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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 towards 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 which 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 as 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), 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. However, 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—fee
- 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 the benefits of about 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 educating 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
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:
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.

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.
Chapter 1

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, 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

Historic 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.
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 or 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 appears 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 the City’s first 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 and 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 of 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; and
- 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 which 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.

Window repair workshops for the public were also hosted. Videos on windows 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.
Chapter 1

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, that help to tell the story of Salem’s history. 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 on-going 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 streamlines 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.

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

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, Wilson 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 location of the four historic districts.

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

Chimikiti (or Chemeketa, and now called Salem) has been home to the Indigenous people of the Santiam Kalapuya band since time immemorial. The Santiam Kalapuya are one band of the larger Kalapuya tribe who have occupied the area from the Willamette River Falls on the north to the Umpqua Valleys on the south for more than 8,000 years. Chimikiti roughly translates to “gathering place” and served as a meeting place for tribal people from all over the valley to trade goods and information.

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 record indicates 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 which 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 which 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 named 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).

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 pursing 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 continual 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 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 the 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.

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. 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 new process required that full development plans be presented.
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)
Chapter 3

- 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 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 Section 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).

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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 , 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 which 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 multimedia 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
The HLC participates in annual Historic Preservation Month Activities which include 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.

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.
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, 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.
Chapter 4

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 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’s 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 man a table and 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 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 re-visited 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 Maglinte-Timbrook, HLC member, and Connie Strong of the Northeast Neighbors agreed to be part of a Code Improvement Technical Committee to address some of these concerns.

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 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 re-convened 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 Office 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 supportProtect 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. The HLC is to recommend that the City Council adopt the plan in summer 2020.
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 Having 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.

"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.”

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 – Asian-Pacific Islander Heritage month; September – Latino Heritage month and Native 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 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
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 processes**

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.
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 in 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 the natural environment and archaeological resources**

**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.

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

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**Goal 5: Encourage sustainable practices**

**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 news 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.
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).
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 which 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: N. 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

Historic Sites and Structures. 10. 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 the process for alteration/demolition review and limitation, as well as the procedure for making additional 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 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.

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 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:

These changes to the Historic Preservation Code, SRC 230 are anticipated to be proposed and reviewed by the Salem City Council in the summer 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 ongoing basis.

<table>
<thead>
<tr>
<th>Historic Code Amendment Detailed Summary</th>
<th>Code Section</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clarification Amendments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish Definitions for terms used in 230</td>
<td>230.005</td>
<td>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</td>
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<tr>
<td>Provide Clarifying Examples for Windows in Residential Historic Districts</td>
<td>230.025(b)</td>
<td>Windows</td>
</tr>
<tr>
<td>Insert Missing Language Relating to Alteration of Site Features on Residential Non-Contributing Buildings</td>
<td>230.030(l)</td>
<td>Site Features</td>
</tr>
<tr>
<td>Insert Standards for Signs in Residential Historic Districts</td>
<td>230.035</td>
<td>Signs</td>
</tr>
<tr>
<td>Update Standards for Windows in Historic Contributing Buildings in Commercial Historic Districts</td>
<td>230.040(b)</td>
<td>Windows</td>
</tr>
<tr>
<td>Update Standards for Mechanical Equipment and Insert Standards for wireless antennae in historic districts</td>
<td>230.040(j) Mechanical Equipment, Contributing Commercial; 230.045(j) Mechanical Equipment, Non-Contributing Commercial; 230.050(I) Mechanical, Contributing Public</td>
<td>Missing standards for wireless antennae have been added to all historic district sections for both contributing and non-contributing resources</td>
</tr>
<tr>
<td>Clarification Amendments</td>
<td>Code Section</td>
<td>Notes</td>
</tr>
<tr>
<td>--------------------------------------------------------------</td>
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<td>---------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Clarify Language for New Construction in Commercial Districts</td>
<td>230.050(b) Design</td>
<td>Clear and objective standards for signs established. Standards have been reduced from 20 to 10.</td>
</tr>
<tr>
<td>Improve Standards for Signs in Commercial Districts</td>
<td>230.056 Signs in Commercial Districts</td>
<td>Confusing language has been removed from Guideline 230.055(b) and clarifying language has been added to Guidelines (c) and (e).</td>
</tr>
<tr>
<td>Improve Guidelines</td>
<td>230.065 Guidelines for Contributing Resources</td>
<td>Clarifying language has been added regarding alterations to non-contributing features in the right of way and the removal of contributing city trees.</td>
</tr>
<tr>
<td>Improve Standards for Alterations to Streetscape</td>
<td>230.075 Streetscape</td>
<td>Clarifying language has been added to clarify conditions which result in a state of demolition by neglect.</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Streamlining Amendments</th>
<th>Code Section</th>
<th>Notes</th>
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<tr>
<td>Exemptions</td>
<td>230.020 (a)</td>
<td>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.</td>
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<tr>
<td>Administrative Process for Class 1 Historic Design Review</td>
<td>230.020, Table 230-1 and 300</td>
<td>An administrative process with clear and objective standards for in-kind replacements, restoration and non-visible minor alterations has been created.</td>
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<td>Standards for Signs in Residential Historic Districts</td>
<td>230.035 Signs</td>
<td>Standards for signs in residential historic districts have been added.</td>
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<tr>
<td>Historic Accessory Structures</td>
<td>230.095 Historic Accessory Structure Demolition</td>
<td>Administrative standards and processes have been established for the demolition of historic accessory structures.</td>
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<tr>
<td>Historic Adaptive Reuse</td>
<td>231 (previously 230.085)</td>
<td>Historic Resource Adaptive Reuse has been rewritten with updated submittal requirements, approval criteria and an improved use table that aligns with the UDC.</td>
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<tr>
<td>Relocation</td>
<td>230.085 Relocation</td>
<td>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.</td>
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<tr>
<td>Demolition</td>
<td>230.090</td>
<td>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.</td>
</tr>
</tbody>
</table>
References


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Kadas, Marianne, Historic Context Statement, Salem, Oregon. For the City of Salem, August 1992.

Mersinger, Monica, Edited by Kyle Jansson, Brief History of Salem Oregon (from Salem (Oregon) Online History – Brief History, http://www.salemhistory.net/brief_history/brief_history.htm.


Stuart, Sheri, Salem Main Street Association, Local Program Progress Visit, October 2019.
Appendices

List of Appendices

Appendix A – Implementation Plans
1. Implementation Plan with Total Actions by Year
2. 2020 Fall/Winter HLC Work Plan – Goals, Strategies and Actions
3. 2021 HLC Work Plan – Goals, Strategies and Actions
4. 2022 HLC Work Plan – Goals, Strategies and Actions
5. 2023 HLC Work Plan – Goals, Strategies and Actions
6. 2024 HLC Work Plan – Goals, Strategies and Actions
7. 2025 HLC Work Plan – Goals, Strategies and Actions
8. 2026 HLC Work Plan – Goals, Strategies and Actions
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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. Stakeholder Advisory Committee Meeting #3 – Agenda – 4-29-2020
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Appendix D – Resources
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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
# IMPLEMENTATION PLAN WITH TOTAL ACTIONS BY YEAR

**TOTALS - 2020-2030**

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<td>Ongoing (Core)</td>
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### ACTIONS # - BY YEAR

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<td>2020</td>
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<td>Share NPS Tech Briefs</td>
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<tr>
<td>3</td>
<td>2020</td>
<td>1</td>
<td>FAQ @ Historic Designation</td>
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<td>4</td>
<td>2020*</td>
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Goal 2: Streamline Historic Code: Criteria, Process & Enforcement

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Goal 5: Encourage Sustainable Practices

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Goal 6: Survey and Designate Historic Resources

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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)

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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)

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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)
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 (SP Rab) 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)

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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)

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**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)

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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)

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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)

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**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)

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**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)

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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)

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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)

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**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)

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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)

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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)

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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)

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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)

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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)

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## TOTALS- 2022

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

**STRATEGY ONE: Improve Enforcement Policy**

*ACTION:* Coordinate regularly with Neighborhood Associations (i.e. 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)

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)

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)

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**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)

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**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)

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**TOTALS- 2023**

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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)

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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)

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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)

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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)
**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)

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**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)

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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)

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

**STRATEGY ONE: Improve Enforcement Policy**

**ACTION:** Coordinate regularly with Neighborhood Associations (i.e. 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)

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**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)
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)

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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)

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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)

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**TOTALS- 2025**

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2026 SALEM HLC WORK PLAN

Goal 1: Improve Public Outreach & Community Education

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

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**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**

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**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)

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

**STRATEGY ONE: Improve Enforcement Policy**

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

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**STRATEGY TWO: Improve financial support for historic property owners**

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

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**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)

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

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

**STRATEGY TWO: Encourage preservation of cultural landscapes**

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**TOTALS - 2027**

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<td>STAFF/HLC SUBCOMMITTEE</td>
</tr>
</tbody>
</table>

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)
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)

<table>
<thead>
<tr>
<th>Total Actions</th>
<th>TIMELINE</th>
<th>FUNDING NEEDED?</th>
<th>PROJECT TYPE</th>
<th>LEAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>ONGOING</td>
<td>YES</td>
<td>GRANT</td>
<td>STAFF</td>
</tr>
</tbody>
</table>

**TOTALS- 2029**

<table>
<thead>
<tr>
<th>Overall Total Actions</th>
<th>TIMELINE</th>
<th>FUNDING NEEDED?</th>
<th>PROJECT TYPE</th>
<th>LEAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>31</td>
<td>Various</td>
<td>YES</td>
<td>Various</td>
<td>HLC SUBCOMMITTEE/STAFF</td>
</tr>
</tbody>
</table>
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 #2 – 2-5-2020
7. Open House #2 - Results
Hats Off to History!

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.

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 change to win cool swag from local historic businesses and non-profits!

Si necesita ayuda para comprender esta información, 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
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?
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 property in Salem?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes - Own</td>
<td>35.6%</td>
<td>109</td>
</tr>
<tr>
<td>Yes - Rent</td>
<td>5.2%</td>
<td>16</td>
</tr>
<tr>
<td>No</td>
<td>59.2%</td>
<td>181</td>
</tr>
</tbody>
</table>

Totals: 306
2. Do you own or rent a commercial or residential property?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>17.6%</td>
<td>22</td>
</tr>
<tr>
<td>Residential</td>
<td>82.4%</td>
<td>103</td>
</tr>
</tbody>
</table>

Totals: 125
3. Is the property you rent or own in a historic district or is it individually listed? (If you own or rent multiple, please select where each of your properties are located.)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Court-Chemeketa District</td>
<td>17.6%</td>
<td>22</td>
</tr>
<tr>
<td>Gaiety-Hill/Bush's Pasture Park District</td>
<td>26.4%</td>
<td>33</td>
</tr>
<tr>
<td>Individually Listed Property</td>
<td>22.4%</td>
<td>28</td>
</tr>
<tr>
<td>Downtown Historic District</td>
<td>16.0%</td>
<td>20</td>
</tr>
<tr>
<td>I don’t know</td>
<td>17.6%</td>
<td>22</td>
</tr>
</tbody>
</table>
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.?)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>13.7%</td>
<td>42</td>
</tr>
<tr>
<td>No</td>
<td>86.3%</td>
<td>264</td>
</tr>
</tbody>
</table>

Totals: 306
5. What best describes you?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contractor</td>
<td>16.7%</td>
<td>7</td>
</tr>
<tr>
<td>Realtor</td>
<td>7.1%</td>
<td>3</td>
</tr>
<tr>
<td>Architect</td>
<td>19.0%</td>
<td>8</td>
</tr>
<tr>
<td>Developer</td>
<td>7.1%</td>
<td>3</td>
</tr>
<tr>
<td>Heritage Professional</td>
<td>16.7%</td>
<td>7</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>33.3%</td>
<td>14</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>Count</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>-------</td>
<td></td>
</tr>
<tr>
<td>owner/administrator</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Antique Business Owner</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Board Member and Volunteer</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Civil Engineer</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Cultural consultant</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Engineer</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Family Business</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Host</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Member HOA</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Property Manager &amp; Owner</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>State housing employee</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Wealth Management</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

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.

| Totals                                  | 14    |
6. Do you primarily work with residential or commercial properties:

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>I work primarily with residential properties</td>
<td>23.1%</td>
<td>9</td>
</tr>
<tr>
<td>I work primarily with commercial properties</td>
<td>43.6%</td>
<td>17</td>
</tr>
<tr>
<td>I work regularly with both residential and commercial properties</td>
<td>33.3%</td>
<td>13</td>
</tr>
</tbody>
</table>

Totals: 39
7. Do you know how to find out if a property is designated as historic in Salem?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>70.7%</td>
<td>29</td>
</tr>
<tr>
<td>No</td>
<td>29.3%</td>
<td>12</td>
</tr>
</tbody>
</table>

Totals: 41
8. Do you like living in or owning a historic building? (Owners and Renters)

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)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>71.0%</td>
<td>76</td>
</tr>
<tr>
<td>No</td>
<td>29.0%</td>
<td>31</td>
</tr>
</tbody>
</table>

Totals: 107
10. Where would you go to find out more information about Salem’s Historic Preservation Program? (Owners and renters)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would call the Historic Preservation Officer</td>
<td>43.5%</td>
<td>47</td>
</tr>
<tr>
<td>I would check the City's webpage</td>
<td>44.4%</td>
<td>48</td>
</tr>
<tr>
<td>I would check the Historic Landmarks Commission's social media pages</td>
<td>2.8%</td>
<td>3</td>
</tr>
<tr>
<td>I would call a general City line</td>
<td>5.6%</td>
<td>6</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>3.7%</td>
<td>4</td>
</tr>
</tbody>
</table>

Totals: 108

**Other - Write In**

<table>
<thead>
<tr>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Check with Kimberli</td>
</tr>
<tr>
<td>Talk to my neighbors</td>
</tr>
<tr>
<td>e-mail the person the forms</td>
</tr>
<tr>
<td>send an email to the HPO</td>
</tr>
</tbody>
</table>

Totals 4
11. Have you ever been through the historic design review process? (Owners and renters)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>40.6%</td>
<td>43</td>
</tr>
<tr>
<td>No</td>
<td>50.0%</td>
<td>53</td>
</tr>
<tr>
<td>Not applicable</td>
<td>9.4%</td>
<td>10</td>
</tr>
</tbody>
</table>

**Totals: 106**
12. Was it a Major (Historic Landmarks Commission review) or Minor (administrator review) project? (Owners and renters)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major</td>
<td>57.1%</td>
<td>24</td>
</tr>
<tr>
<td>Minor</td>
<td>38.1%</td>
<td>16</td>
</tr>
<tr>
<td>I don't remember</td>
<td>4.8%</td>
<td>2</td>
</tr>
</tbody>
</table>

Totals: 42
13. Was the process easy to understand and timely? (Owners and renters)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes - I had a good experience</td>
<td>47.6%</td>
<td>20</td>
</tr>
<tr>
<td>No - It was difficult to understand</td>
<td>16.7%</td>
<td>7</td>
</tr>
<tr>
<td>No - It was too slow</td>
<td>14.3%</td>
<td>6</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>21.4%</td>
<td>9</td>
</tr>
</tbody>
</table>

Totals: 42
<table>
<thead>
<tr>
<th>Comment</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generally treated in a condescending and insulting manner by the commission</td>
<td>1</td>
</tr>
<tr>
<td>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.</td>
<td>1</td>
</tr>
<tr>
<td>It was lengthy</td>
<td>1</td>
</tr>
<tr>
<td>Somewhat difficult to understand criteria, but great support from city staff.</td>
<td>1</td>
</tr>
<tr>
<td>Very bureaucratic, felt like I was paying fees just to pay fees</td>
<td>1</td>
</tr>
<tr>
<td>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</td>
<td>1</td>
</tr>
<tr>
<td>Window contractor did it for us</td>
<td>1</td>
</tr>
<tr>
<td>good enough</td>
<td>1</td>
</tr>
<tr>
<td>okay but slow</td>
<td>1</td>
</tr>
<tr>
<td>Totals</td>
<td>9</td>
</tr>
</tbody>
</table>
14. Were the design review criteria for your project easy to understand? (Owners and renters, 0=I did not understand at all / 10=I understood perfectly)

NPS® Score: -2.3

<table>
<thead>
<tr>
<th>Group</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoters</td>
<td>37.2%</td>
<td>16</td>
</tr>
<tr>
<td>Passives</td>
<td>23.3%</td>
<td>10</td>
</tr>
<tr>
<td>Detractors</td>
<td>39.5%</td>
<td>17</td>
</tr>
</tbody>
</table>

Totals: 43
15. Are there any changes you would recommend to improve the design review process or design review criterion? (Owners and renters)

<table>
<thead>
<tr>
<th>ResponseID</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>29</td>
<td>Make it faster.....we had to wait several months for the review.</td>
</tr>
<tr>
<td>30</td>
<td>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.</td>
</tr>
<tr>
<td>32</td>
<td>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.</td>
</tr>
<tr>
<td>38</td>
<td>Train remodel contractors in what to describe and what to provide to the review.</td>
</tr>
<tr>
<td>42</td>
<td>Though it may be cumbersome, I would make the requirements stricter to adhere to/match exterior historic features when renovating or expanding.</td>
</tr>
<tr>
<td>76</td>
<td>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.</td>
</tr>
<tr>
<td>96</td>
<td>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.</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>----------</td>
</tr>
<tr>
<td>100</td>
<td>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.</td>
</tr>
<tr>
<td>101</td>
<td>No</td>
</tr>
<tr>
<td>116</td>
<td>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 business's sign under their awning. Many similar instances.</td>
</tr>
<tr>
<td>120</td>
<td>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.</td>
</tr>
<tr>
<td>131</td>
<td>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.</td>
</tr>
<tr>
<td>132</td>
<td>Make more items administrative. Kimberli is great to work with, the HLC is not</td>
</tr>
<tr>
<td>159</td>
<td>I understood the criteria perfectly, just do not always agree with the committees criteria.</td>
</tr>
<tr>
<td>166</td>
<td>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.</td>
</tr>
<tr>
<td>168</td>
<td>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.</td>
</tr>
<tr>
<td>170</td>
<td>I would recommend referencing the Secretary of the Interior's Standards and Guidelines as the main criteria</td>
</tr>
<tr>
<td>177</td>
<td>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.</td>
</tr>
<tr>
<td>186</td>
<td>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</td>
</tr>
<tr>
<td>195</td>
<td>Personally, I don't feel like I need the big paper printout about what the neighbors are doing. Seems like a lot of time and effort and would rather see those resources go to code enforcement...</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>197</td>
<td>Kimberli and her team were able to guide us through the process. I would trust them to recommend improvement to the process.</td>
</tr>
<tr>
<td>199</td>
<td>No</td>
</tr>
<tr>
<td>202</td>
<td>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.</td>
</tr>
<tr>
<td>237</td>
<td>No</td>
</tr>
<tr>
<td>280</td>
<td>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.</td>
</tr>
<tr>
<td>305</td>
<td>I had to hire professionals at a huge cost to execute this process that is required of me to keep up with progress and maintain financial growth of my commercial building investment.</td>
</tr>
<tr>
<td>315</td>
<td>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.</td>
</tr>
<tr>
<td>325</td>
<td>No.</td>
</tr>
<tr>
<td>337</td>
<td>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.</td>
</tr>
</tbody>
</table>
16. In your opinion, is owning a historic building financially beneficial? (Owners and renters)

- 17% No – maintenance is too costly
- 11% Eventually – the value will stay more stable in a fluctuating market
- 17% 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
- 41% I’m not sure
- 14% Other - Write In

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>No – maintenance is too costly</td>
<td>16.8%</td>
<td>18</td>
</tr>
<tr>
<td>Eventually – the value will stay more stable in a fluctuating market</td>
<td>11.2%</td>
<td>12</td>
</tr>
<tr>
<td>Yes – my building (home or business) has increased in value or my or</td>
<td>16.8%</td>
<td>18</td>
</tr>
<tr>
<td>my tenant’s business attracts more customers because of the building’s historic significance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I’m not sure</td>
<td>41.1%</td>
<td>44</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>14.0%</td>
<td>15</td>
</tr>
</tbody>
</table>

Totals: 107
<table>
<thead>
<tr>
<th>Other - Write In</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>our ownership is based on preservation and a love of history, not financial gain.</td>
<td>2</td>
</tr>
<tr>
<td>City owned building</td>
<td>1</td>
</tr>
<tr>
<td>Due to the new methadone clinic at the end of Miller St SE, I am not sure our home would be desirable.</td>
<td>1</td>
</tr>
<tr>
<td>I didn’t buy a historic home to be financially beneficial to me, I bought it because it is awesome.</td>
<td>1</td>
</tr>
<tr>
<td>I own property but would say having a building in the historic district is costly.</td>
<td>1</td>
</tr>
<tr>
<td>No effect that I can see</td>
<td>1</td>
</tr>
<tr>
<td>No, it ties your hands, makes you beg for approval on YOUR OWN property and stymies economic growth and opportunities</td>
<td>1</td>
</tr>
<tr>
<td>Question not relevant</td>
<td>1</td>
</tr>
<tr>
<td>State Owned Property</td>
<td>1</td>
</tr>
<tr>
<td>There is a financial investment involved, but my property is primarily a dwelling.</td>
<td>1</td>
</tr>
<tr>
<td>We certainly hope so, time will tell.</td>
<td>1</td>
</tr>
<tr>
<td>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.</td>
<td>1</td>
</tr>
<tr>
<td>all property increasing in value</td>
<td>1</td>
</tr>
<tr>
<td>we dont own it.</td>
<td>1</td>
</tr>
<tr>
<td>Totals</td>
<td>15</td>
</tr>
</tbody>
</table>
17. Do you generally know what kinds of exterior changes require historic design review? (Contractors/Heritage Professionals)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>82.5%</td>
<td>33</td>
</tr>
<tr>
<td>No</td>
<td>17.5%</td>
<td>7</td>
</tr>
</tbody>
</table>

Totals: 40
18. Where would you go to to find out more information about Salem's Historic Preservation Program? (Contractors/Heritage Professionals)

- 48% I would call the Historic Preservation Officer
- 43% I would check the City's webpage
- 3% I would check the Historic Landmarks Commission's social media pages
- 5% I would go to the City's building permit desk
- 3% Other - Write In

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would call the Historic Preservation Officer</td>
<td>47.5%</td>
<td>19</td>
</tr>
<tr>
<td>I would check the City's webpage</td>
<td>42.5%</td>
<td>17</td>
</tr>
<tr>
<td>I would check the Historic Landmarks Commission's social media pages</td>
<td>2.5%</td>
<td>1</td>
</tr>
<tr>
<td>I would go to the City's building permit desk</td>
<td>5.0%</td>
<td>2</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>2.5%</td>
<td>1</td>
</tr>
</tbody>
</table>

Totals: 40

<table>
<thead>
<tr>
<th>Other - Write In</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>idk</td>
<td>1</td>
</tr>
</tbody>
</table>

Totals 1
19. Have you ever been through the historic design review process? (Contractors/Heritage Professionals)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>57.9%</td>
<td>22</td>
</tr>
<tr>
<td>No</td>
<td>36.8%</td>
<td>14</td>
</tr>
<tr>
<td>Not applicable</td>
<td>5.3%</td>
<td>2</td>
</tr>
</tbody>
</table>

Totals: 38
20. Was it a Major (Historic Landmarks Commission review) or Minor (administrator review) project? (Contractors/Heritage Professionals)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major</td>
<td>54.5%</td>
<td>12</td>
</tr>
<tr>
<td>Minor</td>
<td>36.4%</td>
<td>8</td>
</tr>
<tr>
<td>I don't remember</td>
<td>9.1%</td>
<td>2</td>
</tr>
</tbody>
</table>

Totals: 22
21. Was the process easy to understand and timely? (Contractors/Heritage Professionals)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes - I had a good experience</td>
<td>63.6%</td>
<td>14</td>
</tr>
<tr>
<td>No - It was difficult to understand</td>
<td>4.5%</td>
<td>1</td>
</tr>
<tr>
<td>No - It was too slow</td>
<td>22.7%</td>
<td>5</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>9.1%</td>
<td>2</td>
</tr>
</tbody>
</table>

Totals: 22

**Other - Write In**

<table>
<thead>
<tr>
<th>Did not turn out the way I had hoped it would</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

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

Promoters: 22.7% (5)
Passives: 36.4% (8)
Detractors: 40.9% (9)

Totals: 22
23. Are there any changes you would recommend to improve the design review process or design review criterion? (Contractors/Heritage Professionals)
<table>
<thead>
<tr>
<th>ResponseID</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>120</td>
<td>Historic Design Review should not be a &quot;land-use&quot; process. Attorneys are not the professionals who should determine how the process works.</td>
</tr>
<tr>
<td>124</td>
<td>Run Site plan review concurrently with Historic review</td>
</tr>
<tr>
<td>137</td>
<td>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 disuade 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.</td>
</tr>
<tr>
<td>139</td>
<td>Provide clear direction on how to find and understand the sign code in the downtown historic district.</td>
</tr>
<tr>
<td>170</td>
<td>I would recommend further increasing project reviews at the staff level since there is a qualified preservation officer for the City.</td>
</tr>
<tr>
<td>200</td>
<td>No</td>
</tr>
<tr>
<td>305</td>
<td>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.</td>
</tr>
</tbody>
</table>
24. How connected do you feel to Salem and our community? (0 is not at all connected/10 is very connected)

NPS® Score: -15.4

<table>
<thead>
<tr>
<th>Category</th>
<th>%</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoters</td>
<td>22.4%</td>
<td>54</td>
</tr>
<tr>
<td>Passives</td>
<td>39.8%</td>
<td>96</td>
</tr>
<tr>
<td>Detractors</td>
<td>37.8%</td>
<td>91</td>
</tr>
</tbody>
</table>

Totals: 241
25. What makes you feel connected to Salem and our community? (Please check all that apply)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Going to Events at significant historic places in Salem (i.e., Sheep to Shawl; Deepwood Tea; Historic Walking Tour)</td>
<td>51.4%</td>
<td>127</td>
</tr>
<tr>
<td>Participating in activities in the larger community (i.e., Neighborhood Day Out; Salem Art Fair)</td>
<td>70.0%</td>
<td>173</td>
</tr>
<tr>
<td>Knowing the history of my community (i.e., going to lectures, reading about Salem history)</td>
<td>64.8%</td>
<td>160</td>
</tr>
<tr>
<td>Being involved in decisions that impact my community (i.e., going to City Council, submitting comments)</td>
<td>49.4%</td>
<td>122</td>
</tr>
<tr>
<td>Being informed about my community (i.e., receiving newsletters, notices)</td>
<td>72.9%</td>
<td>180</td>
</tr>
<tr>
<td>Working or volunteering in the community</td>
<td>55.5%</td>
<td>137</td>
</tr>
<tr>
<td>Shopping in the community</td>
<td>66.0%</td>
<td>163</td>
</tr>
<tr>
<td>I don’t feel connected to my community</td>
<td>2.0%</td>
<td>5</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>8.1%</td>
<td>20</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>Count</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------</td>
<td>-------</td>
<td></td>
</tr>
<tr>
<td>Attending</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Being a Neighbor Watch block coordinator</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Being a member of my neighborhood association board</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Board Member of the OSH Museum of Mental Health</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Farmers Market</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Having friends and family in the area</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Having regular social meetings with my neighbors</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Living centrally and being able to walk downtown</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Many friends in Salem.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>My mother was born in Salem.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>NEN meetings, Court-Chemeketa email list &amp; social gatherings</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Walking, running and cycling</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>dining....love Amadeus</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>exploring Salem</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>financially supporting my community</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>friends here</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>neighborhood association; making efforts to know neighbors</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>working on projects that are located near the districts.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>19</td>
<td></td>
</tr>
</tbody>
</table>
26. What places do you think help define Salem? (Please check all that apply)

- Downtown
- Willamette Heritage Center
- Deepwood Museum and Gardens
- Bush House Museum / Salem Art Association
- A.C. Gilbert Children’s Museum
- The Elsinore Theatre / Grand Theatre
- Riverfront Park / Bush’s Pasture Park / other parks
- Capitol Building / Capitol Mall
- Residential Neighborhoods
- Schools
- Churches
- Peter Courtney Bridge / other bridges
- Willamette River
- Archaeological Sites
- Jason Lee Cemetery, Salem Pioneer Cemetery, other cemeteries
- Oregon State Hospital / other State institutions
- Salem Center Mall / Willamette Town Center / other shopping
- Other - Write In
<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown</td>
<td>87.8%</td>
<td>215</td>
</tr>
<tr>
<td>Willamette Heritage Center</td>
<td>64.5%</td>
<td>158</td>
</tr>
<tr>
<td>Deepwood Museum and Gardens</td>
<td>71.0%</td>
<td>174</td>
</tr>
<tr>
<td>Bush House Museum / Salem Art Association</td>
<td>76.7%</td>
<td>188</td>
</tr>
<tr>
<td>A. C. Gilbert Children's Museum</td>
<td>56.7%</td>
<td>139</td>
</tr>
<tr>
<td>The Elsinore Theatre / Grand Theatre</td>
<td>72.7%</td>
<td>178</td>
</tr>
<tr>
<td>Riverfront Park / Bush's Pasture Park / other parks</td>
<td>83.7%</td>
<td>205</td>
</tr>
<tr>
<td>Capitol Building / Capitol Mall</td>
<td>81.2%</td>
<td>199</td>
</tr>
<tr>
<td>Residential Neighborhoods</td>
<td>61.2%</td>
<td>150</td>
</tr>
<tr>
<td>Schools</td>
<td>22.0%</td>
<td>54</td>
</tr>
<tr>
<td>Churches</td>
<td>22.9%</td>
<td>56</td>
</tr>
<tr>
<td>Peter Courtney Bridge / other bridges</td>
<td>44.5%</td>
<td>109</td>
</tr>
<tr>
<td>Willamette River</td>
<td>73.9%</td>
<td>181</td>
</tr>
<tr>
<td>Archaeological Sites</td>
<td>21.2%</td>
<td>52</td>
</tr>
<tr>
<td>Jason Lee Cemetery, Salem Pioneer Cemetery, other cemeteries</td>
<td>35.5%</td>
<td>87</td>
</tr>
<tr>
<td>Oregon State Hospital / other State institutions</td>
<td>39.2%</td>
<td>96</td>
</tr>
<tr>
<td>Salem Center Mall / Willamette Town Center / other shopping</td>
<td>13.9%</td>
<td>34</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>12.2%</td>
<td>30</td>
</tr>
</tbody>
</table>

**Other - Write In**

<table>
<thead>
<tr>
<th>Other - Write In</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bush's Pasture Park</td>
<td>1</td>
</tr>
<tr>
<td>Cemeteries, Salem's creek system,, railroads + tracks, China Town</td>
<td>1</td>
</tr>
<tr>
<td>Chemeketa and Willamette</td>
<td>1</td>
</tr>
<tr>
<td>Totals</td>
<td>30</td>
</tr>
</tbody>
</table>
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.

Our often-neglected neighborhood parks could be a positive contributor to image.

Pedestrian paths that connect people to neighboring streets without allowing vehicular traffic

Public art

Salem Hospital

The historic downtown residential neighborhoods are more unique to Salem

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

Very long-standing citizen organizations such as The Chemeketa Outdoor Club. Willamette University!
<table>
<thead>
<tr>
<th>Other - Write In</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>YMCA</td>
<td>1</td>
</tr>
<tr>
<td>don't understand the question</td>
<td>1</td>
</tr>
<tr>
<td>parks, open green spaces</td>
<td>1</td>
</tr>
<tr>
<td>the carousel</td>
<td>1</td>
</tr>
<tr>
<td>union street railroad nad pedestrian bridge</td>
<td>1</td>
</tr>
<tr>
<td>willamette university</td>
<td>1</td>
</tr>
<tr>
<td>Totals</td>
<td>30</td>
</tr>
</tbody>
</table>
27. Has a place you cared about in Salem ever been lost, demolished, or significantly altered?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>46.1%</td>
<td>113</td>
</tr>
<tr>
<td>No</td>
<td>53.9%</td>
<td>132</td>
</tr>
</tbody>
</table>

Totals: 245
<table>
<thead>
<tr>
<th>ResponseID</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td>City Hall, County Courthouse, Fairview, ymca</td>
</tr>
<tr>
<td>23</td>
<td>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</td>
</tr>
<tr>
<td>24</td>
<td>masonic temple</td>
</tr>
<tr>
<td>26</td>
<td>can't think of a specific one now, but I'm sure there have been many over the yrs. I've lived here</td>
</tr>
<tr>
<td>27</td>
<td>Howard Hall, old city hall, old courthouse</td>
</tr>
<tr>
<td>28</td>
<td>School for the blind</td>
</tr>
<tr>
<td>29</td>
<td>Howard Hall on the Blind School Property</td>
</tr>
<tr>
<td>38</td>
<td>The Peitro Beluchi Bank Building</td>
</tr>
<tr>
<td>39</td>
<td>Oregon State Hospital; funeral home were Starbucks is, the cannery</td>
</tr>
<tr>
<td>42</td>
<td>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.</td>
</tr>
<tr>
<td>46</td>
<td>Senator Hotel</td>
</tr>
<tr>
<td>47</td>
<td>280 Liberty St NE</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>50</td>
<td>The large green space on Park &amp; D St. that will be packed full of apartments in the near future</td>
</tr>
<tr>
<td>55</td>
<td>School for the Blind</td>
</tr>
<tr>
<td>61</td>
<td>485 leffelle st s</td>
</tr>
<tr>
<td>64</td>
<td>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,</td>
</tr>
<tr>
<td>65</td>
<td>The marble bank building in downtown Salem.</td>
</tr>
<tr>
<td>71</td>
<td>Many homes in the downtown core, Salem City Hall, Marion County Courthouse. Too many to list.</td>
</tr>
<tr>
<td>75</td>
<td>the Capitol Theater on State Street. The Heritage Tree Restaurant in an old house on Cottage near Union, I think.</td>
</tr>
<tr>
<td>87</td>
<td>Historic trees along D &amp; Center. Open space at old state hospital that is slated to become high density housing.</td>
</tr>
<tr>
<td>92</td>
<td>Senator appts 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</td>
</tr>
<tr>
<td>99</td>
<td>Portions of the State Hospital</td>
</tr>
<tr>
<td>100</td>
<td>Tree removal on State Street</td>
</tr>
<tr>
<td>102</td>
<td>all the old home on the capitol mall</td>
</tr>
<tr>
<td>104</td>
<td>Heritage Tree Restaurant</td>
</tr>
<tr>
<td>108</td>
<td>Downtown Salem</td>
</tr>
<tr>
<td>109</td>
<td>The State Hospital grounds between Park St and D St.</td>
</tr>
<tr>
<td>113</td>
<td>First Presbyterian Church is changing the historic sanctuary</td>
</tr>
<tr>
<td>123</td>
<td>Lindbeck Orchard - West Salem</td>
</tr>
<tr>
<td>124</td>
<td>Fire station one</td>
</tr>
<tr>
<td>128</td>
<td>Marion Hotel</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>131</td>
<td>850 Liberty Street S.E.; Bungalow Residence, Assessor's Nap 27CA073U 073U-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.</td>
</tr>
<tr>
<td>133</td>
<td>Oregon Blind School</td>
</tr>
<tr>
<td>136</td>
<td>The Deaf Museum, some places in the downtown corridor</td>
</tr>
<tr>
<td>137</td>
<td>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</td>
</tr>
<tr>
<td>152</td>
<td>Ymca</td>
</tr>
<tr>
<td>154</td>
<td>Salem General Hospital, Blind School on Mission Street</td>
</tr>
<tr>
<td>160</td>
<td>Bush elementary</td>
</tr>
<tr>
<td>166</td>
<td>City Hall, Wilson Durbin House, the Belluschi Bank, the Marion Hotel, sacred Heart Academy, many houses</td>
</tr>
<tr>
<td>168</td>
<td>YMCA</td>
</tr>
<tr>
<td>169</td>
<td>Courthouse Square block / Oregon Hotel</td>
</tr>
<tr>
<td>170</td>
<td>continual losses of historic integrity due to changes in neighborhoods not protected as districts or individual resources</td>
</tr>
<tr>
<td>173</td>
<td>School for the Blind</td>
</tr>
<tr>
<td>179</td>
<td>Salem General Hospital and the Maternity Hospital</td>
</tr>
<tr>
<td>184</td>
<td>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</td>
</tr>
<tr>
<td>185</td>
<td>I have lived here over 50yrs, probably so.</td>
</tr>
<tr>
<td>186</td>
<td>A vintage home that stood behind its beautiful azalea hedge on the corner of Bush St and Liberty St SE</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>-----------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>188</td>
<td>West Salem has lost beautiful vistas to housing developments and will never recover them.</td>
</tr>
<tr>
<td>189</td>
<td>Blind School</td>
</tr>
<tr>
<td>191</td>
<td>Green spaces throughout Salem</td>
</tr>
<tr>
<td>192</td>
<td>old hospital</td>
</tr>
<tr>
<td>193</td>
<td>Soon to lose the old Leslie Junior High building</td>
</tr>
<tr>
<td>197</td>
<td>The old brick City Hall</td>
</tr>
<tr>
<td>203</td>
<td>Gradualy replacement of original fabric by plastic crap</td>
</tr>
<tr>
<td>204</td>
<td>Nordstrom</td>
</tr>
<tr>
<td>209</td>
<td>This space isn't big enough to list them all.</td>
</tr>
<tr>
<td>210</td>
<td>North campus SH</td>
</tr>
<tr>
<td>211</td>
<td>City hall, the YMCA</td>
</tr>
<tr>
<td>214</td>
<td>Historic buildings downtown</td>
</tr>
<tr>
<td>220</td>
<td>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.</td>
</tr>
<tr>
<td>221</td>
<td>State hospital</td>
</tr>
<tr>
<td>222</td>
<td>Senator Hotel, the old City Hall, and the houses at corner of Liberty and Mission, and the Kalapuya villages</td>
</tr>
<tr>
<td>226</td>
<td>The Old City Hall Building</td>
</tr>
<tr>
<td>237</td>
<td>City Hall</td>
</tr>
<tr>
<td>238</td>
<td>The old tree at the corner of union and cottage, the trees at the old Salem hospital building on center.</td>
</tr>
<tr>
<td>245</td>
<td>The homes that used to surround the Capitol Mall</td>
</tr>
<tr>
<td>247</td>
<td>Homes once in Capitol grounds</td>
</tr>
<tr>
<td>250</td>
<td>The underground tunnels</td>
</tr>
<tr>
<td>252</td>
<td>Fairview</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>---------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>253</td>
<td>Old city hall</td>
</tr>
<tr>
<td>256</td>
<td>School for the blind</td>
</tr>
<tr>
<td>257</td>
<td>State mental hospital</td>
</tr>
<tr>
<td>263</td>
<td>Some of the downtown buildings.</td>
</tr>
<tr>
<td>264</td>
<td>City Hall clock tower</td>
</tr>
<tr>
<td>267</td>
<td>Homes</td>
</tr>
<tr>
<td>268</td>
<td>Fairview training complex</td>
</tr>
<tr>
<td>278</td>
<td>Union St pizza</td>
</tr>
<tr>
<td>279</td>
<td>Hollywood district</td>
</tr>
<tr>
<td>281</td>
<td>The original dormitory from 1908 at Fairview Training Center</td>
</tr>
<tr>
<td>282</td>
<td>Nordstrom</td>
</tr>
<tr>
<td>283</td>
<td>Fairview Facilities</td>
</tr>
<tr>
<td>287</td>
<td>Some older homes along Court and Chemeketa; most have been saved over the last 45 years, but some are not maintained.</td>
</tr>
<tr>
<td>288</td>
<td>Capitol Theater</td>
</tr>
<tr>
<td>290</td>
<td>Corner of Liberty &amp; Chemeketa</td>
</tr>
<tr>
<td>291</td>
<td>Wells Fargo Bank downtown</td>
</tr>
<tr>
<td>294</td>
<td>Removal of historic trees</td>
</tr>
<tr>
<td>297</td>
<td>cant remember</td>
</tr>
<tr>
<td>298</td>
<td>School for the blind</td>
</tr>
<tr>
<td>299</td>
<td>Capital theater downtown, state hospital, Fairview, farmlands in West Salem, other historic buildings in the downtown area</td>
</tr>
<tr>
<td>300</td>
<td>Burgerville</td>
</tr>
<tr>
<td>305</td>
<td>all the house around the capitol mall that were destroyed</td>
</tr>
<tr>
<td>307</td>
<td>The old victorian homes along the river where the cannery went in.</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>-----------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>309</td>
<td>Downtown bank</td>
</tr>
<tr>
<td>312</td>
<td>YMCA, many trees in downtown</td>
</tr>
<tr>
<td>316</td>
<td>Oak trees around the community and street trees by Ladd and Bush Bank</td>
</tr>
<tr>
<td>318</td>
<td>Oregon School for the Blind</td>
</tr>
<tr>
<td>325</td>
<td>School for the Blind</td>
</tr>
<tr>
<td>326</td>
<td>The orchard behind Orchard Heights Park</td>
</tr>
<tr>
<td>330</td>
<td>Oregon state school for the blind</td>
</tr>
<tr>
<td>334</td>
<td>Blind school</td>
</tr>
<tr>
<td>336</td>
<td>Old City Hall, Air BNB in Gaiety Hill area</td>
</tr>
<tr>
<td>337</td>
<td>Blind School was torn down by the greedy hospital</td>
</tr>
</tbody>
</table>
29. How would you feel if a significant historic place in Salem were to be lost? (0 = it wouldn’t bother me at all/ 10 = I would be very upset)

NPS® Score: 34.3

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoters</td>
<td>53.1%</td>
<td>130</td>
</tr>
<tr>
<td>Passives</td>
<td>28.2%</td>
<td>69</td>
</tr>
<tr>
<td>Detractors</td>
<td>18.8%</td>
<td>46</td>
</tr>
</tbody>
</table>

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)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>I maintain a historic property that I own or rent</td>
<td>34.8%</td>
<td>85</td>
</tr>
<tr>
<td>I donate to nonprofits that support historic preservation</td>
<td>23.0%</td>
<td>56</td>
</tr>
<tr>
<td>I volunteer at a nonprofit or civic organization whose mission is preservation</td>
<td>14.8%</td>
<td>36</td>
</tr>
<tr>
<td>I actively advocate for historic properties</td>
<td>22.5%</td>
<td>55</td>
</tr>
<tr>
<td>I haven’t taken any actions</td>
<td>41.8%</td>
<td>102</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>8.2%</td>
<td>20</td>
</tr>
</tbody>
</table>

Other - Write In

<table>
<thead>
<tr>
<th>Other - Write In</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>As part of projects at my job</td>
<td>1</td>
</tr>
<tr>
<td>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.</td>
<td>1</td>
</tr>
</tbody>
</table>

Totals 19
<table>
<thead>
<tr>
<th>Other - Write In</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>I contribute to the National Trust, maintain an unofficial group of like-minded folks in our district</td>
<td>1</td>
</tr>
<tr>
<td>I maintain a 100-year old house (non-historic)</td>
<td>1</td>
</tr>
<tr>
<td>I own an 113 year old house that I maintain and preserve. It is not listed as historic, however.</td>
<td>1</td>
</tr>
<tr>
<td>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.</td>
<td>1</td>
</tr>
<tr>
<td>I would like to, not sure how.</td>
<td>1</td>
</tr>
<tr>
<td>I've advocated for historic trees</td>
<td>1</td>
</tr>
<tr>
<td>It’s difficult to take any action when I have to work two full time jobs just to live here.</td>
<td>1</td>
</tr>
<tr>
<td>My house is not on the historic register but it was built in 1928 and I want to keep it true to the era.</td>
<td>1</td>
</tr>
<tr>
<td>My house is over 100 years old but not historic looking</td>
<td>1</td>
</tr>
<tr>
<td>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.</td>
<td>1</td>
</tr>
<tr>
<td>Neighborhood Assoc member</td>
<td>1</td>
</tr>
<tr>
<td>Opposed Salem Health purchase of a home in a historic district and opposed a short term rental in a historic district.</td>
<td>1</td>
</tr>
<tr>
<td>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</td>
<td>1</td>
</tr>
<tr>
<td>We were contracted for work on a historic home.</td>
<td>1</td>
</tr>
<tr>
<td>We’re members of Willamette Heritage Center.</td>
<td>1</td>
</tr>
<tr>
<td>educate others about them</td>
<td>1</td>
</tr>
<tr>
<td>visit historic places</td>
<td>1</td>
</tr>
<tr>
<td>Totals</td>
<td>19</td>
</tr>
</tbody>
</table>
31. Who do you think is most effective at protecting historic places that matter to the community? (Please select all that apply)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private property owners</td>
<td>71.0%</td>
<td>174</td>
</tr>
<tr>
<td>Developers</td>
<td>15.1%</td>
<td>37</td>
</tr>
<tr>
<td>Nonprofit organizations</td>
<td>62.4%</td>
<td>153</td>
</tr>
<tr>
<td>Local government</td>
<td>70.6%</td>
<td>173</td>
</tr>
<tr>
<td>State government</td>
<td>33.1%</td>
<td>81</td>
</tr>
<tr>
<td>Federal government</td>
<td>15.5%</td>
<td>38</td>
</tr>
<tr>
<td>Tribal government</td>
<td>26.9%</td>
<td>66</td>
</tr>
<tr>
<td>Advocacy groups</td>
<td>51.0%</td>
<td>125</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>4.5%</td>
<td>11</td>
</tr>
</tbody>
</table>
## Other - Write In

<table>
<thead>
<tr>
<th>Group</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academia</td>
<td>1</td>
</tr>
<tr>
<td>City planners</td>
<td>1</td>
</tr>
<tr>
<td>Historic Landmarks Commission</td>
<td>1</td>
</tr>
<tr>
<td>Historical Landmarks Commission</td>
<td>1</td>
</tr>
<tr>
<td>I don't feel anyone one group is most effective, it depends solely on the financial motives of the person making decisions.</td>
<td>1</td>
</tr>
<tr>
<td>Market value is by far the best protector</td>
<td>1</td>
</tr>
<tr>
<td>Restore Oregon</td>
<td>1</td>
</tr>
<tr>
<td>This is conjecture on my part</td>
<td>1</td>
</tr>
<tr>
<td>neighborhoods</td>
<td>1</td>
</tr>
<tr>
<td>no more non-profits or non-contributing properties or business</td>
<td>1</td>
</tr>
<tr>
<td>one for all, all for one spirit will be required to make it successful</td>
<td>1</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>11</strong></td>
</tr>
</tbody>
</table>

---

**Appendix B**
32. What is the best way to encourage historic preservation? (Please check all that apply)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designation and Regulation</td>
<td>63.4%</td>
<td>156</td>
</tr>
<tr>
<td>Financial incentives and funding</td>
<td>78.0%</td>
<td>192</td>
</tr>
<tr>
<td>Advocacy</td>
<td>58.5%</td>
<td>144</td>
</tr>
<tr>
<td>Education/Training</td>
<td>72.4%</td>
<td>178</td>
</tr>
<tr>
<td>Recognition of successful project</td>
<td>56.9%</td>
<td>140</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>3.7%</td>
<td>9</td>
</tr>
</tbody>
</table>
### Other - Write In

<table>
<thead>
<tr>
<th>Suggestion</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allow more creative new building projects in the urban core, extend the</td>
<td>1</td>
</tr>
<tr>
<td>urban growth boundary. Build infrastructure to support our population (eg</td>
<td></td>
</tr>
<tr>
<td>roads, bridges, and highways, and</td>
<td></td>
</tr>
<tr>
<td>Benefit-Cost Analysis</td>
<td>1</td>
</tr>
<tr>
<td>Caring</td>
<td>1</td>
</tr>
<tr>
<td>Regulatory incentives and tax abatements to encourage adaptive reuse</td>
<td>1</td>
</tr>
<tr>
<td>Restore Oregon DeMuro Awards</td>
<td>1</td>
</tr>
<tr>
<td>all of the above</td>
<td>1</td>
</tr>
<tr>
<td>event for historic preservation</td>
<td>1</td>
</tr>
<tr>
<td>make it easier to get approved</td>
<td>1</td>
</tr>
<tr>
<td>thoughtful updating of Historic properties. for example maintaining</td>
<td>1</td>
</tr>
<tr>
<td>wood windows single-glazed sash, when employing modern technology</td>
<td></td>
</tr>
<tr>
<td>aluminum clad double-glazed wood windows, would make the structure</td>
<td></td>
</tr>
<tr>
<td>more comfortable and increase the liveability. liveability will allow</td>
<td></td>
</tr>
<tr>
<td>the life time of the structure. for an example</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>9</td>
</tr>
</tbody>
</table>
33. Are you more likely to visit or shop at a business located in a historic building? (0=Not at all more likely to visit/ 10=Much more likely to visit)

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoters</td>
<td>29.5%</td>
<td>72</td>
</tr>
<tr>
<td>Passives</td>
<td>35.2%</td>
<td>86</td>
</tr>
<tr>
<td>Detractors</td>
<td>35.2%</td>
<td>86</td>
</tr>
</tbody>
</table>

**NPS® Score:** -5.7

**Totals:** 244
34. Do Historic Districts (Court-Chemeketa, Downtown, etc.) add value, either financial or cultural, to Salem?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes - they help increase or stabilize property values</td>
<td>18.2%</td>
<td>45</td>
</tr>
<tr>
<td>Yes - they make Salem more culturally diverse</td>
<td>22.7%</td>
<td>56</td>
</tr>
<tr>
<td>Yes - they are both financially and culturally valuable</td>
<td>50.2%</td>
<td>124</td>
</tr>
<tr>
<td>No - Historic Districts don't add value to Salem</td>
<td>2.8%</td>
<td>7</td>
</tr>
<tr>
<td>I don't know</td>
<td>6.1%</td>
<td>15</td>
</tr>
</tbody>
</table>

**Totals: 247**
35. Would you support nominating more buildings or districts in Salem?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>74.6%</td>
<td>176</td>
</tr>
<tr>
<td>No</td>
<td>25.4%</td>
<td>60</td>
</tr>
</tbody>
</table>

**Totals: 236**
36. If yes, where would you like to see designated? (Try to use addresses, standard neighborhood names, or cross-streets to describe the area or building you think should be designated)

<table>
<thead>
<tr>
<th>ResponseID</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>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.</td>
</tr>
<tr>
<td>17</td>
<td>In NE Salem. NOLA, LANSING and Northgate NA.</td>
</tr>
<tr>
<td>18</td>
<td>Grant, Fairmount, Nob Hill</td>
</tr>
<tr>
<td>21</td>
<td>NEN-SESNA</td>
</tr>
<tr>
<td>23</td>
<td>IKE Box on Chemeketa. More properties outside the downtown area.</td>
</tr>
<tr>
<td>26</td>
<td>not sure</td>
</tr>
<tr>
<td>27</td>
<td>Englewood</td>
</tr>
<tr>
<td>28</td>
<td>South of bush park</td>
</tr>
<tr>
<td>42</td>
<td>I need to see a map to answer this.</td>
</tr>
<tr>
<td>49</td>
<td>I don’t know addresses</td>
</tr>
<tr>
<td>50</td>
<td>2975 D St NE</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>61</td>
<td>fairmont area around governors mansion</td>
</tr>
<tr>
<td>64</td>
<td>All, or parts, of the circle of inner city neighborhoods Grant, NEN SESNA, SCAN, West</td>
</tr>
<tr>
<td>74</td>
<td>Parts of Fairmont Hill, some of the better Clarence Smith houses</td>
</tr>
<tr>
<td>75</td>
<td>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.</td>
</tr>
<tr>
<td>81</td>
<td>I don't know.</td>
</tr>
<tr>
<td>85</td>
<td>Neighborhood off of 14th, Bush neighborhood, etc.</td>
</tr>
<tr>
<td>87</td>
<td>Englewood 21st ST NE</td>
</tr>
<tr>
<td>92</td>
<td>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</td>
</tr>
<tr>
<td>95</td>
<td>Idk</td>
</tr>
<tr>
<td>96</td>
<td>The building BigWig Donuts is in (if it's not already listed).</td>
</tr>
<tr>
<td>97</td>
<td>?</td>
</tr>
<tr>
<td>103</td>
<td>Certain homes/properties in the Grant and West Salem neighborhoods. Some points or features along the river.</td>
</tr>
<tr>
<td>104</td>
<td>D Street Summer and Winter near the mall</td>
</tr>
<tr>
<td>106</td>
<td>Grant neighborhood</td>
</tr>
<tr>
<td>108</td>
<td>The Heights Subdivision and Chapman Hill School - West Salem</td>
</tr>
<tr>
<td>109</td>
<td>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.</td>
</tr>
<tr>
<td>111</td>
<td>As long as we make it easy for the owner/tenant to adapt/re-use the building as neighborhood changes take place.</td>
</tr>
<tr>
<td>113</td>
<td>First Presbyterian Church First untied Methodist church Micah building North high school</td>
</tr>
<tr>
<td>115</td>
<td>Neighborhoods outside downtown area, areas not surveyed by city historic preservation efforts- especially North East Salem.</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>131</td>
<td>The entire block between Cross St SE &amp; 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.</td>
</tr>
<tr>
<td>133</td>
<td>Fairmount Hill although I know that residents do not support that concept</td>
</tr>
<tr>
<td>135</td>
<td>Fairmount and Englewood neighborhoods</td>
</tr>
<tr>
<td>136</td>
<td>The neighborhood around the Governor's mansion is special, the area up High St in the southern area (south of Bush Park), Englewood</td>
</tr>
<tr>
<td>137</td>
<td>Fairmount Hill</td>
</tr>
<tr>
<td>139</td>
<td>I can't think of any at the moment.</td>
</tr>
<tr>
<td>152</td>
<td>Grant Neighborhood</td>
</tr>
<tr>
<td>154</td>
<td>Fairmont Neighborhood</td>
</tr>
<tr>
<td>155</td>
<td>Englewood neighborhood, Walnut park (near State Hospital), areas of SESNA</td>
</tr>
<tr>
<td>161</td>
<td>I don't know a specific location, but if it made sense, I would support it.</td>
</tr>
<tr>
<td>163</td>
<td>Candalaria area</td>
</tr>
<tr>
<td>166</td>
<td>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)</td>
</tr>
<tr>
<td>170</td>
<td>The rest of NEN and SESNA, Broadway district</td>
</tr>
<tr>
<td>184</td>
<td>Ike Box Fairmount Hill (yes, many of the homes are designated, but possibly having the entire neighborhood as such?)</td>
</tr>
<tr>
<td>185</td>
<td>Part of Lansing Neighborhood, Highland School area, not sure of others.</td>
</tr>
<tr>
<td>187</td>
<td>Generally supportive but I do not have specific examples.</td>
</tr>
<tr>
<td>193</td>
<td>Fairmount Hill neighborhood, area to east of South Salem High</td>
</tr>
<tr>
<td>209</td>
<td>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.</td>
</tr>
<tr>
<td>210</td>
<td>state st</td>
</tr>
<tr>
<td>214</td>
<td>Liberty commercial corridor and Fairmont and Bush neighborhoods. North of the capitol mall</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>----------</td>
</tr>
<tr>
<td>216</td>
<td>Downtown</td>
</tr>
<tr>
<td>217</td>
<td>Fairmount Hill</td>
</tr>
<tr>
<td>220</td>
<td>Highland and Englewood neighborhoods. Grant is already as far as I know.</td>
</tr>
<tr>
<td>221</td>
<td>Brooks - Northwest Christian School area- original school house on the property</td>
</tr>
<tr>
<td>222</td>
<td>Much more recognition of 1st nations people’s lives and homes in the area. Less emphasis on sites and people like Lord &amp; 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.</td>
</tr>
<tr>
<td>237</td>
<td>Restore more of historic downtown and on the riverfront</td>
</tr>
<tr>
<td>238</td>
<td>Maybe expand the Grant neighborhood designation to more of the neighborhood on the south side on Market.</td>
</tr>
<tr>
<td>241</td>
<td>South East Salem Neighborhood</td>
</tr>
<tr>
<td>247</td>
<td>Grant Neighborhood</td>
</tr>
<tr>
<td>254</td>
<td>I have no individual buildings in mind.</td>
</tr>
<tr>
<td>261</td>
<td>Grant neighborhood</td>
</tr>
<tr>
<td>267</td>
<td>17th</td>
</tr>
<tr>
<td>274</td>
<td>Expansion of the downtown district.</td>
</tr>
<tr>
<td>278</td>
<td>The residential area south of bush park.</td>
</tr>
<tr>
<td>279</td>
<td>Lansing neighborhood,</td>
</tr>
<tr>
<td>282</td>
<td>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.</td>
</tr>
<tr>
<td>287</td>
<td>Englewood Elementary School</td>
</tr>
<tr>
<td>290</td>
<td>I don't know where is currently designated</td>
</tr>
<tr>
<td>291</td>
<td>Fairmont Hill</td>
</tr>
<tr>
<td>294</td>
<td>Oregon State Hospital trees should be designated as historic so that they can be saved.</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>----------</td>
</tr>
<tr>
<td>297</td>
<td>14th st se; also highland neighborhood</td>
</tr>
<tr>
<td>302</td>
<td>Wherever their are historic properties.</td>
</tr>
<tr>
<td>307</td>
<td>Fairmont Hill homes</td>
</tr>
<tr>
<td>309</td>
<td>Downtown</td>
</tr>
<tr>
<td>310</td>
<td>The canneries</td>
</tr>
<tr>
<td>311</td>
<td>State Fairgrounds Silverton Rd and 17th</td>
</tr>
<tr>
<td>312</td>
<td>Every existing downtown building constructed prior to 1940, every single family home constructed prior to 1940.</td>
</tr>
<tr>
<td>315</td>
<td>Fairmount</td>
</tr>
<tr>
<td>316</td>
<td>Summer Street homes and neighborhood just north of the Capital Mall.</td>
</tr>
<tr>
<td>317</td>
<td>I say yes in principle because I'm not sure what has been designated historical and what has not</td>
</tr>
<tr>
<td>318</td>
<td>neighborhoods north of Capitol Mall and North High.</td>
</tr>
<tr>
<td>323</td>
<td>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.</td>
</tr>
<tr>
<td>325</td>
<td>I'm not knowledgeable enough to suggest particular designations. However, I would be generally supportive of such efforts.</td>
</tr>
<tr>
<td>328</td>
<td>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 &quot;McMansions&quot; (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.</td>
</tr>
<tr>
<td>336</td>
<td>Residential areas just north of downtown and the Capitol - Sumner and Winter Streets.</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>----------</td>
</tr>
<tr>
<td>337</td>
<td>Downtown Salem. Our downtown is a very Historic and classic American downtown.</td>
</tr>
</tbody>
</table>
37. Do you feel that historic buildings and places are important assets in the community? (0= Not at all important assets / 10= Very important assets)

<table>
<thead>
<tr>
<th>Segment</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoters</td>
<td>62.9%</td>
<td>151</td>
</tr>
<tr>
<td>Passives</td>
<td>23.3%</td>
<td>56</td>
</tr>
<tr>
<td>Detractors</td>
<td>13.8%</td>
<td>33</td>
</tr>
</tbody>
</table>

**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 Historic Preservation program? (0 = I am not at all happy with the program / 10 = I am very happy with the program)

NPS® Score: -38.8

- Promoters: 15.8% (38)
- Passives: 29.6% (71)
- Detractors: 54.6% (131)

Totals: 240
40. What, if anything, could be improved about the City's historic preservation program?

<table>
<thead>
<tr>
<th>ResponseID</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>I don't know much about it so probably more education</td>
</tr>
<tr>
<td>16</td>
<td>I rated #17 a “5” as I don’t know enough to have an opinion.</td>
</tr>
<tr>
<td>18</td>
<td>More proactive resistance to historic building coming down, ie YMCA</td>
</tr>
<tr>
<td>19</td>
<td>Visibility. You can't depend on the Statesman-Journal anymore for articles. Other vehicles need to be used.</td>
</tr>
<tr>
<td>23</td>
<td>Legislation so that buildings can't be replaced by stand-alone parking lots.</td>
</tr>
<tr>
<td>27</td>
<td>The city council needs to listen to the Historic Preservation Commission and not over ride its decisions.</td>
</tr>
<tr>
<td>30</td>
<td>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.</td>
</tr>
<tr>
<td>32</td>
<td>Keep in mind history is a living reality.</td>
</tr>
<tr>
<td>38</td>
<td>Providing more information to neighborhoods much earlier.</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>39</td>
<td>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.</td>
</tr>
<tr>
<td>42</td>
<td>Preservation is slow. If there is more funding, perhaps projects can move from start to finish more quickly.</td>
</tr>
<tr>
<td>46</td>
<td>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.</td>
</tr>
<tr>
<td>49</td>
<td>Reduce property taxes so people can fund preservation</td>
</tr>
<tr>
<td>61</td>
<td>protect areas not just select lots and homes. what happens in between historic homes/properties matters too.</td>
</tr>
<tr>
<td>62</td>
<td>I don't know enough about it to say</td>
</tr>
<tr>
<td>64</td>
<td>Higher Visibility</td>
</tr>
<tr>
<td>65</td>
<td>More public information/visibility for historic landmarks, such as signage/plaques on the buildings.</td>
</tr>
<tr>
<td>66</td>
<td>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.</td>
</tr>
<tr>
<td>67</td>
<td>New to program after only recently purchasing an historic property.</td>
</tr>
<tr>
<td>69</td>
<td>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.</td>
</tr>
<tr>
<td>74</td>
<td>communication</td>
</tr>
<tr>
<td>75</td>
<td>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.</td>
</tr>
<tr>
<td>76</td>
<td>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”?</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>79</td>
<td>help save the Bush Pasture trees. the S.A.A. does not seem to want to help</td>
</tr>
<tr>
<td>81</td>
<td>I don't know.</td>
</tr>
<tr>
<td>86</td>
<td>Not sure.</td>
</tr>
<tr>
<td>88</td>
<td>Advertising</td>
</tr>
<tr>
<td>89</td>
<td>Giving/communicating more information about the program to the general public</td>
</tr>
<tr>
<td>90</td>
<td>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.</td>
</tr>
<tr>
<td>92</td>
<td>Preserving a link to our city's past and history. Bland gentrification only serves to reduce interest in communities</td>
</tr>
<tr>
<td>93</td>
<td>More information thru newsletters and neighborhood associations.</td>
</tr>
<tr>
<td>95</td>
<td>No</td>
</tr>
<tr>
<td>96</td>
<td>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 Williamette 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.</td>
</tr>
<tr>
<td>98</td>
<td>More funding for the help of preservation. Sourcing period correct materials and up keep.</td>
</tr>
<tr>
<td>101</td>
<td>N/A</td>
</tr>
<tr>
<td>104</td>
<td>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.</td>
</tr>
<tr>
<td>106</td>
<td>I live/own a “contributing” house, would like more information about how to manage such a property to the benefit of the community.</td>
</tr>
<tr>
<td>109</td>
<td>I am too unfamiliar with the program to give a thoughtful answer.</td>
</tr>
<tr>
<td>111</td>
<td>I don't think I know enough to say either way.</td>
</tr>
<tr>
<td>113</td>
<td>More information/ publicity to general public.</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>115</td>
<td>More city council Support, especially support by mayor.</td>
</tr>
<tr>
<td>116</td>
<td>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.</td>
</tr>
<tr>
<td>118</td>
<td>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 &quot;historic&quot; 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.</td>
</tr>
<tr>
<td>120</td>
<td>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.</td>
</tr>
<tr>
<td>121</td>
<td>The city is too abrasive with contractors and the state. The people were rude and condescending.</td>
</tr>
<tr>
<td>128</td>
<td>Less regulation on non-historic buildings in historic areas</td>
</tr>
<tr>
<td>132</td>
<td>faster, less paperwork</td>
</tr>
<tr>
<td>133</td>
<td>More broader awareness in the community.</td>
</tr>
<tr>
<td>136</td>
<td>It needs more power to prevent the developers from tearing down valuable buildings.</td>
</tr>
<tr>
<td>137</td>
<td>Fee Structure Advocacy Incentives for adaptive reuse of historic buildings</td>
</tr>
<tr>
<td>139</td>
<td>Do more to let the public know what it is you are doing.</td>
</tr>
<tr>
<td>142</td>
<td>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</td>
</tr>
<tr>
<td>143</td>
<td>Honestly, you are doing the best you can with limited resources.</td>
</tr>
<tr>
<td>148</td>
<td>Outreach?</td>
</tr>
<tr>
<td>152</td>
<td>I have no idea. I am new here.</td>
</tr>
<tr>
<td>154</td>
<td>More advocacy for historic sites, neighborhoods, by taking the initiative beyond current levels.</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>----------</td>
</tr>
<tr>
<td>158</td>
<td>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.</td>
</tr>
<tr>
<td>160</td>
<td>More awareness.</td>
</tr>
<tr>
<td>161</td>
<td>I don't know anything about the historic preservation program.</td>
</tr>
<tr>
<td>166</td>
<td>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 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.</td>
</tr>
<tr>
<td>170</td>
<td>Outreach on seismic retrofitting for historic buildings</td>
</tr>
<tr>
<td>171</td>
<td>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.</td>
</tr>
<tr>
<td>175</td>
<td>I don't know anything about it. Don't know where to learn about it.</td>
</tr>
<tr>
<td>176</td>
<td>More information and photos in the Salem visitors' guide and on Salem tourism websites.</td>
</tr>
<tr>
<td>177</td>
<td>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.</td>
</tr>
<tr>
<td>179</td>
<td>Before and after pictures of the area, as well as walking maps for each designated area, available at some location within the designated area.</td>
</tr>
<tr>
<td>183</td>
<td>Less restrictive regulations; more nonprofit involvement</td>
</tr>
<tr>
<td>184</td>
<td>Continue to work on city code, restricting ADUs from being allowed within historical districts.</td>
</tr>
<tr>
<td>185</td>
<td>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 what to end up like CA all cement and no thought for the environment.</td>
</tr>
</tbody>
</table>
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.

More information available about historic properties such as original occupants and historic photos of properties and surrounding area where available.

Make it more affordable to maintain historic buildings.

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.

Very happy with assistance of the Salem Historic Landmarks Commission Staff (Kimberli).

It worked as it should with our project.

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.

constant positive publicity/news reports, etc. needed to keep in public consciousness

The city could stop letting developers do whatever they want to whatever property they want.

Public outreach

I can't think of anything historic that needs to be saved that hasn't already been saved.

Although not directly connected, making Salem more walkable would increase people's interest in visiting historic sights.

Letting go of old industrial buildings and homes not in a planned neighborhood along the waterfront.

More communication and education to community

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.

More public awareness
<table>
<thead>
<tr>
<th>ResponseID</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>238</td>
<td>Assist property owners in preserving the properties.</td>
</tr>
<tr>
<td>244</td>
<td>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).</td>
</tr>
<tr>
<td>252</td>
<td>More education regarding history of an area</td>
</tr>
<tr>
<td>254</td>
<td>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.</td>
</tr>
<tr>
<td>257</td>
<td>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.</td>
</tr>
<tr>
<td>258</td>
<td>More info out there. Have no clue what the group does or is.</td>
</tr>
<tr>
<td>261</td>
<td>I am not familiar with it, so I cannot say</td>
</tr>
<tr>
<td>263</td>
<td>More information</td>
</tr>
<tr>
<td>274</td>
<td>Clearer guidelines and expectations.</td>
</tr>
<tr>
<td>279</td>
<td>Needs to be more advertised</td>
</tr>
<tr>
<td>281</td>
<td>Consistency</td>
</tr>
<tr>
<td>289</td>
<td>I don’t know that much about this part.</td>
</tr>
<tr>
<td>290</td>
<td>I don’t know the current program, so maybe better publicity</td>
</tr>
<tr>
<td>291</td>
<td>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.</td>
</tr>
<tr>
<td>294</td>
<td>I don’t know enough about the city’s historic preservation program to judge it.</td>
</tr>
<tr>
<td>298</td>
<td>Allow upgrades for energy efficiency</td>
</tr>
<tr>
<td>299</td>
<td>Community involvement and education</td>
</tr>
<tr>
<td>305</td>
<td>the cost is too much!</td>
</tr>
<tr>
<td>307</td>
<td>More visibility.</td>
</tr>
<tr>
<td>308</td>
<td>Underground tours downtown would be fantastic.</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>-----------</td>
<td>----------</td>
</tr>
<tr>
<td>312</td>
<td>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.</td>
</tr>
<tr>
<td>315</td>
<td>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.</td>
</tr>
<tr>
<td>316</td>
<td>Get more information out to the public.</td>
</tr>
<tr>
<td>317</td>
<td>I'm honestly unfamiliar with this program, so I would say more awareness could help.</td>
</tr>
<tr>
<td>318</td>
<td>Education of historic property owners. Convincing other residents of the value which historic districts bring to Salem as a city.</td>
</tr>
<tr>
<td>323</td>
<td>I don't know much about the program!</td>
</tr>
<tr>
<td>325</td>
<td>Increased communication.</td>
</tr>
<tr>
<td>326</td>
<td>I don't know anything about the City's historic preservation program.</td>
</tr>
<tr>
<td>328</td>
<td>I don't know enough about it yet to feel I could comment on improvements.</td>
</tr>
<tr>
<td>330</td>
<td>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.</td>
</tr>
<tr>
<td>333</td>
<td>Cut costs of applying for historic changes.</td>
</tr>
<tr>
<td>334</td>
<td>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?</td>
</tr>
<tr>
<td>336</td>
<td>More funding and cooperation with innovations that support environmental preservation as well.</td>
</tr>
<tr>
<td>337</td>
<td>I’d like to see get their projects approved quicker.</td>
</tr>
</tbody>
</table>
41. How old are you?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25</td>
<td>1.3%</td>
<td>3</td>
</tr>
<tr>
<td>26-35</td>
<td>17.9%</td>
<td>43</td>
</tr>
<tr>
<td>36-50</td>
<td>26.3%</td>
<td>63</td>
</tr>
<tr>
<td>51-65</td>
<td>26.7%</td>
<td>64</td>
</tr>
<tr>
<td>over 65</td>
<td>27.9%</td>
<td>67</td>
</tr>
</tbody>
</table>

Totals: 240
42. How would you describe yourself? (Please select all that apply)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>88.6%</td>
<td>202</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>3.1%</td>
<td>7</td>
</tr>
<tr>
<td>Black or African American</td>
<td>0.4%</td>
<td>1</td>
</tr>
<tr>
<td>Native American or American Indian</td>
<td>0.9%</td>
<td>2</td>
</tr>
<tr>
<td>Asian or Pacific Islander</td>
<td>3.9%</td>
<td>9</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>7.0%</td>
<td>16</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>Count</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------------------------</td>
<td>-------</td>
<td></td>
</tr>
<tr>
<td>Human</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>American</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Euro-trash American</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>I don't care to share this</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Irish and Unknown...</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>N.A.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Oregonian</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Ruggedly handsome</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Scientifically, there are no races. Skin shading is not an indicaor</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>of a non-existent race.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>mixed</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>twins</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>will not disclose</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>13</td>
<td></td>
</tr>
</tbody>
</table>
43. 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.)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>High school degree or equivalent (i.e., GED)</td>
<td>9.0%</td>
<td>21</td>
</tr>
<tr>
<td>Associate degree (e.g. AA, AS)</td>
<td>10.7%</td>
<td>25</td>
</tr>
<tr>
<td>Bachelor's Degree (B.A., B.S.)</td>
<td>22.6%</td>
<td>53</td>
</tr>
<tr>
<td>Master's degree (e.g. MA, MS, MEd)</td>
<td>36.8%</td>
<td>86</td>
</tr>
<tr>
<td>Professional degree (e.g. MD, DDS, DVM)</td>
<td>15.0%</td>
<td>35</td>
</tr>
<tr>
<td>Doctorate (e.g. PhD, EdD)</td>
<td>6.0%</td>
<td>14</td>
</tr>
</tbody>
</table>

**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?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $20,000</td>
<td>3.8%</td>
<td>8</td>
</tr>
<tr>
<td>$20,000 to $34,999</td>
<td>2.8%</td>
<td>6</td>
</tr>
<tr>
<td>$35,000 to $49,999</td>
<td>15.0%</td>
<td>32</td>
</tr>
<tr>
<td>$50,000 to $74,999</td>
<td>23.9%</td>
<td>51</td>
</tr>
<tr>
<td>$75,000 to $99,999</td>
<td>20.2%</td>
<td>43</td>
</tr>
<tr>
<td>Over $100,000</td>
<td>34.3%</td>
<td>73</td>
</tr>
</tbody>
</table>

Totals: 213
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 – choose which STRATEGY/ACTION you think is the most important out of all fourteen STRATEGIES

- **Choose areas to designate on our “Potential Historic Places” map**

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](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 (TDD/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.
<table>
<thead>
<tr>
<th>Problems</th>
<th>Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expensive to fix up old houses</td>
<td>Larger toolbox grant</td>
</tr>
<tr>
<td></td>
<td>Exempt certain kinds projects from design review fee</td>
</tr>
<tr>
<td></td>
<td>Offer volunteer &quot;trade&quot; for work on other people's houses</td>
</tr>
<tr>
<td></td>
<td>Sponsorship for toolbox, workshops, etc. (Restore Oregon, etc.)</td>
</tr>
<tr>
<td></td>
<td>Funding for interior work?</td>
</tr>
<tr>
<td></td>
<td>Sliding scale for DR</td>
</tr>
<tr>
<td></td>
<td>Rolling credit for doing a good job on project</td>
</tr>
<tr>
<td>Cumbersome documentation process for toolbox/land use</td>
<td>Streamline paperwork</td>
</tr>
<tr>
<td></td>
<td>Auto qualify for $$ for certain projects</td>
</tr>
<tr>
<td></td>
<td>Does toolbox need to be done by contractor? Maybe exempt certain kinds of</td>
</tr>
<tr>
<td></td>
<td>projects from contractor requirement</td>
</tr>
<tr>
<td></td>
<td>Require sign off from B&amp;S instead of contractor</td>
</tr>
<tr>
<td></td>
<td>Streamline application paperwork</td>
</tr>
<tr>
<td>Confusion about local vs national registration</td>
<td>Brochure</td>
</tr>
<tr>
<td></td>
<td>Website improvement</td>
</tr>
<tr>
<td></td>
<td>Clarify Special Assessment and benefits of National Register</td>
</tr>
<tr>
<td>Not enough money</td>
<td>Get more money - permanent TOT funding?</td>
</tr>
<tr>
<td></td>
<td>local tax credits?</td>
</tr>
<tr>
<td></td>
<td>Support Restore Oregon Legislation</td>
</tr>
<tr>
<td></td>
<td>Budgeted Toolbox money</td>
</tr>
<tr>
<td>Some people don't comply with code</td>
<td>More people to do enforcement</td>
</tr>
<tr>
<td></td>
<td>Education</td>
</tr>
<tr>
<td></td>
<td>Review enforcement code and policies</td>
</tr>
<tr>
<td></td>
<td>Fines or double fees for violations</td>
</tr>
<tr>
<td>Don't how to fix up old house</td>
<td>Brochure</td>
</tr>
<tr>
<td></td>
<td>Videos</td>
</tr>
<tr>
<td></td>
<td>workshops</td>
</tr>
<tr>
<td>Not enough community support</td>
<td>Beautification Awards - with $$? Refund? Credit for DR?</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-----------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Social events for folks with historic homes</td>
</tr>
<tr>
<td></td>
<td>Historic Neighborhood Day</td>
</tr>
<tr>
<td></td>
<td>Welcome packet</td>
</tr>
<tr>
<td></td>
<td>Walking tours for NA and downtown</td>
</tr>
<tr>
<td></td>
<td>More staff</td>
</tr>
</tbody>
</table>

Financial and Community Support

Appendix B
## Survey and Designation

<table>
<thead>
<tr>
<th>Problems</th>
<th>Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Law/ Owner Consent</td>
<td>Better education about benefits</td>
</tr>
<tr>
<td></td>
<td>More incentives - financial</td>
</tr>
<tr>
<td></td>
<td>Support Restore Oregon etc. in legislative efforts</td>
</tr>
<tr>
<td>Education about designation process/benefits/responsibilities</td>
<td>Education on incentives</td>
</tr>
<tr>
<td></td>
<td>Offer more incentives</td>
</tr>
<tr>
<td></td>
<td>Phased Designation</td>
</tr>
<tr>
<td></td>
<td>Better web page</td>
</tr>
<tr>
<td></td>
<td>Use NAs - improve Heritage NA</td>
</tr>
<tr>
<td>Over regulated and prohibits needed change</td>
<td>Improved code</td>
</tr>
<tr>
<td></td>
<td>Education about code</td>
</tr>
<tr>
<td>Burdensome to be listed (National Parks Process is difficult)</td>
<td>Establish local designation / conservation districts</td>
</tr>
<tr>
<td></td>
<td>Phased Designation</td>
</tr>
<tr>
<td></td>
<td>Heritage Neighborhood Program - expand and add financial benefits</td>
</tr>
<tr>
<td>Neighborhood Support can be difficult to get for designation</td>
<td>Incentives</td>
</tr>
<tr>
<td></td>
<td>Education</td>
</tr>
<tr>
<td></td>
<td>Code is reasonable</td>
</tr>
<tr>
<td></td>
<td>Annual communication with Nas</td>
</tr>
<tr>
<td></td>
<td>Heritage Neighborhood Program</td>
</tr>
<tr>
<td>Designation of rentals (short term especially) / ADUs</td>
<td>Code/ Design standards for ADUs</td>
</tr>
<tr>
<td></td>
<td>Code/ adaptive reuse standards - improve</td>
</tr>
<tr>
<td></td>
<td>Refer to Eunice for comp plan/ recommend criteria for historic resources</td>
</tr>
</tbody>
</table>
### Historic Preservation Plan Update

#### Open House Analysis

| 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  

---

**Survey and Designation**
<table>
<thead>
<tr>
<th>Problems</th>
<th>Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bush's Pasture Park Trees (Art Fair is causing trees harm)</td>
<td>Specific code for Bush’s Pasture Park - Oak Trees</td>
</tr>
<tr>
<td></td>
<td>Regulate use of Art Fair (CMO?)</td>
</tr>
<tr>
<td>Don’t allow energy efficient options (windows)</td>
<td>Education about efficiency of historic windows</td>
</tr>
<tr>
<td></td>
<td>Storm window info/ look at code to exempt review of storm windows</td>
</tr>
<tr>
<td></td>
<td>Window workshop</td>
</tr>
<tr>
<td></td>
<td>Use YouTube to communicate</td>
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<td></td>
<td>Info in &quot;Welcome package&quot;</td>
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<td></td>
<td>Exempt from review particular issues</td>
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<tr>
<td></td>
<td>Review code for opportunities for incentivize preservation - auto funds for particular projects</td>
</tr>
<tr>
<td>Light pollution</td>
<td>Public Works design standards for street lights</td>
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<tr>
<td>Owl population</td>
<td>Master Parks Plan for Bush’s Pasture park</td>
</tr>
<tr>
<td>Historic Character vs new tech</td>
<td>Review code for solar panels, mechanical equipment, Brochures/guides development</td>
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<tr>
<td>Where are old/significant trees</td>
<td>Survey/identify trees</td>
</tr>
<tr>
<td></td>
<td>Review tree code and enforcement policy</td>
</tr>
<tr>
<td></td>
<td>Coordinate with PW regarding Heritage Tree program</td>
</tr>
<tr>
<td>Not enough clarification between what is Historic and what is PW</td>
<td>Coordinate with PW</td>
</tr>
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</table>
## Code Improvement

<table>
<thead>
<tr>
<th></th>
<th>Problems</th>
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<tbody>
<tr>
<td></td>
<td>Coordinate with Eunice on Comp Plan</td>
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<td>Design review standard ADUs and infill</td>
<td>Education about DR standards</td>
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<tr>
<td>External Commercial Use</td>
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<td>adversely effecting</td>
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<td>Clarify what’s exempt</td>
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<td>Historic District</td>
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<td>Work towards solutions if something isn’t approvable</td>
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<tr>
<td>(Methadone Clinic)</td>
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<td>Effect of new single</td>
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<td>family housing law on</td>
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<td>districts</td>
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<td>High cost of review</td>
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<tr>
<td>Difficult to understand</td>
<td>Education about definitions</td>
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<td>process</td>
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<td>Time for review</td>
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<td>Use within a Historic</td>
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<td>(short term rentals,</td>
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<td>parking for non</td>
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**Appendix B**
| Can HLC serve in advocacy capacity?          | More staff                                      |
|                                            | better coordination with NED                    |
|                                            | Enforcement schedule                            |
|                                            | Double fees or fines for those who don’t get review |

| Enforcement is complaint driven            | 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 |

<table>
<thead>
<tr>
<th>Safety, Health, and Security Issues in Historic Homes</th>
<th>Organized here from the &quot;Anything Else?&quot; Category</th>
</tr>
</thead>
</table>
## Education

<table>
<thead>
<tr>
<th>Problems</th>
<th>Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workshops - seismic, lead, window/door replacements, radon</td>
<td>Better promotion of existing resources</td>
</tr>
<tr>
<td>Videos - curate a list</td>
<td>Improve website</td>
</tr>
<tr>
<td>Collaborate with other organizations (SHPO, UofO, Restore Oregon, local community colleges)</td>
<td>Brochures / Historic Homeowners Resource Guide</td>
</tr>
<tr>
<td></td>
<td>Organize history talks</td>
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<tr>
<td></td>
<td>Regular forum for historic property owners</td>
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<tr>
<td></td>
<td>Make more/curate videos</td>
</tr>
</tbody>
</table>

### Historic Preservation Technical help

<table>
<thead>
<tr>
<th>Problems</th>
<th>Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organize history talks</td>
<td>Children's education - coloring book, school field trips</td>
</tr>
<tr>
<td></td>
<td>Focus on downtown</td>
</tr>
<tr>
<td></td>
<td>Signage for each historic district</td>
</tr>
<tr>
<td></td>
<td>Update newsletter format</td>
</tr>
<tr>
<td></td>
<td>Work with Travel Salem to emphasize historic resources</td>
</tr>
<tr>
<td></td>
<td>Connects research resources/ research guide</td>
</tr>
<tr>
<td></td>
<td>Walking tours</td>
</tr>
<tr>
<td></td>
<td>Utility boxes wrapped</td>
</tr>
<tr>
<td></td>
<td>Newspaper articles</td>
</tr>
</tbody>
</table>

### Lack of education for general public - Historic Preservation Techniques

<table>
<thead>
<tr>
<th>Problems</th>
<th>Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website improvement</td>
<td>Charts</td>
</tr>
<tr>
<td></td>
<td>Improve annual mailing</td>
</tr>
<tr>
<td></td>
<td>Contractors list</td>
</tr>
<tr>
<td></td>
<td>Communicate with realtors about historic program</td>
</tr>
<tr>
<td></td>
<td>Welcome packet</td>
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<tr>
<td></td>
<td>Sample submittal packet</td>
</tr>
</tbody>
</table>

### Lack of Education about Salem's history

<table>
<thead>
<tr>
<th>Problems</th>
<th>Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use social media</td>
<td>Improve website</td>
</tr>
<tr>
<td></td>
<td>Investigate HLC website</td>
</tr>
</tbody>
</table>

### Lack of education about process/program/designation

<table>
<thead>
<tr>
<th>Problems</th>
<th>Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designate underrepresented communities</td>
<td>Recognize organizations that have cultural events for more than 50 yrs.</td>
</tr>
<tr>
<td></td>
<td>Diverse cultural events</td>
</tr>
</tbody>
</table>
| Not a lot of diversity in preservation | Help owners learn more  
Prioritize Indigenous perspectives  
History Talks |
|-------------------------------------|------------------------------------------------|
| Cultural Landscapes not recognized  | Save Ben Maxwell photos  
Digitize documents  
Create City archivist position |
| Collections and documents accessible| |
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

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](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 (TDD/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.
# OPEN HOUSE #2 - 2-5-2020
## RESULTS

### Education

<table>
<thead>
<tr>
<th>Problems</th>
<th>Solutions</th>
</tr>
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<tbody>
<tr>
<td><strong>Historic Preservation Technical help</strong></td>
<td>Workshops - seismic, lead, window/door replacements, radon Videos - curate a list Collaborate with other organizations (SHPO, UofO, Restore Oregon, Astoria Community College)</td>
</tr>
<tr>
<td><strong>Lack of education for general public - Historic Preservation Techniques</strong></td>
<td>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</td>
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<tr>
<td><strong>Lack of Education about Salem's history</strong></td>
<td>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</td>
</tr>
<tr>
<td><strong>Lack of education about process/program/designation</strong></td>
<td>Website improvement Charts Improve annual mailing Contractors list Communicate with realtors about historic program Welcome packet Sample submittal packet</td>
</tr>
<tr>
<td><strong>Social Media/web presence is lacking</strong></td>
<td>Use social media Improve website Investigate HLC website</td>
</tr>
<tr>
<td><strong>Not a lot of diversity in preservation</strong></td>
<td>Designate underrepresented communities Recognize organizations that have cultural events for more than 50 yrs. Diverse cultural events</td>
</tr>
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</table>
### Code Improvement

Connie Stong, Carroll Cottingham

<table>
<thead>
<tr>
<th>Problems</th>
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<tr>
<td>Cultural Landscapes not recognized</td>
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<td>Collections and documents accessible</td>
<td>Save Ben Maxwell photos</td>
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<tr>
<td>Difficult to understand process</td>
<td>Education about definitions</td>
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<td>Improve info on website</td>
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<td>improve annual mailing (postcard?)</td>
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<td>Lien Notification process - welcome packet with more information for new owners</td>
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<td>Time for review</td>
<td>Over the counter approval</td>
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<td>Exemptions</td>
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<td>Problem</td>
<td>Solution</td>
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<td>--------------------------------------------------------------------------</td>
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<tr>
<td>More staff</td>
<td>Clarify old vs. new look of additions</td>
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<td>Review design review criteria 230.065</td>
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<tr>
<td>Difficult to understand Design review criteria</td>
<td>Update adaptive reuse</td>
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<td>Refer to Eunice for evaluation of conditional use criteria in historic districts</td>
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<tr>
<td>Use within a Historic District (short term rentals, parking for non residential.)</td>
<td>Education through newsletter and website</td>
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<td>Refer to Restore Oregon</td>
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<tr>
<td>Can HLC serve in advocacy capacity?</td>
<td>More staff</td>
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<td>better coordination with NED</td>
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<td>Enforcement schedule</td>
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<td>Double fees or fines for those who don't get review</td>
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<tr>
<td>Enforcement is complaint driven</td>
<td>Review code for standards on accessibility</td>
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<td>Coordinate with B&amp;S and fire regarding alternative standards</td>
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<tr>
<td>No special accommodations for accessibility</td>
<td>Look at code and processes for coordinating</td>
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<td>Revise SRC 230.018</td>
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<tr>
<td>Lack of effective coordination with SHPO to protect Goal 5 resources</td>
<td>Seismic retrofit workshop</td>
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<td>Use information from resources guide</td>
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<td>Accessibility - coordinate with B&amp;S and PW with ADA</td>
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### Safety, Health, and Security Issues in Historic Homes

**Financial and Community Support**

Jacque Heavy and Pat Deminna

<table>
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<tr>
<th>Problems</th>
<th>Solutions</th>
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<tbody>
<tr>
<td>Expensive to fix up old houses</td>
<td>Larger toolbox grant</td>
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<tr>
<td>Problems</td>
<td>Solutions</td>
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<tr>
<td>-------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
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<tr>
<td>Exempt certain kinds projects from design review fee</td>
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<tr>
<td>Offer volunteer &quot;trade&quot; for work on other people's houses</td>
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<tr>
<td>Sponsorship for toolbox, workshops, etc. (Restore Oregon, etc.)</td>
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<td>Funding for interior work?</td>
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<td>Sliding scale for DR</td>
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<td>Rolling credit for doing a good job on project</td>
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<tr>
<td>Cumbersome documentation process for toolbox/land use</td>
<td>Streamline paperwork</td>
</tr>
<tr>
<td></td>
<td>Auto qualify for $$ for certain projects</td>
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<tr>
<td></td>
<td>Does toolbox need to be done by contractor? Maybe exempt certain kinds of</td>
</tr>
<tr>
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<td>projects from contractor requirement</td>
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<tr>
<td></td>
<td>Require sign off from B&amp;S instead of contractor</td>
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<td>Streamline application paperwork</td>
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<tr>
<td>Confusion about local vs national registration</td>
<td>Brochure</td>
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<td>Website improvement</td>
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<td></td>
<td>Clarify Special Assessment and benefits of National Register</td>
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<tr>
<td>Not enough money</td>
<td>Get more money - permanent TOT funding?</td>
</tr>
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<td>local tax credits?</td>
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<td>Support Restore Oregon Legislation</td>
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<td>Budgeted Toolbox money</td>
</tr>
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<td>Some people don't comply with code</td>
<td>More people to do enforcement</td>
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<tr>
<td></td>
<td>Education</td>
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<td></td>
<td>Review enforcement code and policies</td>
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<td></td>
<td>Fines or double fees for violations</td>
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<td>Don't how to fix up old house</td>
<td>Brochure</td>
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<td></td>
<td>Videos</td>
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<td>workshops</td>
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<tr>
<td>Not enough community support</td>
<td>Beautification Awards - with $$$? Refund? Credit for DR?</td>
</tr>
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<td></td>
<td>Social events for folks with historic homes</td>
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<td></td>
<td>Historic Neighborhood Day</td>
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<td></td>
<td>Welcome packet</td>
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<td></td>
<td>Walking tours for NA and downtown</td>
</tr>
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<td></td>
<td>More staff</td>
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</tbody>
</table>

**Energy / Trees**

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

<table>
<thead>
<tr>
<th>Problems</th>
<th>Solutions</th>
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| State Law/Owner Consent | Better education about benefits 
More incentives - financial 
Support Restore Oregon etc. in legislative efforts |
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<th>Topic</th>
<th>Solutions/Recommendations</th>
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</thead>
<tbody>
<tr>
<td>Education about designation process/benefits/responsibilities</td>
<td>Education on incentives&lt;br&gt;Offer more incentives&lt;br&gt;Phased Designation&lt;br&gt;Better web page&lt;br&gt;Use NAs - improve Heritage NA</td>
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<tr>
<td>Over regulated and prohibits needed change</td>
<td>Improved code&lt;br&gt;Education about code</td>
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<tr>
<td>Burdensome to be listed (National Parks Process is difficult)</td>
<td>Establish local designation / conservation districts&lt;br&gt;Phased Designation&lt;br&gt;Heritage Neighborhood Program - expand and add financial benefits</td>
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<tr>
<td>Neighborhood Support can be difficult to get for designation</td>
<td>Incentives&lt;br&gt;Education&lt;br&gt;Code is reasonable&lt;br&gt;Annual communication with Nas&lt;br&gt;Heritage Neighborhood Program</td>
</tr>
<tr>
<td>Designation of rentals (short term especially) / ADUs</td>
<td>Code/ Design standards for ADUs&lt;br&gt;Code/ adaptive reuse standards - improve&lt;br&gt;Refer to Eunice for comp plan/ recommend criteria for historic resources</td>
</tr>
<tr>
<td>Areas to designate</td>
<td>See map&lt;br&gt;stamped concete&lt;br&gt;Lord and Schryver landscaped bridges</td>
</tr>
<tr>
<td>Not enough incentives</td>
<td>More monetary incentives for residential&lt;br&gt;Local tax credit&lt;br&gt;Incentivise designation - $$, plaquette, historic help</td>
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<tr>
<td>Church Street Bridge is deteriorating (other bridges as well)</td>
<td>Create MPD for Salem's Bridges&lt;br&gt;Collaborate with ODOT for $$$&lt;br&gt;Utilize ODOT's Historic Bridge team for technical support</td>
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APPENDIX C
STAKEHOLDER INVOLVEMENT MATERIALS

1. SAC Meeting #1 – Agenda – 10-23-2019
2. SAC Meeting #1 – Minutes & Presentation – 10-23-2019
3. SAC Meeting #2 – Agenda – 1-29-2020
4. SAC Meeting #2 – Minutes & Presentation
5. SAC Meeting #3 – Agenda – 4-29-2020
6. SAC Meeting #3 – Minutes & Presentation
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

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  
Robert Kraft, Contractor  
Doug Lethin, Contractor  
Michael Livingston, CANDO  
Jennifer Maglin-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

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  11:30-11:45  
(Lunch will be provided)

2. Salem’s Historic Preservation Plan –  11:45-12:00  
Overview of the Update Process - Kimberli Fitzgerald

3. Survey Results – Diana Painter  12:00-12:30  
Recommended Goal Areas/Focus Groups

4. Action Items:  12:30-12:45  
a. Election of SAC Officers: Chair and Vice Chair

5. Discussion Items:  12:45-1:15  
a. Open House #1 Preparation:  
   i. Focus Groups  
   ➢ Selection of Focus Group Leaders

   b. Survey #2

6. Historic Preservation Officer Update  1:15-1:30  
a. Additional Staff Public Outreach

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.
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.

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 Maglinite-Timbroid**
   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, CAÑDO, 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
ADOPTED IN 2010

FIVE GOALS IDENTIFIED:

➢ IMPROVE CODE
➢ PUBLIC OUTREACH & EDUCATION
➢ ECONOMIC INCENTIVES
➢ SURVEY AND DESIGNATE HISTORIC RESOURCES
➢ PROMOTE HERITAGE TOURISM & LOCAL HISTORY
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 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
  - June 2020
PHASE 1: 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
RESIDENTIAL PROPERTY OWNERS WHO HAVE BEEN THROUGH DESIGN REVIEW

- Was the design review process easy to understand and timely?
  - About ½ Major and ½ Minor review
COMMERCIAL PROPERTIES OWNERS WHO HAVE BEEN THROUGH DESIGN REVIEW

- Was the design review process easy to understand and timely?
  - Almost all major review

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<th>Percent</th>
<th>Responses</th>
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<td>30.0%</td>
<td>3</td>
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<tr>
<td>No - It was difficult to understand</td>
<td>30.0%</td>
<td>3</td>
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<tr>
<td>No - It was too slow</td>
<td>30.0%</td>
<td>3</td>
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<tr>
<td>Other - Write In (click to view)</td>
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Totals: 10
PROFESSIONALS (ARCHITECTS, CONTRACTORS, ETC.) WHO HAVE BEEN THROUGH DESIGN REVIEW

- Was the design review process easy to understand and timely?

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<th>Responses</th>
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<td>No - It was too slow</td>
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<td>Other - Write In</td>
<td>9.1%</td>
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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
ALL RESPONDENTS

- Only 6 people said historic resources weren’t valuable
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 at 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
ALL RESPONDENTS

- Green = Yes
- Red = No

39. Are you happy with the City's Historic Preservation program? (0 = I am not at all happy with the program / 10 = I am very happy with the program)

NPS® Score: -36.8

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<tr>
<td>Passives</td>
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<tr>
<td>Detractors</td>
<td>54.6%</td>
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Totals: 240
WHAT COULD BE IMPROVED ABOUT THE PROGRAM?
RECOMMENDED GOAL AREAS & FOCUS GROUPS

Analysis of Open Text Answers: (131 responses)

- Education (Program, Salem History, Preservation, etc.) 53%
- Code/Process Improvement and Enforcement 27%
- Financial Incentive/Community Council Support 13%
- Survey/Designation 3%
- Trees and Sustainability 4%
“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.”
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:

SURVEY AND DESIGNATION

Would you support designating more areas in Salem?

- 75% supported designating more areas (236 responses)
- Frequently mentioned areas
  - Grant Neighborhood
  - Englewood
  - Fairmount Hill
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.”
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
COMBINE INTERVIEWS WITH SURVEYS
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?
ELECTION OF
STAKEHOLDER ADVISORY
COMMITTEE OFFICERS

CHAIR

VICE-CHAIR
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

- 53%
- 27%
- 13%
- 4%
- 3%
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

Appendix B
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?
Creating a National Register historic district involves gathering information about the history, design and character of your community, neighborhood or downtown, and using this documentation to support the District’s nomination. At the same time, to ensure the process is successful, it is equally important to develop a community outreach program that will engage your neighbors in the planning process.

**Benefits of a district**
The benefits of creating a National Register historic district include eligibility for tax benefits 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 ongoing 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](http://www.oregonheritage.org)  
National Register website: [www.nps.gov/nr](http://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
# Report for Salem Historic Preservation Plan Update Survey

<table>
<thead>
<tr>
<th>Response Counts</th>
<th>Completion Rate:</th>
<th>Complete</th>
<th>Partial</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>74.2%</td>
<td>244</td>
<td>85</td>
</tr>
</tbody>
</table>

**Totals: 329**
1. Do you own or rent a historic property in Salem?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes - Own</td>
<td>35.6%</td>
<td>109</td>
</tr>
<tr>
<td>Yes - Rent</td>
<td>5.2%</td>
<td>16</td>
</tr>
<tr>
<td>No</td>
<td>59.2%</td>
<td>181</td>
</tr>
</tbody>
</table>

Totals: 306
2. Do you own or rent a commercial or residential property?

- **Commercial**: 18% of responses
- **Residential**: 82% of responses

### Value | Percent | Responses
---|---|---
Commercial | 17.6% | 22
Residential | 82.4% | 103

**Totals: 125**
3. Is the property you rent or own in a historic district or is it individually listed? (If you own or rent multiple, please select where each of your properties are located.)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Court-Chemeketa District</td>
<td>17.6%</td>
<td>22</td>
</tr>
<tr>
<td>Gaiety-Hill/Bush's Pasture Park District</td>
<td>26.4%</td>
<td>33</td>
</tr>
<tr>
<td>Individually Listed Property</td>
<td>22.4%</td>
<td>28</td>
</tr>
<tr>
<td>Downtown Historic District</td>
<td>16.0%</td>
<td>20</td>
</tr>
<tr>
<td>I don't know</td>
<td>17.6%</td>
<td>22</td>
</tr>
</tbody>
</table>
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.?)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>13.7%</td>
<td>42</td>
</tr>
<tr>
<td>No</td>
<td>86.3%</td>
<td>264</td>
</tr>
</tbody>
</table>

Totals: 306
5. What best describes you?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contractor</td>
<td>16.7%</td>
<td>7</td>
</tr>
<tr>
<td>Realtor</td>
<td>7.1%</td>
<td>3</td>
</tr>
<tr>
<td>Architect</td>
<td>19.0%</td>
<td>8</td>
</tr>
<tr>
<td>Developer</td>
<td>7.1%</td>
<td>3</td>
</tr>
<tr>
<td>Heritage Professional</td>
<td>16.7%</td>
<td>7</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>33.3%</td>
<td>14</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>Count</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>-------</td>
<td></td>
</tr>
<tr>
<td>owner/administrator</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Antique Business Owner</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Board Member and Volunteer</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Civil Engineer</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Cultural consultant</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Engineer</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Family Business</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Host</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Member HOA</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Property Manager &amp; Owner</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>State housing employee</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Wealth Management</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

On the Board of Celii of the Valley, we customarily use the Willamette Historical Center for our yearly festival, which is October 27th this year.

Totals                                      14
6. Do you primarily work with residential or commercial properties?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>I work primarily with residential properties</td>
<td>23.1%</td>
<td>9</td>
</tr>
<tr>
<td>I work primarily with commercial properties</td>
<td>43.6%</td>
<td>17</td>
</tr>
<tr>
<td>I work regularly with both residential and commercial properties</td>
<td>33.3%</td>
<td>13</td>
</tr>
</tbody>
</table>

Totals: 39
7. Do you know how to find out if a property is designated as historic in Salem:

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>70.7%</td>
<td>29</td>
</tr>
<tr>
<td>No</td>
<td>29.3%</td>
<td>12</td>
</tr>
</tbody>
</table>

Totals: 41
8. Do you like living in or owning a historic building? (Owners and renters)

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)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>71.0%</td>
<td>76</td>
</tr>
<tr>
<td>No</td>
<td>29.0%</td>
<td>31</td>
</tr>
</tbody>
</table>

Totals: 107
10. Where would you go to to find out more information about Salem's Historic Preservation Program? (Owners and renters)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would call the Historic Preservation Officer</td>
<td>43.5%</td>
<td>47</td>
</tr>
<tr>
<td>I would check the City's webpage</td>
<td>44.4%</td>
<td>48</td>
</tr>
<tr>
<td>I would check the Historic Landmarks Commission's social media pages</td>
<td>2.8%</td>
<td>3</td>
</tr>
<tr>
<td>I would call a general City line</td>
<td>5.6%</td>
<td>6</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>3.7%</td>
<td>4</td>
</tr>
</tbody>
</table>

**Totals:** 108

**Other - Write In**

<table>
<thead>
<tr>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Check with Kimberli</td>
</tr>
<tr>
<td>'Talk to my neighbors</td>
</tr>
<tr>
<td>e-mail the person the forms</td>
</tr>
<tr>
<td>send an email to the HPO</td>
</tr>
</tbody>
</table>

**Totals** 4
11. Have you ever been through the historic design review process? (Owners and renters)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>40.6%</td>
<td>43</td>
</tr>
<tr>
<td>No</td>
<td>50.0%</td>
<td>53</td>
</tr>
<tr>
<td>Not applicable</td>
<td>9.4%</td>
<td>10</td>
</tr>
</tbody>
</table>

**Totals: 106**
12. Was it a Major (Historic Landmarks Commission review) or Minor (administrator review) project? (Owners and renters)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major</td>
<td>57.1%</td>
<td>24</td>
</tr>
<tr>
<td>Minor</td>
<td>38.1%</td>
<td>16</td>
</tr>
<tr>
<td>I don't remember</td>
<td>4.8%</td>
<td>2</td>
</tr>
</tbody>
</table>

Totals: 42
13. Was the process easy to understand and timely? (Owners and renters)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes - I had a good experience</td>
<td>47.6%</td>
<td>20</td>
</tr>
<tr>
<td>No - It was difficult to understand</td>
<td>16.7%</td>
<td>7</td>
</tr>
<tr>
<td>No - It was too slow</td>
<td>14.3%</td>
<td>6</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>21.4%</td>
<td>9</td>
</tr>
</tbody>
</table>

Totals: 42
<table>
<thead>
<tr>
<th>Comment</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generally treated in a condescending and insulting manner by the commission</td>
<td>1</td>
</tr>
<tr>
<td>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.</td>
<td>1</td>
</tr>
<tr>
<td>It was lengthy</td>
<td>1</td>
</tr>
<tr>
<td>Somewhat difficult to understand criteria, but great support from city staff.</td>
<td>1</td>
</tr>
<tr>
<td>Very bureaucratic, felt like I was paying fees just to pay fees</td>
<td>1</td>
</tr>
<tr>
<td>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</td>
<td>1</td>
</tr>
<tr>
<td>Window contractor did it for us</td>
<td>1</td>
</tr>
<tr>
<td>good enough</td>
<td>1</td>
</tr>
<tr>
<td>okay but slow</td>
<td>1</td>
</tr>
<tr>
<td>Totals</td>
<td>9</td>
</tr>
</tbody>
</table>
14. Were the design review criteria for your project easy to understand? (Owners and renters, 0=I did not understand at all / 10=I understood perfectly)

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoters</td>
<td>37.2%</td>
<td>16</td>
</tr>
<tr>
<td>Passives</td>
<td>23.3%</td>
<td>10</td>
</tr>
<tr>
<td>Detractors</td>
<td>39.5%</td>
<td>17</td>
</tr>
</tbody>
</table>

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)

<table>
<thead>
<tr>
<th>ResponseID</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>29</td>
<td>Make it faster.....we had to wait several months for the review.</td>
</tr>
<tr>
<td>30</td>
<td>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.</td>
</tr>
<tr>
<td>32</td>
<td>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.</td>
</tr>
<tr>
<td>38</td>
<td>Train remodel contractors in what to describe and what to provide to the review.</td>
</tr>
<tr>
<td>42</td>
<td>Though it may be cumbersome, I would make the requirements stricter to adhere to/match exterior historic features when renovating or expanding.</td>
</tr>
<tr>
<td>76</td>
<td>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.</td>
</tr>
<tr>
<td>96</td>
<td>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.</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>100</td>
<td>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.</td>
</tr>
<tr>
<td>101</td>
<td>No</td>
</tr>
<tr>
<td>116</td>
<td>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.</td>
</tr>
<tr>
<td>120</td>
<td>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.</td>
</tr>
<tr>
<td>131</td>
<td>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.</td>
</tr>
<tr>
<td>132</td>
<td>Make more items administrative. Kimberli is great to work with, the HLC is not</td>
</tr>
<tr>
<td>159</td>
<td>I understood the criteria perfectly, just do not always agree with the committees criteria.</td>
</tr>
<tr>
<td>166</td>
<td>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.</td>
</tr>
<tr>
<td>168</td>
<td>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.</td>
</tr>
<tr>
<td>170</td>
<td>I would recommend referencing the Secretary of the Interior's Standards and Guidelines as the main criteria</td>
</tr>
<tr>
<td>177</td>
<td>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.</td>
</tr>
<tr>
<td>186</td>
<td>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</td>
</tr>
<tr>
<td>195</td>
<td>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...</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>----------</td>
</tr>
<tr>
<td>197</td>
<td>Kimberli and her team were able to guide us through the process. I would trust them to recommend improvement to the process.</td>
</tr>
<tr>
<td>199</td>
<td>No</td>
</tr>
<tr>
<td>202</td>
<td>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.</td>
</tr>
<tr>
<td>237</td>
<td>No</td>
</tr>
<tr>
<td>280</td>
<td>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.</td>
</tr>
<tr>
<td>305</td>
<td>I had to hire professionals at a huge cost to execute this process that is required of me to keep up with progress and maintain financial growth of my commercial building investment.</td>
</tr>
<tr>
<td>315</td>
<td>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.</td>
</tr>
<tr>
<td>325</td>
<td>No.</td>
</tr>
<tr>
<td>337</td>
<td>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.</td>
</tr>
</tbody>
</table>
16. In your opinion, is owning a historic building financially beneficial? (Owners and renters)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>No – maintenance is too costly</td>
<td>16.8%</td>
<td>18</td>
</tr>
<tr>
<td>Eventually – the value will stay more stable in a fluctuating market</td>
<td>11.2%</td>
<td>12</td>
</tr>
<tr>
<td>Yes – my building (home or business) has increased in value or my or</td>
<td>16.8%</td>
<td>18</td>
</tr>
<tr>
<td>my tenant’s business attracts more customers because of the building’s historic significance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I’m not sure</td>
<td>41.1%</td>
<td>44</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>14.0%</td>
<td>15</td>
</tr>
</tbody>
</table>

**Totals: 107**
<table>
<thead>
<tr>
<th>Other - Write In</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>our ownership is based on preservation and a love of history, not financial gain.</td>
<td>2</td>
</tr>
<tr>
<td>City owned building</td>
<td>1</td>
</tr>
<tr>
<td>Due to the new methadone clinic at the end of Miller St SE, I am not sure our home would be desirable.</td>
<td>1</td>
</tr>
<tr>
<td>I didn’t buy a historic home to be financially beneficial to me, I bought it because it is awesome.</td>
<td>1</td>
</tr>
<tr>
<td>I own property but would say having a building in the historic district is costly.</td>
<td>1</td>
</tr>
<tr>
<td>No effect that I can see</td>
<td>1</td>
</tr>
<tr>
<td>No, it ties your hands, makes you beg for approval on YOUR OWN property and stymies economic growth and opportunities</td>
<td>1</td>
</tr>
<tr>
<td>Question not relevant</td>
<td>1</td>
</tr>
<tr>
<td>State Owned Property</td>
<td>1</td>
</tr>
<tr>
<td>There is a financial investment involved, but my property is primarily a dwelling.</td>
<td>1</td>
</tr>
<tr>
<td>We certainly hope so, time will tell.</td>
<td>1</td>
</tr>
<tr>
<td>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.</td>
<td>1</td>
</tr>
<tr>
<td>all property increasing in value</td>
<td>1</td>
</tr>
<tr>
<td>we dont own it.</td>
<td>1</td>
</tr>
<tr>
<td>Totals</td>
<td>15</td>
</tr>
</tbody>
</table>
17. Do you generally know what kinds of exterior changes require historic design review? (Contractors/Heritage Professionals)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>82.5%</td>
<td>33</td>
</tr>
<tr>
<td>No</td>
<td>17.5%</td>
<td>7</td>
</tr>
</tbody>
</table>

Totals: 40
18. Where would you go to to find out more information about Salem’s Historic Preservation Program? (Contractors/Heritage Professionals)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would call the Historic Preservation Officer</td>
<td>47.5%</td>
<td>19</td>
</tr>
<tr>
<td>I would check the City’s webpage</td>
<td>42.5%</td>
<td>17</td>
</tr>
<tr>
<td>I would check the Historic Landmarks Commission's social media pages</td>
<td>2.5%</td>
<td>1</td>
</tr>
<tr>
<td>I would go to the City's building permit desk</td>
<td>5.0%</td>
<td>2</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>2.5%</td>
<td>1</td>
</tr>
</tbody>
</table>

**Totals: 40**

**Other - Write In**

<table>
<thead>
<tr>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>idk</td>
</tr>
</tbody>
</table>

**Totals**

1
19. Have you ever been through the historic design review process? (Contractors/Heritage Professionals)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>57.9%</td>
<td>22</td>
</tr>
<tr>
<td>No</td>
<td>36.8%</td>
<td>14</td>
</tr>
<tr>
<td>Not applicable</td>
<td>5.3%</td>
<td>2</td>
</tr>
</tbody>
</table>

Totals: 38
20. Was it a Major (Historic Landmarks Commission review) or Minor (Administrator review) project? (Contractors/Heritage Professionals)

The chart shows the distribution of responses as follows:

- **Major**: 55% (36 responses)
- **Minor**: 36% (23 responses)
- **I don't remember**: 9% (6 responses)

The table below summarizes the same data:

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major</td>
<td>54.5%</td>
<td>12</td>
</tr>
<tr>
<td>Minor</td>
<td>36.4%</td>
<td>8</td>
</tr>
<tr>
<td>I don't remember</td>
<td>9.1%</td>
<td>2</td>
</tr>
</tbody>
</table>

*Totals: 22*
21. Was the process easy to understand and timely? (Contractors/Heritage Professionals)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes - I had a good experience</td>
<td>63.6%</td>
<td>14</td>
</tr>
<tr>
<td>No - It was difficult to understand</td>
<td>4.5%</td>
<td>1</td>
</tr>
<tr>
<td>No - It was too slow</td>
<td>22.7%</td>
<td>5</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>9.1%</td>
<td>2</td>
</tr>
</tbody>
</table>

**Totals: 22**

**Other - Write In**

<table>
<thead>
<tr>
<th>Comment</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did not turn out the way I had hoped it would</td>
<td>1</td>
</tr>
</tbody>
</table>

**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)

<table>
<thead>
<tr>
<th>Category</th>
<th>%</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoters</td>
<td>22.7</td>
<td>5</td>
</tr>
<tr>
<td>Passives</td>
<td>36.4</td>
<td>8</td>
</tr>
<tr>
<td>Detractors</td>
<td>40.9</td>
<td>9</td>
</tr>
</tbody>
</table>

NPS® Score: -18.2

Totals: 22
23. Are there any changes you would recommend to improve the design review process or design review criterion? (Contractors/Heritage Professionals)
<table>
<thead>
<tr>
<th>ResponseID</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>120</td>
<td>Historic Design Review should not be a &quot;land-use&quot; process. Attorneys are not the professionals who should determine how the process works.</td>
</tr>
<tr>
<td>124</td>
<td>Run Site plan review concurrently with Historic review</td>
</tr>
<tr>
<td>137</td>
<td>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 disuade 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.</td>
</tr>
<tr>
<td>139</td>
<td>Provide clear direction on how to find and understand the sign code in the downtown historic district.</td>
</tr>
<tr>
<td>170</td>
<td>I would recommend further increasing project reviews at the staff level since there is a qualified preservation officer for the City.</td>
</tr>
<tr>
<td>200</td>
<td>No</td>
</tr>
<tr>
<td>305</td>
<td>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.</td>
</tr>
</tbody>
</table>
24. How connected do you feel to Salem and our community? (0 is not all connected/10 is very connected)

<table>
<thead>
<tr>
<th>Segment</th>
<th>Score</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoters</td>
<td>22.4%</td>
<td>54</td>
</tr>
<tr>
<td>Passives</td>
<td>39.8%</td>
<td>96</td>
</tr>
<tr>
<td>Detractors</td>
<td>37.8%</td>
<td>91</td>
</tr>
</tbody>
</table>

**Totals:** 241

NPS® Score: -15.4
25. What makes you feel connected to Salem and our community? (Please check all that apply)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Going to Events at significant historic places in Salem (i.e., Sheep to Shawl; Deepwood Tea; Historic Walking Tour)</td>
<td>51.4%</td>
<td>127</td>
</tr>
<tr>
<td>Participating in activities in the larger community (i.e., Neighborhood Day Out; Salem Art Fair)</td>
<td>70.0%</td>
<td>173</td>
</tr>
<tr>
<td>Knowing the history of my community (i.e., going to lectures, reading about Salem history)</td>
<td>64.8%</td>
<td>160</td>
</tr>
<tr>
<td>Being involved in decisions that impact my community (i.e., going to City Council, submitting comments)</td>
<td>49.4%</td>
<td>122</td>
</tr>
<tr>
<td>Being informed about my community (i.e., receiving newsletters, notices)</td>
<td>72.9%</td>
<td>180</td>
</tr>
<tr>
<td>Working or volunteering in the community</td>
<td>55.5%</td>
<td>137</td>
</tr>
<tr>
<td>Shopping in the community</td>
<td>66.0%</td>
<td>163</td>
</tr>
<tr>
<td>I don’t feel connected to my community</td>
<td>2.0%</td>
<td>5</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>8.1%</td>
<td>20</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>Count</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
<td>-------</td>
<td></td>
</tr>
<tr>
<td>Attending</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Being a Neighbor Watch block coordinator</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Being a member of my neighborhood association board</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Board Member of the OSH Museum of Mental Health</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Farmers Market</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Having friends and family in the area</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Having regular social meetings with my neighbors</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Living centrally and being able to walk downtown</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Many friends in Salem.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>My mother was born in Salem.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>NEN meetings, Court-Chemeketa email list &amp; social gatherings</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Walking, running and cycling</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>dining....love Amadeus</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>exploring Salem</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>financially supporting my community</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>friends here</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>neighborhood association; making efforts to know neighbors</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>working on projects that are located near the districts.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>19</td>
<td></td>
</tr>
</tbody>
</table>
Appendix B

26. What places do you think help define Salem? (Please check all that apply)

- Downtown
- Willamette Heritage Center
- Deepwood Museum and Gardens
- A.C. Gilbert Children’s Museum
- The Elsinore Theatre / Grand Theatre
- Riverfront Park / Bush’s Pasture Park / other parks
- Capitol Building / Capitol Mall
- Residential Neighborhoods
- School
- Churches
- Peter Courtney Bridge / other bridges
- Willamette River
- Archaeological Sites
- Jason Lee Cemetery / Salem Pioneer Cemetery / other cemeteries
- Oregon State Hospital / other State institutions
- Salem Center Mall / Willamette Town Center / other shopping
- Other - Write In

Percent

0 10 20 30 40 50 60 70 80 90 100
<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown</td>
<td>87.8%</td>
<td>215</td>
</tr>
<tr>
<td>Willamette Heritage Center</td>
<td>64.5%</td>
<td>158</td>
</tr>
<tr>
<td>Deepwood Museum and Gardens</td>
<td>71.0%</td>
<td>174</td>
</tr>
<tr>
<td>Bush House Museum / Salem Art Association</td>
<td>76.7%</td>
<td>188</td>
</tr>
<tr>
<td>A. C. Gilbert Children's Museum</td>
<td>56.7%</td>
<td>139</td>
</tr>
<tr>
<td>The Elsinore Theatre / Grand Theatre</td>
<td>72.7%</td>
<td>178</td>
</tr>
<tr>
<td>Riverfront Park / Bush's Pasture Park / other parks</td>
<td>83.7%</td>
<td>205</td>
</tr>
<tr>
<td>Capitol Building / Capitol Mall</td>
<td>81.2%</td>
<td>199</td>
</tr>
<tr>
<td>Residential Neighborhoods</td>
<td>61.2%</td>
<td>150</td>
</tr>
<tr>
<td>Schools</td>
<td>22.0%</td>
<td>54</td>
</tr>
<tr>
<td>Churches</td>
<td>22.9%</td>
<td>56</td>
</tr>
<tr>
<td>Peter Courtney Bridge / other bridges</td>
<td>44.5%</td>
<td>109</td>
</tr>
<tr>
<td>Willamette River</td>
<td>73.9%</td>
<td>181</td>
</tr>
<tr>
<td>Archaeological Sites</td>
<td>21.2%</td>
<td>52</td>
</tr>
<tr>
<td>Jason Lee Cemetery, Salem Pioneer Cemetery, other cemeteries</td>
<td>35.5%</td>
<td>87</td>
</tr>
<tr>
<td>Oregon State Hospital / other State institutions</td>
<td>39.2%</td>
<td>96</td>
</tr>
<tr>
<td>Salem Center Mall / Willamette Town Center / other shopping</td>
<td>13.9%</td>
<td>34</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>12.2%</td>
<td>30</td>
</tr>
</tbody>
</table>

**Other - Write In**

<table>
<thead>
<tr>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>30</td>
</tr>
</tbody>
</table>
Edgewater, Broadway

Gaiety Hollow home and garden of Lord and Schryver

Gaiety Hollow, Willamette University, Hallie Ford

Ike Box

Lancaster Drive

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.

Lord & Schryver Conservancy

Minto Brown

Mission mill

Oregon Artists Series Foundation, Salem Public Art Commission, Willamette University, Hallie Ford Museum, Travel Salem

Our often-neglected neighborhood parks could be a positive contributor to image.

Pedestrian paths that connect people to neighboring streets without allowing vehicular traffic

Public art

Salem Hospital

The historic downtown residential neighborhoods are more unique to Salem

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

Very long-standing citizen organizations such as The Chemeketa Outdoor Club. Willamette University!

Willamette Univ.

Willamette University

Willamette University

Willamette university

Totals

30
<table>
<thead>
<tr>
<th>Other - Write In</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>YMCA</td>
<td>1</td>
</tr>
<tr>
<td>don't understand the question</td>
<td>1</td>
</tr>
<tr>
<td>parks, open green spaces</td>
<td>1</td>
</tr>
<tr>
<td>the carousel</td>
<td>1</td>
</tr>
<tr>
<td>union street railroad nad pedestrian bridge</td>
<td>1</td>
</tr>
<tr>
<td>willamette university</td>
<td>1</td>
</tr>
<tr>
<td>Totals</td>
<td>30</td>
</tr>
</tbody>
</table>
27. Has a place you cared about in Salem ever been lost, demolished, or significantly altered?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>46.1%</td>
<td>113</td>
</tr>
<tr>
<td>No</td>
<td>53.9%</td>
<td>132</td>
</tr>
</tbody>
</table>

Totals: 245
28. If yes, what place?

<table>
<thead>
<tr>
<th>ResponseID</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td>City Hall, County Courthouse, Fairview, ymca</td>
</tr>
<tr>
<td>23</td>
<td>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</td>
</tr>
<tr>
<td>24</td>
<td>masonic temple</td>
</tr>
<tr>
<td>26</td>
<td>can't think of a specific one now, but I'm sure there have been many over the yrs. I've lived here</td>
</tr>
<tr>
<td>27</td>
<td>Howard Hall, old city hall, old courthouse</td>
</tr>
<tr>
<td>28</td>
<td>School for the blind</td>
</tr>
<tr>
<td>29</td>
<td>Howard Hall on the Blind School Property</td>
</tr>
<tr>
<td>38</td>
<td>The Peitro Beluchi Bank Building</td>
</tr>
<tr>
<td>39</td>
<td>Oregon State Hospital; funeral home were Starbucks is, the cannery</td>
</tr>
<tr>
<td>42</td>
<td>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.</td>
</tr>
<tr>
<td>46</td>
<td>Senator Hotel</td>
</tr>
<tr>
<td>47</td>
<td>280 Liberty St NE</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>-----------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>50</td>
<td>The large green space on Park &amp; D St. that will be packed full of apartments in the near future</td>
</tr>
<tr>
<td>55</td>
<td>School for the Blind</td>
</tr>
<tr>
<td>61</td>
<td>485 leffelle st s</td>
</tr>
<tr>
<td>64</td>
<td>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,</td>
</tr>
<tr>
<td>65</td>
<td>The marble bank building in downtown Salem.</td>
</tr>
<tr>
<td>71</td>
<td>Many homes in the downtown core, Salem City Hall, Marion County Courthouse. Too many to list.</td>
</tr>
<tr>
<td>75</td>
<td>the Capitol Theater on State Street. The Heritage Tree Restaurant in an old house on Cottage near Union, I think.</td>
</tr>
<tr>
<td>87</td>
<td>Historic trees along D &amp; Center. Open space at old state hospital that is slated to become high density housing.</td>
</tr>
<tr>
<td>92</td>
<td>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</td>
</tr>
<tr>
<td>99</td>
<td>Portions of the State Hospital</td>
</tr>
<tr>
<td>100</td>
<td>Tree removal on State Street</td>
</tr>
<tr>
<td>102</td>
<td>all the old home on the capitol mall</td>
</tr>
<tr>
<td>104</td>
<td>Heritage Tree Restaurant</td>
</tr>
<tr>
<td>108</td>
<td>Downtown Salem</td>
</tr>
<tr>
<td>109</td>
<td>The State Hospital grounds between Park St and D St.</td>
</tr>
<tr>
<td>113</td>
<td>First Presbyterian Church is changing the historic sanctuary</td>
</tr>
<tr>
<td>123</td>
<td>Lindbeck Orchard - West Salem</td>
</tr>
<tr>
<td>124</td>
<td>Fire station one</td>
</tr>
<tr>
<td>128</td>
<td>Marion Hotel</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>131</td>
<td><strong>850 Liberty Street S.E.; Bungalow Residence, Assessor’s Nap 27CA073U073UI-27CA-05000 Description:</strong> 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 27CA073U073U-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.</td>
</tr>
<tr>
<td>133</td>
<td>Oregon Blind School</td>
</tr>
<tr>
<td>136</td>
<td>The Deaf Museum, some places in the downtown corridor</td>
</tr>
<tr>
<td>137</td>
<td>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</td>
</tr>
<tr>
<td>152</td>
<td>Ymca</td>
</tr>
<tr>
<td>154</td>
<td>Salem General Hospital, Blind School on Mission Street</td>
</tr>
<tr>
<td>160</td>
<td>Bush elementary</td>
</tr>
<tr>
<td>166</td>
<td>City Hall, Wilson Durbin House, the Belluschi Bank, the Marion Hotel, sacred Heart Academy, many houses</td>
</tr>
<tr>
<td>168</td>
<td>YMCA</td>
</tr>
<tr>
<td>169</td>
<td>Courthouse Square block / Oregon Hotel</td>
</tr>
<tr>
<td>170</td>
<td>continual losses of historic integrity due to changes in neighborhoods not protected as districts or individual resources</td>
</tr>
<tr>
<td>173</td>
<td>School for the Blind</td>
</tr>
<tr>
<td>179</td>
<td>Salem General Hospital and the Maternity Hospital</td>
</tr>
<tr>
<td>184</td>
<td>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</td>
</tr>
<tr>
<td>185</td>
<td>I have lived here over 50yrs, probably so.</td>
</tr>
<tr>
<td>186</td>
<td>A vintage home that stood behind its beautiful azalea hedge on the corner of Bush St and Liberty St SE</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>-----------</td>
<td>--------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>188</td>
<td>West Salem has lost beautiful vistas to housing developments and will never recover them.</td>
</tr>
<tr>
<td>189</td>
<td>Blind School</td>
</tr>
<tr>
<td>191</td>
<td>Green spaces throughout Salem</td>
</tr>
<tr>
<td>192</td>
<td>old hospital</td>
</tr>
<tr>
<td>193</td>
<td>Soon to lose the old Leslie Junior High building</td>
</tr>
<tr>
<td>197</td>
<td>The old brick City Hall</td>
</tr>
<tr>
<td>203</td>
<td>gradually replacement of original fabric by plastic crap</td>
</tr>
<tr>
<td>204</td>
<td>Nordstrom</td>
</tr>
<tr>
<td>209</td>
<td>This space isn't big enough to list them all.</td>
</tr>
<tr>
<td>210</td>
<td>north campus SH</td>
</tr>
<tr>
<td>211</td>
<td>City hall, the YMCA</td>
</tr>
<tr>
<td>214</td>
<td>Historic buildings downtown</td>
</tr>
<tr>
<td>220</td>
<td>Boyhood home of Herbert Hoover in my neighborhood!!! There is now a horrible house where it</td>
</tr>
<tr>
<td></td>
<td>once stood and a marker covered by weeds on the corner.</td>
</tr>
<tr>
<td>221</td>
<td>State hospital</td>
</tr>
<tr>
<td>222</td>
<td>Senator Hotel, the old City Hall, and the houses at corner of Liberty and Mission, and the</td>
</tr>
<tr>
<td></td>
<td>Kalapuya villages</td>
</tr>
<tr>
<td>226</td>
<td>The Old City Hall Building</td>
</tr>
<tr>
<td>237</td>
<td>City Hall</td>
</tr>
<tr>
<td>238</td>
<td>The old tree at the corner of union and cottage, the trees at the old Salem hospital building</td>
</tr>
<tr>
<td></td>
<td>on center.</td>
</tr>
<tr>
<td>245</td>
<td>The homes that used to surround the Capitol Mall</td>
</tr>
<tr>
<td>247</td>
<td>Homes once in Capitol grounds</td>
</tr>
<tr>
<td>250</td>
<td>The underground tunnels</td>
</tr>
<tr>
<td>252</td>
<td>Fairview</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>253</td>
<td>Old city hall</td>
</tr>
<tr>
<td>256</td>
<td>School for the blind</td>
</tr>
<tr>
<td>257</td>
<td>State mental hospital</td>
</tr>
<tr>
<td>263</td>
<td>Some of the downtown buildings.</td>
</tr>
<tr>
<td>264</td>
<td>City Hall clock tower</td>
</tr>
<tr>
<td>267</td>
<td>Homes</td>
</tr>
<tr>
<td>268</td>
<td>Fairview training complex</td>
</tr>
<tr>
<td>278</td>
<td>Union St pizza</td>
</tr>
<tr>
<td>279</td>
<td>Hollywood district</td>
</tr>
<tr>
<td>281</td>
<td>The original dormatory from 1908 at Fairview Training Center</td>
</tr>
<tr>
<td>282</td>
<td>Nordstrom</td>
</tr>
<tr>
<td>283</td>
<td>Fairview Facilities</td>
</tr>
<tr>
<td>287</td>
<td>Some older homes along Court and Chemeketa; most have been saved over the last 45 years, but some are not maintained.</td>
</tr>
<tr>
<td>288</td>
<td>Capitol Theater</td>
</tr>
<tr>
<td>290</td>
<td>Corner of Liberty &amp; Chemeketa</td>
</tr>
<tr>
<td>291</td>
<td>Wells Fargo Bank downtown</td>
</tr>
<tr>
<td>294</td>
<td>Removal of historic trees</td>
</tr>
<tr>
<td>297</td>
<td>can't remember</td>
</tr>
<tr>
<td>298</td>
<td>School for the blind</td>
</tr>
<tr>
<td>299</td>
<td>Capital theater downtown, state hospital, Fairview, farmlands in West Salem, other historic buildings in the downtown area</td>
</tr>
<tr>
<td>300</td>
<td>Burgerville</td>
</tr>
<tr>
<td>305</td>
<td>all the house around the capitol mall that were destroyed</td>
</tr>
<tr>
<td>307</td>
<td>The old victorian homes along the river where the cannery went in.</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>----------</td>
</tr>
<tr>
<td>309</td>
<td>Downtown bank</td>
</tr>
<tr>
<td>312</td>
<td>YMCA, many trees in downtown</td>
</tr>
<tr>
<td>316</td>
<td>Oak trees around the community and street trees by Ladd and Bush Bank</td>
</tr>
<tr>
<td>318</td>
<td>Oregon School for the Blind</td>
</tr>
<tr>
<td>325</td>
<td>School for the Blind</td>
</tr>
<tr>
<td>326</td>
<td>The orchard behind Orchard Heights Park</td>
</tr>
<tr>
<td>330</td>
<td>Oregon state school for the blind</td>
</tr>
<tr>
<td>334</td>
<td>Blind school</td>
</tr>
<tr>
<td>336</td>
<td>Old City Hall, Air BNB in Gaiety Hill area</td>
</tr>
<tr>
<td>337</td>
<td>Blind School was torn down by the greedy hospital</td>
</tr>
</tbody>
</table>
29. How would you feel if a significant historic place in Salem were to be lost? (0 = It wouldn’t bother me at all/ 10 = I would be very upset)

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoters</td>
<td>53.1%</td>
<td>130</td>
</tr>
<tr>
<td>Passives</td>
<td>28.2%</td>
<td>69</td>
</tr>
<tr>
<td>Detractors</td>
<td>18.8%</td>
<td>46</td>
</tr>
</tbody>
</table>

**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)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>I maintain a historic property that I own or rent</td>
<td>34.8%</td>
<td>85</td>
</tr>
<tr>
<td>I donate to nonprofits that support historic preservation</td>
<td>23.0%</td>
<td>56</td>
</tr>
<tr>
<td>I volunteer at a nonprofit or civic organization whose mission is preservation</td>
<td>14.8%</td>
<td>36</td>
</tr>
<tr>
<td>I actively advocate for historic properties</td>
<td>22.5%</td>
<td>55</td>
</tr>
<tr>
<td>I haven't taken any actions</td>
<td>41.8%</td>
<td>102</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>8.2%</td>
<td>20</td>
</tr>
</tbody>
</table>

Other - Write In

As part of projects at my job

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.
<table>
<thead>
<tr>
<th>Other - Write In</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>I contribute to the National Trust, maintain an unofficial group of like-minded folks in our district</td>
<td>1</td>
</tr>
<tr>
<td>I maintain a 100-year old house (non-historic)</td>
<td>1</td>
</tr>
<tr>
<td>I own an 113 year old house that I maintain and preserve. It is not listed as historic, however.</td>
<td>1</td>
</tr>
<tr>
<td>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.</td>
<td>1</td>
</tr>
<tr>
<td>I would like to, not sure how.</td>
<td>1</td>
</tr>
<tr>
<td>I've advocated for historic trees</td>
<td>1</td>
</tr>
<tr>
<td>It's difficult to take any action when I have to work two full time jobs just to live here.</td>
<td>1</td>
</tr>
<tr>
<td>My house is not on the historic register but it was built in 1928 and I want to keep it true to the era.</td>
<td>1</td>
</tr>
<tr>
<td>My house is over 100 years old but not historic looking</td>
<td>1</td>
</tr>
<tr>
<td>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.</td>
<td>1</td>
</tr>
<tr>
<td>Neighborhood Assoc member</td>
<td>1</td>
</tr>
<tr>
<td>Opposed Salem Health purchase of a home in a historic district and opposed a short term rental in a historic district.</td>
<td>1</td>
</tr>
<tr>
<td>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</td>
<td>1</td>
</tr>
<tr>
<td>We were contracted for work on a historic home.</td>
<td>1</td>
</tr>
<tr>
<td>We’re members of Willamette Heritage Center.</td>
<td>1</td>
</tr>
<tr>
<td>educate others about them</td>
<td>1</td>
</tr>
<tr>
<td>visit historic places</td>
<td>1</td>
</tr>
<tr>
<td>Totals</td>
<td>19</td>
</tr>
</tbody>
</table>
31. Who do you think is most effective at protecting historic places that matter to the community? (Please select all that apply)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private property owners</td>
<td>71.0%</td>
<td>174</td>
</tr>
<tr>
<td>Developers</td>
<td>15.1%</td>
<td>37</td>
</tr>
<tr>
<td>Nonprofit organizations</td>
<td>62.4%</td>
<td>153</td>
</tr>
<tr>
<td>Local government</td>
<td>70.6%</td>
<td>173</td>
</tr>
<tr>
<td>State government</td>
<td>33.1%</td>
<td>81</td>
</tr>
<tr>
<td>Federal government</td>
<td>15.5%</td>
<td>38</td>
</tr>
<tr>
<td>Tribal government</td>
<td>26.9%</td>
<td>66</td>
</tr>
<tr>
<td>Advocacy groups</td>
<td>51.0%</td>
<td>125</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>4.5%</td>
<td>11</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>Count</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
<td>-------</td>
<td></td>
</tr>
<tr>
<td>Academia</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>City planners</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Historic Landmarks Commission</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Historical Landmarks Commission</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>I don't feel anyone one group is most effective, it depends solely on the</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>financial motives of the person making decisions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market value is by far the best protector</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Restore Oregon</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>This is conjecture on my part</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>neighborhoods</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>no more non-profits or non-contributing properties or business</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>one for all, all for one spirit will be required to make it successful</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>11</td>
<td></td>
</tr>
</tbody>
</table>
32. What is the best way to encourage historic preservation? (Please check all that apply)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designation and Regulation</td>
<td>63.4%</td>
<td>156</td>
</tr>
<tr>
<td>Financial incentives and funding</td>
<td>78.0%</td>
<td>192</td>
</tr>
<tr>
<td>Advocacy</td>
<td>58.5%</td>
<td>144</td>
</tr>
<tr>
<td>Education/Training</td>
<td>72.4%</td>
<td>178</td>
</tr>
<tr>
<td>Recognition of successful project</td>
<td>56.9%</td>
<td>140</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>3.7%</td>
<td>9</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Benefit-Cost Analysis</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caring</td>
<td>1</td>
</tr>
<tr>
<td>Regulatory incentives and tax abatements to encourage adaptive reuse</td>
<td>1</td>
</tr>
<tr>
<td>Restore Oregon DeMuro Awards</td>
<td>1</td>
</tr>
<tr>
<td>all of the above</td>
<td>1</td>
</tr>
<tr>
<td>event for historic preservation</td>
<td>1</td>
</tr>
<tr>
<td>make it easier to get approved</td>
<td>1</td>
</tr>
<tr>
<td>thoughtful updating of Historic properties. for example maintaining 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</td>
<td>1</td>
</tr>
<tr>
<td>Totals</td>
<td>9</td>
</tr>
</tbody>
</table>
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-Chemeketa, Downtown, etc.) add value, either financial or cultural, to Salem?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes - they help increase or stabilize property values</td>
<td>18.2%</td>
<td>45</td>
</tr>
<tr>
<td>Yes - they make Salem more culturally diverse</td>
<td>22.7%</td>
<td>56</td>
</tr>
<tr>
<td>Yes - they are both financially and culturally valuable</td>
<td>50.2%</td>
<td>124</td>
</tr>
<tr>
<td>No - Historic Districts don't add value to Salem</td>
<td>2.8%</td>
<td>7</td>
</tr>
<tr>
<td>I don't know</td>
<td>6.1%</td>
<td>15</td>
</tr>
</tbody>
</table>

Totals: 247
35. Would you support nominating more buildings or districts in Salem?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>74.6%</td>
<td>176</td>
</tr>
<tr>
<td>No</td>
<td>25.4%</td>
<td>60</td>
</tr>
</tbody>
</table>

Totals: 236
36. If yes, where would you like to see designated? (Try to use addresses, standard neighborhood names, or cross-streets to describe the area or building you think should be designated)

<table>
<thead>
<tr>
<th>ResponseID</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>It's a qualified &quot;yes.&quot; 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.</td>
</tr>
<tr>
<td>17</td>
<td>In NE Salem. NOLA, LANSING and Northgate NA.</td>
</tr>
<tr>
<td>18</td>
<td>Grant, Fairmount, Nob Hill</td>
</tr>
<tr>
<td>21</td>
<td>NEN-SESNA</td>
</tr>
<tr>
<td>23</td>
<td>IKE Box on Chemeketa. More properties outside the downtown area.</td>
</tr>
<tr>
<td>26</td>
<td>not sure</td>
</tr>
<tr>
<td>27</td>
<td>Englewood</td>
</tr>
<tr>
<td>28</td>
<td>South of bush park</td>
</tr>
<tr>
<td>42</td>
<td>I need to see a map to answer this.</td>
</tr>
<tr>
<td>49</td>
<td>I don't know addresses</td>
</tr>
<tr>
<td>50</td>
<td>2975 D St NE</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>----------</td>
</tr>
<tr>
<td>61</td>
<td>fairmont area around governors mansion</td>
</tr>
<tr>
<td>64</td>
<td>All, or parts, of the circle of inner city neighborhoods Grant, NEN SESNA, SCAN, West</td>
</tr>
<tr>
<td>74</td>
<td>Parts of Fairmont Hill, some of the better Clarence Smith houses</td>
</tr>
<tr>
<td>75</td>
<td>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.</td>
</tr>
<tr>
<td>81</td>
<td>I don’t know.</td>
</tr>
<tr>
<td>85</td>
<td>Neighborhood off of 14th, Bush neighborhood, etc.</td>
</tr>
<tr>
<td>87</td>
<td>Englewood 21st ST NE</td>
</tr>
<tr>
<td>92</td>
<td>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</td>
</tr>
<tr>
<td>95</td>
<td>Idk</td>
</tr>
<tr>
<td>96</td>
<td>The building BigWig Donuts is in (if it’s not already listed).</td>
</tr>
<tr>
<td>97</td>
<td>?</td>
</tr>
<tr>
<td>103</td>
<td>Certain homes/properties in the Grant and West Salem neighborhoods. Some points or features along the river.</td>
</tr>
<tr>
<td>104</td>
<td>D Street Summer and Winter near the mall</td>
</tr>
<tr>
<td>106</td>
<td>Grant neighborhood</td>
</tr>
<tr>
<td>108</td>
<td>The Heights Subdivision and Chapman Hill School - West Salem</td>
</tr>
<tr>
<td>109</td>
<td>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.</td>
</tr>
<tr>
<td>111</td>
<td>As long as we make it easy for the owner/tenant to adapt/re-use the building as neighborhood changes take place.</td>
</tr>
<tr>
<td>113</td>
<td>First Presbyterian Church First untied Methodist church Micah building North high school</td>
</tr>
<tr>
<td>115</td>
<td>Neighborhoods outside downtown area, areas not surveyed by city historic preservation efforts- especially North East Salem.</td>
</tr>
</tbody>
</table>
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.

Fairmount Hill although I know that residents do not support that concept

Fairmount and Englewood neighborhoods

The neighborhood around the Governor's mansion is special, the area up High St in the southern area (south of Bush Park), Englewood

Fairmount Hill

I can't think of any at the moment.

Grant Neighborhood

Fairmont Neighborhood

Englewood neighborhood, Walnut park (near State Hospital), areas of SESNA

I don't know a specific location, but if it made sense, I would support it.

Candalaria area

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)

The rest of NEN and SESNA, Broadway district

Ike Box Fairmount Hill (yes, many of the homes are designated, but possibly having the entire neighborhood as such?)

Part of Lansing Neighborhood, Highland School area, not sure of others.

Generally supportive but I do not have specific examples.

Fairmount Hill neighborhood, area to east of South Salem High

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.

state st

Liberty commercial corridor and Fairmont and Bush neighborhoods. North of the capitol mall
<table>
<thead>
<tr>
<th>ResponseID</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>216</td>
<td>Downtown</td>
</tr>
<tr>
<td>217</td>
<td>Fairmount Hill</td>
</tr>
<tr>
<td>220</td>
<td>Highland and Englewood neighborhoods. Grant is already as far as I know.</td>
</tr>
<tr>
<td>221</td>
<td>Brooks - Northwest Christian School area- original school house on the property</td>
</tr>
<tr>
<td>222</td>
<td>Much more recognition of 1st nations people’s lives and homes in the area. Less emphasis on sites and people like Lord &amp; 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.</td>
</tr>
<tr>
<td>237</td>
<td>Restore more of historic downtown and on the riverfront</td>
</tr>
<tr>
<td>238</td>
<td>Maybe expand the Grant neighborhood designation to more of the neighborhood on the south side on Market</td>
</tr>
<tr>
<td>241</td>
<td>South East Salem Neighborhood</td>
</tr>
<tr>
<td>247</td>
<td>Grant Neighborhood</td>
</tr>
<tr>
<td>254</td>
<td>I have no individual buildings in mind.</td>
</tr>
<tr>
<td>261</td>
<td>Grant neighborhood</td>
</tr>
<tr>
<td>267</td>
<td>17th</td>
</tr>
<tr>
<td>274</td>
<td>Expansion of the downtown district.</td>
</tr>
<tr>
<td>278</td>
<td>The residential area south of bush park.</td>
</tr>
<tr>
<td>279</td>
<td>Lansing neighborhood,</td>
</tr>
<tr>
<td>282</td>
<td>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.</td>
</tr>
<tr>
<td>287</td>
<td>Englewood Elementary School</td>
</tr>
<tr>
<td>290</td>
<td>I don't know where is currently designated</td>
</tr>
<tr>
<td>291</td>
<td>Fairmont Hill</td>
</tr>
<tr>
<td>294</td>
<td>Oregon State Hospital trees should be designated as historic so that they can be saved.</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>297</td>
<td>14th st se; also highland neighborhood</td>
</tr>
<tr>
<td>302</td>
<td>Wherever there are historic properties.</td>
</tr>
<tr>
<td>307</td>
<td>Fairmont Hill homes</td>
</tr>
<tr>
<td>309</td>
<td>Downtown</td>
</tr>
<tr>
<td>310</td>
<td>The canneries</td>
</tr>
<tr>
<td>311</td>
<td>State Fairgrounds Silverton Rd and 17th</td>
</tr>
<tr>
<td>312</td>
<td>Every existing downtown building constructed prior to 1940, every single family home constructed prior to 1940.</td>
</tr>
<tr>
<td>315</td>
<td>Fairmount</td>
</tr>
<tr>
<td>316</td>
<td>Summer Street homes and neighborhood just north of the Capital Mall.</td>
</tr>
<tr>
<td>317</td>
<td>I say yes in principle because I'm not sure what has been designated historical and what has not.</td>
</tr>
<tr>
<td>318</td>
<td>neighborhoods north of Capitol Mall and North High.</td>
</tr>
<tr>
<td>323</td>
<td>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.</td>
</tr>
<tr>
<td>325</td>
<td>I'm not knowledgeable enough to suggest particular designations. However, I would be generally supportive of such efforts.</td>
</tr>
<tr>
<td>328</td>
<td>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 &quot;McMansions&quot; (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.</td>
</tr>
<tr>
<td>336</td>
<td>Residential areas just north of downtown and the Capitol - Sumner and Winter Streets.</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>-----------</td>
<td>-----------------------------------------------------------------</td>
</tr>
<tr>
<td>337</td>
<td>Downtown Salem. Our downtown is a very Historic and classic American downtown.</td>
</tr>
</tbody>
</table>
37. Do you feel that historic buildings and places are important assets in the community? (0= Not at all important assets / 10= Very important assets)

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoters</td>
<td>62.9%</td>
<td>151</td>
</tr>
<tr>
<td>Passives</td>
<td>23.3%</td>
<td>56</td>
</tr>
<tr>
<td>Detractors</td>
<td>13.8%</td>
<td>33</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>Promoters</th>
<th>50%</th>
<th>123</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passives</td>
<td></td>
<td>27.6%</td>
<td>68</td>
</tr>
<tr>
<td>Detractors</td>
<td></td>
<td>22.4%</td>
<td>55</td>
</tr>
</tbody>
</table>

**Totals:** 246
39. Are you happy with the City's Historic Preservation program? (0 = I am not at all happy with the program / 10 = I am very happy with the program)

NPS® Score: -38.8

- Promoters 15.8% 38
- Passives 29.6% 71
- Detractors 54.6% 131

Totals: 240
40. What, if anything, could be improved about the City's historic preservation program?

<table>
<thead>
<tr>
<th>ResponseID</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>I don't know much about it so probably more education</td>
</tr>
<tr>
<td>16</td>
<td>I rated #17 a &quot;5&quot; as I don't know enough to have an opinion.</td>
</tr>
<tr>
<td>18</td>
<td>More proactive resistance to historic building coming down, ie YMCA</td>
</tr>
<tr>
<td>19</td>
<td>Visibility. You can't depend on the Statesman-Journal anymore for articles. Other vehicles need to be used.</td>
</tr>
<tr>
<td>23</td>
<td>Legislation so that buildings can't be replaced by stand-alone parking lots.</td>
</tr>
<tr>
<td>27</td>
<td>The city council needs to listen to the Historic Preservation Commission and not over ride its decisions.</td>
</tr>
<tr>
<td>30</td>
<td>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.</td>
</tr>
<tr>
<td>32</td>
<td>Keep in mind history is a living reality.</td>
</tr>
<tr>
<td>38</td>
<td>Providing more information to neighborhoods much earlier.</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>----------</td>
</tr>
<tr>
<td>39</td>
<td>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.</td>
</tr>
<tr>
<td>42</td>
<td>Preservation is slow. If there is more funding, perhaps projects can move from start to finish more quickly.</td>
</tr>
<tr>
<td>46</td>
<td>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.</td>
</tr>
<tr>
<td>49</td>
<td>Reduce property taxes so people can fund preservation</td>
</tr>
<tr>
<td>61</td>
<td>protect areas not just select lots and homes. what happens in between historic homes/properties matters too.</td>
</tr>
<tr>
<td>62</td>
<td>I don't know enough about it to say</td>
</tr>
<tr>
<td>64</td>
<td>Higher Visibility</td>
</tr>
<tr>
<td>65</td>
<td>More public information/visibility for historic landmarks, such as signage/plaques on the buildings.</td>
</tr>
<tr>
<td>66</td>
<td>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.</td>
</tr>
<tr>
<td>67</td>
<td>New to program after only recently purchasing an historic property.</td>
</tr>
<tr>
<td>69</td>
<td>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.</td>
</tr>
<tr>
<td>74</td>
<td>communication</td>
</tr>
<tr>
<td>75</td>
<td>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.</td>
</tr>
<tr>
<td>76</td>
<td>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”?</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>----------</td>
</tr>
<tr>
<td>79</td>
<td>Help save the Bush Pasture trees. The S.A.A. does not seem to want to help</td>
</tr>
<tr>
<td>81</td>
<td>I don't know.</td>
</tr>
<tr>
<td>86</td>
<td>Not sure.</td>
</tr>
<tr>
<td>88</td>
<td>Advertising</td>
</tr>
<tr>
<td>89</td>
<td>Giving/communicating more information about the program to the general public</td>
</tr>
<tr>
<td>90</td>
<td>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.</td>
</tr>
<tr>
<td>92</td>
<td>Preserving a link to our city's past and history. Bland gentrification only serves to reduce interest in communities</td>
</tr>
<tr>
<td>93</td>
<td>More information thru newsletters and neighborhood associations.</td>
</tr>
<tr>
<td>95</td>
<td>No</td>
</tr>
<tr>
<td>96</td>
<td>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.</td>
</tr>
<tr>
<td>98</td>
<td>More funding for the help of preservation. Sourcing period correct materials and upkeep.</td>
</tr>
<tr>
<td>101</td>
<td>N/A</td>
</tr>
<tr>
<td>104</td>
<td>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.</td>
</tr>
<tr>
<td>106</td>
<td>I live/own a “contributing” house, would like more information about how to manage such a property to the benefit of the community.</td>
</tr>
<tr>
<td>109</td>
<td>I am too unfamiliar with the program to give a thoughtful answer.</td>
</tr>
<tr>
<td>111</td>
<td>I don't think I know enough to say either way.</td>
</tr>
<tr>
<td>113</td>
<td>More information/publicity to general public</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>----------</td>
</tr>
<tr>
<td>115</td>
<td>More city council Support, especially support by mayor.</td>
</tr>
<tr>
<td>116</td>
<td>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.</td>
</tr>
<tr>
<td>118</td>
<td>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 &quot;historic&quot; 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.</td>
</tr>
<tr>
<td>120</td>
<td>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.</td>
</tr>
<tr>
<td>121</td>
<td>The city is too abrasive with contractors and the state. The people were rude and condescending.</td>
</tr>
<tr>
<td>128</td>
<td>Less regulation on non-historic buildings in historic areas</td>
</tr>
<tr>
<td>132</td>
<td>faster, less paperwork</td>
</tr>
<tr>
<td>133</td>
<td>More broader awareness in the community.</td>
</tr>
<tr>
<td>136</td>
<td>It needs more power to prevent the developers from tearing down valuable buildings.</td>
</tr>
<tr>
<td>137</td>
<td>Fee Structure Advocacy Incentives for adaptive reuse of historic buildings</td>
</tr>
<tr>
<td>139</td>
<td>Do more to let the public know what it is you are doing.</td>
</tr>
<tr>
<td>142</td>
<td>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</td>
</tr>
<tr>
<td>143</td>
<td>Honestly, you are doing the best you can with limited resources.</td>
</tr>
<tr>
<td>148</td>
<td>Outreach?</td>
</tr>
<tr>
<td>152</td>
<td>I have no idea. I am new here.</td>
</tr>
<tr>
<td>154</td>
<td>More advocacy for historic sites, neighborhoods, by taking the initiative beyond current levels.</td>
</tr>
</tbody>
</table>
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.

More awareness.

I don't know anything about the historic preservation program.

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 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.

Outreach on seismic retrofitting for historic buildings

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.

I don't know anything about it. Don't know where to learn about it.

More information and photos in the Salem visitors' guide and on Salem tourism websites.

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.

Before and after pictures of the area, as well as walking maps for each designated area, available at some location within the designated area.

Less restrictive regulations; more nonprofit involvement

Continue to work on city code, restricting ADUs from being allowed within historical districts.

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 what to end up like CA all cement and no thought for the environment.
<table>
<thead>
<tr>
<th>ResponseID</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>186</td>
<td>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</td>
</tr>
<tr>
<td>187</td>
<td>More information available about historic properties such as original occupants and historic photos of properties and surrounding area where available.</td>
</tr>
<tr>
<td>191</td>
<td>Make it more affordable to maintain historic buildings.</td>
</tr>
<tr>
<td>195</td>
<td>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.</td>
</tr>
<tr>
<td>197</td>
<td>Very happy with assistance of the Salem Historic Landmarks Commission Staff (Kimberli).</td>
</tr>
<tr>
<td>200</td>
<td>It worked as it should with our project.</td>
</tr>
<tr>
<td>202</td>
<td>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.</td>
</tr>
<tr>
<td>203</td>
<td>constant positive publicity/news reports, etc. needed to keep in public consciousness</td>
</tr>
<tr>
<td>209</td>
<td>The city could stop letting developers do whatever they want to whatever property they want.</td>
</tr>
<tr>
<td>210</td>
<td>Public outreach</td>
</tr>
<tr>
<td>213</td>
<td>I can't think of anything historic that needs to be saved that hasn't already been saved</td>
</tr>
<tr>
<td>216</td>
<td>Although not directly connected, making Salem more walkable would increase people's interest in visiting historic sights.</td>
</tr>
<tr>
<td>220</td>
<td>Letting go of old industrial buildings and homes not in a planned neighborhood along the waterfront.</td>
</tr>
<tr>
<td>221</td>
<td>More communication and education to community</td>
</tr>
<tr>
<td>222</td>
<td>Recognize pre-white settler/colonization history. Including Native Americans and Mesoamericans and their lives and cultures. &quot;We&quot; (current residents) are living on top of other peoples' land. A genocide happened here and what we now see as &quot;historic&quot; (read white settlers) is a result of that genocide.</td>
</tr>
<tr>
<td>237</td>
<td>More public awareness</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>238</td>
<td>Assist property owners in preserving the properties.</td>
</tr>
<tr>
<td>244</td>
<td>Be more transparent with the community. Share/inform community on where historic buildings/neighborhoods/etal 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).</td>
</tr>
<tr>
<td>252</td>
<td>More education regarding history of an area</td>
</tr>
<tr>
<td>254</td>
<td>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.</td>
</tr>
<tr>
<td>257</td>
<td>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.</td>
</tr>
<tr>
<td>258</td>
<td>More info out there. Have no clue what the group does or is.</td>
</tr>
<tr>
<td>261</td>
<td>I am not familiar with it, so I cannot say</td>
</tr>
<tr>
<td>263</td>
<td>More information</td>
</tr>
<tr>
<td>274</td>
<td>Clearer guidelines and expectations.</td>
</tr>
<tr>
<td>279</td>
<td>Needs to be more advertised</td>
</tr>
<tr>
<td>281</td>
<td>Consistency</td>
</tr>
<tr>
<td>289</td>
<td>I don't know that much about this part.</td>
</tr>
<tr>
<td>290</td>
<td>I don't know the current program, so maybe better publicity</td>
</tr>
<tr>
<td>291</td>
<td>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.</td>
</tr>
<tr>
<td>294</td>
<td>I don't know enough about the city's historic preservation program to judge it.</td>
</tr>
<tr>
<td>298</td>
<td>Allow upgrades for energy efficiency</td>
</tr>
<tr>
<td>299</td>
<td>Community involvement and education</td>
</tr>
<tr>
<td>305</td>
<td>the cost is too much!</td>
</tr>
<tr>
<td>307</td>
<td>More visibility.</td>
</tr>
<tr>
<td>308</td>
<td>Underground tours downtown would be fantastic.</td>
</tr>
<tr>
<td>ResponseID</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>312</td>
<td>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.</td>
</tr>
<tr>
<td>315</td>
<td>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.</td>
</tr>
<tr>
<td>316</td>
<td>Get more information out to the public.</td>
</tr>
<tr>
<td>317</td>
<td>I'm honestly unfamiliar with this program, so I would say more awareness could help.</td>
</tr>
<tr>
<td>318</td>
<td>Education of historic property owners. Convincing other residents of the value which historic districts bring to Salem as a city.</td>
</tr>
<tr>
<td>323</td>
<td>I don't know much about the program!</td>
</tr>
<tr>
<td>325</td>
<td>Increased communication.</td>
</tr>
<tr>
<td>326</td>
<td>I don't know anything about the City's historic preservation program.</td>
</tr>
<tr>
<td>328</td>
<td>I don't know enough about it yet to feel I could comment on improvements.</td>
</tr>
<tr>
<td>330</td>
<td>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.</td>
</tr>
<tr>
<td>333</td>
<td>Cut costs of applying for historic changes</td>
</tr>
<tr>
<td>334</td>
<td>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?</td>
</tr>
<tr>
<td>336</td>
<td>More funding and cooperation with innovations that support environmental preservation as well.</td>
</tr>
<tr>
<td>337</td>
<td>I'd like to see get their projects approved quicker.</td>
</tr>
</tbody>
</table>
41. How old are you?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25</td>
<td>1.3%</td>
<td>3</td>
</tr>
<tr>
<td>26-35</td>
<td>17.9%</td>
<td>43</td>
</tr>
<tr>
<td>36-50</td>
<td>26.3%</td>
<td>63</td>
</tr>
<tr>
<td>51-65</td>
<td>26.7%</td>
<td>64</td>
</tr>
<tr>
<td>over 65</td>
<td>27.9%</td>
<td>67</td>
</tr>
</tbody>
</table>

Totals: 240
### How would you describe yourself? (Please select all that apply)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>88.6%</td>
<td>202</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>3.1%</td>
<td>7</td>
</tr>
<tr>
<td>Black or African American</td>
<td>0.4%</td>
<td>1</td>
</tr>
<tr>
<td>Native American or American Indian</td>
<td>0.9%</td>
<td>2</td>
</tr>
<tr>
<td>Asian or Pacific Islander</td>
<td>3.9%</td>
<td>9</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>7.0%</td>
<td>16</td>
</tr>
<tr>
<td>Other - Write In</td>
<td>Count</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>-------</td>
<td></td>
</tr>
<tr>
<td>Human</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>American</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Euro-trash American</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>I don’t care to share this</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Irish and Unknown....</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>N.A.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Oregonian</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Ruggedly handsome</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Scientifically, there are no races. Skin shading is not an indicator of a non-existent race.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>mixed</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>twins</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>will not disclose</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>13</td>
<td></td>
</tr>
</tbody>
</table>
43. 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.)

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>High school degree or equivalent (i.e., GED)</td>
<td>9.0%</td>
<td>21</td>
</tr>
<tr>
<td>Associate degree (e.g. AA, AS)</td>
<td>10.7%</td>
<td>25</td>
</tr>
<tr>
<td>Bachelor's Degree (B.A., B.S.)</td>
<td>22.6%</td>
<td>53</td>
</tr>
<tr>
<td>Master's degree (e.g. MA, MS, MEd)</td>
<td>36.8%</td>
<td>86</td>
</tr>
<tr>
<td>Professional degree (e.g. MD, DDS, DVM)</td>
<td>15.0%</td>
<td>35</td>
</tr>
<tr>
<td>Doctorate (e.g. PhD, EdD)</td>
<td>6.0%</td>
<td>14</td>
</tr>
</tbody>
</table>

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?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $20,000</td>
<td>3.8%</td>
<td>8</td>
</tr>
<tr>
<td>$20,000 to $34,999</td>
<td>2.8%</td>
<td>6</td>
</tr>
<tr>
<td>$35,000 to $49,999</td>
<td>15.0%</td>
<td>32</td>
</tr>
<tr>
<td>$50,000 to $74,999</td>
<td>23.9%</td>
<td>51</td>
</tr>
<tr>
<td>$75,000 to $99,999</td>
<td>20.2%</td>
<td>43</td>
</tr>
<tr>
<td>Over $100,000</td>
<td>34.3%</td>
<td>73</td>
</tr>
</tbody>
</table>

Totals: 213
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

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
   Status of the Update Process - Kimberli Fitzgerald 11:30-11:45

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

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.
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 Magliente-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, CBT Two Architects, Land Use
Aaron Terpening, CBT Two 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. Kimberl, 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. Julianna – 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
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
HISTORIC PRESERVATION PLAN UPDATE TIMELINE

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
- June 2020
PHASE 1: 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 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 staffing for code enforcement and all the myriad issues that surround the delicate balance between historic preservation and modern life is paramount...”

There’s Something About Salem...
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.”
RECOMMENDED GOAL #5: SURVEY AND DESIGNATION

Continue to Survey & Designate Historic Resources

- 75% supported designating more areas (236 responses)
- Frequently mentioned areas
  - Grant Neighborhood
  - Englewood
  - Fairmount Hill
Goal 1: Public Outreach & Education
Goal 3: Financial & Community Support
Goal 4: Natural Environment & Sustainability
Goal 5: Survey and Designation
DISCUSSION ITEMS
DISCUSS PRIORITIZATION OF GOALS

Goal 1: Education
Goal 2: Historic Code, Process & En
Goal 3: Financial Incentives/Comm
Council Support
Goal 4: Trees & Sustainability
Goal 5: Survey and Designation
PRIORITIZATION OF PROBLEMS TO ADDRESS WITHIN EACH GOAL
<table>
<thead>
<tr>
<th>Problems</th>
<th>Solutions</th>
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<tbody>
<tr>
<td>Historic Preservation Technical help</td>
<td>Better promotion of existing resources&lt;br&gt;Brochures/Historic Homeowners Resource Guide&lt;br&gt;Organize history talks&lt;br&gt;Regular forums for historic property owners&lt;br&gt;Make more educational videos</td>
</tr>
<tr>
<td>Lack of education for general public - Historic Preservation Techniques</td>
<td>Organize history talks&lt;br&gt;Children's education - coloring book, school field trip&lt;br&gt;Focus on downtown&lt;br&gt;Signage for each historic district&lt;br&gt;Upcite news items/story&lt;br&gt;Work with Truenailors to emphasize historic resources&lt;br&gt;Connect research resources and research guide&lt;br&gt;Lighting storia&lt;br&gt;Utility boxes wrapped&lt;br&gt;Newspaper articles</td>
</tr>
<tr>
<td>Lack of education about Salem's history</td>
<td>Website improvement&lt;br&gt;Chara&lt;br&gt;Improving manual milling&lt;br&gt;Communication list&lt;br&gt;Communicate with websites about historic program&lt;br&gt;Welcome packet&lt;br&gt;Sample submetal packet</td>
</tr>
<tr>
<td>Lack of education about process, program, and designation</td>
<td>Use social media&lt;br&gt;Improve e-database&lt;br&gt;Investigate NLC website&lt;br&gt;Designate underrepresented communities&lt;br&gt;Recognize organizations that have cultural events for more than 50 years&lt;br&gt;Diverse cultural events</td>
</tr>
<tr>
<td>Not a local diversity presentation</td>
<td>Help owners learn more&lt;br&gt;Promote Indigenous perspectives&lt;br&gt;Investigate McCann&lt;br&gt;Organized these into the &quot;Anything Else?&quot; category</td>
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<tr>
<td>Cultural landscape not recognized</td>
<td>Save and measure photos&lt;br&gt;Digitize documents&lt;br&gt;Create City archives position</td>
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<td>Collections and documents accessible</td>
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<td>Problems</td>
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<tr>
<td>Expensive to fix up old houses</td>
<td>Larger toolbox grant&lt;br&gt;Exempt certain kinds of projects from design review fee&lt;br&gt;Offer volunteer &quot;trade&quot; for work on other people's houses&lt;br&gt;Sponsorship for toolbox, workshops, etc. (Restore Oregon, etc.)&lt;br&gt;Funding for interior work?&lt;br&gt;Sliding scale for DR&lt;br&gt;Rolling credit for doing a good job on project</td>
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<td>Cumbersome documentation process for toolbox/land use</td>
<td>Streamline paperwork&lt;br&gt;Auto qualify for S&amp; for certain projects&lt;br&gt;Does toolbox need to be done by contractor? Maybe exempt certain kinds of projects from contractor requirement&lt;br&gt;require sign off from B&amp;S instead of contractor&lt;br&gt;Streamline application paperwork</td>
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<td>Confusion about local vs national registration</td>
<td>Brochure&lt;br&gt;Website improvement&lt;br&gt;Clarify Special Assessment and benefits of National Register</td>
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<td>Not enough money</td>
<td>Get more money - permanent TOT funding?&lt;br&gt;Local tax credits?&lt;br&gt;Support Restore Oregon Legislation&lt;br&gt;Budgeted Toolbox money</td>
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<td>Some people don't comply with code</td>
<td>More people to do enforcement&lt;br&gt;Education&lt;br&gt;Review enforcement code and policies&lt;br&gt;Fines or double fees for violations</td>
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<td>Brochure&lt;br&gt;Videos&lt;br&gt;workshops</td>
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<td>Not enough community support</td>
<td>Beautification Awards - with SESP? Refund? Credit for DR?&lt;br&gt;Social events for folks with historic homes&lt;br&gt;Historic Neighborhood Day&lt;br&gt;Welcome packet&lt;br&gt;Walking tours for NA and downtown&lt;br&gt;More staff</td>
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<td>Code Improvement</td>
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<td>Multiple Use adversely affecting Historic Districts</td>
<td>Design review standards ADUs and infill Education about DR standards</td>
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<td>High cost of review</td>
<td>Education about definitions Improve info on website Improve annual mailing (postcard?)</td>
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<tr>
<td>Understand Design review criteria</td>
<td>Clarify old vs. new look of additions Review design review criteria 230.055</td>
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</tbody>
</table>

<p>| Difficult to understand process | Improve annual mailing (postcard?) Use bi-annual process and welcome packet with more information for new owners |
|                               |                                  |
| Time for review               | Use the website approval More exemptions from review More staff |
|                               |                                  |
| Understanding Design review criteria | Clarify old vs. new look of additions Review design review criteria 230.055 |
|                               |                                  |
| Use within a Historic District (short-term rental, parking) | Education through newsletter and website Refer to Associate Program |
|                               |                                  |
| Can McL chase in admissibility? | More staff Better coordination with NED Enforcement schedule Double spot or fine for those who don't get reviews |
|                               |                                  |
| Enforcement is compliant drives | Review code for compliance on accessibility Coordinate with BDD and RPD regarding alternative standard |
|                               |                                  |
| Lack of effective coordination with M-RD to protect East Side residents | Lack of code and processes for coordinating Renewable SVC 201.05 |
|                               |                                  |
| Safety, health, and security issues in historic homes | Research network workshops Resources and training for upgrading necessary components, adapted some form of apparatus for safety reasons Use video surfacing, an incentive to comb some people for use information from resources guide Accessibility through coordination with BDD and RPD with ADA |
|                               |                                  |</p>
<table>
<thead>
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| 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 (GMO?) |
| 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 incentivze 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 |
<p>| Not enough clarification between what is Historic and what is PW | Coordinate with PW |</p>
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<th>Survey and Designation</th>
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| State Law/Owner Consent | Better education about benefits  
|                        | More incentives - financial  
|                        | Support Restores Dragons etc. - legislative efforts                      |                                                                            |
| Education about designation process/benefits/responsibilities | Education on incentives  
|                        | Offer more incentives  
|                        | Phased Designation  
|                        | Better web page  
|                        | Use TIFs - improve Heritage TIF                                         |                                                                            |
| 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—expedite and add financial benefits         |                                                                            |
| Neighborhood Support can be difficult to get for designation | Incentives  
|                        | Education  
|                        | Code is reasonable  
|                        | Annual communication with NPS  
|                        | Heritage Neighborhood Program  
|                        | Code/Design standards for ADUs  
|                        | Code/Adaptive reuse standards—improve  
|                        | Refer to council for comp plan/recommend criteria for historic resources  |                                                                            |
| Designation of rentals (short term especially)/ADUs         | See map  
|                        | Stamped concrete  
|                        | Sand and Schyler landscaped bridges                                      |                                                                            |
| Areas to designate | Incentives  
|                        | More monetary incentives for residential  
|                        | Local tax credit  
|                        | Immediate designation—55, plaque, historic help                         |                                                                            |
| Not enough incentives | Create ADU for Salmon’s Bridge  
|                        | Collaborate with ODOT for SIS  
|                        | Utilize ODOT’s Historic Bridge team for technical support                |                                                                            |
| Church Street Bridge is deteriorating (other bridges as well) | Create ADU for Salmon’s Bridge  
|                        | Collaborate with ODOT for SIS  
|                        | 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 DVISORY 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

- Inclusive and iterative process
- Thematic aggregation of topics
- Write a better plan
- Peer review
- Access the experts, empower the community
# Financial and Community Support

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                                 | 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 $5 for certain projects  
                                 | Does toolbox need to be done by contrator? Maybe exempt certain kinds of projects from contrator 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  
<pre><code>                             | workshops |
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| 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 |
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</tbody>
</table>
| External Commercial Use adversely effecting 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?)  
Lien Notification process - welcome packet with more information for new owners |
| Difficult to understand process | 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 |
<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can HLC serve in advocacy capacity?</td>
<td>More staff</td>
</tr>
<tr>
<td></td>
<td>better coordination with NED</td>
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<td>Enforcement schedule</td>
</tr>
<tr>
<td>Enforcement is complaint driven</td>
<td>Double fees or fines for those who don’t get review</td>
</tr>
<tr>
<td>No special accommodations for accessibility</td>
<td>Review code for standards on accessibility</td>
</tr>
<tr>
<td></td>
<td>Coordinate with B&amp;S and fire regarding alternative standards</td>
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<tr>
<td>Lack of effective coordination with SHPO to protect Goal 5 resources</td>
<td>Look at code and processes for coordinating</td>
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<td></td>
<td>Revise SRC 230.018</td>
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<td>Safety, Health, and Security Issues in Historic Homes</td>
<td>Seismic retrofit workshop</td>
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<td>Resources and training for upgrading necessary electrical, plumbing, HVAC</td>
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<td>Exempt some types of upgrades for safety reasons</td>
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<td>Use toolbox funds as incentive (auto qualify some people for projects)</td>
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<td>Use information from resources guide</td>
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<td>Accessibility – coordinate with B&amp;S and PW with ADA</td>
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<td>Workshops - seismic, lead, window/door replacements, radon</td>
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<td>Videos - curate a list</td>
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<td>Collaborate with other organizations (SHPO, UofO, Restore Oregon, local community colleges)</td>
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<td>Regular forum for historic property owners</td>
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<td>Make more/curate videos</td>
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<td>Lack of education for general public - Historic Preservation Techniques</td>
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<td>Organize history talks</td>
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<td>Children’s education - coloring book, school field trips</td>
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<td>Focus on downtown</td>
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<td>Signage for each historic district</td>
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<td>Update newsletter format</td>
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<td>Work with Travel Salem to emphasize historic resources</td>
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<td>Connects research resources/ research guide</td>
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<td>Walking tours</td>
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<td>Utility boxes wrapped</td>
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<td>Newspaper articles</td>
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<td>Lack of Education about Salem’s history</td>
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<td>Website improvement</td>
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<td>Charts</td>
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<td>Improve annual mailing</td>
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<td>Contractors list</td>
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<td>Communicate with realtors about historic program</td>
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<td>Welcome packet</td>
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<td>Sample submittal packet</td>
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<td>Lack of education about process/program/designation</td>
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<td>Use social media</td>
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<td>Improve website</td>
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<td>Investigate HLC website</td>
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<td>Social Media/web presence is lacking</td>
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<td>Designate underrepresented communities</td>
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<td>Recognize organizations that have cultural events for more than 50 yrs.</td>
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<td>Diverse cultural events</td>
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<td>Issue</td>
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<td>Not a lot of diversity in preservation</td>
<td>Help owners learn more</td>
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<td>Prioritize Indigenous perspectives</td>
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<td>History Talks</td>
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<td>Cultural Landscapes not recognized</td>
<td>Save Ben Maxwell photos</td>
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<td>Digitize documents</td>
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<td>Create City archivist position</td>
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<td>Collections and documents accessible</td>
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Appendix C

Financial / Community Support

- Expensive to fix up old houses
  - Sliding scale
- Not enough money for the program
  - Expand toolbox grants
- Not enough community support
  - Education tax assessment credit
- Dumbersome documentation process
  - Streamline for toolbox/land use
Appendix C

1. Don't allow energy efficient options (windows)
   siding

2. Historic Character vs new tech
   solar

3. Light pollution
   gen dev standards public works

Areas to designate – Where?
update survey

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

Bush’s Pasture Park Trees (Art Fair is causing trees harm)

Owl population

Old significant trees

Not enough clarification between what is Historic and what is PW Review

Lack of coordination to procedures
- Energy
- Code Improvement
- Education

   - Requires petrochemical review, Design review criteria
   - STREAMLINE

2. Use within a Historic District (short term rentals, parking for non residential)
   - Enforcement complaint driven
   - Time for review is long
   - High cost of review
   - Some people don’t comply with code

External Commercial Use
- Use adversely affecting Historic District (Methadone Clinic)

Effect of new single family housing law on districts

Lack of effective coordination with SHPO to protect Goal 5 resources
Appendix C

- Lack of education about process/program/designation
- Social Media/web presence is lacking
- No special accommodations for accessibility
- Don't know how to fix up old houses
- Cultural Landscapes not recognized
- Historic Preservation Techniques
- Technical help
- Collections and documents accessible
- Salem's history
- Non-profit
- tribal history
- Not a lot of diversity in preservation

Solutions:

- Most preferred
- Least preferred
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

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:
      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

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.
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 Magliente-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, CBTTwo Architects, Land Use
Aaron Terpening, CBTTwo 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.
v. 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. Julianna – 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
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
FIVE GOALS IDENTIFIED:

- IMPROVE CODE
- PUBLIC OUTREACH & EDUCATION
- ECONOMIC INCENTIVES
- SURVEY AND DESIGNATE HISTORIC RESOURCES
- PROMOTE HERITAGE TOURISM & LOCAL HISTORY
HISTORIC PRESERVATION PLAN UPDATE TIMELINE

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
- June 2020
PHASE 1: 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

- 53%
- 27%
- 13%
- 4%
- 3%
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 are always amazed at the nice neighborhoods within easy walking distance to the Capital and downtown...neighborhoods that are constantly threatened by traffic and development. Although budgets are tight, adequate staffing for code enforcement and all the myriad issues that surround the development of Salem are paramount.”

There’s Something About Salem...
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.”
RECOMMENDED GOAL #5:
SURVEY AND DESIGNATION

Continue to Survey & Designate Historic Resources

- 75% supported designating more areas (236 responses)
- Frequently mentioned areas
  - Grant Neighborhood
  - Englewood
  - Fairmount Hill
Goal 1: Public Outreach & Education
Goal 2: Historic Code, Process & Evaluation
Goal 3: Financial & Community Support
Goal 4: Natural Environment & Sustainability
Goal 5: Survey and Designation
DISCUSSION ITEMS
DISCUSS PRIORITIZATION OF GOALS

Goal 1: Education
Goal 2: Historic Code, Process & Engagement
Goal 3: Financial Incentives/Community Council Support
Goal 4: Trees & Sustainability
Goal 5: Survey and Designation
PRIORITIZATION OF PROBLEMS TO ADDRESS WITHIN EACH GOAL
<table>
<thead>
<tr>
<th>Problems</th>
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<td>Use social media; Improve e-site; Investigate HLIC website.</td>
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<tr>
<td>Social Media website presence is lacking</td>
<td>Designate underserved communities; Recognize organizations that have cultural events for more than 50; Diverse cultural events.</td>
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<tr>
<td>Not a local diversity presentation</td>
<td>Help own learn more; Promote Indigenous perspectives; History talks.</td>
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<tr>
<td>Cultural Landscape not recognized</td>
<td>Save Demolished photos; digitally document; Create a local history position.</td>
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<tr>
<td>Collections and documents accessible</td>
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## Financial and Community Support

<table>
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<td>Beautification Awards - with S&amp;F? Refund? Credit for OR?</td>
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<tr>
<td><strong>Poor Use adversely affecting Historic District</strong></td>
<td>Design Review: Standard ADUs and infill</td>
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<tr>
<td>Education about OR standards</td>
<td>Use of historic process: Welcome packet with more information for new owners</td>
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<tr>
<td><strong>Single family housing law on districts</strong></td>
<td>difficulties</td>
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<td>Pay once and get several reviews</td>
<td>Use in other approval for review</td>
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<tr>
<td>Exempt fee for certain kinds of projects</td>
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<td>Clarify what is exempt</td>
<td>New staff</td>
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<td>Work towards solutions if something isn’t approveable</td>
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<td><strong>High cost of review</strong></td>
<td>Clarify process, new cost of additions</td>
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<tr>
<td>Education about definitions</td>
<td>Review design criteria (Section 230.67)</td>
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<tr>
<td>Improve Info on website</td>
<td><strong>Difficult to understand process</strong></td>
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<tr>
<td>Improve annual mailing (postcard?)</td>
<td>Use non-essential mailings for new owners</td>
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<tr>
<td>Lien Notification process - welcome packet with more information for new owners</td>
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<tr>
<td><strong>Understand Design review criteria</strong></td>
<td><strong>Cost</strong></td>
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<td>Over the counter approval</td>
<td>Use of historic process: Welcome packet with more information for new owners</td>
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<td>More exemptions from review</td>
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<td>More staff</td>
<td><strong>Lack of effective coordination with 5480 to protect 5480 users</strong></td>
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<tr>
<td><strong>Time for review</strong></td>
<td>Review scoping and scheduling</td>
</tr>
<tr>
<td>Clarify old vs new look of additions</td>
<td><strong>Lack of effective workshop</strong></td>
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<tr>
<td>Review design criteria 230.65</td>
<td>Review scoping and scheduling</td>
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</tbody>
</table>

**Organized here from the “All 501” model**

- Facilitate workshops and training for upgrading necessary infrastructure
- Develop awareness of accessibility
- Use resources such as the owner’s guide
- Access to accessibility resources
- Coordination with ADA and FHA with ADA
- Safety, needs, and security issues in historic homes
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<td>Specific code for Bush's Pasture Park - Oak Trees</td>
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<td>Exempt from review particular issues</td>
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<td>Review code for opportunities for incentivize preservation - auto funds for</td>
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<td>Light pollution</td>
<td>Public Works design standards for street lights</td>
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<td>Owl population</td>
<td>Master Parks Plan for Bush's Pasture park</td>
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<td>Historic Character vs new tech</td>
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<td>Survey/identify trees</td>
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<td>Over regulated and prohibits needed change</td>
<td>Improved code. Education about code.</td>
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<td>Incentives. Education. Code is reasonable. Annual communication with NSW. Heritage Neighborhood Program.</td>
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<td>Designation of rentals (short term especially) ADUs</td>
<td>Code/Design standards for ADUs. Code/Adaptive reuse standards - improve. Refer to Jurisdiction for compact plan/ recommended criteria for historic resources.</td>
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<td>More monetary incentives for residential. Local tax credit. Incentives designation — $5, plaque, historic help.</td>
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<td>Create SPOT for Salamanca Bridges. Collaborate with ODOT for $55. Utilize ODOT’s Historic Bridge team for technical support.</td>
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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

1. Inclusive and iterative process
2. Thematic aggregation of topics
3. Write a better plan
4. Peer review
5. Access the experts, empower the community
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<td>Support Restore Oregon etc. in legislative efforts</td>
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<td>Refer to Eunice for comp plan/ recommend criteria for historic resources</td>
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| 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 - $5, 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  

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| 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 |
<p>| Not enough clarification between what is Historic and what is PW | Coordinate with PW |</p>
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<td>External Commercial Use adversely effecting Historic District (Methadone Clinic)</td>
<td>Design review standard ADUs and infill, Education about DR standards</td>
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<td>Clarify old vs. new look of additions, Review design review criteria 230.065</td>
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<td>Difficult to understand Design review criteria</td>
<td>Update adaptive reuse, Refer to Eunice for evaluation of conditional use criteria in historic districts</td>
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<td>Use within a Historic District (short term rentals, parking for non residential)</td>
<td>Education through newsletter and website, Refer to Restore Oregon</td>
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<td>Safety, Health, and Security Issues in Historic Homes</td>
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<td>Can HLC serve in advocacy capacity?</td>
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<td>Enforcement is complaint driven</td>
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<td>Enforcement schedule</td>
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<td>Double fees or fines for those who don’t get review</td>
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<td>No special accommodations for accessibility</td>
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<td>Review code for standards on accessibility</td>
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<td>Coordinate with B&amp;S and fire regarding alternative standards</td>
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<td>Look at code and processes for coordinating</td>
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<td>Revise SRC 230.018</td>
<td>Organized here from the “Anything Else?” Category</td>
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<td>Lack of effective coordination with SHPO to protect Goal 5 resources</td>
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<td>Seismic retrofit workshop</td>
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<td>Resources and training for upgrading necessary electrical, plumbing, HVAC</td>
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<td>Exempt some types of upgrades for safety reasons</td>
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<td>Use toolbox funds as incentive (auto qualify some people for projects)</td>
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<td>Use information from resources guide</td>
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<td>Accessibility - coordinate with B&amp;S and PW with ADA</td>
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<tr>
<td><strong>Historic Preservation Technical help</strong></td>
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<td>improve website</td>
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<td>Brochures / Historic Homeowners Resource Guide</td>
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<td>Organize history talks</td>
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<td><strong>Lack of education for general public - Historic Preservation Techniques</strong></td>
<td>Regular forum for historic property owners</td>
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<td>Make more/curate videos</td>
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<td><strong>Lack of Education about Salem’s history</strong></td>
<td>Organize history talks</td>
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<td>Children’s education - coloring book, school field trips</td>
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<td>Focus on downtown</td>
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<td>Work with Travel Salem to emphasize historic resources</td>
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<td>Connects research resources/ research guide</td>
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<td>improve annual mailing</td>
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<td>Contractors list</td>
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<td>Communicate with realtors about historic program</td>
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<td>Welcome packet</td>
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<td>Sample submittal packet</td>
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<td><strong>Social Media/web presence is lacking</strong></td>
<td>Use social media</td>
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<td>improve website</td>
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<td>investigate HLC website</td>
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<td>Designate underrepresented communities</td>
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<td>Recognize organizations that have cultural events for more than 50 yrs.</td>
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<td>Diverse cultural events</td>
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<td>Area</td>
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<td>Not a lot of diversity in preservation</td>
<td>Help owners learn more</td>
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<td>Prioritize Indigenous perspectives</td>
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<td>History Talks</td>
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<td>Cultural Landscapes not recognized</td>
<td>Save Ben Maxwell photos</td>
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<td>Digitize documents</td>
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<td>Create City archivist position</td>
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<tr>
<td>Collections and documents accessible</td>
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Financial/Community Support

1. Not enough money for the program
   - Expand toolbox grants

2. Expensive to fix up old houses
   - Sliding scale

- Not enough community support
- Education tax + assessment credit

- Bureaucratic documentation process for toolbox/land use
  - Streamline
Appendix C

Survey/Designation

1. Not enough money for the program
   - Expand toolbox/grants

2. Areas to designate - Where?
   - Update survey

3. Neighborhood Support can be difficult to get for designation

   - Buffersome documentation process for toolbox/use streamlined

   - Education about designation process/benefits/responsibilities

   - State Law/Owner Consent

   - 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

Designation of rentals (short term especially) / ADUs

Bush’s Pasture Park Trees (Art Fair is causing trees harm)
1. Don't allow energy efficient options (windows, siding)
2. Historic Character vs new tech (solar)
3. Light pollution
4. General development standards/public works

Areas to designate – Where?
Update survey

Historic Bridges are deteriorating
Bush's Pasture Park and Trees (Art Fair is causing trees harm)

Owl population

Not enough incentives
Over regulated and prohibits needed change
Confusion about local vs national registration

Safety, Health, and Security Issues in Historic Homes
Use within a Historic District (short term rentals, parking for non residential)

External Commercial Use adversely effects Historic District (Methadone Clinic)

Effect of new single family housing law on districts

Lack of coordination to proceed
Appendix C


2. Use within a Historic District (short term rentals, parking for non-residential)

- External Commercial Use adversely effecting Historic District (Methadone Clinic)

- Effect of new single family housing law on districts

- Lack of education about process/program/designation

- High cost of review

- Some people don’t comply with code

- Lack of education for general public - Historic Preservation Techniques

- Lack of education about process/program/designation

- Time for review is long

- Enforcement complaint driven

- Difficult to understand process

- Difficult to understand design review criteria

- Lack of education for public - Historic Preservation Techniques

- Not a lot of diversity in preservation, non-profit

- Don’t!

Owl population

Lack of effective coordination with SHPO to protect Goal 5 resources
- Lack of education about Historic Preservation
- Technical help survey

- Collections and documents accessible online

- Social Media/web presence is lacking vendors/links

- No special accommodations for accessibility

- Don't know how to fix up old house

- Cultural Landscapes not recognized

- Lack of Education about Salem's history

- Tribal history

- Not a lot of diversity in preservation, non-profits

- Some people don't comply with code
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.
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,

[Signature]

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)
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. 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

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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
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**
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

Exterior Woodwork
1. Proper **Painting and Surface Preparation**. Sharon Park, AIA. 1986.

Finishes

Historic Glass

Historic Interior Spaces

Masonry
2. Stabilization and Repair of a Historic **Terra Cotta Cornice**. Jeffrey Levine and Donna Harris. 1991.

Mechanical Systems
Metals

Museum Collections

Site

Temporary Protection

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.


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