets.

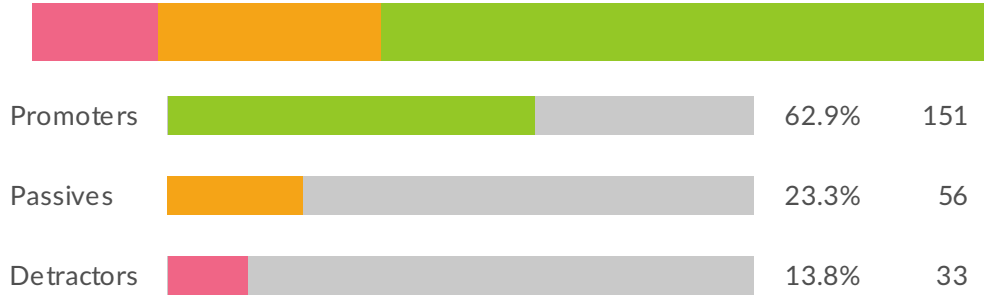
ResponseID Response

337

Downtown Salem. Our downtown is a very Historic and classic American downtown.

37. Do you feel that historic build community? (0= Not at all important assets / 10= Very important assets)

NPS® Score: 49.1








Totals: 240

38. Would you support more funding for the Historic Preservation fund in Salem?
 (0= I would not support more funding / 10 = I would be very supportive of more funding)

NPS® Score: 27.6

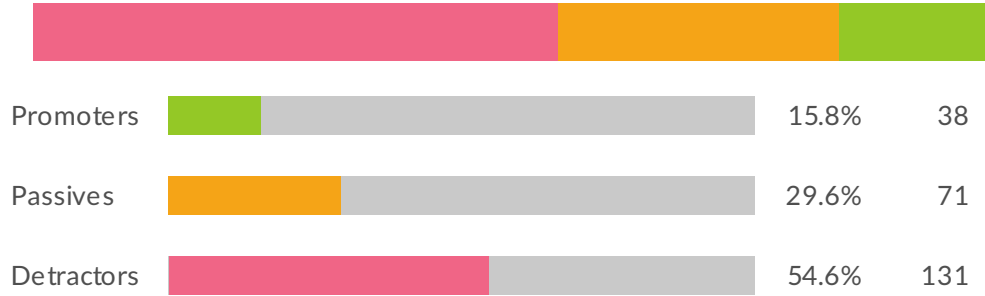


Promoters			50%	123
Passives			27.6%	68
Detractors			22.4%	55

Totals: 246

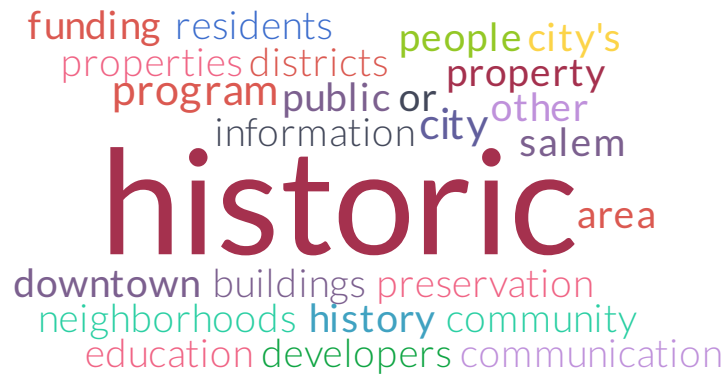
39. Are you happy with the City's
happy with the program / 10= I am very happy with the program)

NPS® Score: -38.8



Totals: 240

40. What, if anything, could be improved about the City's historic preservation program?



ResponseID Response

15 I don't know much about it so probably more education

16 I rated #17 a "5" as I don't know enough to have an opinion.

18 More proactive resistance to historic building coming down, ie YMCA

19 Visibility. You can't depend on the Statesman-Journal anymore for articles. Other vehicles need to be used.

23 Legislation so that buildings can't be replaced by stand-alone parking lots.

27 The city council needs to listen to the Historic Preservation Commission and not over ride its decisions.

30 Lower the cost for a design review on smaller projects. It seems unfair to charge someone about \$400 to fix their porch or stairs. That money would do more good put into the projects hard costs.

32 Keep in mind history is a living reality.

38 Providing more information to neighborhoods much earlier.

ResponseID Response

- 39 For those of us who live in a historic district in houses designated as non-contributing, it is such a tedious process to get anything redone. I will never live in another historic district for that reason. I absolutely love my house but it needs some new windows and would benefit from placement of a couple new windows. I would like to see a process made by committee review for the non contributing houses instead of the whole public hearing. I want people to preserve these houses and I hate how my neighbor just did stuff to his contributing house without due process. I guess what you can't see saved him money and time. Simplify the process.
- 42 Preservation is slow. If there is more funding, perhaps projects can move from start to finish more quickly.
- 46 People should be rewarded for following procedures and fined for violating them; i.e., a sliding scale for historic review fees and hefty fines for people who ignore the rules. The problem is that neighbors have to report the violations as they are being committed or after they are done.
- 49 Reduce property taxes so people can fund preservation
- 61 protect areas not just select lots and homes. what happens in between historic homes/properties matters too.
- 62 I don't know enough about it to say
- 64 Higher Visibility
- 65 More public information/visibility for historic landmarks, such as signage/plaques on the buildings.
- 66 Let the guy on chemeketa take down those huge sequoias to save the historic houses around those trees and stop disturbing the infrastructure near the trees.
- 67 New to program after only recently purchasing an historic property.
- 69 I haven't been involved in it long enough to know. I just bought a historically designated house a few months ago. Although I would say an online resource for styles and colors that are era appropriate would be helpful.
- 74 communication
- 75 Educating the public about what you do. I probably know more than most residents, but I really don't know all that much about the plan or what has been accomplished and what is being currently worked on, where the funding comes from, etc.
- 76 Clear rationale for designation. It would be helpful to know why a building is worth preserving. Is it merely old age? Is it architecture, and if so, which features? Is it contact with a famous person, and if so, who decides what counts as "famous"?

ResponseID Response

79	help save the Bush Pasture trees. the S.A.A. does not seem to want to help
81	I don't know.
86	Not sure.
88	Advertising
89	Giving/communicating more information about the program to the general public
90	Focus on ways to incentivize adaptive reuse. Historic buildings are often not seismically sound, and are inefficient. Reuse means a significant tradeoff; yet the City has loads of incentives for new construction. What can be provided for historic? Relaxed parking standards, etc. have no \$ cost but are valuable to a developer.
92	Preserving a link to our city's past and history. Bland gentrification only serves to reduce interest in communities
93	More information thru newsletters and neighborhood associations.
95	No
96	I've had an excellent experience working with the City's historic preservation department and the Toolbox Grant program--it was a definite incentive to our purchasing a historic home in need of major renovations. I would like to see the tacky mural of the movie star that is located downtown and faces Church St replaced with something more beautiful and historic--maybe a scene of Willamette Valley agriculture or something like the Works Progress Administration murals at Timberline Lodge. That mural looks dated and weird--something more aesthetically pleasing would be a boon to the downtown area.
98	More funding for the help of preservation. Sourcing period correct materials and up keep.
101	N/A
104	I am very disappointed that all of the store fronts at street level look the same. You've improved energy efficiency, I am sure but at eye level, increased homogeneity. It will be very easy in 10 to 20 years to point to the building that were renovated during this era.
106	I live/own a "contributing" house, would like more information about how to manage such a property to the benefit of the community.
109	I am too unfamiliar with the program to give a thoughtful answer.
111	I don't think I know enough to say either way.
113	More information/ publicity to general public

ResponseID	Response
115	More city council Support, especially support by mayor.
116	Create reasonable rules for establishment of historic properties of districts. The owners of the proposed properties should have the ability to opt out of a proposal. Right now the opt out provisions are impossible to meet. Forcing historic designation onto a property without property owner consent should be a violation of basic property ownership rights.
118	I think it is important to modernize while maintaining a connection with our history. I think regulations that prohibit construction upgrades and modernization discourage economic and cultural growth. Similarly, I worry that labeling certain locations as "historic" can have a chilling effect on investment. But at the same time, I think there is value in recognizing the historic significance of certain locations. I know now that I need to educate myself on the different perspectives of this conversation.
120	Preservation is not a useful end in itself. Preservation and improvement to satisfy society's desire to be sustainable need to work hand in hand and they don't right now.
121	The city is too abrasive with contractors and the state. The people were rude and condescending.
128	Less regulation on non-historic buildings in historic areas
132	faster, less paperwork
133	More broader awareness in the community.
136	It needs more power to prevent the developers from tearing down valuable buildings.
137	Fee Structure Advocacy Incentives for adaptive reuse of historic buildings
139	Do more to let the public know what it is you are doing.
142	I believe allow structures like high rises in the city's core would help eliminate the need destroy historic buildings in order to build new/more projects
143	Honestly, you are doing the best you can with limited resources.
148	Outreach?
152	I have no idea. I am new here.
154	More advocacy for historic sites, neighborhoods, by taking the initiative beyond current levels.

ResponseID Response

158	Fees are too high, especially since one can't always anticipate what improvements to the property will be necessary. In that case, you can't apply for everything with just one fee; each proposed improvement means another fee. No wonder so many people don't bother to apply for approval. I do appreciate that the city offers the Toolbox grant program.
160	More awareness.
161	I don't know anything about the historic preservation program.
166	I wish the city could come to understand that the historic built environment is the most important asset Salem has and must be encouraged in every way. The recent influx of young creatives to Salem and their willingness to rehab historic structures is very encouraging. The protection and encouragement and aid to the downtown close-in neighborhoods will be more important than ever as Salem grows. Visitors to Salem are always amazed at the nice neighborhoods within easy walking distance of the Capital and downtown...neighborhoods that re constantly threatened by traffic and development. Although budgets are tight, adequate staff support for code enforcement and all the myriad issues that surround the delicate balance between historic preservation and modern life is paramount.
170	Outreach on seismic retrofitting for historic buildings
171	Make it less strict on necessary updates like energy-efficient windows. It cost me \$800 to replace one 18"x14" window. I can't afford to do that to all the windows in my home that need to be replaced.
175	I don't know anything about it. Don't know where to learn about it.
176	More information and photos in the Salem visitors' guide and on Salem tourism web sites.
177	It needs to be more efficient and there needs to be a more user friendly online experience where all information can be easily found and accessed.
179	Before and after pictures of the area, as well as walking maps for each designated area, available at some location within the designated area.
183	Less restrictive regulations; more nonprofit involvement
184	Continue to work on city code, restricting ADUs from being allowed within historical districts.
185	Stop Developers from taking away land that could be used for parks, or other positive areas to benefit the neighborhoods. Protect land with trees and space, We don't want to end up like CA all cement and no thought for the environment.

ResponseID Response

186	Referring to my comment above about the impact on our neighborhood of a methadone clinic - there needs to be direct communication between business permits/business locations and proximity to historic neighborhoods
187	More information available about historic properties such as original occupants and historic photos of properties and surrounding area where available.
191	Make it more affordable to maintain historic buildings.
195	More visibility. Continuing to get Salem's history out to the public. Love the utility wraps downtown- engaging the community/school children to tour and access these learning opportunities- specifically in our historic downtown, historic parks, etc.
197	Very happy with assistance of the Salem Historic Landmarks Commission Staff (Kimberli).
200	It worked as it should with our project.
202	My property is incorrectly described in the application and almost all of the features have been altered significantly at least once. I believe many other properties in historic districts have been significantly altered should not be considered significant. This causes confusion regarding alterations are allowed or not. The current historic seem to be determined based on advocacy and subjective impressions rather than accurate verifiable information.
203	constant positive publicity/news reports,etc. needed to keep in public consciousness
209	The city could stop letting developers do whatever they want to whatever property they want.
210	Public outreach
213	I can't think of anything historic that needs to be saved that hasn't already been saved
216	Although not directly connected, making Salem more walkable would increase people's interest in visiting historic sights.
220	Letting go of old industrial buildings and homes not in a planned neighborhood along the water front.
221	More communication and education to community
222	Recognize pre-white settler/colonization history. Including Native Americans and Mesoamericans and their lives and cultures. "We" (current residents) are living on top of other peoples' land. A genocide happened here and what we now see as "historic" (read white settlers) is a result of that genocide.
237	More public awareness

ResponseID Response

238 Assist property owners in preserving the properties.

244 Be more transparent with the community. Share/inform community on where historic buildings/neighborhoods/et al are in the City. Dumb it down for residents and visitors to our community; don't 'bury it' in the city website, be an advocate and inform us of these things (post to twitter or facebook).

252 More education regarding history of an area

254 More funding and opportunities for people to learn about the historic districts. More communication and opportunities to have information meetings between historic home owners and the historic preservation program.

257 City needs to find ways to allow for modern updates like solar panels in respect of the historic properties. Doesn't care about impacts of developers on historic properties. Wants progress but not for all.

258 More info out there. Have no clue what the group does or is.

261 I am not familiar with it, so I cannot say

263 More information

274 Clearer guidelines and expectations.

279 Needs to be more advertised

281 Consistency

289 I don't know that much about this part.

290 I don't know the current program, so maybe better publicity

291 Little effort put into historic preservation in recent years. Downtown is no longer compliant. It's turning into party central with little regard for its history.

294 I don't know enough about the city's historic preservation program to judge it.

298 Allow upgrades for energy efficiency

299 Community involvement and education

305 the cost is too much!

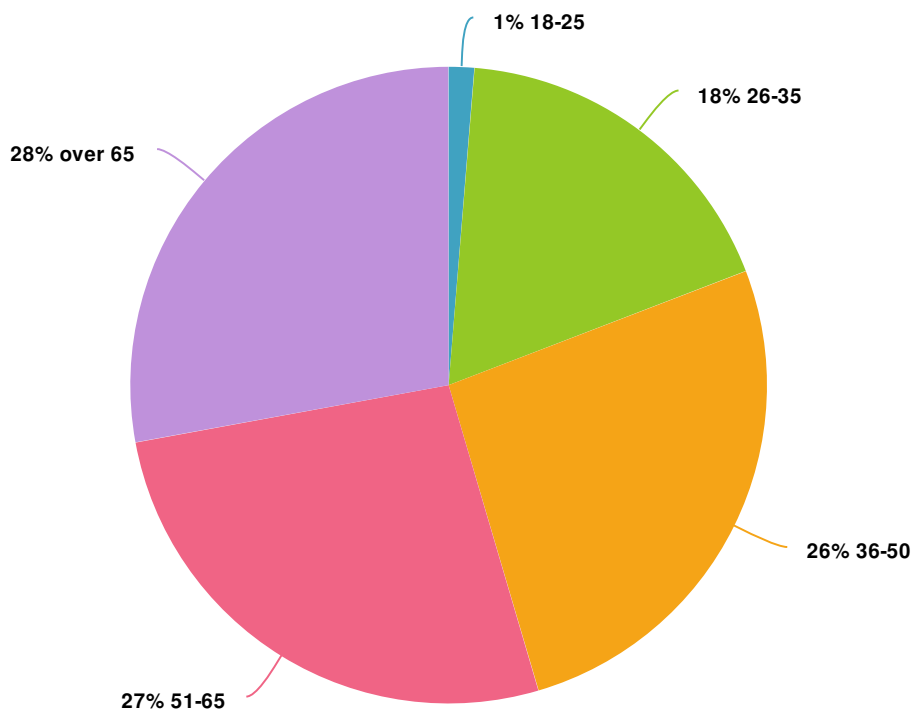
307 More visibility.

308 Underground tours downtown would be fantastic.

ResponseID Response

312	Require any new construction in downtown to meet historical architecture design regulations that match and compliment our existing historic buildings, no more steel and glass boxes.
315	A recognition that residential historic districts are unlike other neighborhoods for a variety of reasons and development should take that uniqueness into account. Perhaps a more participatory process for resolving stakeholder/resident issues, where residents' concerns are embraced. I refer to the commercial use of home as an STR in a residential historic district, where not a single resident was in favor of this use.
316	Get more information out to the public.
317	I'm honestly unfamiliar with this program, so I would say more awareness could help.
318	Education of historic property owners. Convincing other residents of the value which historic districts bring to Salem as a city.
323	I don't know much about the program!
325	Increased communication.
326	I don't know anything about the City's historic preservation program.
328	I don't know enough about it yet to feel I could comment on improvements.
330	City needs to stand stronger against developers who don't care about historic properties or areas, and also do more to preserve historic infrastructure such as bridges and lighting.
333	Cut costs of applying for historic changes
334	Be realistic. Listen to community Salem has a habit of making decisions without ALLOWING input of community. And by the time the community is allowed to participate, the decision has already been decided. Hello?
336	More funding and cooperation with innovations that support environmental preservation as well
337	I'd like to see get their projects approved quicker.

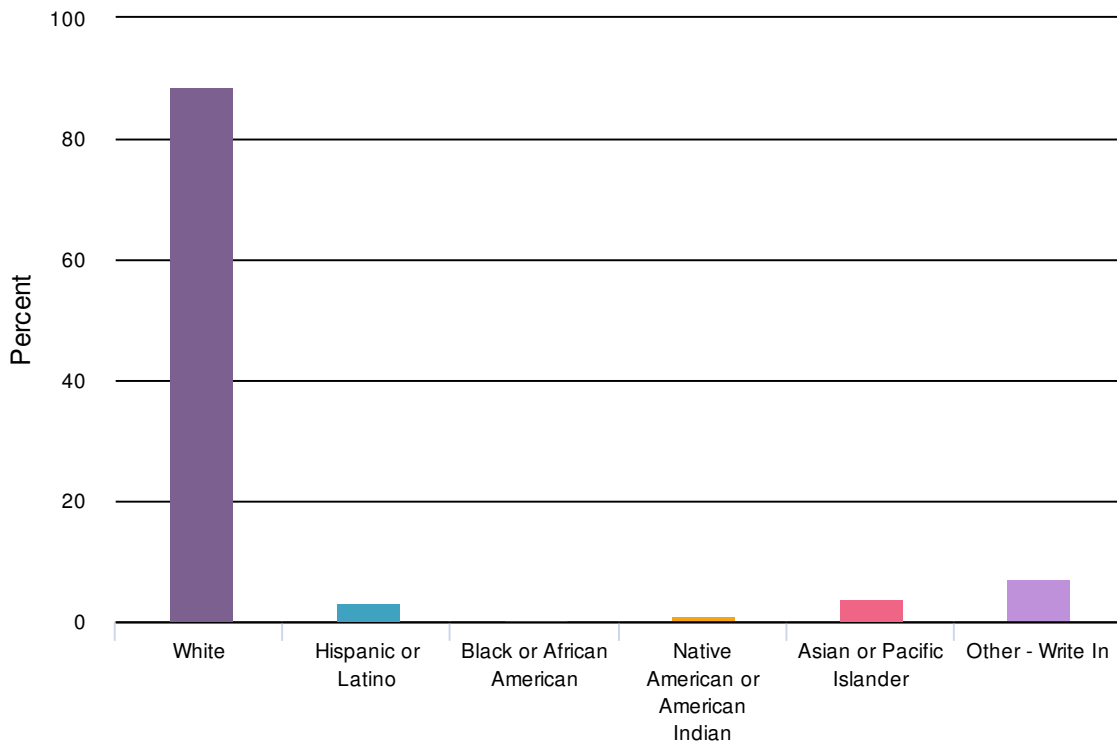
41. How old are you?



Value		Percent	Responses
18-25	<div style="width: 1.3%; height: 15px; background-color: #cccccc;"></div>	1.3%	3
26-35	<div style="width: 17.9%; height: 15px; background-color: #92d050; background-image: linear-gradient(to right, #92d050 17.9%, #cccccc 17.9%);"></div>	17.9%	43
36-50	<div style="width: 26.3%; height: 15px; background-color: #f4a460; background-image: linear-gradient(to right, #f4a460 26.3%, #cccccc 26.3%);"></div>	26.3%	63
51-65	<div style="width: 26.7%; height: 15px; background-color: #e91e63; background-image: linear-gradient(to right, #e91e63 26.7%, #cccccc 26.7%);"></div>	26.7%	64
over 65	<div style="width: 27.9%; height: 15px; background-color: #9b59b6; background-image: linear-gradient(to right, #9b59b6 27.9%, #cccccc 27.9%);"></div>	27.9%	67

Totals: 240

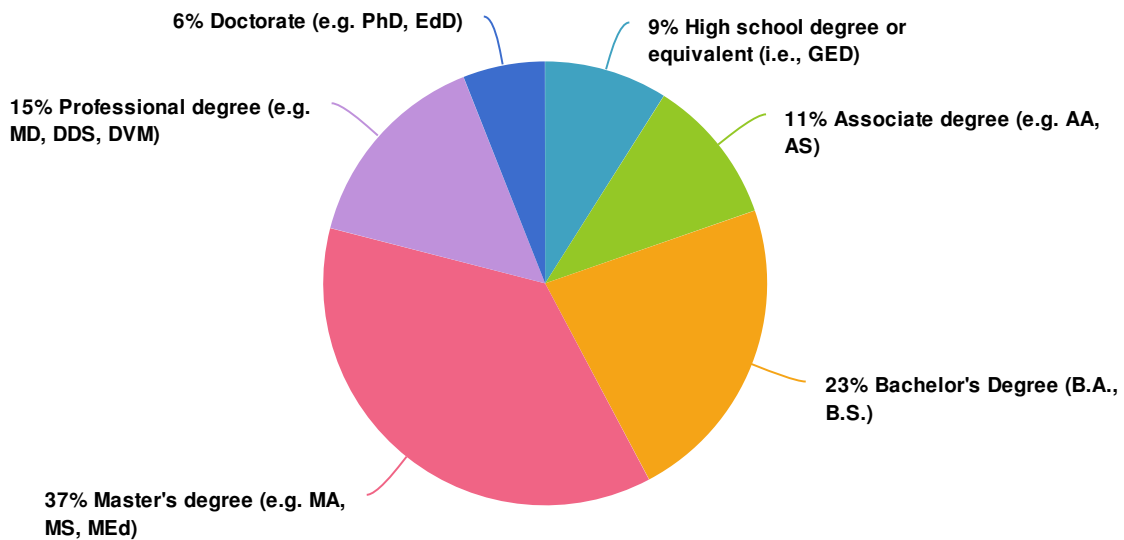
42. How would you describe your



Value	Percent	Responses
White	88.6%	202
Hispanic or Latino	3.1%	7
Black or African American	0.4%	1
Native American or American Indian	0.9%	2
Asian or Pacific Islander	3.9%	9
Other - Write In	7.0%	16

Other - Write In	Count
Human	2
American	1
Euro-trash American	1
I don't care to share this	1
Irish and Unknown....	1
N.A.	1
Oregonian	1
Ruggedly handsome	1
Scientifically, there are no races. Skin shading is not an indicaor of a non-existent race.	1
mixed	1
twins	1
will not disclose	1
Totals	13

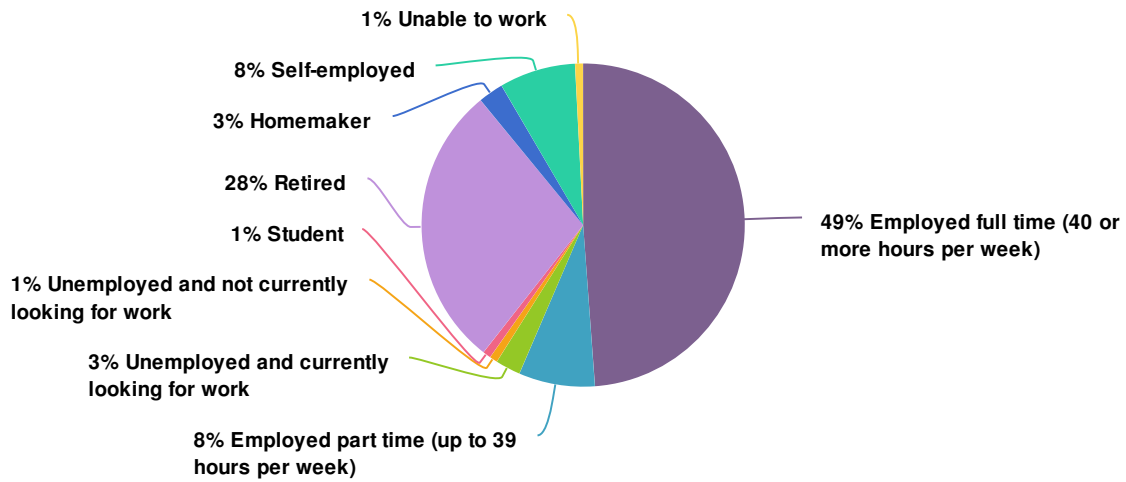
43. What is the highest degree or currently enrolled in school, please indicate the highest degree you have received.)



Value	Percent	Responses
High school degree or equivalent (i.e., GED)	9.0%	21
Associate degree (e.g. AA, AS)	10.7%	25
Bachelor's Degree (B.A., B.S.)	22.6%	53
Master's degree (e.g. MA, MS, MEd)	36.8%	86
Professional degree (e.g. MD, DDS, DVM)	15.0%	35
Doctorate (e.g. PhD, EdD)	6.0%	14

Totals: 234

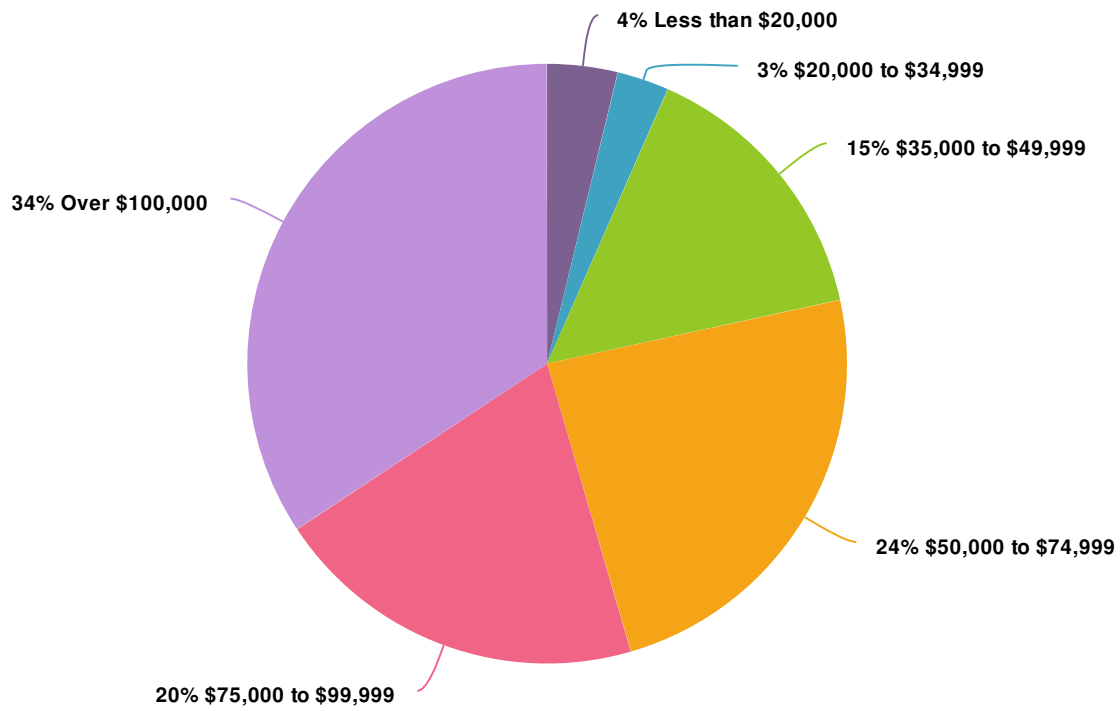
44. What is your current employment status?



Value	Percent	Responses
Employed full time (40 or more hours per week)	48.7%	115
Employed part time (up to 39 hours per week)	7.6%	18
Unemployed and currently looking for work	2.5%	6
Unemployed and not currently looking for work	0.8%	2
Student	0.8%	2
Retired	28.4%	67
Homemaker	2.5%	6
Self-employed	7.6%	18
Unable to work	0.8%	2

Totals: 236

45. What is your household income



Value	Percent	Responses
Less than \$20,000	3.8%	8
\$20,000 to \$34,999	2.8%	6
\$35,000 to \$49,999	15.0%	32
\$50,000 to \$74,999	23.9%	51
\$75,000 to \$99,999	20.2%	43
Over \$100,000	34.3%	73

Totals: 213

**Historic Preservation Plan Update
OPEN HOUSE
Willamette Heritage Center, Dye House
1313 Mill Street SE**

February 5, 2020

5:00 P.M. – 6:30 P.M.

Historic Preservation Department
Community Development, City of Salem

Staff:

Kimberli Fitzgerald, kfitzgerald@cityofsalem.net, 503-540-2397

Kirsten Straus, kstraus@cityofsalem.net, 503-540-2347

5:00 – 6:30 P.M.

Open House

- Things to do while you're here:
 - **Eat snacks**

 - **Prioritize ACTIONS**
 - Each table represents a GOAL
 - There are 3-4 STRATEGIES under each GOAL
 - Using two dot stickers, indicate the top two ACTIONS you think best serve each STRATEGY (you will do this about 15 times)

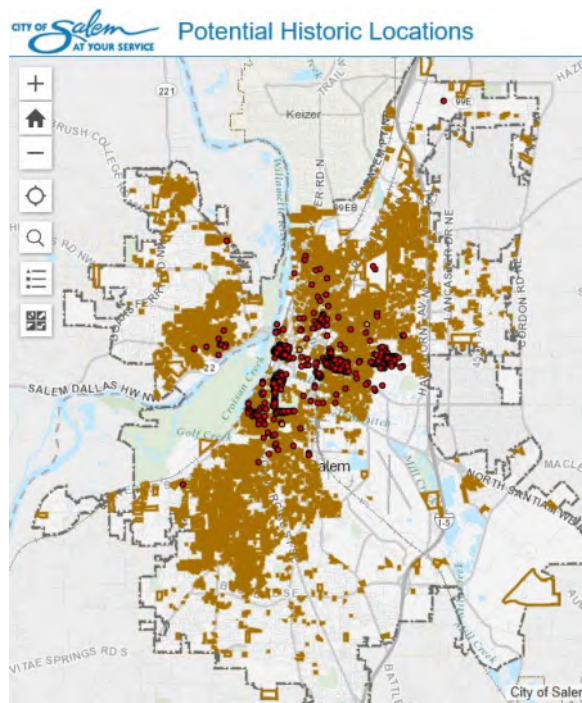
 - **Choose the one most important STRATEGY/ACTION**
 - Using one **yellow** sticker – chose which STRATEGY/ACTION you think is the most important out of all fourteen STRATEGIES

 - **Choose areas to designate on our “Potential Historic Places” map**

6:30 P.M.

Still have good ideas? Check out our survey – it's a chance to follow up on ideas presented at this Open House. See <http://bit.ly/surveyhistoricsalem>

For more information about the Historic Preservation Plan Update, check out this link:
<http://bit.ly/preservesalem>



The map above shows a place that is 50 or more years old, making it potentially eligible for designation. Do you want to see more of these places designated? Go to this link and fill out the map with your ideas!
<http://bit.ly/designatesalem>

Si necesita ayuda para comprender esta información, por favor llame 503-588-6178

Special accommodations are available, upon request, for persons with disabilities or those needing sign language interpretation, or languages other than English. To request accommodations or services, please call 503.588.6173 (TTD/TTY 503-588-6439) at least two business days in advance.

It is the City of Salem's policy to assure that no person shall be discriminated against on the grounds of race, religion, color, sex, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, gender identity, and source of income, as provided by Salem Revised Code 97. The City of Salem also fully complies with Title VI of the Civil Rights Act of 1964, Americans with Disabilities Act of 1990, and related statutes and regulations, in all programs and activities.

Financial and Community Support	
Problems	Solutions
Jacque Heavy and Pat Deminna	Larger toolbox grant Exempt certain kinds projects from design review fee Offer volunteer "trade" for work on other people's houses Sponsorship for toolbox, workshops, etc. (Restore Oregon, etc.) Funding for interior work? Sliding scale for DR Rolling credit for doing a good job on project Streamline paperwork Auto qualify for \$\$ for certain projects Does toolbox need to be done by contractor? Maybe exempt certain kinds of projects from contractor requirement Require sign off from B&S instead of contractor Streamline application paperwork
Cumbersome documentation process for toolbox/land use	Brochure Website improvement Clarify Special Assessment and benefits of National Register
Confusion about local vs national registration	Get more money - permanent TOT funding? local tax credits? Support Restore Oregon Legislation Budgeted Toolbox money
Not enough money	More people to do enforcement Education Review enforcement code and policies Fines or double fees for violations
Some people don't comply with code	Brochure Videos workshops
Don't how to fix up old house	

	<p>Not enough community support</p>
	<p>Beautification Awards - with \$\$\$? Refund? Credit for DR? Social events for folks with historic homes Historic Neighborhood Day Welcome packet Walking tours for NA and downtown More staff</p>

Survey and Designation	
Problems	Solutions
Tracy Schwartz, Jennifer Maglante-Timbrook, Doug Lethin	Better education about benefits More incentives - financial Support Restore Oregon etc. in legislative efforts
State Law/ Owner Consent	
Education about designation process/benefits/responsibilities	Education on incentives Offer more incentives Phased Designation Better web page Use NAs - improve Heritage NA
Over regulated and prohibits needed change	Improved code Education about code
Burdensome to be listed (National Parks Process is difficult)	Establish local designation / conservation districts Phased Designation Heritage Neighborhood Program - expand and add financial benefits
Neighborhood Support can be difficult to get for designation	Incentives Education Code is reasonable Annual communication with Nas Heritage Neighborhood Program Code/ Design standards for ADUs Code/ adaptive reuse standards - improve Refer to Eunice for comp plan/ recommend criteria for historic resources
Designation of rentals (short term especially) / ADUs	

<p>See map</p> <p>stamped concrete</p> <p>Lord and Schryver landscaped bridges</p> <p>More monetary incentives for residential</p> <p>Local tax credit</p> <p>Incentivise designation - \$\$, plaque, historic help</p>	
<p>Areas to designate</p>	
<p>Not enough incentives</p>	
<p>Church Street Bridge is deteriorating (other bridges as well)</p>	<p>Create MPD for Salem's Bridges</p> <p>Collaborate with ODOT for \$\$\$</p> <p>Utilize ODOT's Historic Bridge team for technical support</p>

Energy / Trees	
Problems	Solutions
Linda Nishioka and Patricia Farrell	
Bush's Pasture Park Trees (Art Fair is causing trees harm)	<p>Specific code for Bush's Pasture Park - Oak Trees</p> <p>Regulate use of Art Fair (CMO?)</p> <p>Education about efficiency of historic windows</p> <p>Storm window info/ look at code to exempt review of storm windows</p> <p>Window workshop</p> <p>Use YouTube to communicate</p> <p>Info in "Welcome package"</p> <p>Exempt from review particular issues</p> <p>Review code for opportunities for incentivize preservation - auto funds for particular projects</p> <p>Public Works design standards for street lights</p>
Light pollution	
Owl population	Master Parks Plan for Bush's Pasture park
Historic Character vs new tech	Review code for solar panels, mechanical equipment, Brochures/guides development
Where are old/significant trees	Survey/identify trees Review tree code and enforcement policy Coordinate with PW regarding Heritage Tree program
Not enough clarification between what is Historic and what is PW	Coordinate with PW

Code Improvement	
Problems	Solutions
Connie Stong, Carroll Cottingham	Coordinate with Eunice on Comp Plan Buffer for Historic District
External Commercial Use adversely affecting Historic District (Methadone Clinic)	Design review standard ADUs and infill Education about DR standards
Effect of new single family housing law on districts	Pay once and get several reviews Exempt fee for certain kinds of projects Clarify what's exempt Work towards solutions if something isn't approvable
High cost of review	Education about definitions Improve info on website improve annual mailing (postcard?)
Difficult to understand process	Lien Notification process - welcome packet with more information for new owners Over the counter approval More exemptions from review More staff
Time for review	Clarify old vs. new look of additions Review design review criteria 230.065
Difficult to understand Design review criteria	Update adaptive reuse Refer to Eunice for evaluation of conditional use criteria in historic districts
Use within a Historic District (short term rentals, parking for non residential.)	Education through newsletter and website Refer to Restore Oregon

Can HLC serve in advocacy capacity?		
Enforcement is complaint driven	More staff better coordination with NED Enforcement schedule Double fees or fines for those who don't get review Review code for standards on accessibility Coordinate with B&S and fire regarding alternative standards	
No special accommodations for accessibility	Look at code and processes for coordinating Revise SRC 230.018	
Lack of effective coordination with SHPO to protect Goal 5 resources	Seismic retrofit workshop Resources and training for upgrading necessary electrical, plumbing, HVAC Exempt some types of upgrades for safety reasons Use toolbox funds as incentive (auto qualify some people for projects) Use information from resources guide Accessibility - coordinate with B&S and PW with ADA	Organized here from the "Anything Else?" Category
Safety, Health, and Security Issues in Historic Homes		

Not a lot of diversity in preservation			
Cultural Landscapes not recognized	Help owners learn more	Organized here from the "Anything Else?" Category	
	Prioritize Indigenous perspectives		
	History Talks		
Collections and documents accessible	Save Ben Maxwell photos		
	digitize documents		
	Create City archivist position		



AGENDA

**Historic Preservation Plan Update
OPEN HOUSE
Willamette Heritage Center, Dye House
1313 Mill Street SE**

February 5, 2020

5:00 P.M. – 6:30 P.M.

Historic Preservation Department
Community Development, City of Salem

Staff:

Kimberli Fitzgerald, kfitzgerald@cityofsalem.net, 503-540-2397

Kirsten Straus, kstraus@cityofsalem.net, 503-540-2347

5:00 – 6:30 P.M.

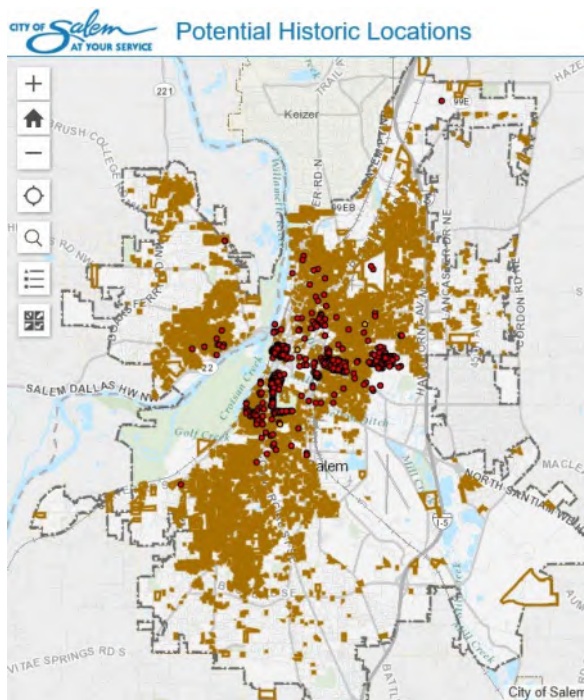
Open House

- Things to do while you're here:
 - **Eat snacks**
 - **Prioritize ACTIONS**
 - Each table represents a GOAL
 - There are 3-4 STRATEGIES under each GOAL
 - Using two dot stickers, indicate the top two ACTIONS you think best serve each STRATEGY (you will do this about 15 times)
 - **Choose the one most important STRATEGY/ACTION**
 - Using one **yellow** sticker – chose which STRATEGY/ACTION you think is the most important out of all fourteen STRATEGIES
 - **Choose areas to designate on our “Potential Historic Places” map**

6:30 P.M.

Still have good ideas? Check out our survey – it's a chance to follow up on ideas presented at this Open House. See <http://bit.ly/surveyhistoricsalem>

For more information about the Historic Preservation Plan Update, check out this link:
<http://bit.ly/preservesalem>



The map above shows a place that is 50 or more years old, making it potentially eligible for designation. Do you want to see more of these places designated? Go to this link and fill out the map with your ideas!

<http://bit.ly/designatesalem>

Si necesita ayuda para comprender esta información, por favor llame 503-588-6178

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**OPEN HOUSE #2 - 2-5-2020
RESULTS**

Education

Andy Zimmerman, Juliana Inman,
Robert Kraft

Problems	Solutions
Historic Preservation Technical help	Workshops - seismic, lead, window/door replacements, radon Videos - curate a list Collaborate with other organizations (SHPO, UofO, Restore Oregon, Astoria Community College)
Lack of education for general public - Historic Preservation Techniques	Better promotion of existing resources Improve website Brochures / Historic Homeowners Resource Guide Organize history talks Regular forum for historic property owners Make more/curate videos
Lack of Education about Salem's history	Organize history talks Children's education - coloring book, school field trips Focus on downtown Signage for each historic district Update newsletter format Work with Travel Salem to emphasize historic resources Connects research resources/ research guide Walking tours Utility boxes wrapped Newspaper articles
Lack of education about process/program/designation	Website improvement Charts Improve annual mailing Contractors list Communicate with realtors about historic program Welcome packet Sample submittal packet
Social Media/web presence is lacking	Use social media Improve website Investigate HLC website
Not a lot of diversity in preservation	Designate underrepresented communities Recognize organizations that have cultural events for more than 50 yrs. Diverse cultural events

Cultural Landscapes not recognized	Help owners learn more Prioritize Indigenous perspectives History Talks
Collections and documents accessible	Save Ben Maxwell photos digitize documents Create City archivist position

Code Improvement

Connie Stong, Carroll Cottingham

Problems	Solutions
External Commercial Use adversely affecting Historic District (Methadone Clinic)	Coordinate with Eunice on Comp Plan Buffer for Historic District
Effect of new single family housing law on districts	Design review standard ADUs and infill Education about DR standards
High cost of review	Pay once and get several reviews Exempt fee for certain kinds of projects Clarify what's exempt Work towards solutions if something isn't approvable
Difficult to understand process	Education about definitions Improve info on website improve annual mailing (postcard?) Lien Notification process - welcome packet with more information for new owners
Time for review	Over the counter approval Exemptions

	More
Difficult to understand Design review criteria	Clarify old vs. new look of additions Review design review criteria 230.065
Use within a Historic District (short term rentals, parking for non residential.)	Update adaptive reuse Refer to Eunice for evaluation of conditional use criteria in historic districts
Can HLC serve in advocacy capacity?	Education through newsletter and website Refer to Restore Oregon
Enforcement is complaint driven	More staff better coordination with NED Enforcement schedule Double fees or fines for those who don't get review
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Lack of effective coordination with SHPO to protect Goal 5 resources	Look at code and processes for coordinating Revise SRC 230.018
Safety, Health, and Security Issues in Historic Homes	Seismic retrofit workshop Resources and training for upgrading necessary electrical, plumbing, HVAC Exempt some types of upgrades for safety reasons Use toolbox funds as incentive (auto qualify some people for projects) Use information from resources guide Accessibility - coordinate with B&S and PW with ADA

Financial and Community Support

Jacque Heavy and Pat Deminna

Problems	Solutions
Expensive to fix up old houses	Larger toolbox grant

	<p>Exempt certain kinds projects from design review fee</p> <p>Offer volunteer "trade" for work on other people's houses</p> <p>Sponsorship for toolbox, workshops, etc. (Restore Oregon, etc.)</p> <p>Funding for interior work?</p> <p>Sliding scale for DR</p> <p>Rolling credit for doing a good job on project</p>
Cumbersome documentation process for toolbox/land use	<p>Streamline paperwork</p> <p>Auto qualify for \$\$ for certain projects</p> <p>Does toolbox need to be done by contractor? Maybe exempt certain kinds of projects from contractor requirement</p> <p>Require sign off from B&S instead of contractor</p> <p>Streamline application paperwork</p>
Confusion about local vs national registration	<p>Brochure</p> <p>Website improvement</p> <p>Clarify Special Assessment and benefits of National Register</p>
Not enough money	<p>Get more money - permanent TOT funding?</p> <p>local tax credits?</p> <p>Support Restore Oregon Legislation</p> <p>Budgeted Toolbox money</p>
Some people don't comply with code	<p>More people to do enforcement</p> <p>Education</p> <p>Review enforcement code and policies</p> <p>Fines or double fees for violations</p>
Don't how to fix up old house	<p>Brochure</p> <p>Videos</p> <p>workshops</p>
Not enough community support	<p>Beautification Awards - with \$\$\$? Refund? Credit for DR?</p> <p>Social events for folks with historic homes</p> <p>Historic Neighborhood Day</p> <p>Welcome packet</p> <p>Walking tours for NA and downtown</p> <p>More staff</p>

Energy / Trees

Linda Nishioka and Patricia Farrell

Problems	Solutions
----------	-----------

Bush's Pasture Park Trees (Art Fair is causing trees harm)	Spec Regulate use of Art Fair (CMO?)
Don't allow energy efficient options (windows)	Education about efficiency of historic windows Storm window info/ look at code to exempt review of storm windows Window workshop Use YouTube to communicate Info in "Welcome package" Exempt from review particular issues Review code for opportunities for incentivize preservation - auto funds for particular projects
Light pollution	Public Works design standards for street lights
Owl population	Master Parks Plan for Bush's Pasture park
Historic Character vs new tech	Review code for solar panels, mechanical equipment, Brochures/guides development
Where are old/significant trees	Survey/identify trees Review tree code and enforcement policy Coordinate with PW regarding Heritage Tree program
Not enough clarification between what is Historic and what is PW	Coordinate with PW

Survey and Designation

Tracy Schwartz, Jennifer Maglinter-Timbrook, Doug Lethin

Problems	Solutions
State Law/ Owner Consent	Better education about benefits More incentives - financial Support Restore Oregon etc. in legislative efforts

Education about designation process/benefits/responsibilities	<p>Education on incentives</p> <p>Offer more incentives</p> <p>Phased Designation</p> <p>Better web page</p> <p>Use NAs - improve Heritage NA</p>
Over regulated and prohibits needed change	<p>Improved code</p> <p>Education about code</p>
Burdensome to be listed (National Parks Process is difficult)	<p>Establish local designation / conservation districts</p> <p>Phased Designation</p> <p>Heritage Neighborhood Program - expand and add financial benefits</p>
Neighborhood Support can be difficult to get for designation	<p>Incentives</p> <p>Education</p> <p>Code is reasonable</p> <p>Annual communication with Nas</p> <p>Heritage Neighborhood Program</p>
Designation of rentals (short term especially) / ADUs	<p>Code/ Design standards for ADUs</p> <p>Code/ adaptive reuse standards - improve</p> <p>Refer to Eunice for comp plan/ recommend criteria for historic resources</p>
Areas to designate	<p>See map</p> <p>stamped concrete</p> <p>Lord and Schryver landscaped bridges</p>
Not enough incentives	<p>More monetary incentives for residential</p> <p>Local tax credit</p> <p>Incentivise designation - \$\$, plaque, historic help</p>
Church Street Bridge is deteriorating (other bridges as well)	<p>Create MPD for Salem's Bridges</p> <p>Collaborate with ODOT for \$\$\$</p> <p>Utilize ODOT's Historic Bridge team for technical support</p>

Appendix C – Stakeholder Involvement Materials

1. Stakeholder Advisory Committee Meeting #1 - Agenda, 10-23-2019
2. Stakeholder Advisory Committee Meeting #1 - Minutes & Presentation, 10-23-2019
3. Stakeholder Advisory Committee Meeting #2 – Agenda - 1-29-2020
4. Stakeholder Advisory Committee Meeting #2 – Minutes & Presentation, 1-29-2020
5. Stakeholder Advisory Committee Meeting #3 – Agenda - 4-29-2020
6. Stakeholder Advisory Committee Meeting #3 – Minutes & Presentation - 4-29-2020
7. SCAN Response to Stakeholder’s Survey – Fall 2019
8. SHPO Response to Stakeholder’s Survey – 11-8-2019



STAKEHOLDER ADVISORY COMMITTEE (SAC) Salem Historic Preservation Plan Update

Si necesita ayuda para comprender esta información, por favor llame 503-588-6178

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STAKEHOLDER ADVISORY COMMITTEE

Committee Members/Alternates

Chuck Bennett, Mayor
Tom Andersen, City Councilor
Cara Kaser, City Councilor
Carroll Cottingham, HLC Member
Patricia Demina, SCAN (Alternate)
Jacque Heavey, SCAN
Juliana Inman, NEN
Robert Kraft, Contractor
Doug Lethin, Contractor
Michael Livingston, CANDO
Jennifer Maglinte-Timbrook, HLC Member
Scott McLeod, Downtown property owner
Patty Mulvihill, HLC Member
Linda Nishioka, Downtown property owner
Gretchen Stone, Architect
Connie Strong, NEN (Alternate)
Ross Sutherland, Salem Heritage & Culture Forum

City Staff

Kimberli Fitzgerald – Historic Preservation Officer
Kirsten Straus – Recorder

Consultant

Diana Painter, Painter Preservation

SAC Meetings: January 22, 2020
April 22, 2020

Open Houses: December 4, 2019
February 5, 2020

Willamette Heritage Center

<https://www.cityofsalem.net/Pages/salem-historic-preservation-plan-update.aspx>

MEETING AGENDA

Wednesday, October 23, 2019, 11:30 AM
Public Works Traffic Control Room, Room 325
City Hall – Civic Center, 3rd Floor

- | | |
|--|-------------|
| 1. Introductions and the Role of the SAC
<i>(Lunch will be provided)</i> | 11:30-11:45 |
| 2. Salem’s Historic Preservation Plan –
Overview of the Update Process - <i>Kimberli Fitzgerald</i> | 11:45-12:00 |
| 3. Survey Results – <i>Diana Painter</i>
<i>Recommended Goal Areas/Focus Groups</i> | 12:00-12:30 |
| 4. Action Items:
a. Election of SAC Officers: Chair and Vice Chair | 12:30-12:45 |
| 5. Discussion Items:
a. Open House #1 Preparation:
i. Focus Groups
➤ Selection of Focus Group Leaders
b. Survey #2 | 12:45-1:15 |
| 6. Historic Preservation Officer Update
a. Additional Staff Public Outreach | 1:15-1:30 |

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MINUTES
HISTORIC PRESERVATION PLAN UPDATE
STAKEHOLDER ADVISORY MEETING
October 23, 2019

SAC MEMBERS PRESENT

Carroll Cottingham, HLC
Pat Deminna, SCAN
Jacquie Heavy, SCAN, Salem Mainstreet Assoc.
Juliana Inman, NEN, Preservation Architect (CA), **Chair**
Robert Kraft, Kraft Custom Construction, General Contractor
Doug Lethin, CNR Remodeling (left early)
Michael Livingston, CANDO, **Vice-Chair**
Jennifer Maglinte-Timbrook, HLC
Patty Mulvihill, HLC
Linda Nishioka, DAB, Salem Mainstreet Assoc., Downtown Building Owner
Gretchen Stone, CBTwo Architects, Land Use
Connie Strong, NEN, Historic homeowner
Aaron Terpening, CBTwo Architects, Downtown Advisory Board

SAC MEMBERS NOT PRESENT

Chuck Bennett, Mayor
Cara Kaser, City Councilor
Tom Anderson, City Councilor
Scott McLeod, Downtown Property Owner
Ross Sutherland, Salem Culture and Heritage Forum

STAFF PRESENT

Lisa Anderson-Ogilvie, Planning Administrator/ Deputy Community Development Director
Kimberli Fitzgerald, Historic Preservation Officer/City Archaeologist

Kirsten Straus, Staff Assistant

CONSULTANT

Diana Painter, Painter Preservation

1. Introductions and Role of the SAC
 - a. Kimberli Fitzgerald, asked all participants to introduce themselves.
2. Salem's Historic Preservation Plan – Kimberli Fitzgerald
 - a. Overview of 2010 Historic Preservation Plan
 - i. Kimberli provided a brief background of the original development of the Historic Preservation Plan. Five goals were identified in the previous plan (Improve review process, Outreach and Education, Economic Incentives, Survey and Designation, Heritage Tourism and Local History). It was clarified that the

Historic Preservation Plan is currently adopted by City Council as a component of the City's Comprehensive Plan.

- ii. This project is an update of the previous plan. One of the questions we want to answer is whether we should keep, change, or otherwise revise the previous goal areas identified. Once the work on the update is completed, the updated Historic Preservation Plan will be presented to the HLC, and then forwarded to the City Council for their review and adoption as part of Salem's Comprehensive Plan.

- b. Our Salem/Update of Salem Comprehensive Plan – Lisa Anderson-Ogilvie
 - i. Historic Preservation Plan is a portion of the overall project to update Salem's Comprehensive Plan- the Comprehensive Plan update has been branded with the name "Our Salem"
 - ii. While work on both of these two projects are occurring at the same time, the Historic Preservation Plan Update will be adopted well ahead of the adoption of the updated Comprehensive Plan

- c. Timeline for the Historic Preservation Plan Update – Kimberli
 - i. Phase 1 (Define the need) – Summer and Fall of 2019
 - ii. Phase 2 (Develop the plan) – Winter 2019-2020
 - iii. Phase 3 (Prepare for action) – Spring 2020
 - iv. Phase 4 (City Adoption) – June 2020

- d. Phase 1 – Defining the need - Kimberli
 - i. Phase 1 is currently in progress, we have completed a survey, and have an open house planned

3. Selected Survey Results – Kirsten Straus
 - a. Kirsten Straus presented a selection of the survey results that would be of interest to the committee as well as five recommended focus areas (Education, Code Improvement/Enforcement, Financial Incentives, Trees/Sustainability, Survey/Designation). See **Exhibit 1**.

4. Public Outreach Ideas – Diana Painter
 - a. Consultant Diana Painter presented about ideas for further outreach.
 - b. Heritage Bulletin – Outreach for Historic Planning. See **Exhibit 2**.

Michael Livingston had a question about the context of the project and deliverables for the group.

Kimberli Fitzgerald clarified that City Staff, the Historic Preservation Consultant will be presenting the SAC committee an update to the existing Historic Preservation Plan which will be in use from 2010-2020. The SAC will then make a recommendation to the HLC and City Council about adopting this Plan as part of the City's Comprehensive Plan.

- c. Diana shared additional ideas for outreach for the Historic Preservation Planning process. A few key points included:
 - i. Provide a more "branded" look/experience
 - ii. Speaking with key individuals
 - iii. Referencing the NPS guidelines
 - iv. "Always give back when asking for information"

- v. Make planning fun and interactive
5. The SAC elected a Chair and Vice-Chair for the SAC.
- a. Connie Strong nominated Juliana Inman as Chair, Gretchen Stone seconded.
 - b. Michael Livingston volunteered as Vice-Chair. Gretchen Stone seconded.
Action: Juliana Inman was elected as Chair and Michael Livingston was elected as Vice-Chair.
6. Focus Groups and Focus Groups Leaders
- a. Kimberli asked for volunteers to lead focus groups on each area identified from our survey results (Education, Code Improvement/Enforcement, Financial Incentives, Trees/Sustainability, Survey/Designation).
 - b. The first open house will be on December 4 from 4-6pm.
 - i. Gretchen Stone and Patricia Mulvihill mentioned they could not attend the meeting on this date.
 - c. Education Leaders: **Juliana Inman and Robert Kraft**
 - d. Code Improvement, Process, and Enforcement: **Carroll Cottingham and Connie Strong**
 - e. Survey and Designation: **Jennifer Maglinte-Timbrook**
 - f. Trees and Sustainability: **Linda Nishioka** and possibly a City of Salem Staff Person
 - g. Financial Incentives/ Community and Council Support: **Jacque Heavy and Pat Deminna**
7. Group Survey/Survey #2
- a. Kimberli provided an overview of our second survey. It was clarified that this survey is short and aimed at groups. We have sent the survey to the following groups already: SCAN, NEN, CANDO, SPRAB, SPAC, DAB, Mainstreet Association, SHPO. Kimberli then asked if SAC members had any other suggestions regarding groups we should outreach to.
 - b. After several questions regarding how staff would be following up on this survey with these groups, Kimberli Fitzgerald mentioned that if any of these groups would like Staff to come speak with them about the update, we would be happy to offer that service.
 - c. Other suggested groups to outreach to:
 - i. Local realtors, Homebuilders Association, local AIA chapter, Willamette University
 - ii. Groups representing Salem's diverse population. Could Gretchen Bennett (City of Salem Human Rights Commission) help with reaching out to traditionally underrepresented communities, including low income?
 - iii. Could we send to churches and other religious groups which are in Historic Districts?
8. Overview of Next Steps – Kimberli Fitzgerald
- a. Kimberli gave some context for the other phases of the project and long-term goals for the group and there was general discussion about the overall process.
 - i. In response to a question asked about when the code amendments selected by this plan would happen Kimberli clarified that the goal is to have code updates go to council hand in hand with the preservation plan update. Kimberli talked about some code areas that have already been identified to improve, for example electrical upgrades that can't be seen. Juliana mentioned that it's

unique in her experience to have experienced staff at the City level so let's take advantage of that fact, this could mean more administrative reviews.

- ii. Diana and staff will be providing a draft code amendments and the Plan for the SAC to review.
 - iii. Kimberli and staff are here to support the group – meetings with Staff are encouraged if there are questions about these topics.
9. General Discussion. Chair Juliana Inman opened the table to discussion about the project and suggestions from the SAC members about improvements to the program.
- i. Carroll Cottingham mentioned that there are some reviews that don't really need to go to Landmarks – can we streamline those kinds of projects? (Example is cell tower updates like those on the Capitol Tower).
 - ii. Juliana Inman mentioned the need for more education. Can we use the already existing NPS technical briefs? Information on windows and other technical aspects of preservation work would be beneficial to aim towards Historic Districts.
 - iii. Jennifer Maglinte-Timbrook mentioned that the local history aspect is also important. People really responded to the recent Mainstreet Association alley project and the specific historic information about each alley.
 - iv. Jacque Heavy, a primary driver of the Mainstreet Association's effort to name the alleys, described the alley naming process. People liked reading about the history of the alleys. They also liked the identity building aspects of history, it's easier to get buy-in on history when you present it in an easily digestible way. The Neighborhood Association architectural guidebooks are a good example of how to package that kind of information.
 - v. Juliana asked a question about owner consent for historic preservation in Oregon. Kimberli clarified that owner consent is required in Oregon for any designation. She added that the requirement puts a lot more importance on the educational factors of preservation because we have to answer the "so what" question easily and clearly for those who designate.
 - vi. Juliana asked if there was a state register of historic places in Oregon. (There is a state level designation in California). Kimberli responded that, no, there was no Oregon list, but there is a local level of designation. She also added that there really aren't financial incentives for residential property owners as most of the tax benefits go towards commercial/income producing properties. The Toolbox grant program is one way that Salem is trying to bridge that gap. Juliana added that the NPS investment credit was protected in a recent round of legislation; however, it can only be applied to income producing properties and can't be applied to rentals. Kimberli mentioned that education was also part of the financial incentives question. During the previous Historic Preservation Plan work they found that hardly any commercial property owners knew about the

tax credit. There are a few buildings downtown that are currently benefitting from the program.

- vii. Michael Livingston mentioned that it is important to think deeper than just the functionality of the program. AirBNB issue that came before City Council is one example of this. (Should Historic Districts allow short-term rentals?) There is a divide between “structures” and “use” in the historic code. Additionally, some comments from the survey suggest that people don’t know about the federal structure and how the local program fits into it. Kimberli agreed and mentioned that, as a CLG (Certified Local Government – a program that allows for funding from the SHPO for historic preservation in local jurisdictions), our code has to comply with the Secretary of Interior Standards so it’s really important to make sure we make those connections between the federal and local level. Our yearly mailing has information for property owners on what it means to be a historic property owner.
- viii. Juliana asked about current social media? What can we do better in this area to get the word about our program out more? Jennifer Maglinte-Timbrook (Historic Landmarks Commission) mentioned that some of the struggle with social media has been the upkeep. Things will start but it can be difficult to keep it going. Diana Painter mentioned that folks in Spokane knew about each post for the Mid-Century Modern project because they went up at the same time. The City web page could also be added to so information on Historic Preservation is easier to find.
- ix. Gretchen Stone talked about her experience as a Land Use professional and the City’s process. She said that Kimberli was really helpful for guiding people through the Historic Design Review process. She liked having all the information for land use on one site. Kim described the current web page and mentioned that depending on the user, it can be a challenge to navigate.

Before the meeting adjourned, we said we would send out the results of the survey again so people could take a closer look. See **Exhibit 3**.

The meeting was adjourned at 1:25 p.m.

Exhibit 1: PowerPoint Slides from the Meeting

Exhibit 2: National Register Bulletin on Outreach for Historic Districts

Exhibit 3: Survey Results

HISTORIC PRESERVATION PLAN UPDATE

2019-2020

STAKEHOLDER
ADVISORY COMMITTEE

MEETING ONE:


OCTOBER 2019

ADOPTED IN 2010

FIVE GOALS IDENTIFIED:

- IMPROVE CODE
- PUBLIC OUTREACH & EDUCATION
- ECONOMIC INCENTIVES
- SURVEY AND DESIGNATE HISTORIC RESOURCES
- PROMOTE HERITAGE TOURISM & LOCAL HISTORY

SALEM HISTORIC PRESERVATION PLAN
Salem, Oregon
2010-2020

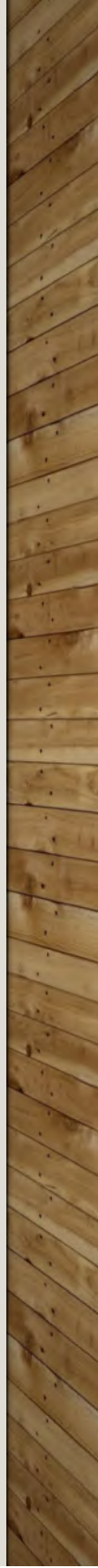


Partial View of Commercial Street, Salem, Oregon

Figure 1: Liberty Street, Looking south from Chamaketa Street

This project has been funded with the assistance of a matching grant-in-aid from the Oregon State Historic Preservation Office and the National Park Service. Regulations of the U.S. Department of the Interior strictly prohibit unlawful discrimination on the basis of race, color, national origin, age or handicap. Any person who believes he or she has been discriminated against in any program, activity, or facility operated by a recipient of Federal assistance should write to: Office of Equal Opportunity, National Park Service, 1849 C Street NW, Washington, D.C. 20240.

Prepared by Northwest History Matters
Rosaling Keeney
Julie Osborne

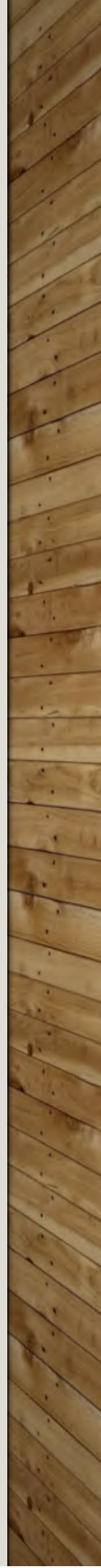


OUR SALEM: PLANNING FOR GROWTH



- Salem's Comprehensive Plan Update
 - Visioning (2019-2020)
 - Historic Preservation Component

www.cityofsalem.net/our-salem

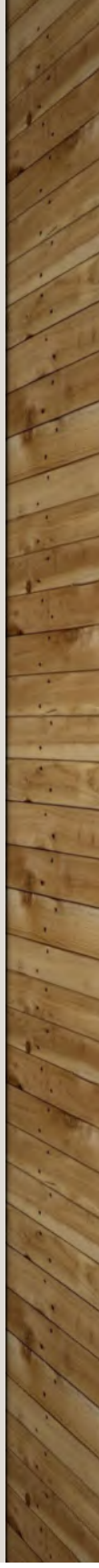


HISTORIC PRESERVATION PLAN UPDATE TIMELINE



PHASE I: DEFINE THE NEED

- Establish a Historic Landmarks Commission Stakeholder Advisory Committee.
- Survey the community
- Host an open house to evaluate and assess Salem's Historic Preservation Program and the adopted goals, including:
 - Historic Preservation Code and design review process
 - Outreach and education
 - Incentives
 - Survey and designation
 - Heritage tourism



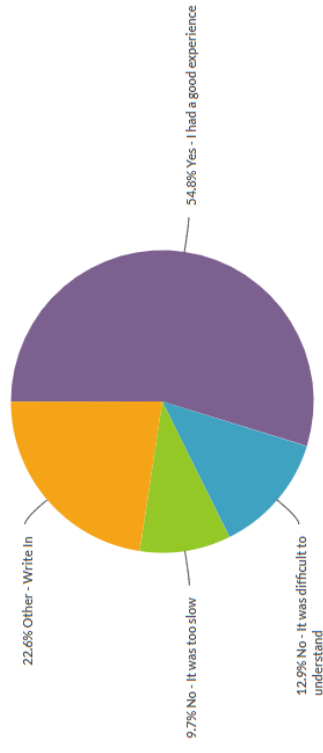
SELECTED SURVEY RESULTS



RESIDENTIAL PROPERTY OWNERS WHO HAVE BEEN THROUGH DESIGN REVIEW

- Was the design review process easy to understand and timely?
 - About 1/2 Major and 1/2 Minor review

13. Was the process easy to understand and timely?

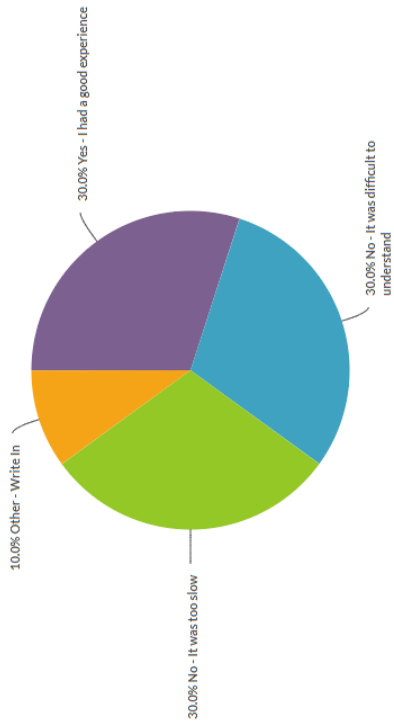


Value	Percent	Responses
Yes - I had a good experience	54.8%	17
No - It was difficult to understand	12.9%	4
No - It was too slow	9.7%	3
Other - Write In (click to view)	22.6%	7
		Totals: 31

COMMERCIAL PROPERTIES OWNERS WHO HAVE BEEN THROUGH DESIGN REVIEW

- Was the design review process easy to understand and timely?
- Almost all major review

13. Was the process easy to understand and timely?

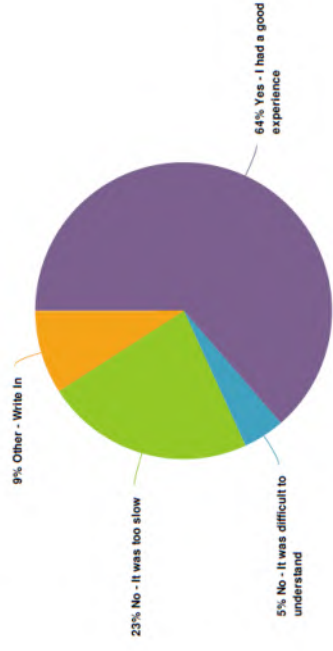


Value	Percent	Responses
Yes - I had a good experience	30.0%	3
No - It was difficult to understand	30.0%	3
No - It was too slow	30.0%	3
Other - Write In (click to view)	10.0%	1
Totals:		10

PROFESSIONALS (ARCHITECTS, CONTRACTORS, ETC.) WHO HAVE BEEN THROUGH DESIGN REVIEW

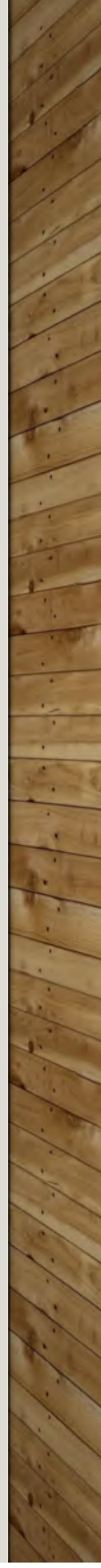
- Was the design review process easy to understand and timely?

21. Was the process easy to understand and timely? (Contractors/Heritage Professionals)



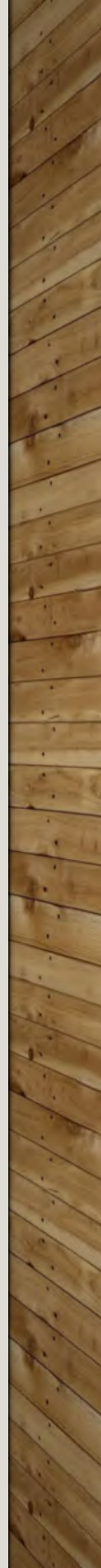
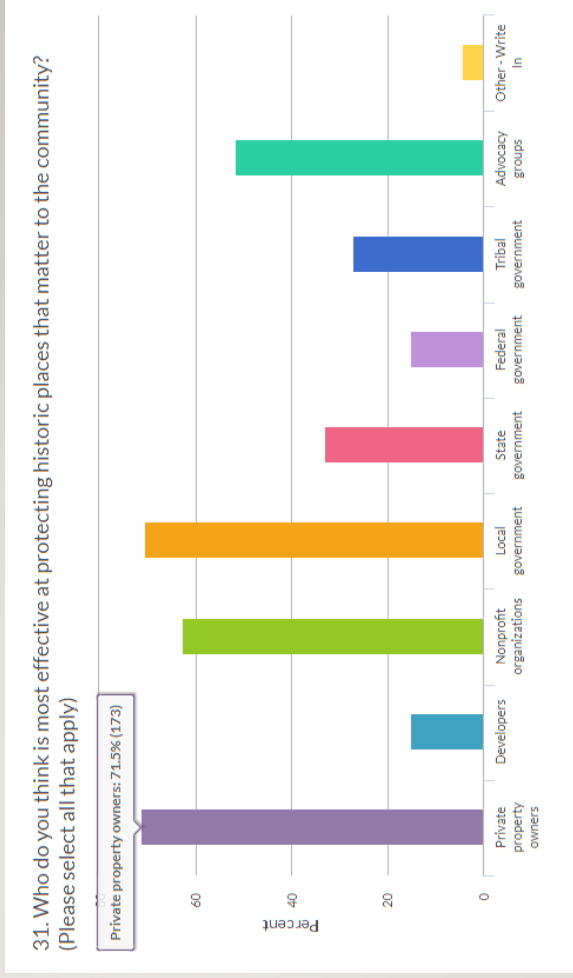
Value	Percent	Responses
Yes - I had a good experience	63.6%	14
No - It was difficult to understand	4.5%	1
No - It was too slow	22.7%	5
Other - Write In	9.1%	2

Totals: 22



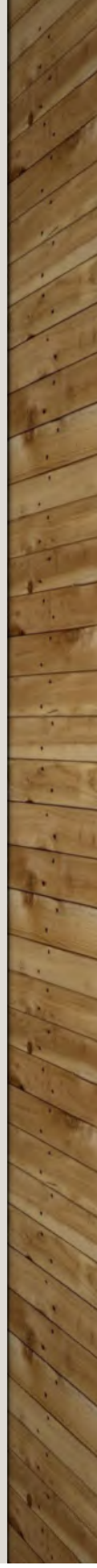
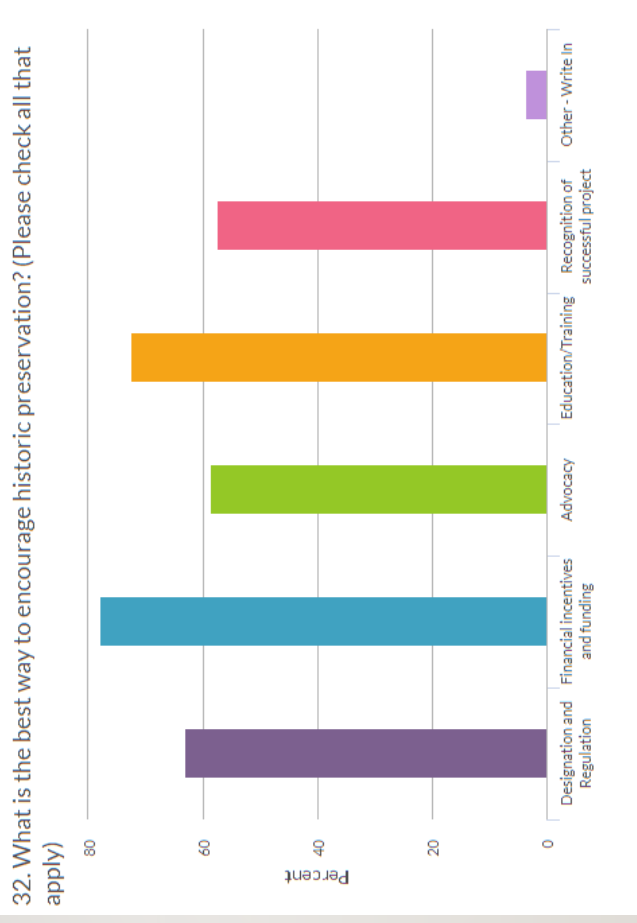
ALL RESPONDENTS

- How can we work to support private property owners?



ALL RESPONDENTS

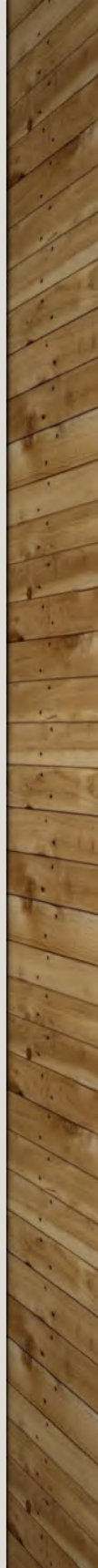
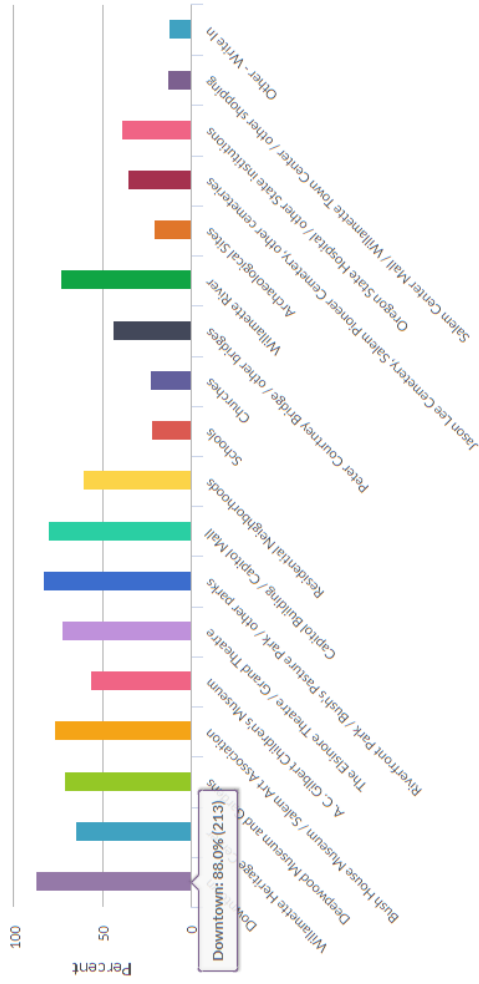
- Education and Training ranked higher than expected



ALL RESPONDENTS

- Almost 90% of people responded that Downtown was one of Salem's most defining places
- Parks and the Capitol Mall also scored high

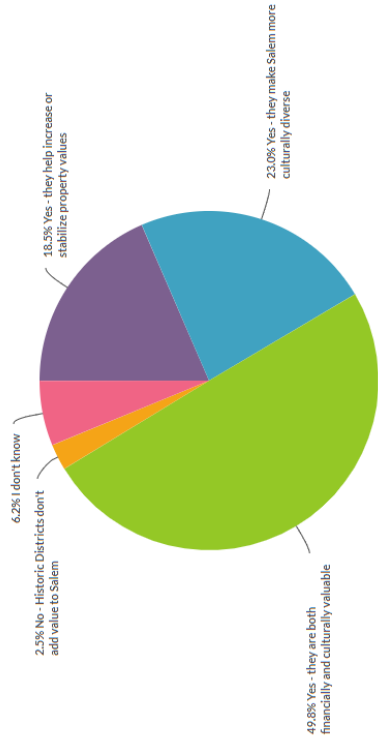
26. What places do you think help define Salem? (Please check all that apply)



ALL RESPONDENTS

- Only 6 people said historic resources weren't valuable

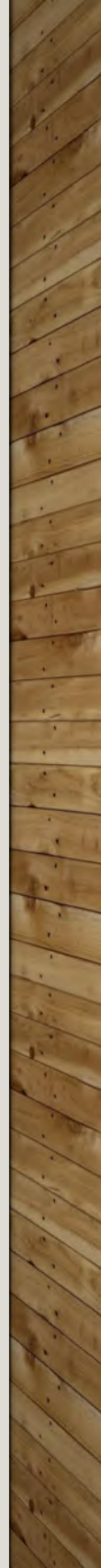
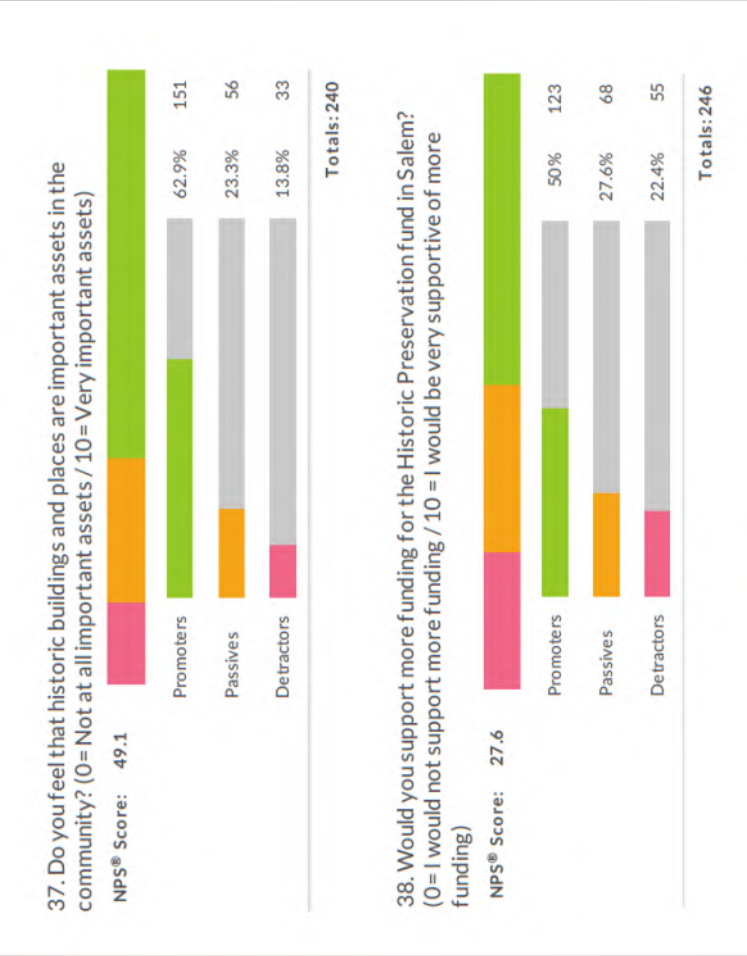
34. Do Historic Districts (Court-Chemeketa, Downtown, etc.) add value, either financial or cultural, to Salem?



Value	Percent	Responses
Yes - they help increase or stabilize property values	18.5%	45
Yes - they make Salem more culturally diverse	23.0%	56
Yes - they are both financially and culturally valuable	49.8%	121
No - Historic Districts don't add value to Salem	2.5%	6
I don't know	6.2%	15
Totals:		243

ALL RESPONDENTS

- Green = Yes
- Red = No



ALL RESPONDENTS

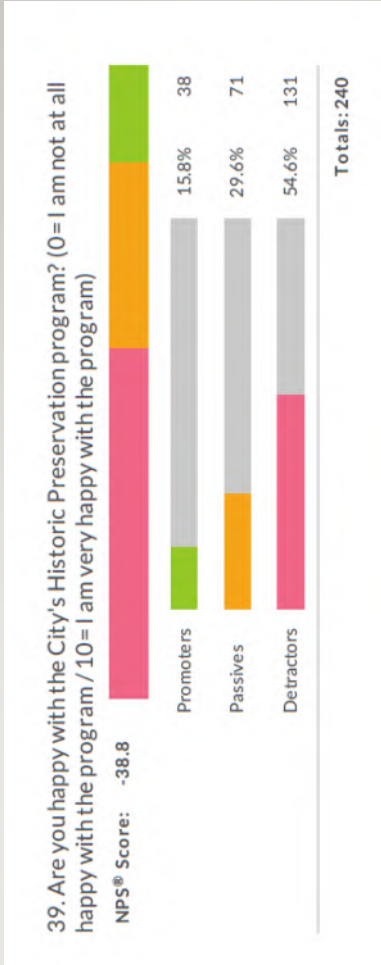
- Green = Yes
- Red = No

33. Are you more likely to visit or shop at a business located in a historic building? (0= Not all more likely to visit/ 10= Much more likely to visit)

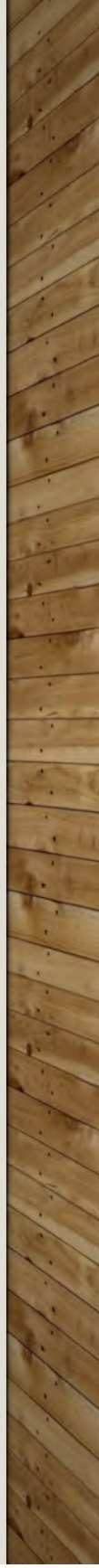


ALL RESPONDENTS

- Green = Yes
- Red = No

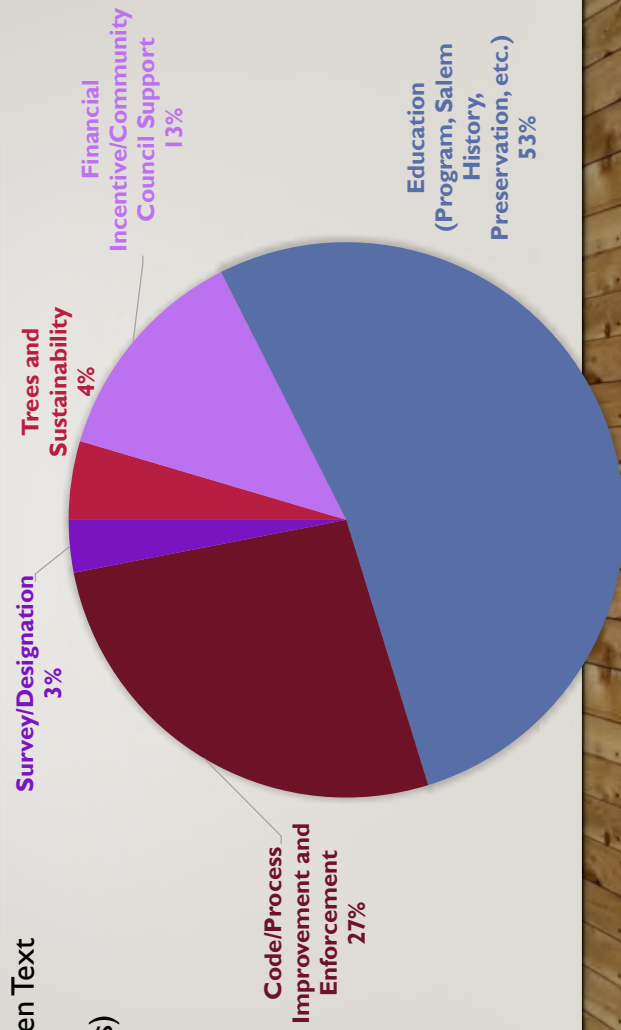


**WHAT COULD BE
IMPROVED ABOUT
THE PROGRAM?**



RECOMMENDED GOAL AREAS & FOCUS GROUPS

Analysis of Open Text
Answers:
(131 responses)



“People should be rewarded for following procedures and fined for violating them; i.e., a sliding scale for historic review fees and hefty fines for people who ignore the rules. The problem is that neighbors have to report the violations as they are being committed or after they are done.”

“The City Council needs to listen to the Historic Preservation Commission and not override its decisions.”

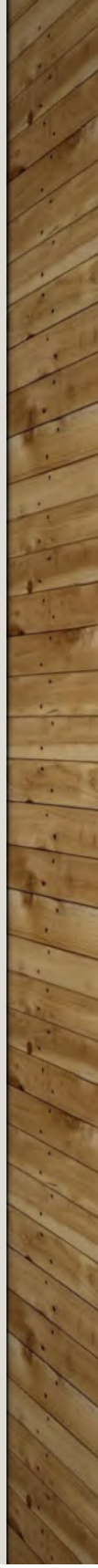
“I wish the City could come to understand that the historic built environment is the most important asset Salem has and must be encouraged in every way. The recent influx of young creatives to Salem and their willingness to rehab historic structures is very encouraging.”

“[The program] needs more power to prevent developers from tearing down valuable buildings.”

“Lower the cost for a design review on smaller projects. It seems unfair to charge someone about \$400 to fix their porch or stairs. That money would do more good put into the project’s hard costs.”

“Educating the public about what you do. I probably know more than most residents, but I really don’t know all that much about the plan or what has been accomplished and what is being currently worked on, where the funding comes from, etc.”

Some comments have been slightly edited for clarity.



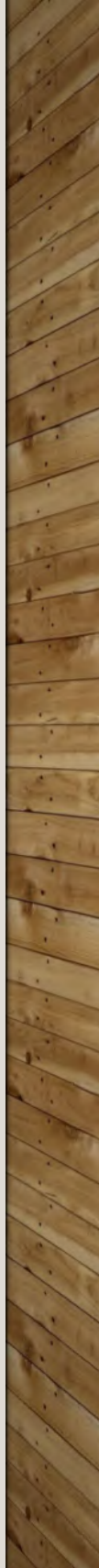
RECOMMENDED GOAL AREAS & FOCUS GROUPS:

EDUCATION

131 Total Responses

53% of the comments mentioned education

“More visibility. Continuing to get Salem’s history out to the public. Love the utility wraps downtown- engaging the community/school children to tour and access these learning opportunities- specifically in our historic downtown, historic parks, etc.”

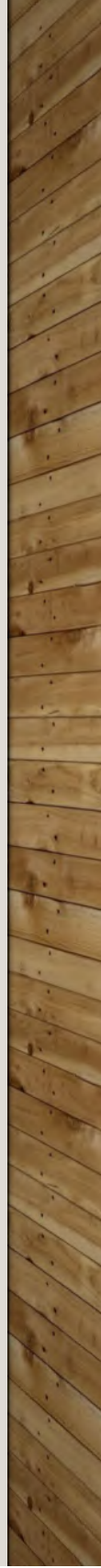


RECOMMENDED GOAL AREAS & FOCUS GROUPS: HISTORIC CODE, ENFORCEMENT AND PROCESS

35 comments mentioned better code, enforcement & processes

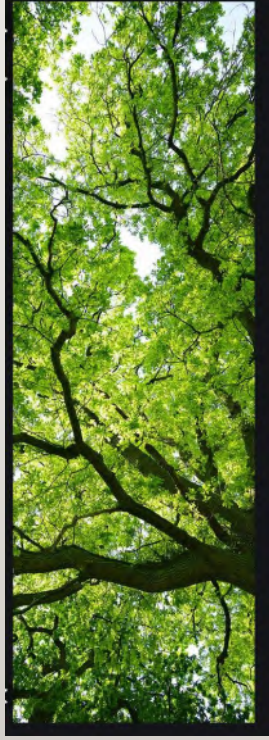


“Protection, encouragement, and aid to the downtown, close-in neighborhoods will be more important than ever as Salem grows. Visitors to Salem are always amazed at the nice neighborhoods within easy walking distance of the Capital and downtown...neighborhoods that are constantly threatened by traffic and development. Although budgets are tight, adequate staff support for code enforcement and all the myriad issues that surround the delicate balance between historic preservation and modern life is paramount.”

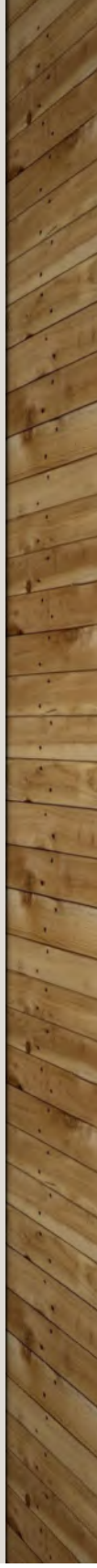


RECOMMENDED GOAL AREAS & FOCUS GROUPS: TREES AND SUSTAINABILITY

6 responses mentioned trees and sustainability issues



- *“Preservation and improvement to satisfy society’s desire to be sustainable need to work hand in hand and they don’t right now.”*
- *“More funding and cooperation with innovations that support environmental preservation as well.”*



RECOMMENDED GOAL AREAS & FOCUS GROUPS: FINANCIAL INCENTIVES RESULTING FROM COMMUNITY AND COUNCIL SUPPORT

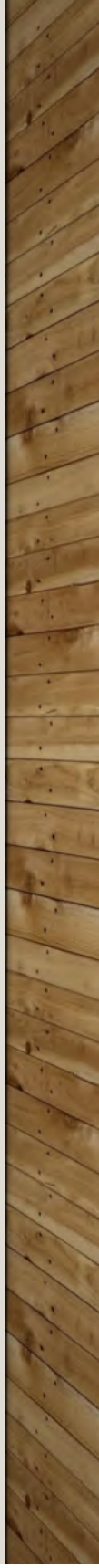
17 responses mentioned financial and community/council support



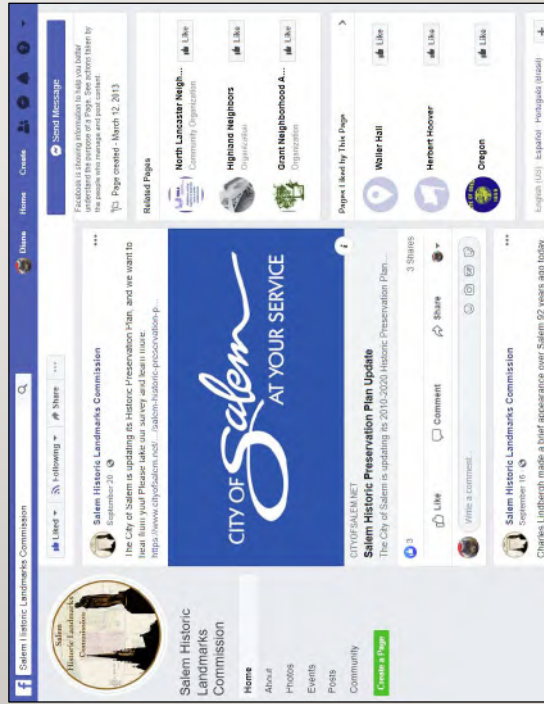
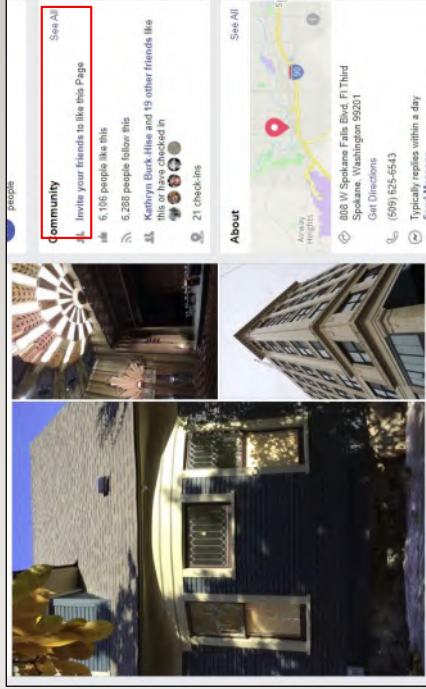
- “Focus on ways to incentivize adaptive reuse. Historic buildings are often not seismically sound, and are inefficient. Reuse means a significant tradeoff; yet the City has loads of incentives for new construction. What can be provided for historic? Relaxed parking standards, etc. have no \$ cost but are valuable to a developer.”
- “I’ve had an excellent experience working with the City’s historic preservation department and the Toolbox Grant program—it was a definite incentive to our purchasing a historic home in need of major renovations.”

IDEAS FOR OUTREACH

DIANA PAINTER



CREATE AN IDENTITY FOR THE PLANNING PROCESS



CREATE AN IDENTITY FOR THE PLANNING PROCESS

“Preserving the Past for
the Future”

BEMISS • CHIEF GARRY PARK • HILLYARD
LOGAN • MINNEHAHA • NEVADA HEIGHTS • SHILOH HILLS
WHITMAN • BROWNE'S ADDITION • CLIFF/CANNON
COMSTOCK • EAST CENTRAL • GRANDVIEW/THORPE
LATAH/HANGMAN • LINCOLN HEIGHTS • MANITO/CANNON HILL

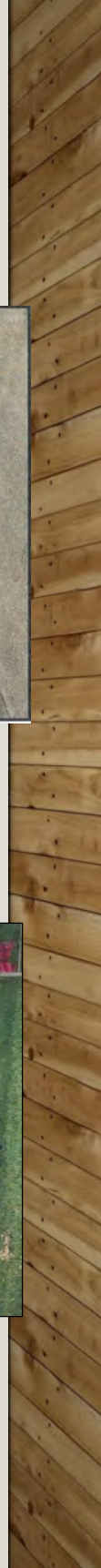
**YOU DON'T HAVE TO MOVE
TO LIVE IN A BETTER NEIGHBORHOOD**

PEACEFUL VALLEY • ROCKWOOD • SOUTHGATE • RIVERSIDE
WESTHILLS • AUDUBON/DOWNRIVER
BALBOA/SOUTH INDIAN TRAILS • EMERSON/GARFIELD
FIVE MILE PRAIRIE • NORTH HILL • NORTH INDIAN TRAIL
NORTHWEST • WEST CENTRAL

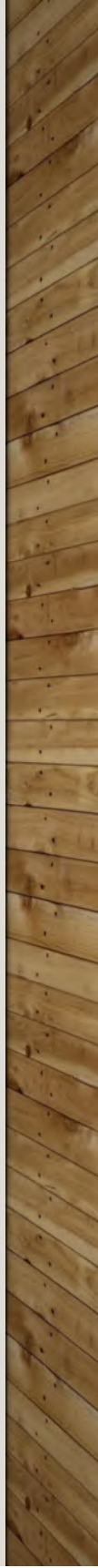
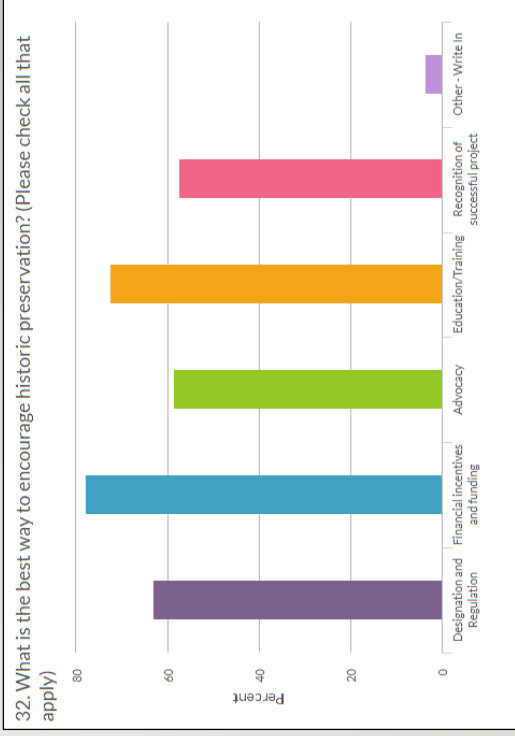
Connect With Your Community
SpokaneNeighborhoods.org



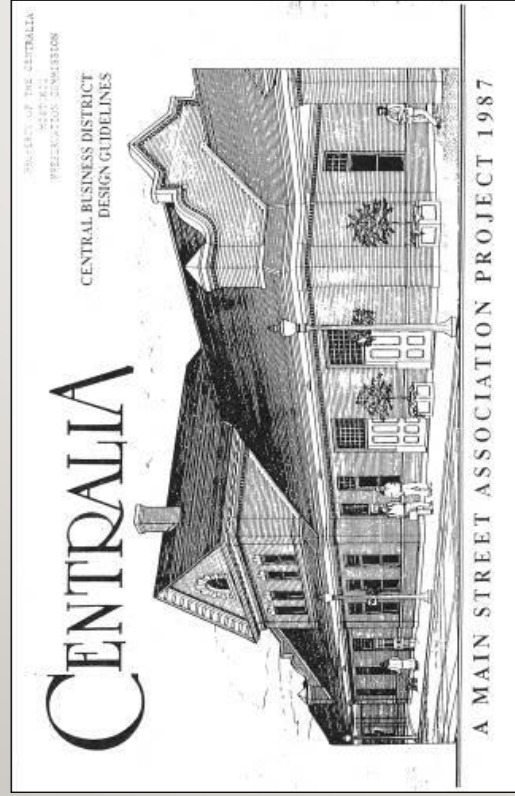
TEAM UP WITH OTHER EVENTS/ORGANIZATIONS



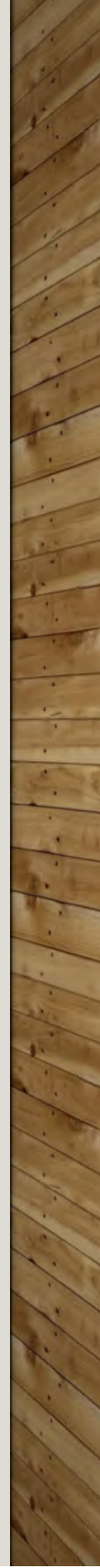
COMBINE INTERVIEWS WITH SURVEYS



COMBINE PLANNING AND LEARNING!

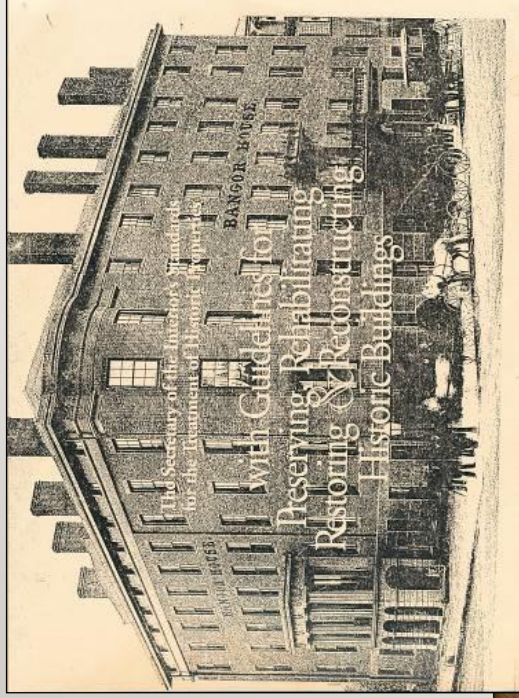


Centralia's Criteria for Design Review include the Secretary of the Interior's Standards for Rehabilitation. Centralia's Central Business District Design Guidelines refer to many of the guidelines promoted in the Secretary of the Interior's standards and guidelines.



COMBINE PLANNING AND LEARNING!

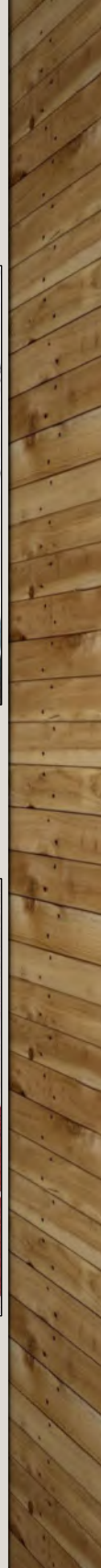
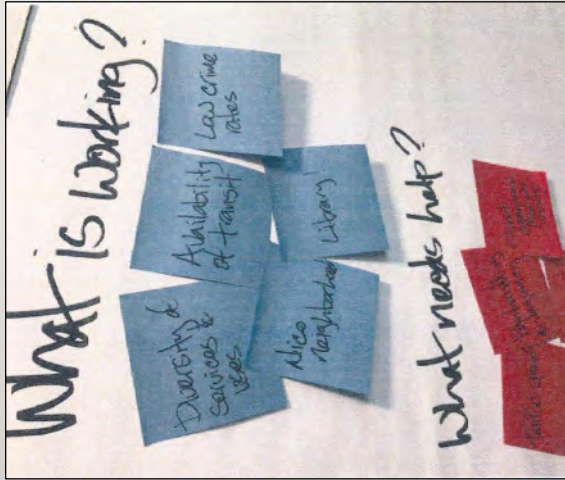
WHICH STANDARDS APPLY?



WHAT ARE CHARACTER-DEFINING FEATURES?



MAKE PLANNING FUN AND INTERACTIVE



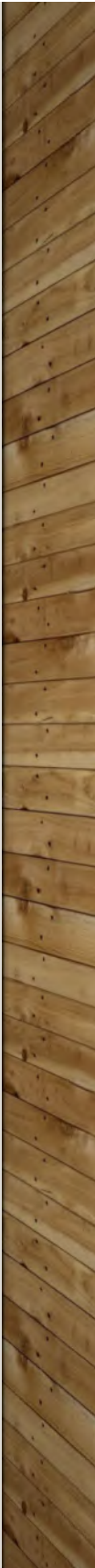
ELECTION OF
STAKEHOLDER ADVISORY
COMMITTEE OFFICERS

CHAIR

VICE-CHAIR



DISCUSSION ITEMS



FIRST OPEN HOUSE

- WILLAMETTE HERITAGE CENTER
- DECEMBER 4, 2019, 4:00PM – 6:00PM
- FOCUS GROUPS



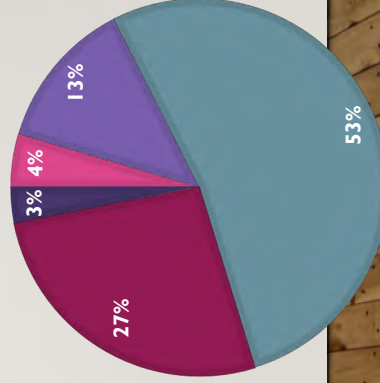
RECOMMENDED GOAL AREAS & FOCUS GROUPS

> SELECT FOCUS GROUP LEADERS

- Education
- Historic Code, Process & Enforcement
- Survey and Designation
- Trees & Sustainability
- Financial Incentives/Community and Council Support

HOT TOPICS

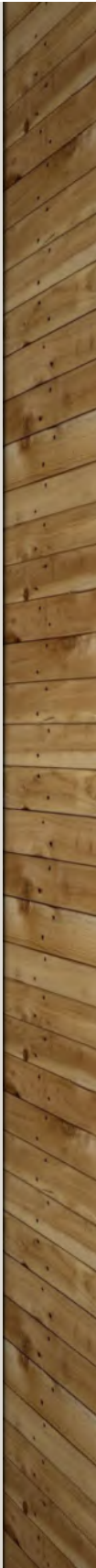
- Trees and Sustainability
- Financial Incentive/Community Council Support
- Education (Program, Salem History, Preservation, etc.):
- Code/Process Improvement and Enforcement
- Survey/Designation



**ADDITIONAL
SAC PUBLIC
OUTREACH?**

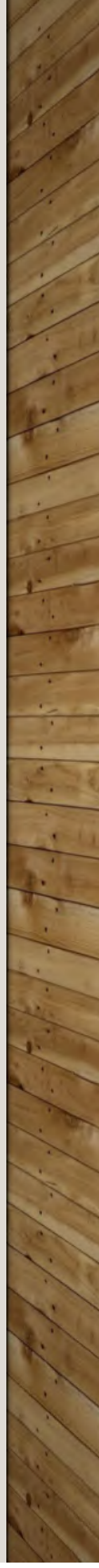
- **SURVEY #2 – GROUPS**
 - **NEIGHBORHOOD ASSOCIATIONS**
 - **SPRAB; SPAC; DAB**
 - **MAIN STREET**
 - **SHPO**
-

NEXT STEPS



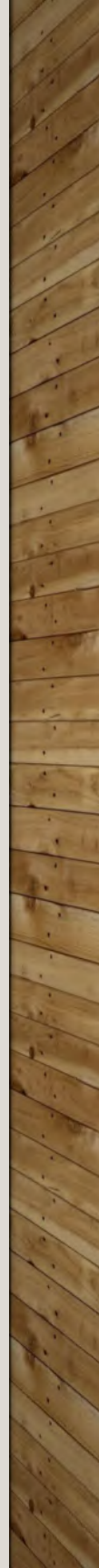
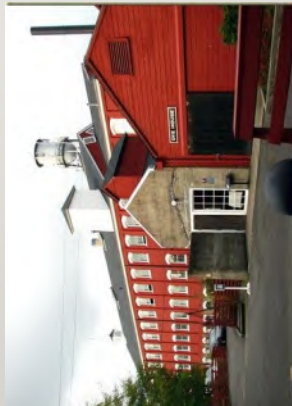
PHASE 2: DEVELOP THE PLAN (WINTER 2019-2020)

- Develop alternative solutions and recommendations for issues identified with the Needs Assessment
- Present alternatives and recommendations for updates to the Preservation Plan



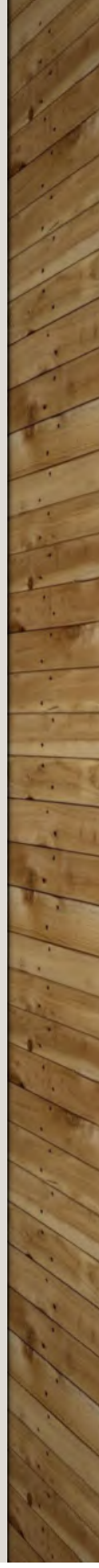
SECOND OPEN HOUSE

- WILLAMETTE
HERITAGE CENTER
- FEBRUARY 5, 2019,
4:00PM – 6:00PM
- DEFINE SOLUTIONS



PHASE 3 AND 4

- Phase 3: Prepare for Action (Spring 2020)
 - Develop action items, implementation steps and timelines for the Historic Preservation Plan Update.
 - The Draft Historic Preservation Plan Update will be presented to the Historic Landmarks Commission at a regularly scheduled public meeting.
- Phase 4: City Adoption (June 2020)
 - Finalize the updated Historic Preservation Plan, which will be reviewed and adopted by the Salem City Council as part of Salem's Comprehensive Plan.



TIMING

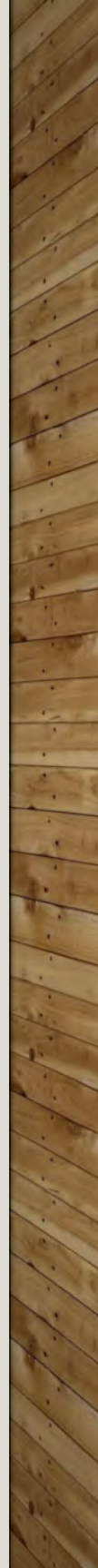
STAKEHOLDER ADVISORY COMMITTEE MEETINGS

- JANUARY 22, 2020
- APRIL 22, 2020
(Both 11:30-1:30pm)



HISTORIC LANDMARKS COMMISSION MEETING

- MAY 21, 2020

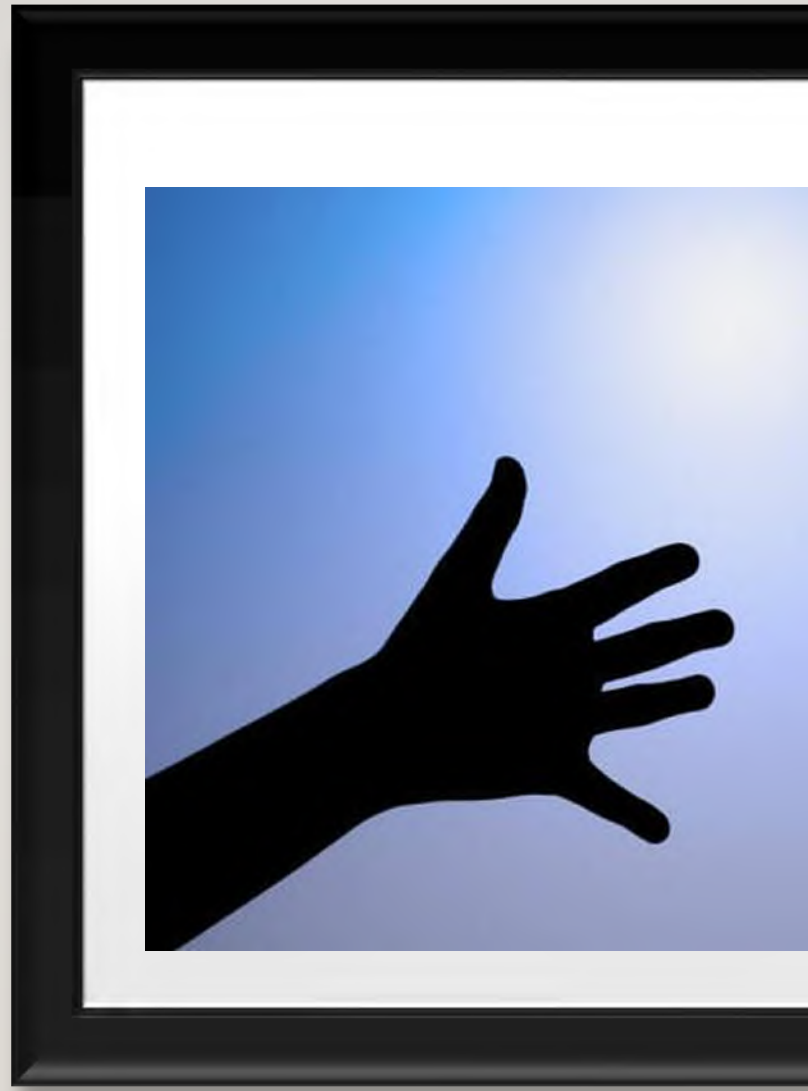


HISTORIC PRESERVATION OFFICER - UPDATE

SUPPORT FOR SAC

➤ ADDITIONAL STAFF

PUBLIC OUTREACH?



HERITAGE BULLETIN

26

Tips, Ideas & More on How to Preserve Oregon's Heritage

OUTREACH FOR NATIONAL REGISTER HISTORIC DISTRICTS

AUG. 2018

Creating a National Register historic district involves gathering information about the history and character of your community, neighborhood or downtown, and using this documentation to assess eligibility and begin writing a National Register nomination. At the same time, to ensure that the process is successful, it is equally important to develop a community outreach program that will, from the beginning, engage your neighbors in the planning process.



Benefits of a district

The benefits of creating a National Register historic district include eligibility for tax benefit programs and grants. The listing process can bring a neighborhood together and have a positive effect on its identity and self-image. An unsuccessful process can result in contention within a community or neighborhood and costly delays in the nomination process. For these reasons, it is important to craft an effective outreach program and engage the public and partners from the beginning.

Talk to the city or county

Listing is honorific. Oregon State law requires local governments to review proposals to demolish or relocate properties listed in the National Register. Local governments have the authority to form local historic districts and landmarks, and may also create additional protections for properties listed in the National Register through a separate local process.

To find out more about how your local government may regulate National Register listed properties, please contact the local planning office.



Talk to the State Historic Preservation Office

The National Register listing process is administered by the Oregon State Historic Preservation Office (SHPO) on behalf of the National Park Service. The SHPO works directly with historic district proponents, providing advice and guidance for evaluating a district and preparing a nomination. The SHPO can help district proponents plan an effective outreach process, which is critical for a successful nomination. The SHPO is also available to provide information to opponents about objecting to National Register listing, according to National Park Service guidelines. The process of planning a historic district, from developing an outreach plan to conducting a survey and developing the nomination, can take several years, hundreds of volunteer hours, and possibly require funding for a professional consultant. To ensure a successful outcome, it is important to consult the SHPO early in the planning process.

Get the word out

Begin planning for a historic district by holding an informational meeting or open house for neighborhood residents and/or business owners. This can help gauge the community's interest in a potential district. An informational meeting can also educate the public about the pros and cons of adopting a historic district, provide information about the steps involved, and explain the public process. This will help build support for the district. Correspondingly, an informational meeting may also help ensure that the planning process closely reflects community goals.

There are many ways to get the word out, and communities should consider which are most appropriate for them. Below are some questions to help develop an outreach plan tailored to your neighborhood.

- Are your supporters media savvy internet users? A listserv is a good way to keep everyone informed about the planning process. A webpage or blog can also provide information on the process, and include links to additional resources. A Facebook page allows community members to post their own comments and concerns.
- Is there a community newspaper that many residents read? Placing feature articles and posting news items in newspapers may also be an effective way to reach the neighborhood. If there is not a widely read local newspaper, consider creating a newsletter.
- Do many people walk in your neighborhood? Is there a community bulletin board? Creating and posting flyers may also be a good way to advertise meetings. Flyers may also be distributed door-to-door.
- Do your community members prefer to get notices by mail? Postcards can be a good way to advertise meetings and other events and keep people informed.
- What about radio or TV? Is there a cable or public access channel that serves the community? Taped interviews and other informational programs can reach local audiences.
- Is your community engaged in local activities and events? Information about the historic district planning process can be provided at farmers markets, fairs, school activities, and public meetings.
- Do you need to gauge community support? At a key point in the process it may be helpful to conduct an opinion survey to gauge support, either online, by mail, or in person.



Raise awareness of your community's history

Another strategy for planning a historic district is to raise awareness of your community's history, architecture and landmarks. Activities that promote historic preservation can also help build support for your historic district. Goals here are to learn more about the neighborhood and actively engage the community.

- Create or sponsor a walking tour, either a digital tour or paper brochure.
- Place interviews with local historians or profiles of long-time residents in the newspaper, on social media outlets, or on local public access TV channels.
- Create features on local history with historic photos or “then and now” photos.
- Publish reprints of older newspaper articles on key events.
- Create a speakers bureau, featuring engaging and informed speakers.
- Develop or sponsor workshops on building rehabilitation and related issues.
- Sponsor lectures on topics of local interest.
- Create an exhibit about the neighborhood that can be displayed at places like the local library, community center, or city hall.
- Create a traveling exhibit about the neighborhood and the planning process that can “go on the road” to local community events.



Create relationships with other organizations

Other organizations can assist with planning and/or promoting a historic district. Possibilities include a local advocacy group, a neighborhood or homeowner's association, and/or a local historical society. These relationships can be important in the planning process and on an on-going basis.

Additional tips and ideas

- Publicize every step in the planning process and celebrate successes (remember to write press releases!).
- Invite advocates to meetings, such as city staff, elected officials, SHPO staff, or representatives of the local non-profit historic advocacy group.
- Hold meetings in a neutral, easily accessible location.
- Create a Frequently Asked Questions or “Top Ten Myths” piece about historic districts to distribute along with other information about your planning process.
- Create comment cards to distribute at meetings, so those who do not want to speak in public can submit comments later.
- Make information about the process multi-lingual, if this is relevant.



To learn more about the National Register, see [Heritage Bulletin 4: National Register of Historic Places](#). To learn more about the benefits of being listed in a National Register historic district, see [Heritage Bulletin 5: National Register Benefits and Restrictions](#). And for guidance on the technical process of developing a National Register historic district, see [Heritage Bulletin 6: Planning a National Register Historic District](#). For additional help with outreach planning see [Heritage Bulletin 2: How to Spread the News](#).

ADDITIONAL INFORMATION

State Historic Preservation Office

Oregon Parks and Recreation Department
725 Summer Street, N.E., Suite C
Salem, OR 97301

Oregon Heritage website: www.oregonheritage.org

National Register website: www.nps.gov/nr

For **general information** about the National Register of Historic Places, contact Tracy Collis by calling (503) 986-0690 or by emailing tracy.collis@oregon.gov.

National Register Program Staff:

Robert Olguin
National Register Program Coordinator
(503) 986-0668
Robert.olguin@oregon.gov



STAKEHOLDER ADVISORY COMMITTEE (SAC) Salem Historic Preservation Plan Update

Si necesita ayuda para comprender esta información, por favor llame 503-588-6178

Special accommodations are available, upon request, for persons with disabilities or those needing sign language interpretation, or languages other than English. To request accommodations or services, please call 503.588.6173 (TTD/TTY 503-588-6439) at least two business days in advance.

STAKEHOLDER ADVISORY COMMITTEE

Committee Members/Alternates

Chuck Bennett, Mayor
Tom Andersen, City Councilor
Cara Kaser, City Councilor
Carroll Cottingham, HLC Member
Patricia Demina, SCAN (Alternate)
Jacque Heavey, SCAN

Juliana Inman, NEN - CHAIR

Robert Kraft, Contractor
Doug Lethin, Contractor

Michael Livingston, CANDO - VICE CHAIR

Jennifer Maglinte-Timbrook, HLC Member
Scott McLeod, Downtown property owner
Patty Mulvihill, HLC Member
Linda Nishioka, Downtown property owner
Gretchen Stone, Land Use
Connie Strong, NEN (Alternate)
Ross Sutherland, Salem Heritage & Culture Forum
Aaron Terpening, CBTwo Architects, DAB

City Staff

Kimberli Fitzgerald – Historic Preservation Officer
Kirsten Straus – Recorder

Consultant

Diana Painter, Painter Preservation

SAC Meetings: April 22, 2020

Open Houses: February 5, 2020
Willamette Heritage Center

<https://www.cityofsalem.net/Pages/salem-historic-preservation-plan-update.aspx>

It is the City of Salem's policy to assure that no person shall be discriminated against on the grounds of race, religion, color, sex, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, gender identity, and source of income, as provided by Salem Revised Code 97. The City of Salem also fully complies with Title VI of the Civil Rights Act of 1964, Americans with Disabilities Act of 1990, and related statutes and regulations, in all programs and activities.

MEETING AGENDA

Wednesday, January 29, 2020, 11:30 AM-1:30 PM
Public Works Traffic Control Room, Room 325
City Hall – Civic Center, 3rd Floor
(Lunch will be provided)

1. Salem's Historic Preservation Plan 11:30-11:45
Status of the Update Process - *Kimberli Fitzgerald*

2. Public Comment

3. Action Items:
 - a. Draft Goals – *Diana Painter* 11:45 -12:15
 - i. SAC to vote on adoption of goals

4. Discussion Items: 12:15-1:15
 - a. Prioritization of Goals
 - i. Order goals from highest priority to lowest priority
 - b. Prioritization of Projects for each goal
 - i. Focus Groups will present top 3 issues and preferred solutions within each goal

5. Preparation for Open House #2 1:15-1:30
 - a. Focus Group Leaders
 - i. Participants of 2nd Open House (Feb. 5) will be asked which solutions they prefer for each goal

MINUTES
HISTORIC PRESERVATION PLAN UPDATE
STAKEHOLDER ADVISORY MEETING

January 29, 2020

SAC MEMBERS PRESENT

Tom Anderson, City Councilor
Cara Kaser, City Councilor
Scott McLeod, Downtown Property Owner
Ross Sutherland, Salem Culture and Heritage Forum
Carroll Cottingham, HLC
Pat Deminna, SCAN
Jacquie Heavy, SCAN, Salem Mainstreet Assoc.
Juliana Inman, NEN, Preservation Architect (CA), **Chair**
Robert Kraft, Kraft Custom Construction, General Contractor
Michael Livingston, CANDO, **Vice-Chair**
Jennifer Maglinte-Timbrook, HLC
Linda Nishioka, DAB, Salem Mainstreet Assoc., Downtown Building Owner
Connie Strong, NEN, Historic homeowner

SAC MEMBERS NOT PRESENT

Chuck Bennett, Mayor
Doug Lethin, CNR Remodeling
Patty Mulvihill, HLC
Gretchen Stone, CBTwo Architects, Land Use
Aaron Terpening, CBTwo Architects, Downtown Advisory Board

STAFF PRESENT

Lisa Anderson-Ogilvie, Planning Administrator/ Deputy Community Development Director
Kimberli Fitzgerald, Historic Preservation Officer/City Archaeologist
Kirsten Straus, Staff Assistant

CONSULTANT

Diana Painter, Painter Preservation

1. Approval of Minutes from October 23, 2019 SAC Meeting

- a. Move to approve minutes as presented.
 - i. Motion by: Robert Kraft
 - ii. Seconded by: Jennifer Timbrook
- b. Motion passed, minutes approved.

2. Salem's Historic Preservation Plan - Status of the Update Process - Kimberli Fitzgerald

- a. Lisa gave an update about Our Salem
- b. Kim updated us on where we are in the process

3. Public Comment

- a. Joan Lloyd, NEN/Court Chemeketa Historic District
 - i. Joan made a comment about how the new housing laws will affect the Historic Districts.
 - ii. Lisa mentioned that State level says we can still apply Historic Design Review, but can't outright ban multifamily. Not all rules have been released yet. Kimberli is on the committee so will be following up on that specific issue.

4. Draft Goals – Diana Painter (Attachment A)

- a. Diana gave a presentation about the proposed Goal Areas and Focus Groups
 - i. Education
 - 1. How to develop expanded education
 - 2. Education topic is a large category so we'll be working to fleshing that out.
 - ii. Historic Code Enforcement and Process
 - 1. We'll take what has been worked on and refine. Is what we understand about code the same as what lay people understand about code?
 - iii. Financial Incentives and Community and Council Support
 - 1. What kind of incentives can we offer?
 - iv. Trees and sustainability
 - 1. NPS came out with sustainability supplement so how can we implement these into code and how people can actually use it
 - 2. Juliana mentioned that she would like to change the name to Sustainability and Natural Environment
 - 3. The group was in support of changing the name.
- b. Survey and Designation
 - i. Ross asked about conservation district?
 - 1. Kim responded that Staff would investigate. There is a basis in the Heritage Neighborhood program – intended to begin with education and fun projects, and then move to regulation. Toolbox grants are an incentive to designate more.

2. Kim wondered whether it would be possible to offer Toolbox to Heritage NAs?
 3. Ross mentioned equity – that could be a way to look at more history other than just wealthy neighborhoods
 4. Diana added that there was something about character vs regulated standards – phased designation –
 5. Juliana mentioned one of the issues was opting in or out of National Register Districts, this was an issue? What happens when surveyed but not designated?
 - a. Kim answered there is no regulation via just survey in Salem. This is different in Portland and Astoria. Survey is just survey. In Oregon law Owner Consent is required for National Register as well as local designation. Districts are slightly different and there are more than 50% of owners consent, then they would all be subject.
 - b. Cara asked if that has changed?
 - i. Kim, yes there is some rulemaking about that currently being completed by the SHPO and DLCD --- hopefully there will be some clarity on that issue
 6. Diana, just in general – survey is inventory and inventory is just a list. Designation is a different process. But locally there is a lot of difference.
- 5. Approve Goals (Goals based on feedback from Open House One and Survey, see Attachment B)**
- a. Juliana gave an overview of the process to get to these example goals.
 - b. Juliana mentioned that they were are largely in line with the 2010 Historic Preservation Plan goals except Promote Tourism and Local History – that really falls into Education – so opens a new space for the goal of Sustainability and Natural Environment.
 - i. Community and Financial Support:
 1. Michael – financial incentives – those incentives should include both public and private funding. Some expectation that the money would come from the public funding. Would like to encourage non-profit support as well.
 2. The group approved adopting the goal: Community and Financial Support
 - ii. Discussion about Education Goal: Linda asked – should we make Education more specific?

1. Jennifer and Carroll suggested adding “Sub-Goals” to each goal to better meet the need for education
2. Juliana – in the current plan, it’s Public Outreach and Education
3. Cara – I could see education in each of these goals, maybe what you will struggle with is “what is education”? Could you make it part of each goal? I see that in the natural environment and that can get wide very quickly – Does it mean tree or cultural landscape? Don’t want it to be too broad.
4. Someone suggested that we could vote after the activity to see if all education goals fit somewhere else
5. Juliana – each of the issues in the table (referencing the table of **problems/solutions in the meeting packet**) has an education component so if we have higher level goal of Education, we could have workshops and webpage as a priority
6. Cara – you could have it both ways – sub-goals and larger goal. Question, what is the objective of the Education goal?
7. Connie – communicating with the public is the number one thing, can they/we navigate the website?
8. Linda – on the Tree and Sustainability goal, would it be better to separate landscapes out from sustainability?
9. Kim – some background – the sustainability category was just emerging in 2010 but really came out in the data this time so Staff put the ideas together.
10. Cara – I see them as different things. When I think of historic preservation it’s the building. But connections between building and environment are less common in a City environment. Natural environment could talk more specifically about trees etc.
11. Connie – can we do trees as a separate goal?
 - a. Kim – Good question, not primary role of Planning, it’s the Public Works director when there are trees in the public right of way
 - b. Jennifer – if it’s in the historic nomination as character defining would it be subject to Historic Design Review?
 - c. Juliana – Do we have a Heritage Trees program?
 - i. Lisa – Heritage Tree – Yes, there are designated by Council, only Council can remove, Planning Administrator can approve if dead or dying. Property

Owners can ask for trees to be added to this list. PW is in charge all tree in Public, Planning is for private trees, White Oaks are special and there is planning approval, sometimes the trees are appealed and then go to HLC. The city process through Parks is that Staff take it to SPRAB, they do that before Planning. The only one is appealable is the Historic decision.

- d. Michael – could we be provided a list of State and other standards for trees?
 - i. Kim – We’ll provide the Secretary of Interior Standards and the local code requirements
 - e. Diana – NPS has guidelines for all the different kinds of landscapes, the cultural landscape is our NAs
 - f. Linda – At the Open House, we found that people thought the trees were also historic and felt that the City should be overseeing and helping with tree maintenance.
 - g. Tom – Yes, this all comes back to education – I am in support of wider education goal and education as a large part of each goal.
- c. At this time, there was a consensus to do the planned activity to see if that informed the discussion about goal approval.

6. Prioritization of Goals Activity:

- a. Kim – We now ask each Table Leader group from the first Open House to prioritize top three problems for each goal and reorganize them here on the whiteboard. (See **Attachment C** for photos of completed board).
- b. Education (Juliana) – there were a lot of requests for History tours, etc., there was a lot of need for technical help, this was something that came out in the other topic areas, there was a need for workshops, videos, etc., up to date information for each problem, how to do seismic strengthening,
 - i. Ross, we would like to strengthen the relationship between HLC and local history organizations, so we could do some of the history events, and the City could help?
 - ii. Juliana, there were several requests for technical help, which the HLC could help with. It might be more efficient to send history questions back to the non-profits. How do we do recognition of cultural landscapes?
 - 1. Kimberli, the City and non-profits have done a lot with Euro-American perspectives. Now we are looking at how to connect historically-unrepresented histories to the built environment.
 - iii. Juliana – technical help was the largest aspect of that education question. We’d like to do more workshops.
 - iv. Robert – I recall that the educational pieces was two branches – technical but also a list of resources, vendors contractors. The second piece was also about education of the designation benefits/program. Questions like “What are my rights and responsibilities in owning a historic home?”

- v. Juliana – there should be a webpage about designation with a standing link.
 - vi. To better our collection and documentation practices, we should strengthen tie between non-profit partners
 - vii. Top Priorities: Technical Help, Social Media Web presence
- c. Code Improvement (Connie and Carroll):
- i. Connie – A lot of people were asking questions about the difficulty of understanding the code. Questions like – At what point do they engage with the City? A lot of people don't know who they need to talk to or when to get permits, a lot of folks ask who is the Historic Code Officer. If someone wants to buy a historic home, then they get flagged a little too late. There was a feeling that home owners feel punished for trying to do the right thing – there is feedback about the fee for historic design review; people who don't go through review get unfair incentive of not reporting their changes. Combined with uneven Code Enforcement, it creates a large incentive to not get historic design review.
 - ii. Three – streamline code so a normal person can read it (referring to the table at the top of Ch. 230), enforcement is complaint driven. There was a desire to shift cost to the violators rather than people who apply for review, removing financial burdens (there is a lot of extra time and money that goes into preparing for review). How do we make it easier for people to know what to do?
 - iii. Carroll mentioned that use was another problem.
 - 1. Michael – Use is such an important aspect. To some extent the unexamined frustration is part of the problem. Building use and physical use is important to distinguish.
 - iv. Kim – the landmarks commission has limited authority to regulate use (because that is zoning and HLC only had authority over design). Adaptive reuse for historic homes is an exception, but HLC can't really say much about use or zoning.
 - v. Michael – we should work to clarify what incentives are actually available.
 - vi. Tom – this all goes back to education. Everything going on in Historic Districts has an effect in the wider neighborhood. The methadone clinic near the Court Chemeketa District is an example.
 - vii. Robert – We also need to work towards folks understanding the design review criteria and other aspects of historic home renovation. For example, no contractor can work on a house built before 1978 without a Lead paint certification. That is really important for education.
 - viii. Connie – just don't want to leave out accommodations to allow for accessibility
 - ix. Finals – Streamline code, safety issues, and use
- d. Natural Environment (Linda)
- i. We've talked about changing the Tree Code – there was a lot of talk about clarifying what PW does versus what Planning does
 - ii. That is all about clarifying what energy efficiency options are available with changing technology

- iii. Sustainability is really technical help and the rest is really about trees/natural landscape.
 - iv. Ross - Bush's Pasture Park trees- could we change this so that the language is wider? Maintain vitality of trees in Salem's parks
 - v. Tom – relates again to education, coming under SPRAB and Mission Street Conservancy, solar panels are another issue, do we want to preserve this perfectly or do we want to look at it from another angle? We are working on a Climate Action Plan so we should think about adding that as well.
 - vi. Julianna – sometimes solar are allowed by right even in historic districts, can we look at standards for south-facing visible?
 - vii. Kim – we do have standards for solar, and we need to keep up with how the technology is changing.
 - viii. Linda - **Maybe we should look at national or other cities for standards.**
 - ix. Juliana – **referencing the standards would be helpful for some of these newer issues**
 - x. **There was some consensus to divide trees out from sustainability but the decision was tabled for the next meeting.**
- e. Michael – **we should remember that these standards also apply to downtown buildings (commercial) and residential.**
7. Survey and Designation (Jennifer)
- a. Jennifer – a lot of this is education, as we've discussed earlier
 - i. **This Old House Education – how to fix up old house?**
 - ii. **Education on Process – how to designate, what is national register?**
 - iii. **Education on financial assistance – how does restoration help me financially?**
 - iv. **Local Landmarks – general Salem history.**
 - b. Ross – we should work to clarify what kinds of incentives, there are also intangible incentives
 - c. **Education about the process/ Different parts of Salem (bridges) / Neighborhood Support**
8. Financial and Community Support (Jacquie)
- a. Jacquie – **there is a lot of overlap here too – so we can spread some of these problems out**
 - i. **Community support – welcome packet for new home owners, hungry for information about where they live**
 - ii. **Historic Timeline – specifics about their unique neighborhoods**
 - iii. **Cumbersome process – historic building owners rely heavily on people (Kim) to understand the process.**
 - b. **Final priorities: Not enough money – expand the Toolbox / Expensive to fix up old houses/ cumbersome process documentation process**
9. **Final Priorities from board (listed with problem and one suggested solution underneath, see Attachment A):**
- a. **Financial / Community Support**
 - i. **Not enough money for the program**

1. expand Toolbox Grant
 - ii. Expensive to fix up old houses
 1. Sliding or reduced scale for design review
 2. Education about tax credit and special assessment
 - iii. Cumbersome documentation process
 1. Streamline code and review process
- b. Survey and Designation
 - i. Education about designation/process/benefits/responsibilities
 1. Improve web presence, education material
 - ii. Where should we designate?
 1. Refer to survey
 - iii. Neighborhood support can be difficult to get for designation
 1. Increase educational opportunities for designation
- c. Trees and Sustainability
 - i. Energy efficient options for windows and siding
 1. Clarify what is best practice and make that information easy to access
 - ii. Historic character versus new tech
 1. Clarify standards for technologies like solar
 - iii. Light pollution
 1. Clarify connection between our and Public Works standards for lighting
- d. Code Improvement
 - i. Difficult to understand Design Review criteria
 - ii. Safety, Health, and Security Issues in Historic Homes
 - iii. Use within a Historic District (short term rentals, parking, non-compatible uses)
- e. Education
 - i. Historic Preservation Technical Help
 1. Workshops, website
 - ii. Lack of education about process/ program/ designation
 1. Programs, website, workshops, etc.
 - iii. Social Media and web presence is not good
 1. Add vendors, links, and guides

10. Wrap Up and Upcoming Events:

- a. We did not have time to finish the “Approve Goals” section of the meeting so that was pushed to the next meeting.
- b. Group will change the name of the names of the Tree/Sustainability group but keep it together for now.
- c. Open House – next Wednesday, will be similar format to last time. Will reach out to HLC for more support.
 - i. Will be focusing on solutions for top three problems. Will do dots instead.
 - ii. Will have write in for new ideas.
 - iii. Will supplement Open House with online survey. We’ll have some open-ended questions.

- d. Our next/last meeting will be in April. There is a big chunk of time since there is a lot of work to do.
- e. Elections to the Code Improvement Technical Committee: Carroll, Jennifer, Connie

Minutes written by Kirsten Straus, Staff Assistant, January 29, 2020

Attachment:

- A. PowerPoint from Draft Goal Presentation
- B. Results from Open House One
- C. Photos from prioritization activity

DRAFT

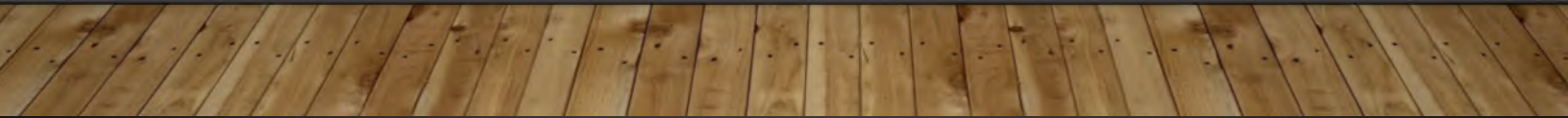
HISTORIC PRESERVATION PLAN UPDATE

2019-2020

STAKEHOLDER
ADVISORY COMMITTEE

MEETING TWO:

JANUARY 2020



OUR SALEM: PLANNING FOR GROWTH



- Salem's Comprehensive Plan Update
 - Visioning (2019-2020)
 - Historic Preservation Component

www.cityofsalem.net/our-salem

ADOPTED IN 2010

FIVE GOALS IDENTIFIED:

- IMPROVE CODE
- PUBLIC OUTREACH & EDUCATION
- ECONOMIC INCENTIVES
- SURVEY AND DESIGNATE HISTORIC RESOURCES
- PROMOTE HERITAGE TOURISM & LOCAL HISTORY

SALEM HISTORIC PRESERVATION PLAN

**Salem, Oregon
2010-2020**

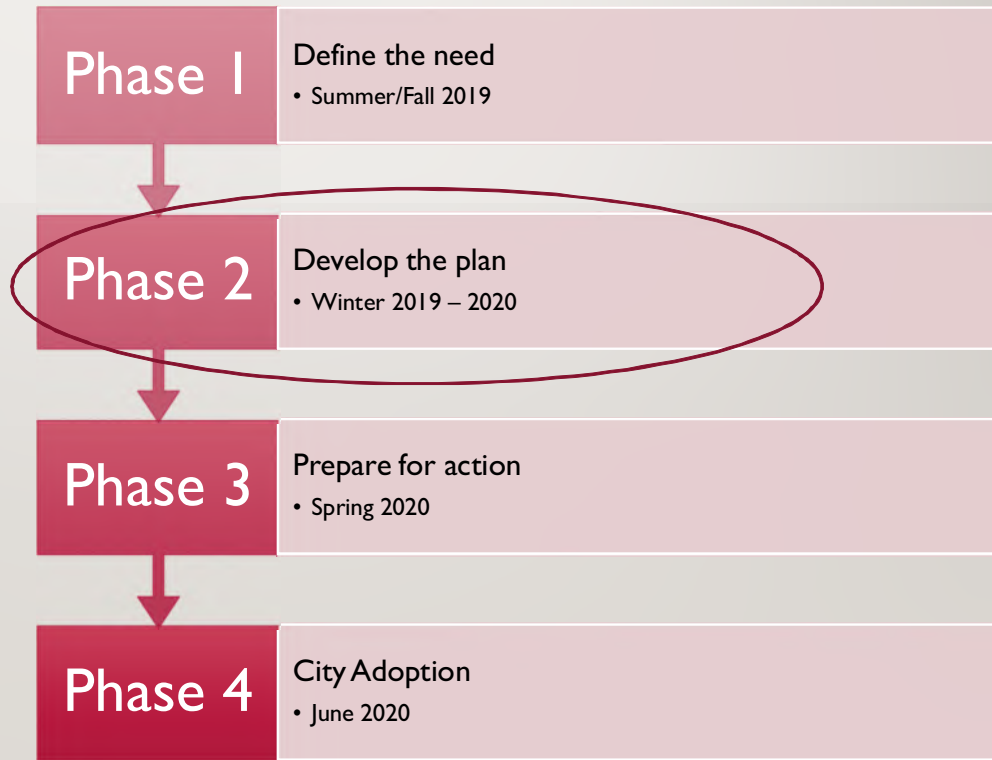


Figure 1: Liberty Street, Looking south from Chemeketa Street

This project has been funded with the assistance of a matching grant-in-aid from the Oregon State Historic Preservation Office and the National Park Service. Regulations of the U.S. Department of the Interior strictly prohibit unlawful discrimination on the basis of race, color, national origin, age or handicap. Any person who believes he or she has been discriminated against in any program, activity, or facility operated by a recipient of Federal assistance should write to: Office of Equal Opportunity, National Park Service, 1849 C Street NW, Washington, D.C. 20240.

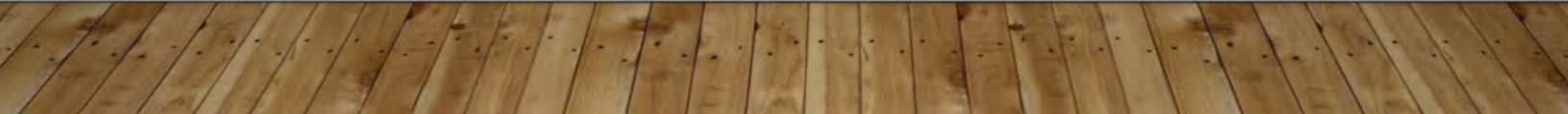
Prepared by Northwest History Matters
Rosalind Keeney
Julie Osborne

HISTORIC PRESERVATION PLAN UPDATE TIMELINE



PHASE I: DEFINE THE NEED

- Establish a Historic Landmarks Commission Stakeholder Advisory Committee.
- Survey the community (329 Respondents)
- Host an open house to evaluate and assess Salem's Historic Preservation Program (45 attendees at December's Open House)

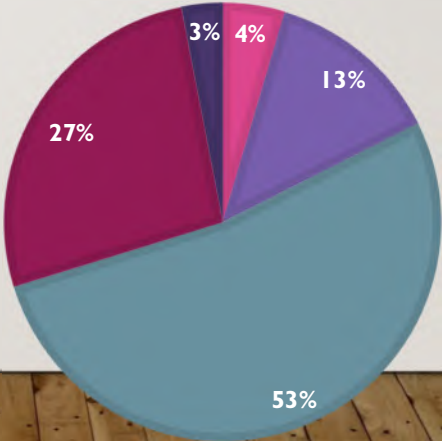


RECOMMENDED GOAL AREAS & FOCUS GROUPS

- Education
- Historic Code, Process & Enforcement
- Survey and Designation
- Trees & Sustainability
- Financial Incentives/Community and Council Support

HOT TOPICS

- Trees and Sustainability
- Financial Incentive/Community Council Support
- Education (Program, Salem History, Preservation, etc.):
- Code/Process Improvement and Enforcement
- Survey/Designation



RECOMMENDED GOAL #2: HISTORIC CODE, ENFORCEMENT AND PROCESS

Further Streamline the Historic Code & Design Review Process



“Protection, encouragement, and aid to the downtown, close-in neighborhoods will be more important than ever as Salem grows. Visitors to Salem always amazed at the nice neighborhoods within easy walking distance of the Capital and downtown...neighborhoods that are constantly threatened by traffic and development. Although budgets are tight, adequate staff for code enforcement and all the myriad issues that surround the delicate balance between historic preservation and modern life is paramount.”



RECOMMENDED GOAL #3: FINANCIAL INCENTIVES RESULTING FROM COMMUNITY AND COUNCIL SUPPORT

Develop Sustainable Financial Incentives and Strategies to Assist Salem's Historic Property Owners with Preservation



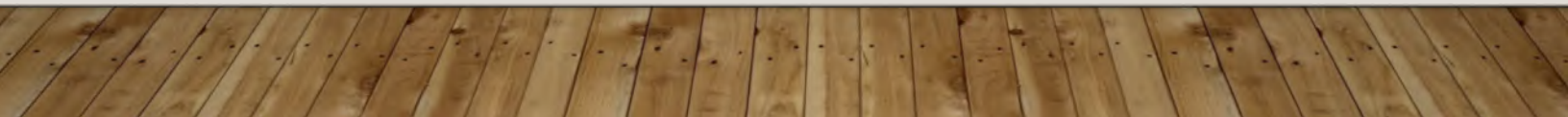
- *“Focus on ways to incentivize adaptive reuse. Historic buildings are often not seismically sound, and are inefficient. Reuse means a significant tradeoff; yet the City has loads of incentives for new construction. What can be provided for historic? Relaxed parking standards, etc. have no \$ cost but are valuable to a developer.”*
- *“I've had an excellent experience working with the City's historic preservation department and the Toolbox Grant program—it was a definite incentive to our purchasing a historic home in need of major renovations.”*

RECOMMENDED GOAL #4: TREES AND SUSTAINABILITY

Develop Strategies to Encourage
Environmental Preservation within Salem's
Historic Districts



- *“Preservation and improvement to satisfy society's desire to be sustainable need to work hand in hand and they don't right now.”*
- *“More funding and cooperation with innovations that support environmental preservation as well.”*



APPROVE GOALS

Goal 1: Public Outreach & Education

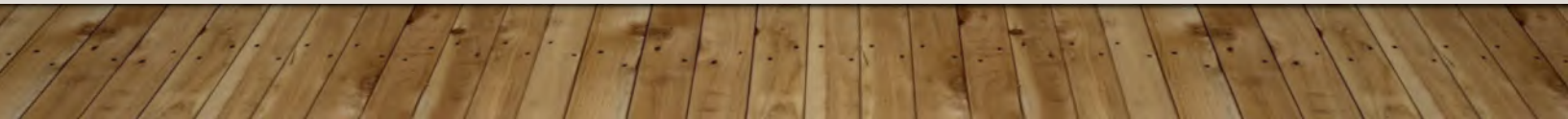
Goal 2: Historic Code, Process & En

Goal 3: Financial & Community Supp

Goal 4: Natural Environment & Sust

Goal 5: Survey and Designation

DISCUSSION ITEMS



DISCUSS PRIORITIZATION OF GOALS

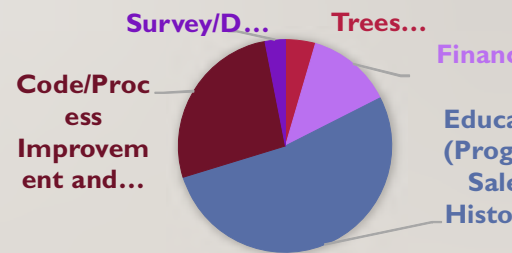
Goal 1: Education

Goal 2: Historic Code, Process & En

Goal 3: Financial Incentives/Communi
Council Support

Goal 4: Trees & Sustainability

Goal 5: Survey and Designation



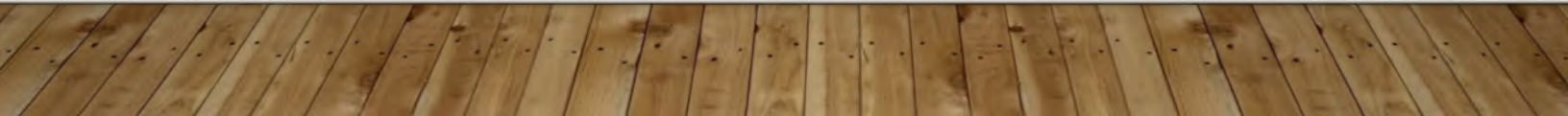
**PRIORITIZATION OF
PROBLEMS TO
ADDRESS WITHIN
EACH GOAL**

ACTIVITY

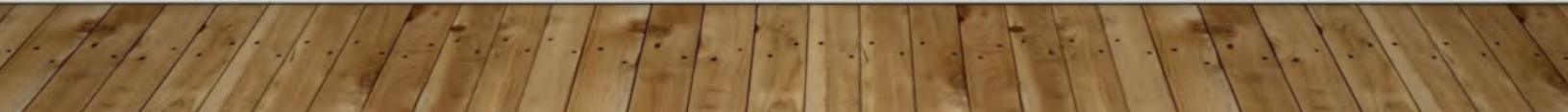
EDUCATION

Andy Zimmerman, Juliana Inman, Robert Kraft	
Problems	Solutions
Historic Preservation Technical help	<ul style="list-style-type: none"> Workshops - seismic, lead, window/door replacements, radon Videos - curate a list Collaborate with other organizations (SHPD, UofO, Restore Oregon, local community colleges)
Lack of education for general public - Historic Preservation Techniques	<ul style="list-style-type: none"> Better promotion of existing resources Improve website Brochures / Historic Homeowners Resource Guide Organize history talks Regular forum for historic property owners Make more/curate videos
Lack of Education about Salem's history	<ul style="list-style-type: none"> Organize history talks Children's education - coloring book, school field trips Focus on downtown Signage for each historic district Update newsletter format Work with Travel Salem to emphasize historic resources Connects research resources / research guide Walking tours Utility boxes wrapped Newspaper articles
Lack of education about process/program/designation	<ul style="list-style-type: none"> Website improvement Charts Improve annual mailing Contractors list Communicate with realtors about historic program Welcome packet Sample submittal packet
Social Media/web presence is lacking	<ul style="list-style-type: none"> Use social media Improve website Investigate HLC website
Not a lot of diversity in preservation	<ul style="list-style-type: none"> Designate underrepresented communities Recognize organizations that have cultural events for more than 50 Diverse cultural events
Cultural Landscapes not recognized	<ul style="list-style-type: none"> Help owners learn more Prioritize Indigenous perspectives History Talks
Collections and documents accessible	<ul style="list-style-type: none"> Save Ben Maxwell photos digitize documents Create City archivist position

Organized here from the "Anything Else?"



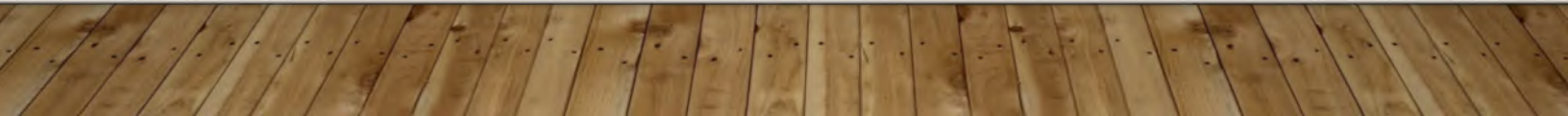
Fincancial and Community Sup	
Jacque Heavy and Pat Deminna	
Problems	
Expensive to fix up old houses	Larger toolbox grant Exempt certain kinds projects from design review fee Offer volunteer "trade" for work on other people's houses Sponsorship for toolbox, workshops, etc. (Restore Oregon, etc.) Funding for interior work? Sliding scale for DR Rolling credit for doing a good job on project
Cumbersome documentation process for toolbox/land use	Streamline paperwork Auto qualify for \$\$ for certain projects Does toolbox need to be done by contractor? Maybe exempt certain kinds of projects from contractor requirement Require sign off from B&S instead of contractor Streamline application paperwork
Confusion about local vs national registration	Brochure Website improvement Clarify Special Assessment and benefits of National Register . .
Not enough money	Get more money - permanent TOT funding? local tax credits? Support Restore Oregon Legislation Budgeted Toolbox money
Some people don't comply with code	More people to do enforcement Education Review enforcement code and policies Fines or double fees for violations
Don't how to fix up old house	Brochure Vidoes workshops
Not enough community support	Beautification Awards - with \$\$\$? Refund? Credit for DR? Social events for folks with historic homes Historic Neighborhood Day Welcome packet Walking tours for NA and downtown More staff



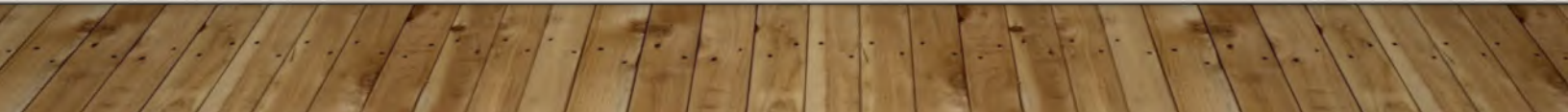
CODE & PROCESS IMPROVEMENT

Code Improvement	
Problems	Solutions
<p>Historic District (Methadone Clinic)</p> <p>Special Use adversely effecting Historic District</p>	<p>Coordinate with Eunice on Comp Plan</p> <p>Buffer for Historic District</p>
<p>Single family housing law on districts</p>	<p>Design review standard ADUs and infill</p> <p>Education about DR standards</p>
<p>High cost of review</p>	<p>Pay once and get several reviews</p> <p>Exempt fee for certain kinds of projects</p> <p>Clarify what's exempt</p> <p>Work towards solutions if something isn't approvable</p>
<p>Difficult to understand process</p>	<p>Education about definitions</p> <p>Improve info on website</p> <p>improve annual mailing (postcard?)</p> <p>Lien Notification process - welcome packet with more information for new owners</p>
<p>Time for review</p>	<p>Over the counter approval</p> <p>More exemptions from review</p> <p>More staff</p>
<p>Difficult to understand Design review criteria</p>	<p>Clarify old vs. new look of additions</p> <p>Review design review criteria 230.065</p>

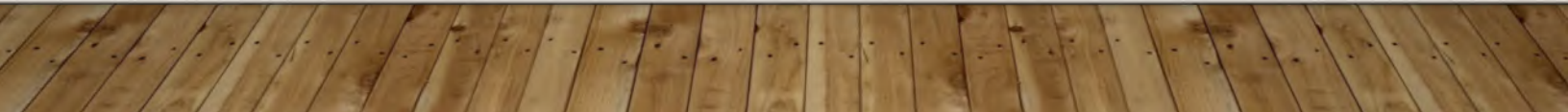
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<p>Time for review</p>	<p>Over the counter approval</p> <p>More exemptions from review</p> <p>More staff</p>		
<p>Difficult to understand Design review criteria</p>	<p>Clarify old vs. new look of additions</p> <p>Review design review criteria 230.065</p>		
<p>Use within a Historic District (short term rentals, parking for non residential.)</p>	<p>Update adaptive reuse</p> <p>Refer to Eunice for evaluation of conditional use criteria in historic districts</p>		
<p>Can HLC serve in advocacy capacity?</p>	<p>Education through newsletter and website</p> <p>Refer to Restore Oregon</p>		
<p>Enforcement is complaint driven</p>	<p>More staff</p> <p>better coordination with NED</p> <p>Enforcement schedule</p> <p>Double fees or fines for those who don't get review</p>		
<p>No special accommodations for accessibility</p>	<p>Review code for standards on accessibility</p> <p>Coordinate with B&S and fire regarding alternative standards</p>		
<p>Lack of effective coordination with SHPO to protect Goal 5 resources</p>	<p>Look at code and processes for coordinating</p> <p>Revise SRC 230.018</p>		Organized here from the "Anything Else?"
<p>Safety, Health, and Security Issues in Historic Homes</p>	<p>Seismic retrofit workshop</p> <p>Resources and training for upgrading necessary electrical,</p> <p>Exempt some types of upgrades for safety reasons</p> <p>Use toolbox funds as incentive (auto qualify some people for Use information from resources guide</p> <p>Accessibility - coordinate with B&S and PW with ADA</p>		



Energy / Trees	
Problems	Solutions
Linda Nishioka and Patricia Farrell	
Bush's Pasture Park Trees (Art Fair is causing trees harm)	Specific code for Bush's Pasture Park - Oak Trees Regulate use of Art Fair (CMO?)
Don't allow energy efficient options (windows)	Education about efficiency of historic windows Storm window info/ look at code to exempt review of storm windows Window workshop Use YouTube to communicate Info in "Welcome package" Exempt from review particular issues Review code for opportunities for incentivize preservation - auto funds for particular projects
Light pollution	Public Works design standards for street lights
Owl population	Master Parks Plan for Bush's Pasture park
Historic Character vs new tech	Review code for solar panels, mechanical equipment, Brochures/guides development
Where are old/significant trees	Survey/identify trees Review tree code and enforcement policy Coordinate with PW regarding Heritage Tree program
Not enough clarification between what is Historic and what is PW	Coordinate with PW



Survey and Designation	
Tracy Schwartz, Jennifer Maglinte-Timbrook, Doug Lethin	
Problems	Solutions
State Law/ Owner Consent	Better education about benefits More incentives - financial Support Restore Oregon etc. in legislative efforts
Education about designation process/benefits/responsibilities	Education on incentives Offer more incentives Phased Designation Better web page Use NAs - improve Heritage NA
Over regulated and prohibits needed change	Improved code Education about code
Burdensome to be listed (National Parks Process is difficult)	Establish local designation / conservation districts Phased Designation Heritage Neighborhood Program - expand and add financial benefits
Neighborhood Support can be difficult to get for designation	Incentives Education Code is reasonable Annual communication with NAs Heritage Neighborhood Program
Designation of rentals (short term especially) / ADUs	Code/ Design standards for ADUs Code/ adaptive reuse standards - improve Refer to Eunice for comp plan/ recommend criteria for historic resources
Areas to designate	See map stamped concrete Lord and Schryver landscaped bridges
Not enough incentives	More monetary incentives for residential Local tax credit Incentivise designation - \$\$, plaque, historic help
Church Street Bridge is deteriorating (other bridges as well)	Create MPD for Salem's Bridges Collaborate with ODOT for \$\$\$ Utilize ODOT's Historic Bridge team for technical support



SECOND OPEN HOUSE

- WILLAMETTE HERITAGE CENTER
- FEBRUARY 5, 2019, 5:00PM – 6:30PM
- FOCUS GROUPS- PRIORITIZE FEASIBLE SOLUTIONS
- SUPPLEMENT WITH ONLINE SURVEY



NEXT STEPS

**TAKEHOLDER
ADVISORY
COMMITTEE
MEETINGS**

APRIL 22, 2020
(11:30-1:30pm)



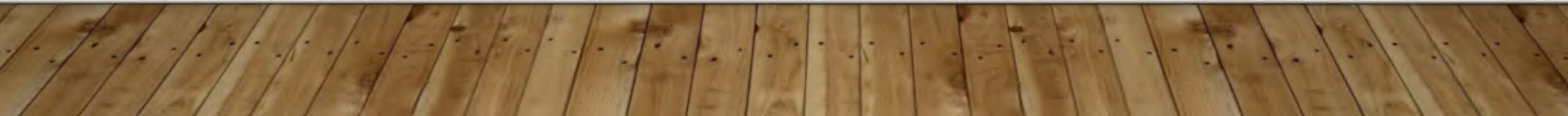
**HISTORIC
LANDMARKS
COMMISSION
MEETING**

• MAY 21, 2020

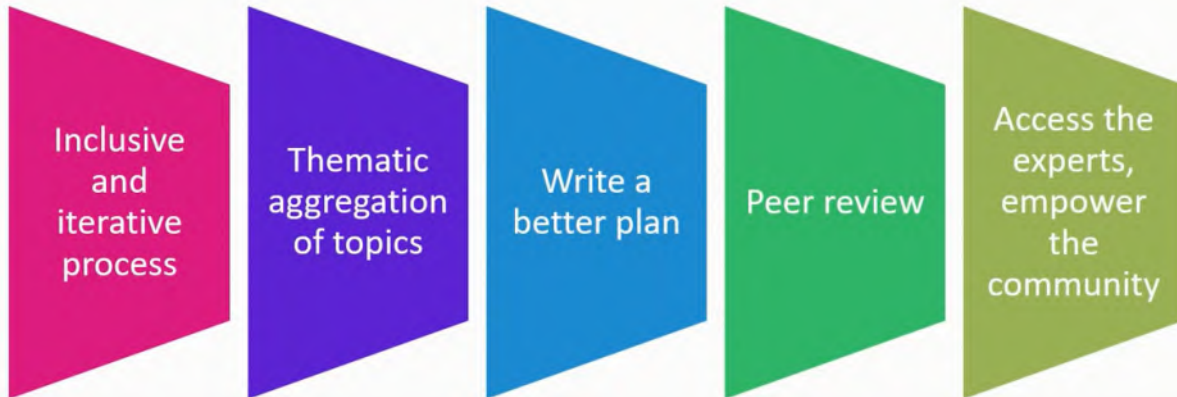
PHASE 3 AND 4



- Phase 3: Prepare for Action (Spring 2020)
 - Develop action items, implementation steps and timelines for the Historic Preservation Plan Update.
 - The Draft Historic Preservation Plan Update will be presented to the Historic Landmarks Commission at a regularly scheduled public meeting.
- Phase 4: City Adoption (June 2020)
 - Finalize the updated Historic Preservation Plan, which will be reviewed and adopted by the Salem City Council as part of Salem's Comprehensive Plan.



Keys to Success



Fincancial and Community Support	
Jacque Heavy and Pat Deminna	
Problems	Solutions
Expensive to fix up old houses	Larger toolbox grant
	Exempt certain kinds projects from design review fee
	Offer volunteer "trade" for work on other people's houses
	Sponsorship for toolbox, workshops, etc. (Restore Oregon, etc.)
	Funding for interior work?
	Sliding scale for DR
	Rolling credit for doing a good job on project
Cumbersome documentation process for toolbox/land use	Streamline paperwork
	Auto qualify for \$\$ for certain projects
	Does toolbox need to be done by contractor? Maybe exempt certain kinds of projects from contractor requirement
	Require sign off from B&S instead of contractor
	Streamline application paperwork
Confusion about local vs national registration	Brochure
	Website improvement
	Clarify Special Assessment and benefits of National Register
Not enough money	Get more money - permanent TOT funding?
	local tax credits?
	Support Restore Oregon Legislation
	Budgeted Toolbox money
Some people don't comply with code	More people to do enforcement
	Education
	Review enforcement code and policies
	Fines or double fees for violations
Don't how to fix up old house	Brochure
	Videos
	workshops

Not enough community support	Beautification Awards - with \$\$\$? Refund? Credit for DR?
	Social events for folks with historic homes
	Historic Neighborhood Day
	Welcome packet
	Walking tours for NA and downtown
	More staff

Survey and Designation	
Tracy Schwartz, Jennifer Maglinte-Timbrook, Doug Lethin	
Problems	Solutions
State Law/ Owner Consent	Better education about benefits
	More incentives - financial
	Support Restore Oregon etc. in legislative efforts
Education about designation process/benefits/responsibilities	Education on incentives
	Offer more incentives
	Phased Designation
	Better web page
	Use NAs - improve Heritage NA
Over regulated and prohibits needed change	Improved code
	Education about code
Burdensome to be listed (National Parks Process is difficult)	Establish local designation / conservation districts
	Phased Designation
	Heritage Neighborhood Program - expand and add financial benefits
Neighborhood Support can be difficult to get for designation	Incentives
	Education
	Code is reasonable
	Annual communication with Nas
	Heritage Neighborhood Program
Designation of rentals (short term especially) / ADUs	Code/ Design standards for ADUs
	Code/ adaptive reuse standards - improve
	Refer to Eunice for comp plan/ recommend criteria for historic resources

Areas to designate	See map
	stamped concrete
	Lord and Schryver landscaped
	bridges
Not enough incentives	More monetary incentives for residential
	Local tax credit
	Incentivise designation - \$\$, plaque, historic help
Church Street Bridge is deteriorating (other bridges as well)	Create MPD for Salem's Bridges
	Collaborate with ODOT for \$\$\$
	Utilize ODOT's Historic Bridge team for technical support

Energy / Trees	
Linda Nishioka and Patricia Farrell	
Problems	Solutions
Bush's Pasture Park Trees (Art Fair is causing trees harm)	Specific code for Bush's Pasture Park - Oak Trees Regulate use of Art Fair (CMO?)
Don't allow energy efficient options (windows)	Education about efficiency of historic windows Storm window info/ look at code to exempt review of storm windows Window workshop Use YouTube to communicate Info in "Welcome package" Exempt from review particular issues Review code for opportunities for incentivize preservation - auto funds for particular projects
Light pollution	Public Works design standards for street lights
Owl population	Master Parks Plan for Bush's Pasture park
Historic Character vs new tech	Review code for solar panels, mechanical equipment, Brochures/guides development
Where are old/significant trees	Survey/identify trees Review tree code and enforcement policy Coordinate with PW regarding Heritage Tree program
Not enough clarification between what is Historic and what is PW	Coordinate with PW

Code Improvement			
Connie Stong, Carroll Cottingham			
Problems	Solutions		
External Commercial Use adversely effecting Historic District (Methadone Clinic)	Coordinate with Eunice on Comp Plan		
	Buffer for Historic District		
Effect of new single family housing law on districts	Design review standard ADUs and infill		
	Education about DR standards		
High cost of review	Pay once and get several reviews		
	Exempt fee for certain kinds of projects		
	Clarify what's exempt		
	Work towards solutions if something isn't approvable		
Difficult to understand process	Education about definitions		
	Improve info on website		
	improve annual mailing (postcard?)		
	Lien Notification process - welcome packet with more information for new owners		
Time for review	Over the counter approval		
	More exemptions from review		
	More staff		
Difficult to understand Design review criteria	Clarify old vs. new look of additions		
	Review design review criteria 230.065		
Use within a Historic District (short term rentals, parking for non residential.)	Update adaptive reuse		
	Refer to Eunice for evaluation of conditional use criteria in historic districts		
	Education through newsletter and website		
	Refer to Restore Oregon		

Can HLC serve in advocacy capacity?			
Enforcement is complaint driven	More staff		
	better coordination with NED		
	Enforcement schedule		
	Double fees or fines for those who don't get review		
No special accommodations for accessibility	Review code for standards on accessibility		
	Coordinate with B&S and fire regarding alternative standards		
Lack of effective coordination with SHPO to protect Goal 5 resources	Look at code and processes for coordinating		
	Revise SRC 230.018		
			Organized here from the "Anything Else?" Category
Safety, Health, and Security Issues in Historic Homes	Seismic retrofit workshop		
	Resources and training for upgrading necessary electrical, plumbing, HVAC		
	Exempt some types of upgrades for safety reasons		
	Use toolbox funds as incentive (auto qualify some people for projects)		
	Use information from resources guide		
	Accessibility - coordinate with B&S and PW with ADA		

Education			
Andy Zimmerman, Juliana Inman, Robert Kraft			
Problems	Solutions		
Historic Preservation Technical help	Workshops - seismic, lead, window/door replacements, radon		
	Videos - curate a list		
	Collaborate with other organizations (SHPO, UofO, Restore Oregon, local community colleges)		
Lack of education for general public - Historic Preservation Techniques	Better promotion of existing resources		
	Improve website		
	Brochures / Historic Homeowners Resource Guide		
	Organize history talks		
	Regular forum for historic property owners		
Lack of Education about Salem's history	Make more/curate videos		
	Organize history talks		
	Children's education - coloring book, school field trips		
	Focus on downtown		
	Signage for each historic district		
	Update newsletter format		
	Work with Travel Salem to emphasize historic resources		
	Connects research resources/ research guide		
Lack of education about process/program/designation	Walking tours		
	Utility boxes wrapped		
	Newspaper articles		
	Website improvement		
	Charts		
	Improve annual mailing		
Social Media/web presence is lacking	Contractors list		
	Communicate with realtors about historic program		
	Welcome packet		
	Sample submittal packet		
Designate underrepresented communities	Use social media		
	Improve website		
	Investigate HLC website		
Recognize organizations that have cultural events for more than 50 yrs.			
	Diverse cultural events		

Not a lot of diversity in preservation					
Cultural Landscapes not recognized	Help owners learn more	Organized here from the "Anything Else?" Category			
	Prioritize Indigenous perspectives				
	History Talks				
Collections and documents accessible	Save Ben Maxwell photos				
	digitize documents				
	Create City archivist position				

Financial/Community Support

- 1) Expensive to fix up old houses
- 2) Not enough money for the program
- 3) Not enough community support
- 4) Inconsistent funding

Survey/Designation

- 1) Education about designation process/benefits/yes/no options
- 2) Areas to designate - Where?
- 3) Neighborhood Support can be difficult to get for designation
- 4) Historic Bridges are deteriorating
- 5) Burdening to be listed (Historical Park to Process of Design)
- 6) Not enough incentives
- 7) Over regulated and prohibits needed change
- 8) Confusion about how to request assistance

Trees/Energy

- 1) Designation energy efficient options (windows) siding
- 2) Historic Character vs new tech solar
- 3) Light pollution
- 4) Public Works
- 5) Old population
- 6) Public Works
- 7) Clear distinction between what is historic and what is not

Code Improvement/Education

- 1) Difficult to understand Design review criteria
- 2) Safety, Health, and Security Issues in Historic Homes
- 3) Within a Historic District (short term rentals, parking for non residential)
- 4) External Commercial Use adversely affecting Historic District (Methadone Clinic)
- 5) Effect of new single family housing law on districts
- 6) Lack of effective coordination with SHPO to protect Code's resources
- 7) Enforcement complaint driven
- 8) Difficult to understand process
- 9) Time for review is long
- 10) High cost of review
- 11) Some people don't comply with code
- 12) Lack of education about process/program/designation
- 13) Lack of education for general public - Historic Preservation Techniques
- 14) Tribal history Not a lot of diversity in preservation
- 15) No special accommodations for accessibility
- 16) Don't how to fix up old house
- 17) Lack of Education about Salem's history
- 18) Cultural Landmarks not recognized
- 19) Historic Preservation Technical help survey
- 20) Collections and documents accessibility
- 21) Social Media/web presence is lacking
- 22) vendors/vendors

Open

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Financial / Community Support

2) Expensive to fix
up old houses
sliding scale

1) Not enough money for
the program
expand toolbox
grants

Not enough community
support
education tax
+ assessment credit

3) Cumbersome
documentation process
for toolbox/land use
streamline

cial /
mity Support

Survey / Designation

to fix
uses
le
① Not enough money for
the program
*Expand toolbox
grants*

① Education about
designation
process/benefits/respo
nsibilities

② Areas to designate -
Where?
*update
survey*

③ Burdensome
documentation process
for toolbox/land use
streamline

- Education about designation
process/benefits/
responsibilities
- State Law/ Owner
Consent

③ Neighborhood Support
can be difficult to get
for designation

① Don't
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② Histor
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③ Light
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PUL
*Historical
landscape*

Designation of rentals
(short term especially) /
ADUs

• Historic Bridges are
deteriorating

• Burdensome to be
listed (National Parks
Process is difficult)

Bush's Pasture Park
Trees (Art Fair is
causing trees harm)
*Historical
landscape*

• Not enough incentives

• Over regulated and
prohibits needed
change

Confusion about local
vs national registration

Not enough
clarification bet
what is Historic
what is PW Rev



Trees/Energy

ation

1

ation

2 Areas to designate -
Where?
update survey

3 Neighborhood Support
can be difficult to get
for designation

Historic Bridges are
deteriorating

Burdensome to be
listed (National Parks
Process is difficult)

Not enough incentives

Over regulated and
prohibits needed
change

Confusion about local
vs national registration

1 Don't allow energy
efficient options
(windows)
siding

2 Historic Character vs
new tech
solar

3 Light pollution
*gen. dev.
standards/
public works*

Bush's Pasture Park
Trees (Art Fair is
causing trees harm)

Owl population

old/significant trees
public works

Not enough
clarification between
what is Historic and
what is PW Review

2 Safety, Health, and
Security Issues in
Historic Homes

3 Use within a Historic
District (short term
rentals, parking for non
residential)

External Commercial
Use adversely affecting
Historic District
(Methadone Clinic)

Effect of new single
family housing law on
districts

Lack of
coordination
to pro
res

energy

Code Improvement / Education

Difficult to understand Design review criteria
① **STREAMLINE** *CCB*

② Safety, Health, and Security Issues in Historic Homes

Enforcement complaint driven

② Lack of education about process/program/designation *Track 1/2/3*

energy
tions
(s)

Difficult to understand process

Lack of education for general public - Historic Preservation Techniques *high help*

character vs
tech
ar

③ Use within a Historic District (short term rentals, parking for non residential)

Time for review is long

tribal history
Not a lot of diversity in preservation.
non-profit

High cost of review

ollution
m. dev.
standards/
blic works

External Commercial *adaptive reuse*
Use adversely affecting Historic District (Methadone Clinic)

Some people don't comply with code

Effect of new single family housing law on districts

Owl population

old/significant trees
public works

Not enough
fication between
at is Historic and
at is PW Review

Lack of effective coordination with SHPO to protect Goal 5 resources

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Education

understand
new criteria
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enforcement
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r review is long
gh cost of review

② Lack of education about process/program/designation
tech help

Lack of education for general public - Historic Preservation Techniques
tech help

tribal history
Not a lot of diversity in preservation.
non-profits

① Historic Preservation Technical help
summary

③ Social Media/web presence is lacking
vendors/links

No special accommodations for accessibility

Don't know how to fix up old house

Lack of Education about Salem's history
non-profit

Cultural Landscapes not recognized

Collections and documents accessible
CONTENT STAKES UP NON-PROFITS

Solutions:

Most preferred



Least preferred



Lack of public
Historic
Technical

e
GHPO
5



STAKEHOLDER ADVISORY COMMITTEE (SAC) Salem Historic Preservation Plan Update

Si necesita ayuda para comprender esta información, por favor llame 503-588-6178

Special accommodations are available, upon request, for persons with disabilities or those needing sign language interpretation, or languages other than English. To request accommodations or services, please call 503.588.6173 (TTD/TTY 503-588-6439) at least two business days in advance.

STAKEHOLDER ADVISORY COMMITTEE

Committee Members/Alternates

Chuck Bennett, Mayor
Tom Andersen, City Councilor
Cara Kaser, City Councilor
Carroll Cottingham, HLC Member
Patricia Demina, SCAN (Alternate)
Jacque Heavey, SCAN

Juliana Inman, NEN - CHAIR

Robert Kraft, Contractor
Doug Lethin, Contractor

Michael Livingston, CANDO - VICE CHAIR

Jennifer Maglinte-Timbrook, HLC Member
Scott McLeod, Downtown property owner
Patty Mulvihill, HLC Member
Linda Nishioka, Downtown property owner
Gretchen Stone, Land Use
Connie Strong, NEN (Alternate)
Ross Sutherland, Salem Heritage & Culture Forum
Aaron Terpening, CBTwo Architects, DAB

City Staff

Kimberli Fitzgerald – Historic Preservation Officer
Kirsten Straus – Recorder

Consultant

Diana Painter, Painter Preservation

HLC Meeting: June 18, 2020

City Council : July 2020

<https://www.cityofsalem.net/Pages/salem-historic-preservation-plan-update.aspx>

It is the City of Salem's policy to assure that no person shall be discriminated against on the grounds of race, religion, color, sex, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, gender identity, and source of income, as provided by Salem Revised Code 97. The City of Salem also fully complies with Title VI of the Civil Rights Act of 1964, Americans with Disabilities Act of 1990, and related statutes and regulations, in all programs and activities.

MEETING AGENDA

Wednesday, April 29, 2020, 11:30 AM-12:30PM

GoTo Meeting

1. Approval of Minutes from January 29, 2020 SAC Meeting 11:30
2. Salem's Historic Preservation Plan 11:35-11:45
Status of the Update Process - *Kimberli Fitzgerald*
3. Public Comment
4. Discussion and Action Items:
 - a. Historic Preservation Plan, Goals & Implementation– *Diana Painter-Kimberli Fitzgerald* 11:45 -12:15
 - i. SAC to vote on recommending HLC adopt Preservation Plan including adoption of goals and action items
5. Next Steps: *Kimberli Fitzgerald* 12:15-12:30

Please click on the link to view this presentation before the meeting (20 minutes):

https://www.youtube.com/watch?v=qYmNgOm_Uzs&feature=youtu.be

Link to Historic Preservation Plan timeline:

<https://www.cityofsalem.net/Pages/historic-preservation-plan-by-timeline.aspx>

When the meeting starts:

To view, speak, and listen to this meeting via GoTo Meeting, please click this link on any computer, tablet, or smartphone:

<https://www.gotomeet.me/SalemPlanning/historic-preservation-plan-sac>

To listen and speak (no view), please dial in with any phone using this number and access code: 1 (571) 317-3112

Access Code: 725-507-005

MINUTES
HISTORIC PRESERVATION PLAN UPDATE
STAKEHOLDER ADVISORY MEETING

January 29, 2020

SAC MEMBERS PRESENT

Tom Anderson, City Councilor
Cara Kaser, City Councilor
Scott McLeod, Downtown Property Owner
Ross Sutherland, Salem Culture and Heritage Forum
Carroll Cottingham, HLC
Pat Deminna, SCAN
Jacquie Heavy, SCAN, Salem Mainstreet Assoc.
Juliana Inman, NEN, Preservation Architect (CA), **Chair**
Robert Kraft, Kraft Custom Construction, General Contractor
Michael Livingston, CANDO, **Vice-Chair**
Jennifer Maglinte-Timbrook, HLC
Linda Nishioka, DAB, Salem Mainstreet Assoc., Downtown Building Owner
Connie Strong, NEN, Historic homeowner

SAC MEMBERS NOT PRESENT

Chuck Bennett, Mayor
Doug Lethin, CNR Remodeling
Patty Mulvihill, HLC
Gretchen Stone, CBTwo Architects, Land Use
Aaron Terpening, CBTwo Architects, Downtown Advisory Board

STAFF PRESENT

Lisa Anderson-Ogilvie, Planning Administrator/ Deputy Community Development Director
Kimberli Fitzgerald, Historic Preservation Officer/City Archaeologist
Kirsten Straus, Staff Assistant

CONSULTANT

Diana Painter, Painter Preservation

1. Approval of Minutes from October 23, 2019 SAC Meeting

- a. Move to approve minutes as presented.
 - i. Motion by: Robert Kraft
 - ii. Seconded by: Jennifer Timbrook
- b. Motion passed, minutes approved.

2. Salem's Historic Preservation Plan - Status of the Update Process - Kimberli Fitzgerald

- a. Lisa gave an update about Our Salem
- b. Kim updated us on where we are in the process

3. Public Comment

- a. Joan Lloyd, NEN/Court Chemeketa Historic District
 - i. Joan made a comment about how the new housing laws will affect the Historic Districts.
 - ii. Lisa mentioned that State level says we can still apply Historic Design Review, but can't outright ban multifamily. Not all rules have been released yet. Kimberli is on the committee so will be following up on that specific issue.

4. Draft Goals – Diana Painter (Attachment A)

- a. Diana gave a presentation about the proposed Goal Areas and Focus Groups
 - i. Education
 - 1. How to develop expanded education
 - 2. Education topic is a large category so we'll be working to fleshing that out.
 - ii. Historic Code Enforcement and Process
 - 1. We'll take what has been worked on and refine. Is what we understand about code the same as what lay people understand about code?
 - iii. Financial Incentives and Community and Council Support
 - 1. What kind of incentives can we offer?
 - iv. Trees and sustainability
 - 1. NPS came out with sustainability supplement so how can we implement these into code and how people can actually use it
 - 2. Juliana mentioned that she would like to change the name to Sustainability and Natural Environment
 - 3. The group was in support of changing the name.
- b. Survey and Designation
 - i. Ross asked about conservation district?
 - 1. Kim responded that Staff would investigate. There is a basis in the Heritage Neighborhood program – intended to begin with education and fun projects, and then move to regulation. Toolbox grants are an incentive to designate more.

2. Kim wondered whether it would be possible to offer Toolbox to Heritage NAs?
 3. Ross mentioned equity – that could be a way to look at more history other than just wealthy neighborhoods
 4. Diana added that there was something about character vs regulated standards – phased designation –
 5. Juliana mentioned one of the issues was opting in or out of National Register Districts, this was an issue? What happens when surveyed but not designated?
 - a. Kim answered there is no regulation via just survey in Salem. This is different in Portland and Astoria. Survey is just survey. In Oregon law Owner Consent is required for National Register as well as local designation. Districts are slightly different and there are more than 50% of owners consent, then they would all be subject.
 - b. Cara asked if that has changed?
 - i. Kim, yes there is some rulemaking about that currently being completed by the SHPO and DLCD --- hopefully there will be some clarity on that issue
 6. Diana, just in general – survey is inventory and inventory is just a list. Designation is a different process. But locally there is a lot of difference.
- 5. Approve Goals (Goals based on feedback from Open House One and Survey, see Attachment B)**
- a. Juliana gave an overview of the process to get to these example goals.
 - b. Juliana mentioned that they were are largely in line with the 2010 Historic Preservation Plan goals except Promote Tourism and Local History – that really falls into Education – so opens a new space for the goal of Sustainability and Natural Environment.
 - i. Community and Financial Support:
 1. Michael – financial incentives – those incentives should include both public and private funding. Some expectation that the money would come from the public funding. Would like to encourage non-profit support as well.
 2. The group approved adopting the goal: Community and Financial Support
 - ii. Discussion about Education Goal: Linda asked – should we make Education more specific?

1. Jennifer and Carroll suggested adding “Sub-Goals” to each goal to better meet the need for education
2. Juliana – in the current plan, it’s Public Outreach and Education
3. Cara – I could see education in each of these goals, maybe what you will struggle with is “what is education”? Could you make it part of each goal? I see that in the natural environment and that can get wide very quickly – Does it mean tree or cultural landscape? Don’t want it to be too broad.
4. Someone suggested that we could vote after the activity to see if all education goals fit somewhere else
5. Juliana – each of the issues in the table (referencing the table of **problems/solutions in the meeting packet**) has an education component so if we have higher level goal of Education, we could have workshops and webpage as a priority
6. Cara – you could have it both ways – sub-goals and larger goal. Question, what is the objective of the Education goal?
7. Connie – communicating with the public is the number one thing, can they/we navigate the website?
8. Linda – on the Tree and Sustainability goal, would it be better to separate landscapes out from sustainability?
9. Kim – some background – the sustainability category was just emerging in 2010 but really came out in the data this time so Staff put the ideas together.
10. Cara – I see them as different things. When I think of historic preservation it’s the building. But connections between building and environment are less common in a City environment. Natural environment could talk more specifically about trees etc.
11. Connie – can we do trees as a separate goal?
 - a. Kim – Good question, not primary role of Planning, it’s the Public Works director when there are trees in the public right of way
 - b. Jennifer – if it’s in the historic nomination as character defining would it be subject to Historic Design Review?
 - c. Juliana – Do we have a Heritage Trees program?
 - i. Lisa – Heritage Tree – Yes, there are designated by Council, only Council can remove, Planning Administrator can approve if dead or dying. Property

Owners can ask for trees to be added to this list. PW is in charge all tree in Public, Planning is for private trees, White Oaks are special and there is planning approval, sometimes the trees are appealed and then go to HLC. The city process through Parks is that Staff take it to SPRAB, they do that before Planning. The only one is appealable is the Historic decision.

- d. Michael – could we be provided a list of State and other standards for trees?
 - i. Kim – We’ll provide the Secretary of Interior Standards and the local code requirements
 - e. Diana – NPS has guidelines for all the different kinds of landscapes, the cultural landscape is our NAs
 - f. Linda – At the Open House, we found that people thought the trees were also historic and felt that the City should be overseeing and helping with tree maintenance.
 - g. Tom – Yes, this all comes back to education – I am in support of wider education goal and education as a large part of each goal.
- c. At this time, there was a consensus to do the planned activity to see if that informed the discussion about goal approval.

6. Prioritization of Goals Activity:

- a. Kim – We now ask each Table Leader group from the first Open House to prioritize top three problems for each goal and reorganize them here on the whiteboard. (See **Attachment C** for photos of completed board).
- b. Education (Juliana) – there were a lot of requests for History tours, etc., there was a lot of need for technical help, this what something that came out in the other topic areas, there was a need for workshops, videos, etc., up to date information for each problem, how to do seismic strengthening,
 - i. Ross, we would like to strengthen the relationship between HLC and local history organizations, so we could do some of the history events, and the City could help?
 - ii. Juliana, there were several requests for technical help, which the HLC could help with. It might be more efficient to send history questions back to the non-profits. How do we do recognition of cultural landscapes?
 - 1. Kimberli, the City and non-profits have done a lot with Euro-American perspectives. Now we are looking at how to connect historically-unrepresented histories to the built environment.
 - iii. Juliana – technical help was the largest aspect of that education question. We’d like to do more workshops.
 - iv. Robert – I recall that the educational pieces was two branches – technical but also a list of resources, vendors contractors. The second piece was also about education of the designation benefits/program. Questions like “What are my rights and responsibilities in owning a historic home?”

- v. Juliana – there should be a webpage about designation with a standing link.
 - vi. To better our collection and documentation practices, we should strengthen tie between non-profit partners
 - vii. Top Priorities: Technical Help, Social Media Web presence
- c. Code Improvement (Connie and Carroll):
- i. Connie – A lot of people were asking questions about the difficulty of understanding the code. Questions like – At what point do they engage with the City? A lot of people don't know who they need to talk to or when to get permits, a lot of folks ask who is the Historic Code Officer. If someone wants to buy a historic home, then they get flagged a little too late. There was a feeling that home owners feel punished for trying to do the right thing – there is feedback about the fee for historic design review; people who don't go through review get unfair incentive of not reporting their changes. Combined with uneven Code Enforcement, it creates a large incentive to not get historic design review.
 - ii. Three – streamline code so a normal person can read it (referring to the table at the top of Ch. 230), enforcement is complaint driven. There was a desire to shift cost to the violators rather than people who apply for review, removing financial burdens (there is a lot of extra time and money that goes into preparing for review). How do we make it easier for people to know what to do?
 - iii. Carroll mentioned that use was another problem.
 - 1. Michael – Use is such an important aspect. To some extent the unexamined frustration is part of the problem. Building use and physical use is important to distinguish.
 - iv. Kim – the landmarks commission has limited authority to regulate use (because that is zoning and HLC only had authority over design). Adaptive reuse for historic homes is an exception, but HLC can't really say much about use or zoning.
 - v. Michael – we should work to clarify what incentives are actually available.
 - vi. Tom – this all goes back to education. Everything going on in Historic Districts has an effect in the wider neighborhood. The methadone clinic near the Court Chemeketa District is an example.
 - vii. Robert – We also need to work towards folks understanding the design review criteria and other aspects of historic home renovation. For example, no contractor can work on a house built before 1978 without a Lead paint certification. That is really important for education.
 - viii. Connie – just don't want to leave out accommodations to allow for accessibility
 - ix. Finals – Streamline code, safety issues, and use
- d. Natural Environment (Linda)
- i. We've talked about changing the Tree Code – there was a lot of talk about clarifying what PW does versus what Planning does
 - ii. That is all about clarifying what energy efficiency options are available with changing technology

- iii. Sustainability is really technical help and the rest is really about trees/natural landscape.
 - iv. Ross - Bush's Pasture Park trees- could we change this so that the language is wider? Maintain vitality of trees in Salem's parks
 - v. Tom – relates again to education, coming under SPRAB and Mission Street Conservancy, solar panels are another issue, do we want to preserve this perfectly or do we want to look at it from another angle? We are working on a Climate Action Plan so we should think about adding that as well.
 - vi. Julianna – sometimes solar are allowed by right even in historic districts, can we look at standards for south-facing visible?
 - vii. Kim – we do have standards for solar, and we need to keep up with how the technology is changing.
 - viii. Linda - Maybe we should look at national or other cities for standards.
 - ix. Juliana – referencing the standards would be helpful for some of these newer issues
 - x. **There was some consensus to divide trees out from sustainability but the decision was tabled for the next meeting.**
- e. Michael – we should remember that these standards also apply to downtown buildings (commercial) and residential.
7. Survey and Designation (Jennifer)
- a. Jennifer – a lot of this is education, as we've discussed earlier
 - i. This Old House Education – how to fix up old house?
 - ii. Education on Process – how to designate, what is national register?
 - iii. Education on financial assistance – how does restoration help me financially?
 - iv. Local Landmarks – general Salem history.
 - b. Ross – we should work to clarify what kinds of incentives, there are also intangible incentives
 - c. Education about the process/ Different parts of Salem (bridges) / Neighborhood Support
8. Financial and Community Support (Jacquie)
- a. Jacquie – there is a lot of overlap here too – so we can spread some of these problems out
 - i. Community support – welcome packet for new home owners, hungry for information about where they live
 - ii. Historic Timeline – specifics about their unique neighborhoods
 - iii. Cumbersome process – historic building owners rely heavily on people (Kim) to understand the process.
 - b. Final priorities: Not enough money – expand the Toolbox / Expensive to fix up old houses/ cumbersome process documentation process
9. **Final Priorities from board (listed with problem and one suggested solution underneath, see Attachment A):**
- a. Financial / Community Support
 - i. Not enough money for the program

- 1. expand Toolbox Grant
 - ii. Expensive to fix up old houses
 - 1. Sliding or reduced scale for design review
 - 2. Education about tax credit and special assessment
 - iii. Cumbersome documentation process
 - 1. Streamline code and review process
- b. Survey and Designation
 - i. Education about designation/process/benefits/responsibilities
 - 1. Improve web presence, education material
 - ii. Where should we designate?
 - 1. Refer to survey
 - iii. Neighborhood support can be difficult to get for designation
 - 1. Increase educational opportunities for designation
- c. Trees and Sustainability
 - i. Energy efficient options for windows and siding
 - 1. Clarify what is best practice and make that information easy to access
 - ii. Historic character versus new tech
 - 1. Clarify standards for technologies like solar
 - iii. Light pollution
 - 1. Clarify connection between our and Public Works standards for lighting
- d. Code Improvement
 - i. Difficult to understand Design Review criteria
 - ii. Safety, Health, and Security Issues in Historic Homes
 - iii. Use within a Historic District (short term rentals, parking, non-compatible uses)
- e. Education
 - i. Historic Preservation Technical Help
 - 1. Workshops, website
 - ii. Lack of education about process/ program/ designation
 - 1. Programs, website, workshops, etc.
 - iii. Social Media and web presence is not good
 - 1. Add vendors, links, and guides

10. Wrap Up and Upcoming Events:

- a. We did not have time to finish the “Approve Goals” section of the meeting so that was pushed to the next meeting.
- b. Group will change the name of the names of the Tree/Sustainability group but keep it together for now.
- c. Open House – next Wednesday, will be similar format to last time. Will reach out to HLC for more support.
 - i. Will be focusing on solutions for top three problems. Will do dots instead.
 - ii. Will have write in for new ideas.
 - iii. Will supplement Open House with online survey. We’ll have some open-ended questions.

- d. Our next/last meeting will be in April. There is a big chunk of time since there is a lot of work to do.
- e. Elections to the Code Improvement Technical Committee: Carroll, Jennifer, Connie

Minutes written by Kirsten Straus, Staff Assistant, January 29, 2020

Attachment:

- A. PowerPoint from Draft Goal Presentation
- B. Results from Open House One
- C. Photos from prioritization activity

DRAFT

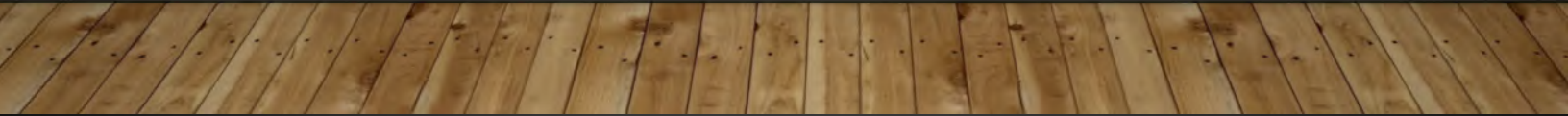
HISTORIC PRESERVATION PLAN UPDATE

2019-2020

STAKEHOLDER
ADVISORY COMMITTEE

MEETING TWO:

JANUARY 2020



OUR SALEM: PLANNING FOR GROWTH



- Salem's Comprehensive Plan Update
 - Visioning (2019-2020)
 - Historic Preservation Component

www.cityofsalem.net/our-salem

ADOPTED IN 2010

FIVE GOALS IDENTIFIED:

- IMPROVE CODE
- PUBLIC OUTREACH & EDUCATION
- ECONOMIC INCENTIVES
- SURVEY AND DESIGNATE HISTORIC RESOURCES
- PROMOTE HERITAGE TOURISM & LOCAL HISTORY

SALEM HISTORIC PRESERVATION PLAN

**Salem, Oregon
2010-2020**

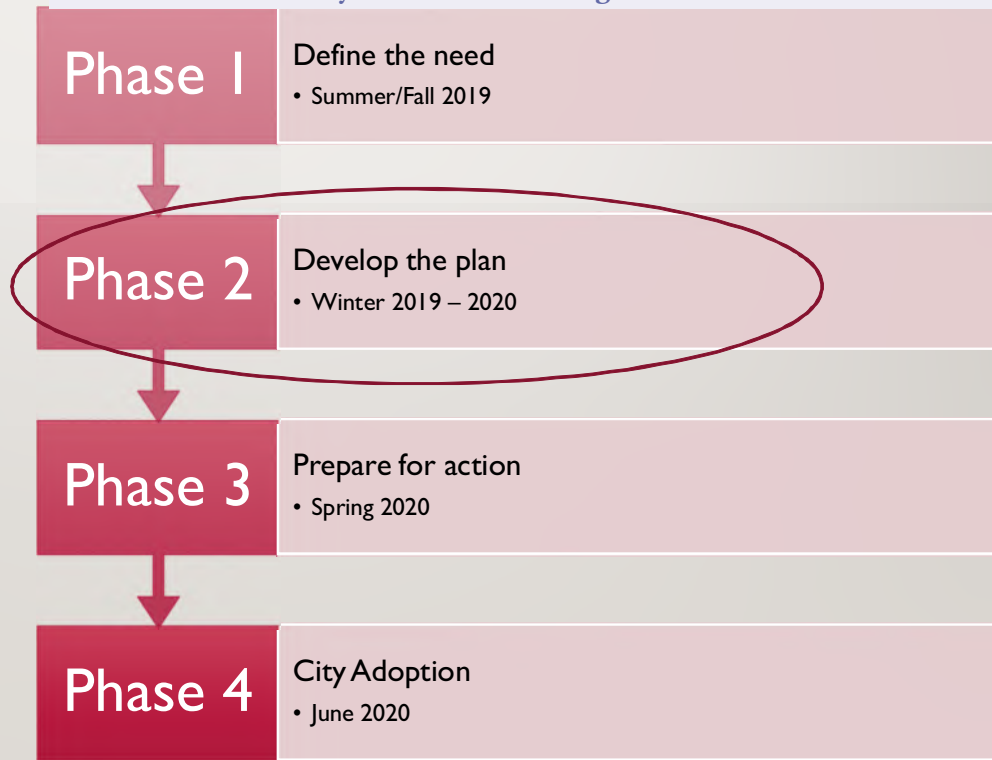


Figure 1: Liberty Street, Looking south from Chemeketa Street

This project has been funded with the assistance of a matching grant-in-aid from the Oregon State Historic Preservation Office and the National Park Service. Regulations of the U.S. Department of the Interior strictly prohibit unlawful discrimination on the basis of race, color, national origin, age or handicap. Any person who believes he or she has been discriminated against in any program, activity, or facility operated by a recipient of Federal assistance should write to: Office of Equal Opportunity, National Park Service, 1849 C Street NW, Washington, D.C. 20240.

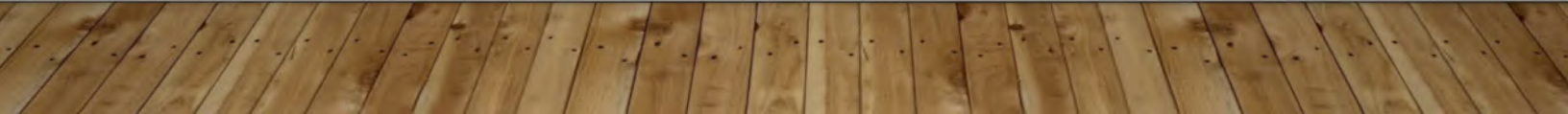
Prepared by Northwest History Matters
Rosalind Keeney
Julie Osborne

HISTORIC PRESERVATION PLAN UPDATE TIMELINE



PHASE I: DEFINE THE NEED

- Establish a Historic Landmarks Commission Stakeholder Advisory Committee.
- Survey the community (329 Respondents)
- Host an open house to evaluate and assess Salem's Historic Preservation Program (45 attendees at December's Open House)

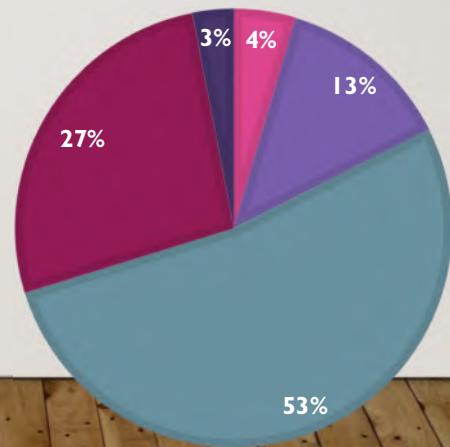


RECOMMENDED GOAL AREAS & FOCUS GROUPS

- Education
- Historic Code, Process & Enforcement
- Survey and Designation
- Trees & Sustainability
- Financial Incentives/Community and Council Support

HOT TOPICS

- Trees and Sustainability
- Financial Incentive/Community Council Support
- Education (Program, Salem History, Preservation, etc.):
- Code/Process Improvement and Enforcement
- Survey/Designation

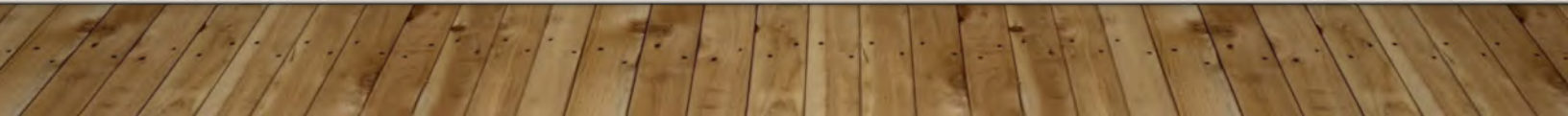


RECOMMENDED GOAL #1

EDUCATION

Develop Expanded Educational Programming within Salem's Historic Preservation Program

“More visibility. Continuing to get Salem's history out to the public. Love the utility wraps downtown- engaging the community/school children to tour and access these learning opportunities- specifically in our historic downtown, historic parks, etc.”



RECOMMENDED GOAL #2: HISTORIC CODE, ENFORCEMENT AND PROCESS

Further Streamline the Historic Code & Design Review Process



“Protection, encouragement, and aid to the downtown, close-in neighborhoods will be more important than ever as Salem grows. Visitors to Salem always amazed at the nice neighborhoods within easy walking distance of the Capital and downtown...neighborhoods that are constantly threatened by traffic and development. Although budgets are tight, adequate staff for code enforcement and all the myriad issues that surround the delicate balance between historic preservation and modern life is paramount.”



RECOMMENDED GOAL #3: FINANCIAL INCENTIVES RESULTING FROM COMMUNITY AND COUNCIL SUPPORT

Develop Sustainable Financial Incentives and Strategies to Assist Salem's Historic Property Owners with Preservation



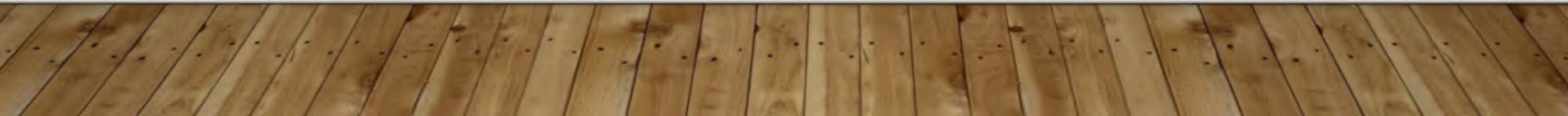
- *“Focus on ways to incentivize adaptive reuse. Historic buildings are often not seismically sound, and are inefficient. Reuse means a significant tradeoff; yet the City has loads of incentives for new construction. What can be provided for historic? Relaxed parking standards, etc. have no \$ cost but are valuable to a developer.”*
- *“I've had an excellent experience working with the City's historic preservation department and the Toolbox Grant program—it was a definite incentive to our purchasing a historic home in need of major renovations.”*

RECOMMENDED GOAL #4: TREES AND SUSTAINABILITY

Develop Strategies to Encourage
Environmental Preservation within Salem's
Historic Districts



- *“Preservation and improvement to satisfy society's desire to be sustainable need to work hand in hand and they don't right now.”*
- *“More funding and cooperation with innovations that support environmental preservation as well.”*





APPROVE GOALS

Goal 1: Public Outreach & Education

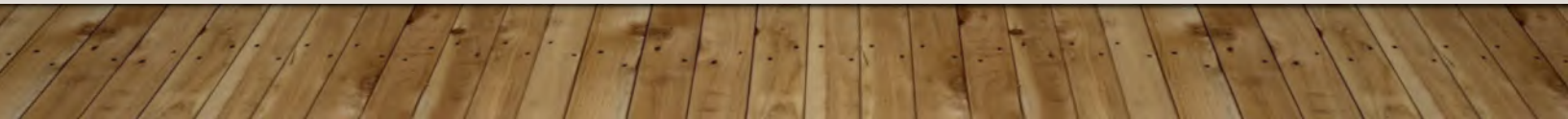
Goal 2: Historic Code, Process & En

Goal 3: Financial & Community Supp

Goal 4: Natural Environment & Sust

Goal 5: Survey and Designation

DISCUSSION ITEMS



DISCUSS PRIORITIZATION OF GOALS

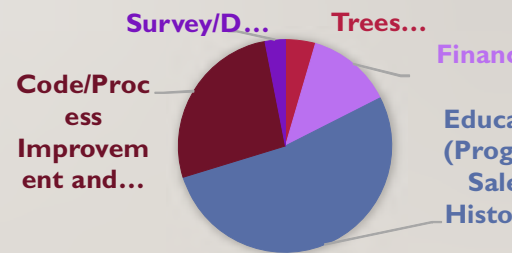
Goal 1: Education

Goal 2: Historic Code, Process & En

Goal 3: Financial Incentives/Communi
Council Support

Goal 4: Trees & Sustainability

Goal 5: Survey and Designation

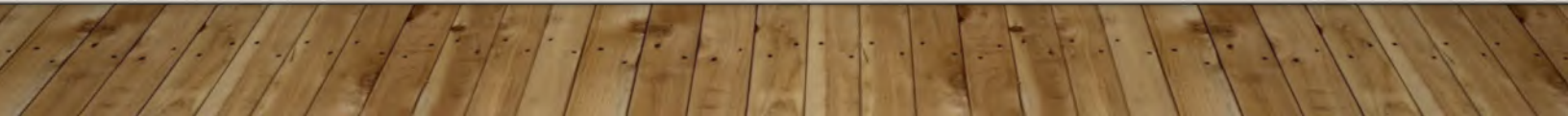


**PRIORITIZATION OF
PROBLEMS TO
ADDRESS WITHIN
EACH GOAL**

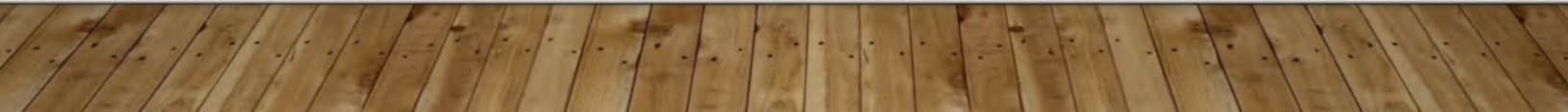
ACTIVITY

Andy Zimmerman, Juliana Inman, Robert Kraft	
Problems	Solutions
Historic Preservation Technical help	Workshops - seismic, lead, window/door req Videos - curate a list Collaborate with other organizations (SHPC local community colleges)
Lack of education for general public - Historic Preservation Techniques	Better promotion of existing resources Improve website Brochures / Historic Homeowners Resource Guide Organize history talks Regular forum for historic property owners Make more/curate videos
Lack of Education about Salem's history	Organize history talks Children's education - coloring book, school field trips Focus on downtown Signage for each historic district Update newsletter format Work with Travel Salem to emphasize historic resources Connects research resources/ research guide Walking tours Utility boxes wrapped Newspaper articles
Lack of education about process/program/designation	Website improvement Charts Improve annual mailing Contractors list Communicate with realtors about historic program Welcome packet Sample submittal packet
Social Media/web presence is lacking	Use social media Improve website Investigate HLC website
Not a lot of diversity in preservation	Designate underrepresented communities Recognize organizations that have cultural events for more than 50 Diverse cultural events
Cultural Landscapes not recognized	Help owners learn more Prioritize Indigenous perspectives History Talks
Collections and documents accessible	Save Ben Maxwell photos digitize documents Create City archivist position

Organized here from the "Anything Else?"

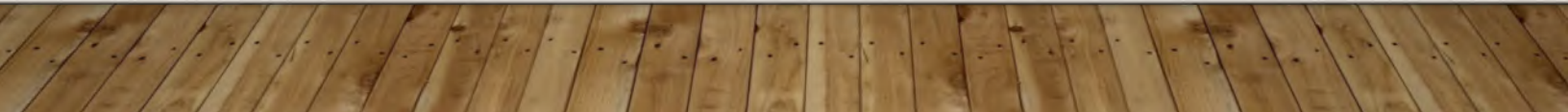


Fincancial and Community Support	
Jacque Heavy and Pat Deminna	
Problems	Solutions
Expensive to fix up old houses	Larger toolbox grant Exempt certain kinds projects from design review fee Offer volunteer "trade" for work on other people's houses Sponsorship for toolbox, workshops, etc. (Restore Oregon, etc.) Funding for interior work? Sliding scale for DR Rolling credit for doing a good job on project
Cumbersome documentation process for toolbox/land use	Streamline paperwork Auto qualify for \$\$ for certain projects Does toolbox need to be done by contractor? Maybe exempt certain kinds of projects from contractor requirement Require sign off from B&S instead of contractor Streamline application paperwork
Confusion about local vs national registration	Brochure Website improvement Clarify Special Assessment and benefits of National Register . .
Not enough money	Get more money - permanent TOT funding? local tax credits? Support Restore Oregon Legislation Budgeted Toolbox money .
Some people don't comply with code	More people to do enforcement Education Review enforcement code and policies Fines or double fees for violations
Don't how to fix up old house	Brochure Vidoes workshops .
Not enough community support	Beautification Awards - with \$\$\$? Refund? Credit for DR? Social events for folks with historic homes Historic Neighborhood Day Welcome packet Walking tours for NA and downtown More staff

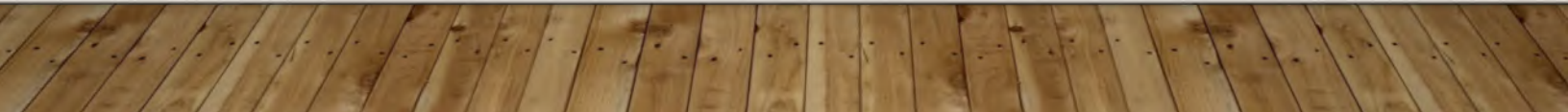


Code Improvement	
Problems	Solutions
<p>Historic District (Methadone Clinic)</p>	<p>Coordinate with Eunice on Comp Plan Buffer for Historic District</p>
<p>Single family housing law on districts</p>	<p>Design review standard ADUs and infill Education about DR standards</p>
<p>High cost of review</p>	<p>Pay once and get several reviews Exempt fee for certain kinds of projects Clarify what's exempt Work towards solutions if something isn't approvable</p>
<p>Difficult to understand process</p>	<p>Education about definitions Improve info on website improve annual mailing (postcard?) Lien Notification process - welcome packet with more information for new owners</p>
<p>Time for review</p>	<p>Over the counter approval More exemptions from review More staff</p>
<p>Understand Design review criteria</p>	<p>Clarify old vs. new look of additions Review design review criteria 230.065</p>

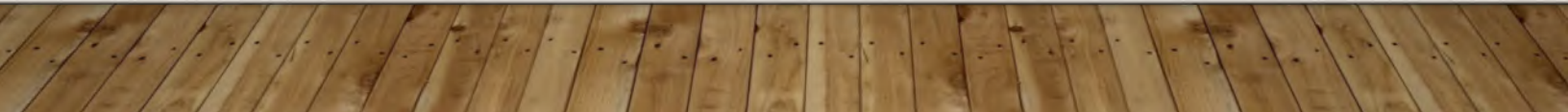
Difficult to understand process	<p>improve annual mailing (postcard?) Lien Notification process - welcome packet with more information for new owners</p>	
Time for review	<p>Over the counter approval More exemptions from review More staff</p>	
Difficult to understand Design review criteria	<p>Clarify old vs. new look of additions Review design review criteria 230.065</p>	
Use within a Historic District (short term rentals, parking for non residential.)	<p>Update adaptive reuse Refer to Eunice for evaluation of conditional use criteria in historic districts</p>	
Can HLC serve in advocacy capacity?	<p>Education through newsletter and website Refer to Restore Oregon</p>	
Enforcement is complaint driven	<p>More staff better coordination with NED Enforcement schedule Double fees or fines for those who don't get review</p>	
No special accommodations for accessibility	<p>Review code for standards on accessibility Coordinate with B&S and fire regarding alternative standards</p>	
Lack of effective coordination with SHPO to protect Goal 5 resources	<p>Look at code and processes for coordinating Revise SRC 230.018</p>	Organized here from the "Anything Else?"
Safety, Health, and Security Issues in Historic Homes	<p>Seismic retrofit workshop Resources and training for upgrading necessary electrical, Exempt some types of upgrades for safety reasons Use toolbox funds as incentive (auto qualify some people for Use information from resources guide Accessibility - coordinate with B&S and PW with ADA</p>	



Energy / Trees	
Linda Nishioka and Patricia Farrell	
Problems	Solutions
Bush's Pasture Park Trees (Art Fair is causing trees harm)	Specific code for Bush's Pasture Park - Oak Trees Regulate use of Art Fair (CMO?)
Don't allow energy efficient options (windows)	Education about efficiency of historic windows Storm window info/ look at code to exempt review of storm windows Window workshop Use YouTube to communicate Info in "Welcome package" Exempt from review particular issues Review code for opportunities for incentivize preservation - auto funds for particular projects
Light pollution	Public Works design standards for street lights
Owl population	Master Parks Plan for Bush's Pasture park
Historic Character vs new tech	Review code for solar panels, mechanical equipment, Brochures/guides development
Where are old/significant trees	Survey/identify trees Review tree code and enforcement policy Coordinate with PW regarding Heritage Tree program
Not enough clarification between what is Historic and what is PW	Coordinate with PW



Survey and Designation	
Tracy Schwartz, Jennifer Maglinte-Timbrook, Doug Lethin	
Problems	
State Law/ Owner Consent	Better education about benefits More incentives - financial Support Restore Oregon etc. in legislative efforts
Education about designation process/benefits/responsibilities	Education on incentives Offer more incentives Phased Designation Better web page Use NAs - improve Heritage NA
Over regulated and prohibits needed change	Improved code Education about code
Burdensome to be listed (National Parks Process is difficult)	Establish local designation / conservation districts Phased Designation Heritage Neighborhood Program - expand and add financial benefits
Neighborhood Support can be difficult to get for designation	Incentives Education Code is reasonable Annual communication with NAs Heritage Neighborhood Program
Designation of rentals (short term especially) / ADUs	Code/ Design standards for ADUs Code/ adaptive reuse standards - improve Refer to Eunice for comp plan/ recommend criteria for historic resources
Areas to designate	See map stamped concrete Lord and Schryver landscaped bridges
Not enough incentives	More monetary incentives for residential Local tax credit Incentivise designation - \$\$, plaque, historic help
Church Street Bridge is deteriorating (other bridges as well)	Create MPD for Salem's Bridges Collaborate with ODOT for \$\$\$ Utilize ODOT's Historic Bridge team for technical support



SECOND OPEN HOUSE

- WILLAMETTE HERITAGE CENTER
- FEBRUARY 5, 2019, 5:00PM – 6:30PM
- FOCUS GROUPS- PRIORITIZE FEASIBLE SOLUTIONS
- SUPPLEMENT WITH ONLINE SURVEY



NEXT STEPS

**STAKEHOLDER
ADVISORY
COMMITTEE
MEETINGS**

APRIL 22, 2020
(11:30-1:30pm)



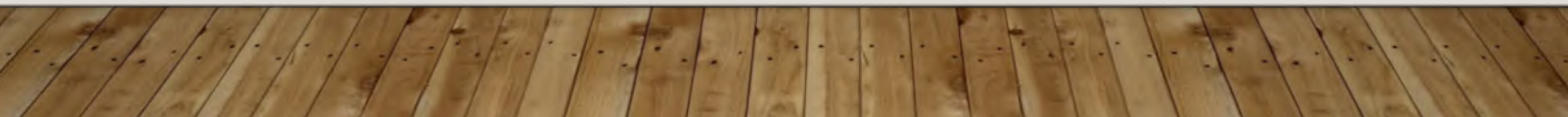
**HISTORIC
LANDMARKS
COMMISSION
MEETING**

• MAY 21, 2020

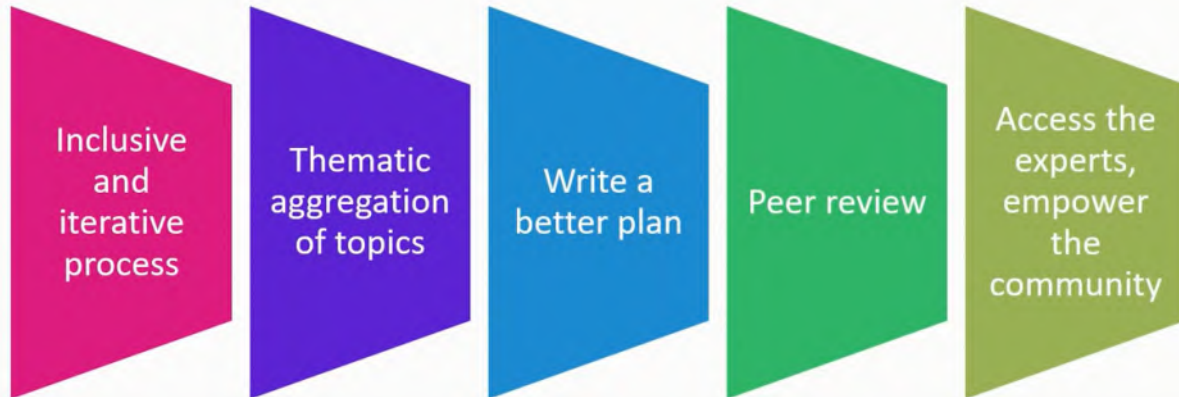
PHASE 3 AND 4



- Phase 3: Prepare for Action (Spring 2020)
 - Develop action items, implementation steps and timelines for the Historic Preservation Plan Update.
 - The Draft Historic Preservation Plan Update will be presented to the Historic Landmarks Commission at a regularly scheduled public meeting.
- Phase 4: City Adoption (June 2020)
 - Finalize the updated Historic Preservation Plan, which will be reviewed and adopted by the Salem City Council as part of Salem's Comprehensive Plan.



Keys to Success



Responses to Historic Preservation Survey for Fall, 2019

1. What do you like about Salem's Historic Preservation Program?

- a. Tool box grants are very popular for those homeowners that have used them.
- b. Personal responses from staff when questions are brought forward.

2. What programs and processes have benefitted your group?

- a. Tool box grants have been useful.

3. As a group, what challenges have you experienced with the Historic Design Review Process and/or the Historic Preservation Program?

- a. The fee for a minor/major review is a barrier for some residents, and there is a general consensus the fee for a minor review should be significantly less than that of a major review.
- b. There is confusion on the levels of review, and a feeling that some residents avoid contacting the City when undergoing a project because of uncertainty as to what type of scrutiny a particular project will be subjected to.
- c. Many people find the website lacking. The lack of a dedicated site for the City's Historic Preservation program is a significant concern.
- d. The lack of permanent or more significant funding for the toolbox grant program is a concern, but the larger challenge of that program seems to be many homeowners in the HD are not familiar with the program.

4. What solutions would you suggest to solve the problems that you have identified?

- a. Improve public outreach and education about the Historic District by:
 - i. Annual postcards to residents of the Historic District reminding them that they live in the HD and informing them about specific issues or directing them to a specific online resource.
 - ii. Install signs or other physical markers recognizing boundaries of the district (i.e., a small sign at the intersection of Cross St. SE & High St. SE

telling northbound cars/people that they are now “Entering the Gaiety Hill / Bush’s Pasture Park Historic District”).

- iii. An online resource that is somehow separated from the City’s standard web resources where people can access information about the HD - its history, its benefits, and perhaps most importantly how the HD residents can get questions answered. A list of FAQs about home improvement that is regularly updated would be very useful (and ideally this would include a lot of examples on what type of improvement needs what type of review, permit, etc. as there is significant confusion about this issue).
- iv. When a HD resident is working on an improvement project, the City could provide a yard sign indicating that the project is being done under the purview of the City’s Historic Preservation Program, or being done with some funds from the toolbox grant program, etc. The sign would function as an advertisement for the Historic District and/or its programs, and it would not be any type of notice sign that might already be required by the City. The idea is to put up a noticeable sign giving some publicity to the Historic Preservation Program.



Oregon

Kate Brown, Governor

Parks and Recreation Department

State Historic Preservation Office

725 Summer St NE Ste C

Salem, OR 97301-1266

Phone (503) 986-0690

Fax (503) 986-0793

www.oregonheritage.org

November 8, 2019

Kimberli Fitzgerald
Historic Preservation Officer
City of Salem
555 Liberty Street SE, Room 305
Salem, OR 97301-3503



RE: City of Salem Historic Preservation Plan Group Survey – Fall 2019

Dear Ms. Fitzgerald,

Thank you for the opportunity to participate in the Historic Preservation Plan Group Survey for the City of Salem Historic Preservation Program. We are happy to offer the following comments:

What do you like about Salem's Historic Preservation Program? What programs or processes have benefited you and your group?

The City of Salem's Historic Preservation Program is an important partner for our office. They made leaps and bounds to create an archaeology program and develop relationships with tribes, including the Confederated Tribes of the Grand Ronde Community of Oregon, Confederated Tribes of Warm Springs, and the Confederated Tribes of Siletz Indians. They are working to update the Salem Downtown State Street-Commercial Street Historic District National Register of Historic Places boundary and contributing properties to be more accurate and reflect recent changes. Using volunteers, the City has also completed survey and inventory of potential historic districts, and our office looks forward to receiving this data for our statewide records. They have done an excellent job engaging with the public, and developing interpretive and experimental opportunities. This engagement is essential, but is often overlooked by preservation advocates. The City of Salem is a good model for other communities and we appreciate their participation in conferences and trainings hosted by our office.

What challenges have you experienced with the Historic Design Review Process and/or the Historic Preservation Program?

Pursuant to SRC 230.018, State agencies and administrative subdivisions of the State may be exempt from the City of Salem Historic Design Review if they consult with our office under Oregon Revised Statute (ORS) 358.653 and the project will not result in an adverse effect. This policy has created a fair amount of confusion for state agencies who are trying to coordinate review and permitting processes. This confusion could be due to SHPO staff turnover, multiple versions of documents being shared, and the specific requirements needed to use this streamlined review (e.g., National Register listed properties only and no adverse effects) being unknown or ignored by agencies hoping to use this tool. There is also confusion about projects meeting design review standards and constituting an adverse effect. Under ORS 358.653, we look at the entire undertaking and if the integrity of the property is diminished, not the specific design review criteria. However, when an agency opts to use ORS 358.653 in exchange for Historic Landmark Commission review, SRC 230.018 places extra responsibility on our office to look more closely at individual "features," creating additional paperwork and process than what occurs for other jurisdictions. Comments provided on National Register nominations by the Historic Landmark Commission could be strengthened to better aid the State Advisory Committee on Historic Preservation when making decisions and recommendations.

What solutions would you suggest to solve the problems that you have identified?

The solution to many of the challenges identified above is close coordination and communication between our office and the City of Salem. Our office would gladly work with City of Salem staff to revise the existing SRCs and create guidance documents for state agencies and political subdivisions. There are numerous eligible historic districts in the City of Salem that our office would support surveying and listing



in the National Register of Historic Places. Trainings and more close coordination with our office to educate property owners and commission members on the National Register could be coordinated to allow for stronger preservation efforts. Our office also provides technical assistance for National Register listings, in addition to funding through the Certified Local Government program.

If you have any additional questions or would like clarification on any of our answers, please contact Tracy Schwartz, Historian, at (503) 986-0677 or tracy.schwartz@oregon.gov.

Sincerely,



Ian Johnson
Associate Deputy State Historic Preservation Officer
Oregon State Historic Preservation Office
(503) 986-0678
ian.johnson@oregon.gov

CC: Kirsten Straus, City of Salem

Appendix D – Resources

- 1. Oregon Heritage Bulletins**
- 2. Selected Bulletins of the National Register of Historic Places**
- 3. The Secretary of Interior’s Standards for Rehabilitation**
- 4. National Park Service Preservation Briefs**
- 5. Preservation Tech Notes, Case Studies in Historic Preservation**
- 6. Useful Websites and Web Links**

Oregon Heritage Bulletins

Oregon Heritage Bulletins are available from the Oregon State Office of Historic Preservation and address a wide variety of topics. Below are just a few of the resources available. For more information, this office can be contacted by emailing heritage.info@oregon.gov or by going to <https://www.oregon.gov/oprd/OH/pages/technicalresources.aspx>.

National Register of Historic Places

- Bulletin #4 - National Register of Historic Places
- Bulletin #5 - National Register Benefits and Restrictions
- Bulletin #6 - Planning National Register Historic Districts
- Bulletin #8 - Choosing Consultants and Contractors
- Bulletin #12 - Research Tips and Sources
- Bulletin #26 - Outreach for National Register Historic Districts

Organizational Support

- Bulletin #2 - How to Spread the News
- Bulletin #8 - Choosing Consultants and Contractors
- Bulletin #10 - Grant Administration at a Glance
- Bulletin #12 - Research Tips and Sources
- Bulletin #17 - Sustainable Partnerships
- Bulletin #18 - Pay Attention to Tourist Needs
- Bulletin #27 - Disaster Planning and Response
- Bulletin #28 - Recognizing Achievements
- Bulletin #31 - Grant Writing Tips
- Bulletin #34 - Researching Historically Marginalized Communities

Archaeology

- Archaeology Bulletin #1 - Private Lands
- Archaeology Bulletin #2 - Permits
- Archaeology Bulletin #3 - Public Lands
- Archaeology Bulletin #4 - Hiring an Archaeologist
- Archaeology Bulletin #5 - Archaeological Permits: Research Design

Miscellaneous

- Bulletin #11 - A Down to Earth Farm and Ranch Research Guide
- Bulletin #16 - Good Pictures Tell the Best Stories
- Bulletin #35 - Expose Your Transoms

Selected Publications of the National Register of Historic Places

The National Register of Historic Places is the official list of the Nation's historic places worthy of preservation. Authorized by the National Historic Preservation Act of 1966, the National Park Service's National Register of Historic Places is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect America's historic and archeological resources.

National Register of Historic Places Bulletins

How to Apply the National Register Criteria for Evaluation (NRB 15)

How to Complete the National Register Registration Form (NRB 16A) -- also see addendum below

How to Complete the National Register Multiple Property Documentation Form (NRB 16B)

How to Prepare National Historic Landmark Nominations

Researching a Historic Property (NRB 39)

Historic Residential Suburbs: Guidelines for Evaluation and Documentation for the National Register of Historic Places

Guidelines for Evaluating and Registering Archeological Properties (NRB 36)

Guidelines for Evaluating and Nominating Aids to Navigation (NRB 34)

Guidelines for Evaluating and Registering Cemeteries and Burial Places (NRB 41) -- also see clarification of policy below

How to Evaluate and Nominate Designed Historic Landscapes (NRB 18)

Guidelines for Evaluating and Nominating Properties That Have Achieved Significance Within the Past Fifty Years (NRB 22)

Guidelines for Evaluating and Documenting Rural Historic Landscapes (NRB 30)

Guidelines for Evaluating and Documenting Properties Associated with Significant Persons (NRB 32)

Guidelines for Evaluating and Documenting Traditional Cultural Properties (NRB 38)

Defining Boundaries for National Register Properties (with Appendix, Definition of National Register Boundaries for Archeological Properties (NRB 21 & 12)

How to Improve the Quality of Photographs for National Register Nominations (NRB 23)

Telling the Stories: Planning Effective Interpretive Programs for Places Listed in the National Register of Historic Places

Guidelines for Local Surveys: A Basis for Preservation Planning Part 1 (NRB 24)

Guidelines for Local Surveys: A Basis for Preservation Planning Part 2 (NRB 24).

Secretary's Standards for Rehabilitation

The following Standards for Rehabilitation are the criteria used to determine if a rehabilitation project qualifies as a certified rehabilitation. The intent of the Standards is to assist the long-term preservation of a property's significance through the preservation of historic materials and features. The Standards pertain to historic buildings of all materials, construction types, sizes, and occupancy and encompass the exterior and the interior of historic buildings. The Standards also encompass related landscape features and the building's site and environment, as well as attached, adjacent, or related new construction. To be certified, a rehabilitation project must be determined by the Secretary to be consistent with the historic character of the structure(s) and, where applicable, the district in which it is located. The following Standards are to be applied to specific rehabilitation projects in a reasonable manner, taking into consideration economic and technical feasibility.

1. A property shall be used for its historic purpose or be placed in a new use that requires minimal change to the defining characteristics of the building and its site and environment.
2. The historic character of a property shall be retained and preserved. The removal of historic materials or alteration of features and spaces that characterize a property shall be avoided.
3. Each property shall be recognized as a physical record of its time, place, and use. Changes that create a false sense of historical development, such as adding conjectural features or architectural elements from other buildings, shall not be undertaken.
4. Most properties change over time; those changes that have acquired historic significance in their own right shall be retained and preserved.
5. Distinctive features, finishes, and construction techniques or examples of craftsmanship that characterize a historic property shall be preserved.
6. Deteriorated historic features shall be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature shall match the old in design, color, texture, and other visual qualities and, where possible, materials. Replacement of missing features shall be substantiated by documentary, physical, or pictorial evidence.
7. Chemical or physical treatments, such as sandblasting, that cause damage to historic materials shall not be used. The surface cleaning of structures, if appropriate, shall be undertaken using the gentlest means possible.
8. Significant archeological resources affected by a project shall be protected and preserved. If such resources must be disturbed, mitigation measures shall be undertaken.
9. New additions, exterior alterations, or related new construction shall not destroy historic materials that characterize the property. The new work shall be differentiated from the old and shall be compatible with the massing, size, scale,

and architectural features to protect the historic integrity of the property and its environment.

10. New additions and adjacent or related new construction shall be undertaken in such a manner that if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.

Guidelines for Rehabilitating Historic Buildings

The Guidelines assist in applying the Standards to rehabilitation projects in general; consequently, they are not meant to give case-specific advice or address exceptions or rare instances.¹ For example, they cannot tell a building owner which features of an historic building are important in defining the historic character and must be preserved or which features could be altered, if necessary, for the new use. Careful case-by-case decision-making is best accomplished by seeking assistance from qualified historic preservation professionals in the planning stage of the project. Such professionals include architects, architectural historians, historians, archeologists, and others who are skilled in the preservation, rehabilitation, and restoration of the historic properties. These Guidelines are also available in PDF format.

The Guidelines on Sustainability for Rehabilitating Historic Buildings stress the inherent sustainability of historic buildings and offer specific guidance on “recommended” rehabilitation treatments and “not recommended” treatments, which could negatively impact a building’s historic character. These Guidelines are also available as an interactive web feature at <https://www.nps.gov/tps/standards/rehabilitation/guidelines/index.htm>

¹ These guidelines are available at: <https://www.nps.gov/tps/standards/rehabilitation/rehab/index.htm>

National Park Service Preservation Briefs

1. **Cleaning and Water-Repellent Treatments** for Historic Masonry Buildings
2. **Repointing Mortar Joints** in Historic Masonry Buildings
3. **Improving Energy Efficiency** in Historic Buildings
4. **Roofing** for Historic Buildings
5. The Preservation of Historic **Adobe Buildings**
6. **Dangers of Abrasive Cleaning** to Historic Buildings
7. The Preservation of Historic Glazed Architectural **Terra-Cotta**
8. **Aluminum and Vinyl Siding** on Historic Buildings: The Appropriateness of Substitute Materials for Resurfacing Historic Wood Frame Buildings
9. The Repair of Historic **Wooden Windows**
10. Exterior **Paint Problems** on Historic Woodwork
11. Rehabilitating Historic **Storefronts**
12. The Preservation of Historic Pigmented **Structural Glass** (Vitrolite and Carrara Glass)
13. The Repair and Thermal Upgrading of Historic **Steel Windows**
14. New **Exterior Additions** to Historic Buildings: Preservation Concerns
15. Preservation of Historic **Concrete**
16. The Use of **Substitute Materials** on Historic Building Exteriors
17. **Architectural Character**—Identifying the Visual Aspects of Historic Buildings as an Aid to Preserving their Character
18. Rehabilitating **Interiors** in Historic Buildings—Identifying Character-Defining Elements
19. The Repair and Replacement of Historic **Wooden Shingle Roofs**
20. The Preservation of Historic **Barns**
21. Repairing Historic **Flat Plaster**—Walls and Ceilings
22. The Preservation and Repair of Historic **Stucco**
23. Preserving Historic **Ornamental Plaster**
24. **Heating, Ventilating, and Cooling** Historic Buildings: Problems and Recommended Approaches
25. The Preservation of Historic **Signs**
26. The Preservation and Repair of Historic **Log Buildings**
27. The Maintenance and Repair of Architectural **Cast Iron**
28. **Painting** Historic Interiors
29. The Repair, Replacement, and Maintenance of Historic **Slate Roofs**
30. The Preservation and Repair of Historic **Clay Tile Roofs**
31. **Mothballing** Historic Buildings
32. Making Historic Properties **Accessible**
33. The Preservation and Repair of Historic **Stained and Leaded Glass**

34. Applied Decoration for Historic Interiors: Preserving Historic **Composition Ornament**
35. Understanding Old Buildings: The Process of **Architectural Investigation**
36. Protecting **Cultural Landscapes**: Planning, Treatment and Management of Historic Landscapes
37. Appropriate Methods of Reducing **Lead-Paint Hazards** in Historic Housing
38. **Removing Graffiti** from Historic Masonry
39. Holding the Line: **Controlling Unwanted Moisture** in Historic Buildings
40. Preserving Historic **Ceramic Tile Floors**
41. The **Seismic Rehabilitation** of Historic Buildings
42. The Maintenance, Repair and Replacement of Historic **Cast Stone**
43. The Preparation and Use of Historic **Structure Reports**
44. The Use of **Awnings** on Historic Buildings: Repair, Replacement and New Design
45. Preserving Historic **Wooden Porches**
46. The Preservation and Reuse of Historic **Gas Stations**
47. **Maintaining the Exterior** of Small and Medium Size Historic Buildings
48. **Preserving Grave Markers** in Historic Cemeteries
49. **Historic Decorative Metal Ceilings and Walls**: Use, Repair, and Replacement
50. **Lightning Protection** for Historic Buildings

Preservation Tech Notes Case Studies in Historic Preservation

Doors

1. Historic **Garage and Carriage Doors**: Rehabilitation Solutions. Bonnie Halda, AIA. 1989.

Exterior Woodwork

1. Proper **Painting and Surface Preparation**. Sharon Park, AIA. 1986.
2. Paint Removal from **Wood Siding**. Alan O'Bright. 1986.
3. **Log Crown Repair** and Selective Replacement Using Epoxy and Fiberglass Reinforcing Bars. Harrison Goodall. 1989.
4. Protecting Woodwork Against Decay Using **Borate Preservatives**. Ron Sheetz and Charles Fisher. 1993.

Finishes

1. **Process-Painting Decals** as a Substitute for Hand-Stencilled Ceiling Medallions. Sharon Park, FAIA. 1990.

Historic Glass

1. Repair and Reproduction of **Prismatic Glass Transoms**. Chad Randl. 2002.
2. Repair and Rehabilitation of Historic **Sidewalk Vault Lights**. Cas Stachelberg and Chad Randl. 2003.

Historic Interior Spaces

1. Preserving Historic **Corridors in Open Office Plans**. Christina Henry. 1985.
2. Preserving Historic **Office Building Corridors**. Thomas Keohan. 1989.
3. Preserving Historic **Corridor Doors and Glazing** in High-Rise Buildings. Chad Randl. 2001.

Masonry

1. **Substitute Materials**: Replacing Deteriorated Serpentine Stone with Pre-Cast Concrete. Robert M. Powers. 1988.
2. Stabilization and Repair of a Historic **Terra Cotta Cornice**. Jeffrey Levine and Donna Harris. 1991.
3. Water Soak **Cleaning of Limestone**. Robert M. Powers. 1992.
4. Non-destructive **Evaluation Techniques** for Masonry Construction. Marilyn E. Kaplan, Marie Ennis and Edmund P. Meade. 1997.

Mechanical Systems

1. Replicating Historic **Elevator Enclosures**. Marilyn Kaplan, AIA. 1989.

Metals

1. Conserving **Outdoor Bronze Sculpture**. Dennis Montagna. 1989.
2. Restoring **Metal Roof Cornices**. Richard Pieper. 1990.
3. In-kind Replacement of Historic **Stamped-Metal Exterior Siding**. Rebecca A. Shiffer. 1991.
4. Rehabilitating a Historic **Iron Bridge**. Joseph P. Saldibar, III. 1997.
5. Rehabilitating a Historic **Truss Bridge** Using a Fiber-Reinforced Plastic Deck. Chad Randl. 2003.
6. Repair and Reproduction of **Metal Canopies and Marquees** with Glass Pendants. Lauren Van Damme and Charles E. Fisher. 2006.

Museum Collections

1. **Museum Collection Storage** in a Historic Building Using a Prefabricated Structure. Don Cumberland, Jr. 1985.
2. Reducing Visible and **Ultraviolet Light Damage** to Interior Wood Finishes. Ron Sheetz and Charles Fisher. 1990.

Site

1. **Restoring Vine Coverage** to Historic Buildings. Karen Day. 1991.

Temporary Protection

1. Temporary Protection of Historic **Stairways**. Charles Fisher. 1985.
2. Specifying Temporary Protection of Historic **Interiors During Construction** and Repair. Dale H. Frens. 1993.
3. Protecting A **Historic Structure** during Adjacent Construction. Chad Randl. 2001.

Windows

Please note that 1–9 are available only in **The Window Handbook: Successful Strategies for Rehabilitating Windows in Historic Buildings**, which can be purchased through our partner, the Historic Preservation Education Foundation.

1. Planning Approaches to **Window Preservation**. Charles Fisher. 1984.
2. Installing Insulating Glass in Existing **Steel Windows**. Charles Fisher. 1984.
3. Exterior Storm Windows: **Casement Design Wooden Storm Sash**. Wayne Trissler and Charles Fisher. 1984.
4. Replacement **Wooden Frames and Sash**. William Feist. 1984.
5. Interior **Metal Storm Windows**. Laura Muckenfuss and Charles Fisher. 1984.
6. Replacement Wooden Sash and Frames With **Insulating Glass and Integral Muntins**. Charles Parrott. 1984.
7. **Window Awnings**. Laura Muckenfuss and Charles Fisher. 1984.

8. **Thermal Retrofit** of Historic Wooden Sash Using Interior Piggyback Storm Panels. Sharon Park, AIA. 1984.
9. Interior Storm Windows: **Magnetic Seal**. Charles Fisher. 1984.
10. **Temporary Window Vents** in Unoccupied Historic Buildings. Charles Fisher and Thomas Vitanza. 1985.
11. **Installing Insulating Glass** in Existing Wooden Sash Incorporating the Historic Glass. Charles Fisher. 1985.
12. Aluminum **Replacements for Steel Industrial Sash**. Charles E. Fisher. 1986.
13. Aluminum Replacement Windows with **Sealed Insulating Glass and Trapezoidal Muntin Grids**. Charles Parrott. 1985.
14. Reinforcing **Deteriorated Wooden Windows**. Paul Stumes, P.Eng 1986.
15. **Interior Storms** for Steel Casement Windows. Charles E. Fisher and Christina Henry. 1986.
16. Repairing and Upgrading **Multi-Light Wooden Mill Windows**. Christopher W. Closs. 1986.
17. Repair and Retrofitting **Industrial Steel Windows**. Robert M. Powers. 1989.
18. **Aluminum Replacement Windows** With True Divided Lights, Interior Piggyback Storm Panels, and Exposed Historic Wooden Frames. Charles Parrott. 1991
19. Repairing **Steel Casement Windows**. Chad Randl. 2002.
20. **Aluminum Replacement Windows for Steel Projecting Units** with True Divided Lights and Matching Profiles. Chad Randl. 2003.
21. **Replacement Wood Sash** Utilizing True Divided Lights and an Interior Piggyback Energy Panel. Charles E. Fisher. 2008.
22. Maintenance and Repair of Historic **Aluminum Windows**. Kaaren R. Staveteig. 2008.

Useful Websites and Web Links

SALEM SITES

Bush House Museum

<https://bushhousemuseum.org/>

City of Salem Historic Landmarks Commission

<https://www.cityofsalem.net/Pages/historic-landmarks-commission.aspx>

City of Salem Neighborhood Associations

<https://www.cityofsalem.net/my-neighborhood>

Deepwood Museum & Gardens

<https://deepwoodmuseum.org/about/history/>

Gilbert House Children's Museum

<https://acgilbert.org/>

Hallie Ford Museum of Art

<https://willamette.edu/arts/hfma/>

Oregon State Capital Tours

<https://www.oregonlegislature.gov/capitolhistorygateway/Pages/Tours.aspx>

Salem Area Chamber of Commerce

<https://salemchamber.org/>

Salem History Matters

<https://www.salemhistorymatters.net/whats-new-on-our-blog>

Salem Main Street Association

<https://salemmainstreetassociation.org/>

SHINE on Salem, Salem Heritage Network

<https://shineonsalem.org/walking>

Travel Salem

<https://www.travelsalem.com/>

Willamette Heritage Center

<https://www.willametteheritage.org/>

OREGON SITES

Oregon Heritage State Historic Preservation Office

<https://www.oregon.gov/oprd/OH/Pages/default.aspx>

Oregon Historic Photograph Collections

<http://photos.salemhistory.net/>

Restore Oregon

<https://restoreoregon.org/>

NATIONAL PARK SERVICE

Technical Preservation Services

Cultural Landscapes

<https://www.nps.gov/tps/how-to-preserve/cultural-landscapes.htm>

Preservation Briefs

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

Preservation Tech Notes

<https://www.nps.gov/tps/how-to-preserve/tech-notes.htm>

Sustainability

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

Tax Incentives for Preserving Historic Properties

<https://www.nps.gov/tps/tax-incentives.htm>

The Secretary of the Interior's Standards

<https://www.nps.gov/tps/standards.htm>