

CITY OF SALEM
PARKS AND RECREATION ADVISORY BOARD (SPRAB)

ON-LINE SPECIAL MEETING AGENDA

Si necesita ayuda para comprender esta información, por favor llame 503-588-6003.

Individuals needing special accommodations such as sign language, foreign language interpreters or equipment for the hearing impaired must request such services at least 48 hours prior to the meeting. To request accommodations or services, please call 503-588-6211 or 503-588-6003 (TTD/TTY 503-588-6439), or by e-mail at: whitler@cityofsalem.net at least two business days in advance.

This regular meeting of the Salem Parks and Recreation Advisory Board will take place online. This page will tell you how to participate in this digital format. The agenda for the meeting is on page two.

DIGITAL MEETING INFORMATION

The City will be using ZOOM software to host this meeting. If you are new to ZOOM, you will be able to access the meeting without downloading the application. If you wish to download the software, that option will be provided when you click on the link to the meeting.

To access the November 16, 2021, 5:30 p.m. Zoom meeting from computer, tablet, or smartphone click on the following link: <https://us02web.zoom.us/j/87279941501>

You can also view the meeting on YouTube at the following link:
https://www.youtube.com/channel/UCQLj9RKZNHu4wfYcs_TC0TA

PUBLIC COMMENT

Contact Toni Whitler, Parks Planner, at whitler@cityofsalem.net if you wish to provide public comment on any agenda or non-agenda item.

Email comments: Please provide email comments **no later than 3:00 p.m. the day of the meeting.**

Live, public comment: Please contact Toni Whitler **no later than 3:00 p.m. the day of the meeting.**

Public comments will only be addressed during the public comment period as noted on the agenda (see Agenda on page 2) and will include comment on agenda and non-agenda items. Email comments submitted will be addressed during the comment period.

CONTACT INFORMATION

The City of Salem and the Salem Parks and Recreation Advisory Board thank you for your support by using the digital format. For any questions or concerns about the above information, please contact Toni Whitler, at whitler@cityofsalem.net or 503-588-6211.

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 the 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.

Es la política de la Ciudad de Salem asegurar que ninguna persona será discriminada por motivos de raza, religión, color, sexo, estado civil, situación familiar, origen nacional, edad, discapacidad mental o física, orientación sexual, identidad de género, ni fuente de ingresos, de acuerdo con el Salem Revised Code Chapter 97. La Ciudad de Salem también cumple plenamente con el Title VI of the Civil Rights Act of 1964, y los estatutos y reglamentos relacionados, en todos los programas y actividades.

CITY OF SALEM
PARKS AND RECREATION ADVISORY BOARD
SPECIAL MEETING - AGENDA
November 16, 2021 – 5:30 p.m. via ZOOM

**BOARD MEMBERS, CITY STAFF &
UPCOMING MEETINGS**

BOARD MEMBERS

Dylan McDowell, Chair
Micki Varney, Vice Chair
Alan Alexander
Tony Caito
Woody Dukes
Dave Fridenmaker
Rick Hartwig
Keith Norris
Paul Rice

CITY STAFF

Robert Chandler, Assistant Public
Works Director
Mark Bechtel, Operations Division
Manager
Patricia Farrell, Parks and Natural
Resources Planning Manager
Jennifer Kellar, Parks and Recreation
Services Manager
Becky George, Recreation Supervisor
Milan Davis, City Urban Forester
Toni Whitler, Parks Planner & Board
Liaison

UPCOMING MEETINGS

- City Council – December 6 & 13 @ 6:00 p.m.

LINKS

BOARD WEB PAGE:

<https://www.cityofsalem.net/Pages/parks-and-recreation-advisory-board.aspx>

AGENDA

- 1. CALL TO ORDER** (5:30 p.m.)
- 2. ROLL CALL**
- 3. MINUTES** (5:40 p.m.)
 - a. October 14, 2021
- 4. PUBLIC COMMENT** (*Public Comment for agenda and non-agenda items, 3 minutes.*) (5:45 p.m.)
- 5. BOARD ITEMS/PRESENTATIONS** (5:55 p.m.)
 - a. Salem Climate Action Plan – Patricia Farrell **ACTION ITEM**
- 6. NEW BUSINESS**
- 7. NEXT MEETING**
 - a. December 9, 2021
- 8. ADJOURN**



SALEM PARKS AND RECREATION ADVISORY BOARD
DIGITAL MEETING
October 14, 2021
DRAFT MINUTES

MEMBERS PRESENT

Alan Alexander
Dylan McDowell
Micki Varney
David Fridenmaker
Paul Rice
Rick Hartwig

MEMBERS ABSENT

Dave Fridenmaker
Woody Dukes

STAFF PRESENT

Becky George
Patricia Farrell
Jennifer Mongolo
Toni Whitler
Marc Weinstein
Milan Davis
Tony Caito
Kimberly Spivey

1. CALL TO ORDER

Meeting called to order

2. ROLL

3. MINUTES

Keith Norris moved to accept minutes with no changes. Paul Rice seconded.

Minutes approved.

4. PUBLIC COMMENT

a. Carol Snyder, President of the Salem Parks Foundation

Carol presented information regarding a fundraising campaign to restore the Eco Earth Globe in Riverfront Park. There has been very little maintenance done since the globe was unveiled in 2003, and the globe is in a state of disrepair. Last year a professional restoration company was consulted for a cost estimate, and the estimate was \$400,000. Salem Parks Foundation is meeting with the City to discuss how this cost will be covered, but most of the responsibility will likely fall to the Foundation and fundraising from the public. Chair McDowell thanked Ms. Snyder for her presentation and encouraged her to share additional resource information as the fundraising campaign progresses.

b. Linda Bierly and Kenneth Bierly

Linda Bierly thanked the board and City staff for reviewing the Bierlys' written comments on the draft beaver strategy plan. Linda and Kenneth declined to add additional verbal comment.

c. Geoffrey James

Geoffrey explained that he submitted written testimony regarding the lack of access to Hilfiger Park from the west, which prevents the majority of the neighborhood from directly accessing the park. He recommended that the board review his written comment for more detail regarding the Morningside Master Plan, acquisition of Meyer Farm to keep as open space, and bicycle and pedestrian path connectivity in these areas. Member Varney

thanked Mr. James for his thorough comments and requested that this information be brought back to SPRAB for official consideration at a later date. Chair McDowell thanked Mr. James and agreed that these are important issues that SPRAB should consider.

5. BOARD ITEMS/PRESENTATIONS

a. TREE CITY USA – KATIE LOMPA – OR DEPT OF FORESTRY

Katie Lompa from the Oregon Department of Forestry gave a presentation on behalf of Tree City USA. She recommended that interested parties sign up to receive newsletters, which come out seasonally. Chair McDowell thanked Katie for her presentation.

b. BEAVER STRATEGY – JENNIFER MONGOLO – NATURAL RESOURCES PLANNER

Jennifer presented information and visual aids regarding the Beaver Strategy Plan. She explained that Pacific Habitat Services is writing the plan, and a preliminary draft is still being crafted. Chair McDowell opened up for questions and comments.

Member Rice inquired whether beavers are still considered at “nuisance” under Oregon state law and can be trapped at any time. Ms. Mongolo replied that it depends whose land the beavers are on; they can still be trapped on private property, but public property would require working with a wildlife control officer. Member Rice asked for clarification as to whether “removing” means euthanization. She replied that there are multiple options, including relocation and euthanization. Relocation would be the first choice, but many factors would need to be considered for successful relocation. Member Rice inquired about the beaver dam in Minto Brown Park and whether there are plans to remove it. She replied that there are not currently plans to remove it, but other options have been discussed to facilitate trail usage. Chair McDowell agreed that exploring other options to keep the trail usable is important.

Member Varney thanked Jennifer for her presentation and commented that beavers are being squeezed out of other areas, which contributes to the beaver issues in Salem. She expressed about protective habitats being used and asked what the city can do to proactively address future issues and protect beaver habitats. She also inquired about the length of the public comment period for this program. Ms. Mongolo explained the process of breaching beaver dams and how this method would be used if the dams are causing risks to public safety. She asked if Patricia Farrell had any additional information to offer. Ms. Farrell explained that city culverts are often undersized; new developments usually require culverts to have open bottoms, which allows for more flow and makes it less attractive to beavers for dam building. ODOT has also addressed recurring dam buildings by building fences to encourage beavers to build further away from these critical points. There are also paint and wire cage options that discourage dam building. These are preemptive measures that can be taken when beaver issues are being identified.

Regarding the public comment period, Ms. Mongolo explained that they are expecting a comment period of three weeks, with outreach being made through social media posts, news stories, and the city website. Chair McDowell thanked Jennifer, Patricia, and the Bierlys for their comments. Member Norris complimented the approach and is looking

forward to seeing the full report. Chair McDowell asked how Salem compares to other cities in the Willamette Valley regarding beaver problems. Jennifer replied that she believes the issues are similar to other cities such as Portland.

c. CLIMATE ACTION PLAN – PATRICIA FARRELL

Patricia presented the Climate Action Plan with visual aids. Meetings with the planning commission and human rights commission are scheduled for November, and the goal is to present the plan to Council on December 6th for a public hearing. Public comments will be accepted on the draft plan until November 5th. Chair McDowell added that SPRAB will be holding a special meeting on November 16th to convene regarding a letter of support for the Climate Action Plan. The meeting will last roughly an hour. Chair McDowell offered to draft bullet points for the letter of support before the special meeting.

6. BOARD MEMBER UPDATES

Keith Norris commented that he does not have official information to report regarding the Library Strategic Planning committee. The survey mentioned in a previous meeting has been completed.

7. INFORMATION REPORTS – WRITTEN

a. MISSION STREET PARK CONSERVANCY MINUTES & QUARTERLY REPORT

Chair McDowell thanked Christine for her report. Christine had no additional verbal comments to add. Member Rice commented that he was impressed by the number of volunteer hours achieved by the conservancy.

b. URBAN FORESTRY UPDATE – MILAN DAVIS

Milan Davis had no additional verbal comment to add to his report. Chair McDowell inquired regarding the tree canopy report and asked when specific numbers might be available about how much canopy was lost in the ice storm. Milan replied that the City is now paying for software which will give more accurate figures moving forward. Member Rice complimented how the report thoroughly covered the ice storm and asked if the presentation was intended to seek reimbursement for costs related to the storm. Milan replied that it was not; the presentation was just for informational purposes.

c. PARKS & NATURAL RESOURCES PLANNING UPDATE – PATRICIA FARRELL

Patricia Farrell explained that the information in her report regarding the Salem Beaver Strategy is outdated; the timeline has been extended to include time for public outreach and comment. The online survey is currently open for the pilot tree program. Postcards were sent out, but a disappointing amount of responses were received. Chair McDowell inquired if there will be options to collaborate with nurseries in the future to provide educational resources. Patricia replied this was a possibility, and that Friends of Trees is also an excellent resource for providing tree education and recommendations. Chair McDowell inquired about the annual report and whether this information will be coming back to SPRAB in the near future. Toni Whitler replied in the affirmative and said she hopes to bring a draft to the November meeting. Marc Weinstein reminded the board to please only submit comments to staff and keep responses internal during this process.

d. PARKS OPERATIONS UPDATE

No comments.

e. RECREATION SERVICES UPDATE

Becky George informed the board that one bullet point on the report has since changed; the tree lighting has now been set for December 10, 2021. It will be an in-person event, but there will be no tents or congregating this year. The event will also be posted online for those who wish to attend virtually. The lighting will be available from December 10th through 26th. Chair McDowell inquired as to why the lighting does not remain through New Year's. Becky replied that cost is the main factor. The shorter time period reduces chances of damage and theft to the intricate display. Chair asked about the holiday runs and whether Salem has done a Turkey Trot. Becky replied that a Halloween run is scheduled for October 23rd, and a November run will also take place on Thanksgiving Day this year at Riverfront Park. Parks and Rec will also host a fun run in December.

8. NEW BUSINESS

Member Varney referred back to Geoffrey James's email and requested that park planners review this email for future discussion.

Chair McDowell noted that three board vacancies will be opening in the next few months, and this information should be shared to find interested parties. He thanked Member Rice, whose term is ending in the near future, for his service. Member Alexander mentioned that Woody Dukes's term is also ending soon, and inquired what qualifications are expected to fill the arborist board position. Patricia Farrell replied that the hope is to have someone on the board who has tree knowledge. Chair McDowell also noted that a chair can only serve for two years, so his position will also be vacant this coming January.

9. NEXT MEETING

The November meeting falls on Veteran's Day and is cancelled. The special meeting will occur on November 16, 2021. The next regular meeting will occur on December 9, 2021.

10. ADJOURN

7:10 PM

TO: SALEM PARKS AND RECREATION ADVISORY BOARD

THROUGH: ROBERT D. CHANDLER, PhD, PE 
ASSISTANT PUBLIC WORKS DIRECTOR

FROM: PATRICIA FARRELL, RLA 
PARKS AND NATURAL RESOURCES PLANNING MANAGER

SUBJECT: Salem Climate Action Plan 2021

SUBJECT: Request for endorsement of Draft *Salem Climate Action Plan* and recommendation to City Council to approve the plan.

SUMMARY:

The draft *Salem Climate Action Plan* (CAP) is the result of a 15-month planning process that included public meetings, a 33-member task force, public outreach, six task force workshops, and a Council work session. The CAP establishes a variety of strategies that both the City and Salem community can undertake to meet the Council-set goals of reducing Greenhouse Gas (GHG) emissions and to build a resilient community in the face of climate change.

ISSUE:

Shall the Salem Parks and Recreation Advisory Board endorse the *Salem Climate Action Plan* and forward a recommendation to City Council for approval?

RECOMMENDATION:

Salem Parks and Recreation Advisory Board endorse the *Salem Climate Action Plan* and forward a recommendation to City Council for approval.

FACTS AND FINDINGS:

Salem began developing its Climate Action Plan (CAP) in August 2020. In October 2020 Council established two goals:

1. Reduce Salem's Greenhouse Gas (GHG) emissions 50 percent from 2016 levels by 2035; and
2. Be carbon neutral by 2050.

Verdis Group, a consulting firm specializing in climate action planning, was hired to assist in developing the CAP. A 33-member Task Force was established with a broad cross-community representation (Attachment 1). The Task Force conducted six workshops that

focused on vision, vulnerability, GHG forecast modeling, strategy development, strategy priorities, and implementation planning. All Task Force meetings are recorded and materials from the meetings are posted on the project website under the heading “project resources” at:

<https://salemclimateactionplan.com/project-resources>.

To reach the goals set by Council, the Task Force, consultants, and residents of our community worked together to develop a variety of strategies for both GHG reduction and community resilience. Over 170 strategies in seven different action categories have been proposed (Attachment 2). Action areas include transportation/land use, energy, natural resources, economic development, materials and waste, food, and community/equity. Each strategy is qualitatively assessed for GHG reduction potential, cost to the City, lead agency, co-benefits, and timeframe for strategy initiation.

The public has been engaged and informed throughout the process via online activities, public presentations, community events, radio interviews, public service announcements, and social media posts. Information was provided in both English and Spanish. A full list of outreach activities is attached (Attachment 3).

BACKGROUND:

Salem is vulnerable to climate change impacts, including flooding, drought, excessive heat days (days with temperatures over 90 degrees Fahrenheit), and wildfires in the region. These impacts can impact transportation, agricultural production, food supplies, and public health.

People of color, residents living in poverty, seniors, children, and people who work or live outdoors are impacted disproportionately by extreme weather. The CAP includes guiding equity principles to assist with implementation across the community.

Work on the Salem CAP has been closely coordinated with the *Our Salem* Comprehensive Plan update. Both plans influence development and transportation patterns in the City, and both have the ability to reduce GHG emissions.

Many of the strategies rely on partnerships with other organizations, such as Cherriots, Portland General Electric, Salem Electric, and Energy Trust of Oregon.

Implementing Salem’s CAP has a long timeframe (i.e., until 2050); therefore, it will be essential to begin work towards the goals and actively monitor progress over time. The CAP should be considered a roadmap toward a desired future. This plan will need to be updated and amended periodically to address emerging technologies, as well as

changing state and federal regulations and initiatives. Priorities for implementation may shift over time and it is recommended that the CAP be updated every five years to stay current and maintain progress.

Reducing GHG emissions will require many actions by the City, businesses, nonprofits, partner organizations, and residents. Reaching the 2035 and 2050 goals will require significant changes in regulations, policies, practices, and behavior.

Attachments:

1. CAP Task Force Members
2. List of Strategies
3. Summary of Outreach

Salem Climate Action Plan Task Force

Name	Area of Expertise	Organization
Tom Andersen	City Council	Salem City Council
Erik Andersson	Economic Development	SEDCOR
Ken Bierly	Natural Resources	Glenn Gibson Watershed Council
Alan Blood	Industrial	Garmin
Joe Bowersox	Higher Education	Willamette University
Tiffany Bulgin	Social Services	Isaac's Room/Ike Box
Alex Buron	Youth Representative	Latinos Unidos Siempre
Robert Chandler	Stormwater & Water Supply	City Staff, Assistant Public Works Director
Ian Davidson	Infrastructure/Public Transit	Cherriots
Aalicea Dominguez	Persons with Disabilities	Shangri-La
Briece Edwards	Indigenous Community	Confederated Tribes of Grand Ronde
Mike Erdmann	Residential/Development	Homebuilders Association of Marion & Polk Counties
Vicky Falcón Vázquez	Latinx Community	Mano a Mano Center
Patricia Farrell	Parks and Natural Resources	City Staff, Parks & Natural Resources Planning Manager
Jose Gonzalez	City Council	Salem City Council
Nathan Good	Business	Nathan Good Architects
Vonnie Good	K-12 Education	Salem-Keizer School District
Chane Griggs	Philanthropy	Rotary Club of Salem
Julie Hambuchen	Food Supply	Marion Polk Food Share
Tom Hoffert	Chamber of Commerce	Salem Area Chamber of Commerce
Mike Jaffe	Transportation	Salem-Keizer Area Transportation Study (MWVCOG)
Lesley Johnson	Seniors	Salem 50+
Jimmy Jones	Low-Income Populations	Mid WV Community Action Agency
Michael Keuler	Public Health	Marion County Health & Human Services
Eunice Kim	Long Range Planning	Salem Community Development Department
Casey Kopcho	Land Use Planning	City Staff, Long Range Planning Manager
Janet Lorenzen	Climate Impacts/GHG	350 Salem OR
Dylan McDowell	Green Spaces	Salem Parks and Recreation Advisory Board
Loren McLaughlin	Business	Campbell's
Vanessa Nordyke	City Council	Salem City Council
Connor Reiten	Energy - Natural Gas	Northwest Natural
David Rheinholdt	Property Insurance	Rheinholdt Insurance/Latino Business Alliance
Rhonda Rhodes	Vocational Ed	Career and Tech Ed Center
John Savage	Environment & Biodiversity	Native Plant Society of Oregon
Leilani Slama	Hospital	Salem Health
Rob Thrasher	Faith Community	First Presbyterian Church
Wendy Veliz	Energy - Electricity	Portland General Electric
Greg Walsh	Emergency Preparedness	City Staff, Emergency Manager
Julie Warncke	Transportation	City Staff, Transportation Planning Manager
Kaileigh Westermann	Waste Management/Recycling	Marion County Environmental Services
Benny Williams	Social Justice	NAACP Salem-Keizer Branch 1166



SALEM

CLIMATE ACTION PLAN STRATEGY LIST

OCTOBER 2021



CLIMATE ACTION PLAN STRATEGY LIST

When thinking of strategies to reduce GHG emissions and increase resilience, it can be helpful to review Salem's climate-related threats. A review of Salem's projected climate impacts has shown an increased likelihood of extreme fire danger, warmer temperatures, changes to precipitation patterns, and increased risk of drought. These changes may bring with them increased risks to human health, greater demand for energy and water, and greater risk of flooding. At the same time, several non-climate stressors will intersect with these climate impacts: Salem's population is projected to grow 30% in the next 20 years, the current demand for affordable housing is expected to continue, and it may continue to be difficult for all Salem residents to find affordable and safe housing. A resilient community is one that has looked clearly at the intersections of its climate and non-climate risks and has made plans to avoid the worst and most costly impacts from these risks.

What follows is a list of 176 recommended strategies to reduce emissions and increase climate resilience in the City of Salem. Ideas in this list were initially generated by Salem community members and Climate Action Task Force members. The ideas then went through a detailed refinement process by a wide range of subject matter experts and consultants. Ideas were then shared with community members at in-person meetings and online, and refinements were made according to their feedback.

STRATEGIES ARE ORGANIZED INTO SEVEN SECTIONS:

- 1.** Transportation & Land Use
- 2.** Energy
- 3.** Economic Development
- 4.** Natural Resources
- 5.** Community
- 6.** Food System
- 7.** Materials & Waste

The majority of Salem's GHG emissions come from the transportation and energy sectors. Therefore, strategies in these corresponding action areas are critically important for implementation if Salem is to achieve its GHG goals. Transportation and energy-related strategies also have great potential to positively impact public health, improve Salem's environmental quality, enhance the local economy, increase mobility choice for residents and visitors, and contribute to a

more equitable community. Strategies in the Natural Resources action area will help Salem sequester GHG emissions, provide protections to people from flooding, and increase residents' access to green spaces.

Though likely to have a relatively low impact on Salem's GHG emissions, strategies in the Economic Development section will help build the City's resilience to financial stressors at the individual and community levels. Strategies in the Community section are also more focused on building resilience in Salem, especially social resilience and trust. Many Community strategies aim to make City policies, practices, and outcomes more equitable. Strategies in the Food section include GHG-reducing strategies that emphasize local production and equity-building strategies that remove barriers to healthy, fresh, and local food. Finally, strategies in the Materials & Waste section will move Salem towards becoming a zero-waste, closed loop community with improved environmental quality and public health.

Most strategies designate the City of Salem as the Lead Agency, but many designate other community agencies like Cherriots, the energy utilities, and non-profit organizations. These agencies have co-developed these strategies in cooperation with one another.

Because of the interconnected nature of strategies that address climate change, co-benefits are identified for many of Salem's strategies. Strategies have also been evaluated in terms of their GHG reduction potential and projected cost. Groups responsible for implementing strategies are assigned in the Lead Agency column.

The strategies have been developed with the target of meeting Salem's greenhouse gas reduction goal, increasing Salem's ability to recover from disasters and emergency events, and increase equity and resilience across all sectors of the community. The strategies within this plan are non-regulatory and non-binding recommendations provided for the consideration of Salem City Council and other parties that have the authority to implement. The wording used to describe the strategies should not be taken to mean an outcome has been predetermined. Additionally, local, state, and federal regulatory or statutory requirements may exist that will impact the degree to which some strategies can be implemented.

SALEM'S EMISSIONS REDUCTION GOAL

BY 2035

**SALEM'S GREENHOUSE GAS EMISSIONS
ARE REDUCED TO 50% OF THE CITYWIDE
GREENHOUSE GAS EMISSIONS FOR THE
BASELINE YEAR OF 2016, AND**

BY 2050

SALEM IS CARBON NEUTRAL.

KEY

GHG REDUCTION POTENTIAL

This indicator is based on expert opinion and past experience. There is not a direct number attributed to the **High**, **Medium**, and **Low** tiers. In many cases, the actual GHG emissions saved or reduced is dependent on the level of investment and can vary significantly. These tiers should be used as a general guideline.

COST

\$ = 0 - \$200,000
\$\$ = \$200,001 - \$500,000
\$\$\$ = \$500,001 - \$5,000,000
\$\$\$\$ = \$5,000,001 and above

SUGGESTED TIMEFRAME

Timeframe to Begin
Short-Term (**S**) = Occurring now to next 2 years
Medium-Term (**M**) = Next 3-5 years
Long-Term (**L**) = Beyond the next 5 years

OBJECTIVE:

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
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CO-BENEFITS

Co-benefits are advantages to the community that any climate action strategy may have beyond reducing emissions. The strategies in this plan specifically take into account the following co-benefits:



Public Health refers to the protection of a community's health and the prevention of problems before they happen through educational programs, policies, services, and research. Strategies with the Public Health indicator have the potential to improve the physical and mental health of Salem's communities.



Environmental Quality is integrally connected to individual and community wellbeing and refers to the health of our air, water, and land. Strategies with the Environmental Quality indicator have the potential to improve the health of Salem's air, water, and land



Local Economy refers to employment opportunities and the production, buying, and selling of goods and services in Salem. Strategies with the Local Economy indicator are those that can contribute to the health or growth of Salem's economy by benefiting local businesses, encouraging entrepreneurship, creating jobs, and keeping money in Salem.



Mobility Choice is connected with public health and environmental quality and refers to Salem residents and visitors having access to multiple ways of moving throughout the city and not having to rely only on individual ownership of vehicles. Strategies with the Mobility Choice indicator have the potential to increase mobility choice by providing safe and convenient access to transportation options such as walking, biking, carpooling, taking public transit, and working from home.



Community Equity refers to efforts that rectify unequal access to opportunities and resources caused by historic and current systems of oppression and exclusion. An equitable community addresses disparities by providing varying levels of support to community members based on their needs in order to achieve fairness in outcomes. Advancing equity throughout all communities in Salem refers to both decision-making processes and the outcomes of those processes, including policies, practices, procedures, and legislation. Strategies with the Community Equity indicator have the potential to increase equity in Salem by addressing systems and practices that have historically disadvantaged groups of Salem residents and by maximizing benefits for frontline communities.

The strategies within this plan are non-regulatory and non-binding recommendations provided for the consideration of Salem City Council and other parties that have the authority to implement. The wording used to describe the strategies should not be taken to mean an outcome has been predetermined. Additionally, local, state, and federal regulatory or statutory requirements may exist that will impact the degree to which some strategies can be implemented.





















TRANSPORTATION & LAND USE

42 STRATEGIES










VISION: Salem residents of all ages and ability will have access to safe, reliable, and affordable transportation options. Salem will have a multi-modal transportation system where everyone is able to choose the mode that works best for them.

GUIDING EQUITY PRINCIPLES: Prioritize actions and allocation of public funding that improve the safety of residents and increase active transportation choices in under-served neighborhoods. Intentionally engage residents in low-income neighborhoods during planning and decision-making phases to better understand the needs and priorities of specific areas in Salem.







OBJECTIVE 1: Increase safety of and access to active commute modes to reduce vehicle miles traveled (VMT)

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
TL01	Review the bike network in the Salem Transportation System Plan (TSP) to identify and prioritize E-W and N-S routes that connect major employment centers with areas of high density housing, essential services (schools, grocery stores, food pantries, health care), and entertainment (restaurants, retail, event venues). Priority emphasis should be placed on connecting underserved areas with essential services.	Low	\$\$	City	  	S
TL02	Select and improve the safety of bike access along key routes identified in TL01 with a goal to select and improve at least one key corridor every year.	Medium	\$\$\$\$	City	  	M
TL03	Complete Salem's sidewalk network throughout the city, with a priority emphasis on areas within a 1/4 mile of transit route. Assess safety levels of walking routes within 1/4 mile of bus stops and improve areas of greatest needs, such as northeast Salem that have been historically and currently neglected. Reference and revise Salem's sidewalk inventory as-needed.	Medium	\$\$\$\$	City	  	S
TL04	Repair existing sidewalks to increase safety and mobility, include assessment and improvement of lighting along sidewalks for safety.	Low	\$\$\$\$	City	  	S
TL05	Continue to use data and best practices to prioritize investment options on key corridors for the improvement of safety and access for people walking, biking, using mobility devices, and riding public transit.	Low	\$	City	   	S
TL06	Develop mobility hubs at transit centers (e.g. space for ride-sharing/taxi, bike and car share, and other forms of transportation, as well as charging stations as needed), starting with current project to identify and fund construction of a mobility hub in South Salem.	Medium	\$\$\$	Cherriots	   	S








OBJECTIVE 2: Expand public transit infrastructure in Salem with a focus on equity-based access

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
TL07	Use technology to reduce travel time and increase ridership. Use data to identify and prioritize specific corridors for enhancing bus travel time through strategies such as queue jump lanes and signal prioritization.	Low	\$\$\$	Cherriots		S
TL08	Increase bus service, e.g., a majority of routes should operate with at least 30 minute intervals until midnight, seven days a week. Work with City to communicate updated services through community partners and media outlets (e.g., both Spanish and English radio stations).	High	\$\$\$\$	Cherriots		S
TL09	As part of developing a Long Range Transit Plan, identify currently-underserved areas and determine opportunities for first expanding transit service to these currently-underserved areas. Place priority emphasis on increasing the connectivity between West Salem and key locations throughout the City. Transit expansion should also include increasing service to employment centers in outlying areas (e.g., Cordon Road/Mill Creek Corporate Center).	Medium	\$\$\$	Cherriots		S
TL10	Collaborate with Cherriots to identify locations where shared use transit lanes (right turn/transit lanes) or bus-only lanes would improve transit services. Locations may include select routes along the Core Network, such as Lancaster and River Rd/Broadway/Commercial Rd.	Medium	\$\$\$\$	City		S
TL11	Conduct a feasibility study to understand the logistics (ownership, costs, benefits) of implementing an electric downtown circulator that stops at all the key downtown locations. Include considerations for adding a West Salem connection with the electric downtown circulator in the feasibility study.	Medium	\$\$	Cherriots		M
TL12	Amend City regulations so that where a transit stop is required, on-street parking shall be restricted in the area of the stop as defined by the Transit District in order to ensure unobstructed access by transit.	Low	\$	City		S
TL13	Support Cherriots and other mobility partners to develop a single card and app for all mobility options in Salem (e.g., bus pass, bike and car share, parking).	Low	\$	City		M
TL14	Support Cherriots Transportation Options Program to develop and implement comprehensive trip reduction options, including transit service (including ridesharing services) to/from areas outside the UGB and Salem.	Low	\$\$	City		S
TL15	Support supertransit network efforts to reduce external VMT by lobbying the State for intercity transit resources and improvements within the Willamette Valley (e.g., regional rail in heavily used rail corridors), including optimizing the timing of trains to better support commuting to/from Salem.	Medium	\$	City		S






OBJECTIVE 2: Expand public transit infrastructure in Salem with a focus on equity-based access

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
TL16	Assess the feasibility of dedicating lanes for buses, emergency vehicles, and potentially streetcars over Willamette River crossing.	Low	\$\$	ODOT	  	L
TL17	Implement high-frequency buses (also called rapid bus services) along major routes (i.e., the Cherriots Core Network). Include the construction of pre-pay stations for riders. Consider using a portion of the I-5 corridor's shoulders for increased speed and reduced stops.	Low	\$\$\$\$	Cherriots	  	M


















OBJECTIVE 3: Incentivize active commute modes

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
TL18	<p>Partner with Cherriots Transportation Options Program to develop an active commuting program for City employees that can function as a model for other employers in Salem where employees receive support, resources, and incentives for actions such as:</p> <ul style="list-style-type: none"> - Taking the bus to work through the Cherriots group bus pass program and/or pre-tax bus passes - Walking to/from work - Biking to/from work - Offering preferential parking spots for employees who carpool to/from work - Commuting to/from work in an EV, motorcycle, or other low-GHG emission mode - Accessing employer-sponsored emergency rides home - Working from home/telecommuting - Working flexible hours to reduce traffic congestion (i.e., employer can stagger work hours to reduce congestion) - Offering parking cash-outs to employees who choose not drive every day (or a specified number of days per month) in the form of financial incentives or paid time off - Providing online, real-time ride-matching services through the Get There Oregon tool 	Low	\$	City	   	S
TL19	Review and update the Salem Transportation System Plan (TSP) goals, policies, projects, and priorities to align with Our Salem, Climate Friendly and Equitable Communities Rulemaking, Statewide Transportation Strategy, and Oregon Bicycle and Pedestrian Safety Strategy Report in the areas of walking, bicycling, and transit use.	Low	\$\$	City	  	S







OBJECTIVE 3: Incentivize active commute modes

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
TL20	Research the feasibility of implementing a gas tax. Revenue from this tax can fund connectivity and safety improvements to the city's transportation network and/or roadway maintenance and improvement projects. Consider limiting the allocation of funds to projects specific to repairing vehicular lanes and building out sidewalks and bikelanes in low income and neglected areas.	Medium	\$	City		M
TL21	Follow the DEQ rule requiring commute trip reduction program for Salem employers with more than 100 employees. City role as employer will be informed by State rules and necessary adaptations at the City-level. DEQ will require designated employers to provide employees incentives to commute to work by means other than driving alone in fossil fueled vehicles.	Medium	\$	DEQ/City		S
TL22	Work with Cherriots to promote Cherriots' ability to support transportation demand management (TDM) to businesses and organizations in Salem. Support from Cherriots includes: <ul style="list-style-type: none"> - Coaching a staff member within the business to set up and run a transportation program and train them to become Employee Transportation Coordinators (ETC's). - Creating and sending an employer newsletter to the ETC's that they can forward to their co-workers. - Providing ETC's with promotional information and marketing materials. - Hosting transportation fairs/brown bag lunch chats or on-site tabling to help promote their transportation program, provide personalized trip-planning assistance, and generally raise awareness about the impacts of single occupancy vehicular travel on the City's GHG goals. - Providing ETC's with information for new employees because one of the best times to try a new commute option is when an employee starts a new job. - Helping ETC's develop, launch, and analyze results from employee transportation surveys. 	Low	\$\$	Cherriots		S
TL23	Collaborate with bike sharing non profits, such as Ride Salem, and mobility partners such as Cherriots, PGE, Salem Electric, and major employers to expand bike share stations, and electric bike charging stations with a priority emphasis on neglected areas of Salem.	Low	\$	Ride Salem or other non-profit		S
TL24	Charge for city-controlled parking (starting with on-street parking) using a supply/demand model intended to reduce parking in the central business district to 70-80% of supply.	High	\$\$	City		S






OBJECTIVE 4: Increase adoption of and access to EVs and EV charging infrastructure

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
TL25	Support State-related initiatives to increase incentives for low and moderate income households in transitioning to EVs per HB 2165 (effective date 1/1/2022).	Medium	\$\$\$\$	PGE	 	S
TL26	<p>Collaborate with PGE, Salem Electric, ODOT, and EV Charging Network, Network Charging Station Operators partners to expand city-wide EV charging capacity in alignment with the Oregon Transportation Electrification Infrastructure Needs Analysis.</p> <ul style="list-style-type: none"> - Consider high impact locations such as along I-5 and in town at libraries, museums, shopping/commercial areas, city parks, hospital, and high schools, colleges, and universities. - Identify areas for fast-charging EV hubs throughout the city. - Consider inclusion of right-of-way charging (e.g., pole charging or other roadside charging). - Identify opportunities to streamline permitting processes to build right-of-way charging stations, including the designation of an EV infrastructure permitting liaison within City government who can assist with and facilitate the permitting of EV charging stations throughout Salem. - Work with EV charging station operators (e.g. Blink) on City property to identify locations to upgrade and expand. - Identify opportunities to streamline permitting processes to build right-of-way charging stations, including the designation of an EV infrastructure permitting liaison within City government who can assist with and facilitate the permitting of EV charging stations throughout Salem. - Work with utility companies to determine demand and needs for power infrastructure. 	Medium	\$\$\$\$	City/PGE	   	S
TL27	Incentivize the installation of EV charging stations at existing multifamily residences/complexes.	Medium	\$\$	City	  	S
TL28	<p>Amend City code to adopt state building code amendments per HB 2180 to require newly constructed buildings to provide electrical service capacity for charging electrical vehicles in new development with more than five parking spaces. Initially, no less than 20 percent of new parking spaces must have electrical vehicle charging. Consider setting a percentage requirement above 20% for the City of Salem.</p> <p>Note: Adjustments to this strategy may be informed by updated Transportation Planning Rules and related administrative rules for Oregon as implemented through the Climate-Friendly and Equitable Communities rulemaking process.</p>	Medium	\$	City	   	S
TL29	<p>Amend City code to align with the proposed State rule from the Climate-Friendly and Equitable Communities Rulemaking regarding all major remodel and renovation projects to provide EV charging to existing parking garages or commercial buildings with more than 40 parking spots, and residential developments and mixed-use buildings with five or more parking spaces on a lot or parcel.</p> <p>Note: Adjustments to this strategy may be informed by updated Transportation Planning Rules and related administrative rules for Oregon as implemented through the Climate-Friendly and Equitable Communities rulemaking process.</p>	Medium	\$	City	   	M








OBJECTIVE 4: Increase adoption of and access to EVs and EV charging infrastructure

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
TL30	Implement a City policy that transitions all City-owned fleet vehicles to EVs, with priority emphasis on first replacing gas-powered vehicles. Consider electrifying City fleet vehicles at a faster rate than community members to lead by example.	Low	\$\$\$\$	City	 	S
TL31	Transition public transit fleet to zero-emission fleet. Facilitate the sharing of lessons learned during transition and grant opportunities with major employers and organizations in Salem to assist their transition.	Medium	\$\$\$	Cherriots	 	S
TL32	Plan for heavy duty and freight EV charging along the I-5 corridor using data, maps, and recommendations from the West Coast Clean Transit Initiative and align with the Oregon Transportation Electrification Infrastructure Needs Analysis .	Low	\$	City/ODOT	 	M















OBJECTIVE 5: Reduce congestion and emissions from idling

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
TL33	Always consider implementing congestion-reducing strategies to reduce idling when making capital and operational decisions. Strategies may include: <ul style="list-style-type: none"> - Increasing roundabouts/traffic circles - On certain streets, replacing stop signs and traffic lights with yield signs, making yielding the default rather than stopping - Using flashing yellow lights to ease flow in the middle of the night - Consider priority areas for implementing no-idling zones, such as in front of schools 	Medium	\$\$\$\$	City	 	S
TL34	Implement telecommuting and flexible work hour policies for City employees when appropriate to work assignments. Encourage other employers in Salem to adopt similar policies.	Medium	\$	City	  	S



OBJECTIVE 6: Increase safety for pedestrians

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
TL35	<p>Improve pedestrian crossings with design elements such as:</p> <ul style="list-style-type: none"> - Signalized pedestrian crossings - Pedestrian refuges, mid-street islands, curb extensions - "Pedestrian scrambles" at busy intersections. This stops traffic in all directions when Walk signal is activated so pedestrians can cross the intersection safely in any direction (including diagonally). - Painted crossings, raised crosswalk platforms, distinct materials to differentiate from street, lighting, overhead warning signs, and other high-visibility treatments - Increase the overall number of crossings 	Low	\$\$\$\$	City/ODOT	   	S
TL36	<p>Assess feasibility and impacts of developing a pedestrian mall or zone for people to walk and bike only. Consider impacts of closing one or more blocks to automobile traffic. If feasible and positively impactful, design a pilot project (e.g., close downtown streets one Sunday per month for one year or evaluate current closures of Winter/Maple on Saturdays), evaluate, and expand (potentially to the area bordered by Ferry, Front, Center (or beyond with road changes), and Church).</p>	Low	\$	City	  	M

OBJECTIVE 7: Increase density in city planning

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
TL37	Incentivize and promote dense and vertical development (residential and commercial) within a 1/4 mile of the existing and future core transit network.	Medium	\$\$\$	City	   	S
TL38	Develop strategies to encourage infill or redevelopment of underutilized properties or campuses to share with major employers in Salem.	Low	\$	City	   	S
TL39	<p>Continue to minimize setback requirements to allow for more dense development, which in turn promotes walkable neighborhoods.</p> <p>Note: Align with Our Salem.</p>	Medium	\$	City	  	S
TL40	<p>Amend City code to eliminate parking minimums throughout Salem, with priority focus along Cherriots' Core Network.</p> <p>Note: Align with Our Salem.</p>	Medium	\$	City	  	S

OBJECTIVE 7: Increase density in city planning

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
TL41	<p>Coordinate with long range transit plan to encourage the majority of new housing and employment developments to be built in walkable, compact mixed-use neighborhoods and in areas that are well served by transit. Incentivize (e.g., through higher heights and higher minimum density requirements) in high impact areas, such as the core transit network.</p> <p>Note: Adjustments to this strategy may be informed by updated Transportation Planning Rules and related administrative rules for Oregon as implemented through the Climate-Friendly and Equitable Communities rulemaking process.</p>	Medium	\$\$	City		S
TL42	<p>Reform the City's system development charges (SDCs) by 1) exempting development in walkable mixed-use neighborhoods in close-in areas (in and around downtown) and development within 1/4 mile walking distance of the core transit network from SDCs, and 2) setting SDCs for individual areas that reflect the actual cost of providing infrastructure needed to serve each area.</p>	Low	\$\$\$	City		M

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ENERGY

34 STRATEGIES









VISION: Residential and commercial businesses are powered by clean and renewable energy and many buildings produce more energy than they consume on an annual basis.

GUIDING EQUITY PRINCIPLES: Implement strategies such that those responsible for the greatest amount of GHG emissions take the greatest action towards reducing emissions. In decision-making and implementation, elevate the perspective of those most affected by climate change. Use equity frameworks and criteria to evaluate and execute all strategies.











OBJECTIVE 1: Establish governance and funding structures to achieve net-zero emissions vision

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EN01	Coordinate efforts to meet citywide goals for greenhouse gas reduction using a climate justice lens so that solutions are developed in an equitable way.	Low	\$	City		S
EN02	Partner with PGE, Energy Trust of Oregon and EarthWise programs for energy benchmarking and transparency policies in existing buildings with a publicly available “reward” system recognizing those who do well and a “recommendations” system that requires the property owners of lower-performing buildings to take action for improvement.	High	\$\$	City	  	S
EN03	Review City legislation and administrative actions when new reports from the Oregon Global Warming Commission (OGWC) are published, determine opportunities and gaps, develop and implement plans to better align City legislation and administrative actions with OGWC recommendations.	Low	\$	City	 	S
EN04	Begin reporting community greenhouse gas emissions on a regular basis using a reporting platform that aligns with the Global Covenant of Mayors Common Reporting Framework.	Low	\$	City		M
EN05	Increase the use of existing renewable energy projects and energy-saving programs through the creation and funding of “Community Energy Advisors” in the city or at community-based organizations to provide one-stop shopping for energy services for all Salem residents, businesses, and organizations including organizing audits and energy retrofits; submitting and packaging applications; and being a central source of information about all incentives and programs available). Focus on underserved communities and collaborate with PGE and their contacts from community-based organizations. Work with the City to develop a website hub for resources.	Low	\$\$	ETO or local community-based organization(s)	  	M








OBJECTIVE 1: Establish governance and funding structures to achieve net-zero emissions vision

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EN06	Create a "Salem Clean Energy Fund" administered by a coalition of community-based organizations.	Low	\$\$\$\$	City	  	M
EN07	Hire a full time City Climate Action Plan Coordinator to implement Council plan priorities, track progress, establish and manage a CAP work group with agency/implementation/equity partners.	Low	\$\$	City	    	S







OBJECTIVE 2: Increase energy efficiency and electrification of all buildings

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EN08	Develop a comprehensive approach to increasing energy efficiency in municipal buildings, including setting a goal for increased energy efficiency in all City-owned buildings, benchmarking, deep energy retrofits, policies to require energy efficient practices, and regular reporting.	Medium	\$\$	City	 	S
EN09	Provide incentives to building owners and developers who install urban solar generation projects.	Medium	\$\$\$\$	PGE/ETO	 	S
EN10	Collaborate with PGE and Salem Electric to develop and implement a program that helps residents and business owners weatherize and increase the efficiency of residential and commercial buildings, with a priority emphasis on properties with low-income renters, homeowners, and business owners. Such a program may include low-cost energy audits for homes and businesses. Include in the program a one-stop shop type of experience for residents and business owners to learn about current incentives, audits, retrofit opportunities, and any current offerings from the City, utility companies, or local businesses/organizations.	High	\$\$\$\$	City/PGE/ Salem Electric	  	S
EN11	Provide resources, support, and incentives for converting older single family homes, multifamily residences, and non-residential buildings to more efficient systems. Priority emphasis on low-income neighborhoods. Potentially collaborate with utility companies to develop an interest free-loan program to help homeowners and renters implement energy-saving strategies, such as subsidizing the cost of new electric heating/cooling pumps and exchanging older light bulbs for more efficient ones.	Medium	\$\$\$\$	PGE/ETO	  	S












OBJECTIVE 2: Increase energy efficiency and electrification of all buildings

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EN12	<p>Collaborate with utility companies and ETO to ensure access to existing energy efficiency and demand response programs and to provide specific outreach and education programs for residents and business owners on how to:</p> <ul style="list-style-type: none"> - Better insulate their spaces and buildings - Select high efficiency, e.g. double or triple-paned, windows - Construct green roofs - Select, install, and use smart meters - Sign up for utility demand response programs - Transition water heating and heating & cooling systems to all-electric - Purchase, install, and maintain onsite renewable energy systems - Achieve net-zero energy 	Medium	\$\$-\$\$\$	PGE	 	S
EN13	<p>Develop and implement a recognition program for business/commercial property owners and residents/homeowners who meet certain high-performance/high-efficiency standards for categories such as:</p> <ul style="list-style-type: none"> - Insulation - Double or triple-paned windows - Green roofs - Water capture/stormwater runoff - Smart meters - All-electric heating & cooling systems - Onsite renewable energy generation - Net-zero energy <p>Connect this recognition program with demand response programs.</p>	Medium	\$\$	City	 	M
EN14	<p>Incentivize the construction of smaller and more energy efficient houses.</p> <ul style="list-style-type: none"> - Continue to allow attached housing and accessory dwelling units (ADUs) - Amend code to allow cluster and cottage developments in single-family areas. 	Medium	\$\$\$	City	 	S
EN15	Set a goal to increase number of businesses certified under Marion County's EarthWISE program.	Low	\$	Marion County		S











OBJECTIVE 2: Increase energy efficiency and electrification of all buildings

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EN16	Implement a City ordinance that requires a Home Energy Score be provided to prospective home buyers. Follow guidance from Home Energy Score programs established in other Oregon cities, including Portland and Milwaukie .	Low	\$	City	 	M
EN17	Adopt mandatory home- and building-energy rating system requirements so that upon property sale, buildings (commercial and residential) are required to meet the energy rating system criteria.	Medium	\$	City	 	M
EN18	Adopt a stretch Net Zero energy building code or highly energy-efficient voluntary green energy standard for new homes and buildings and provide regulatory and financial incentives to builders and developers to build to the new standard.	Medium	\$	City	 	M













OBJECTIVE 3: Increase renewable energy generation and access

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EN19	Incentivize and implement small-scale renewable energy solutions, including renewable-powered microgrids, neighborhood-based solar arrays, and rooftop solar installations on residential and commercial properties. City and PGE to work together on the siting of new systems to ensure the location of these resources also provide larger benefits across the entire grid. Potentially leverage funding available from HB2021 to install community-based renewable energy projects.	Medium	\$\$\$\$	PGE	  	M
EN20	Require all new commercial and multifamily housing to be built solar-ready, meaning the buildings would have the electrical infrastructure ready for the building owner to install solar panels if they so choose.	Medium	\$	City	 	S
EN21	Work with PGE to install solar carports in City-owned parking lots.	Low	\$\$\$	City	 	L
EN22	Work with PGE to implement a plan to increase renewable-powered microgrids and energy storage for critical sectors/buildings (e.g., hospitals) to improve resilience. Potentially leverage funding available from HB 2021 to install community-based renewable energy projects.	Low	\$\$\$\$	Critical sectors	 	M
EN23	Create a “Solar Salem” initiative with ETO, PGE, and Salem Electric to: 1. Accelerate investments by homes and businesses in solar generation and backup storage; 2. Develop community solar projects for rentals, multi-family housing, single-family housing, and commercial buildings.	Low	\$\$\$\$	City and utility companies	 	L






OBJECTIVE 3: Increase renewable energy generation and access

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EN24	Work with PGE to evaluate local community solar array project at Salem's Wastewater Treatment plant (or other City-owned properties) and determine community support for such projects.	Low	\$	City	  	M
EN25	Work with PGE, Salem Electric, and ETO to create a network of renewable-base microgrids throughout Salem.	Low	\$\$\$	City	  	L
EN26	In collaboration with PGE, design and adopt a Communitywide Clean Energy Program to reach 100% clean and renewable electricity for residential and small commercial customers in Salem before 2035 per guidance and requirements associated with HB 2021 .	High	\$	PGE/City	   	S





OBJECTIVE 4: Decrease reliance on fossil fuels

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EN27	Implement policies to reduce natural gas usage, such as requiring all-electric new construction, prohibiting fossil fuel usage in new construction, and/or banning the use of gas and oil in residential appliances.	High	\$	City	   	S
EN28	Work with Energy Trust of Oregon to provide incentives for new construction that is all-electric.	High	\$	City	 	S
EN29	Encourage NW Natural and the Oregon Department of Energy to create an assessment of all potential renewable gas sources in the surrounding areas (e.g., Marion, Polk, and Yamhill Counties).	Low	\$\$\$\$	NW Natural	 	L
EN30	Develop voluntary (opt-in) green power rate program for PGE and NW Natural customers in Salem with an equitable pricing structure, following guidance about rate differentiation from HB 2475 and incorporating elements from PGE's existing green power program . Encourage/incentivize major users in the city to subscribe to the next phase of PGE's Green Future Impact program and encourage/incentivize residents and businesses to buy green power from PGE and NW Natural. With NW Natural, specifically consider and evaluate the potential for low carbon/RNG offerings for homes and businesses.	Medium	\$\$	PGE/NW Natural	 	S
EN31	Work with industrial and large commercial businesses to assess ability to switch or incorporate clean energy sources into their operations.	High	\$\$\$\$	City and utility companies	 	M

OBJECTIVE 4: Decrease reliance on fossil fuels

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EN32	Implement an incentive program for residents and businesses to switch from natural gas appliances to all-electric models.	High	\$\$\$\$	ETO/Salem Electric/ PGE	  	S
EN33	Develop and implement a plan to phase out combustion and two-stroke engines within the City limits. This would pertain to vehicles, lawnmowers, leaf blowers and other machinery. Potentially begin with phasing out City-owned combustion and two-stroke equipment (e.g., landscaping equipment such as leaf blowers and lawnmowers) to demonstrate leadership. Potentially collaborate with PGE on a tool exchange program . Note: Salem's current GHG inventory does not include emissions from the lawnmowers, leaf blowers, and other machinery noted in this strategy. Future inventories may include these emissions.	Medium	\$\$\$	City	 	M

OBJECTIVE 5: Protect electricity service in the face of extreme weather

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EN34	Establish standard operating procedures that place new power lines underground as a way to protect electricity service during severe weather events like wildfire and storms. Potentially increase efficiency underground power line construction by coupling with transportation projects. Note: Rewording/removal may be needed pending further review by PGE. PGE is in the process of developing standard operating procedures around the installation of new power lines.	Low	\$\$\$\$	PGE	   	M

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ECONOMIC DEVELOPMENT

8 STRATEGIES





VISION: Salem will have a thriving local community full of successful small businesses and guided by climate-smart policies that support economic and cultural opportunities for current and future generations. City government and businesses will have a healthy, collaborative relationship that provides sustainable economic development for Salem and the region.

GUIDING EQUITY PRINCIPLES: Cultivate affordable cost of living standards within Salem's economy. Ensure all residents have access to safe and affordable housing options.






OBJECTIVE 1: Strengthen the local economy

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EC01	Collaborate with the Chamber of Commerce, local universities, and business leaders to develop, nurture and attract climate-smart entrepreneurship in Salem.	Low	\$	City		S
EC02	Identify strategies to increase job opportunities and develop workforce training programs with local businesses, organizations, and educational institutions that prepare residents of all ages and ability for climate-smart jobs and careers.	Low	\$	City		M
EC03	Identify opportunities to improve the quality of life of workers in Salem through strategies such as child care, livable wages, transportation, health care, food accessibility and more. Implement strategies to make Salem a more desirable place to live and work.	Low	\$\$\$	City	 	L
EC04	Work with businesses to identify and reduce risk, establish disaster plans and create business continuity plans.	Low	\$\$	City	 	M
EC05	Explore the creation of a philanthropic fund to assist small businesses in recovering from and preparing for natural disasters.	Low	\$	City		L

OBJECTIVE 2: Increase the wellbeing of residents and employees through creative development projects

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EC06	Encourage the development of housing near employment centers, so employees can choose to live closer to their workplaces. Identify opportunities to prioritize low-income neighborhoods.	Low	\$	City	   	S

OBJECTIVE 3: Lead the way in transitioning Salem to a climate-smart future

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EC07	Conduct a review of City financial assets/investments to determine extent of holdings in fossil fuel companies. Based on review, divest from fossil fuel holdings and provide options to employees for alternative investment strategies in climate-friendly financial portfolios.	Low	\$	City	   	S
EC08	Develop a City-based program that promotes and incentivizes local businesses and organizations who improve their sustainability practices by participating in Marion County's EarthWISE program.	Low	\$	City		M

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NATURAL RESOURCES

24 STRATEGIES







VISION: Salem's natural resources will provide benefits to all residents, including physical and psychological health benefits and natural resilience.

GUIDING EQUITY PRINCIPLES: Make green spaces and benefits of natural resources accessible to all Salem residents. Prioritize underserved areas and historically neglected neighborhoods when implementing strategies. Intentionally include residents of these areas and neighborhoods throughout planning and decision-making processes.

















OBJECTIVE 1: Increase access to parks and green spaces

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
NR01	Continue to require open space in multifamily developments. Incentivize the inclusion of smaller, walkable parks/open space in new, large, subdivision developments.	Low	\$	City	  	S
NR02	Add and maintain quality parks in NE Salem.	Low	\$\$\$\$	City	  	S





OBJECTIVE 2: Support native biodiversity in Salem's public and private areas

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
NR03	Continue to conserve, preserve, and expand Salem's green spaces and parks. Adopt management policies that reduce chemicals, increase biodiversity and build climate resilience.	Medium	\$\$\$	City	 	S
NR04	Develop a policy that prioritizes native plantings on City-owned properties.	Low	\$	City		S
NR05	Amend City code to require minimum 25-foot no-build zone within riparian corridor and require developers to plant trees/shrubs and native or ecologically well adapted vegetation to create a vegetated buffer (minimum 25 feet) within the existing riparian corridor on all new development.	Low	\$	City	  	S







OBJECTIVE 3: Expand the urban tree canopy

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
NR06	Create an Urban Tree Commission. The Commission would be charged with the following responsibilities: 1) provide oversight, guidance, and support to the Urban Forester by (a) adopting and recommending to City Council a decennial urban forest strategic plan to be prepared in conjunction with the tree canopy assessment [NOTE: city code provides for a decennial tree canopy assessment]; (b) review the Urban Forester's annual work plan; (c) ensuring that the city maintains and regularly update a list of approved street trees, a list of prohibited street trees, and a list of recommended landscape trees other than street trees. (2) Receive monthly reports from the Urban Forester. (3) Review and recommend to the City Council changes to the City's tree ordinances as needed; (4) Recommend rules and guidance to the City manager as needed to implement City tree ordinances. (5) Hear appeals of the Urban Forester's tree removal permit decisions. (6) Communicate with City entities, stakeholders, and general public about the importance of Salem's urban forest and the activities of the urban forestry program. Respond to inquiries or requests from the City Council.	Low	\$	City	  	L
NR07	Ensure adequate funding for the preservation and maintenance of existing City trees as well as the planting of replacement and additional trees.	Medium	\$\$\$\$	City	 	S
NR08	Ensure adequate planting strip space between roads and sidewalks to provide for buffer and tree health. Work with utility companies to ensure proper setbacks from powerlines.	Low	\$	City		S
NR09	Amend City code to increase the amount of shade trees that must be planted in parking lots to increase the shading of impervious surfaces and reduce heat island effects. Note: Adjustments to this strategy may be informed by updated Transportation Planning Rules and related administrative rules for Oregon as implemented through the Climate-Friendly and Equitable Communities rulemaking process.	Low	\$	City	 	S
NR10	Continue to increase community-wide tree canopy cover, with priority emphasis on increasing coverage in underserved areas and neighborhoods. Provide assistance to local institutions to increase their own tree coverage and create spaces such as urban forests, community gardens, and pollinator habitats.	Low	\$\$\$	City	  	S
NR11	Provide a set of incentives to property owners (which includes residential properties as well as large property owners such as schools, employers, etc.) to support increased tree planting with particular emphasis on increasing coverage in underserved areas and neighborhoods.	Low	\$\$\$	City	  	S
NR12	Amend City code to protect large canopy trees from removal and impacts of development wherever possible. Use professional best management practices to protect existing trees during construction. Inspect and enforce tree protection measures.	Medium	\$\$	City	 	S







OBJECTIVE 3: Expand the urban tree canopy

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
NR13	Develop and implement an outreach and education program for property owners (residential and commercial) to raise awareness about the value of healthy trees to Salem residents and the city's GHG emissions reduction goal, how to care for trees on their property, how to select native or ecologically well-adapted species, and how to avoid power lines when planting and trimming trees. Include specific information about how property owners can select and site trees to help lower energy use and cost of heating/cooling. Consider including a "Call before you cut" public outreach campaign component to help residents and business owners understand how to best cut/trim their trees. Set a goal to at least maintain the current levels of urban tree canopy cover on private property.	Medium	\$\$	City	 	S
NR14	Prioritize the planting of climate-resilient trees. Note: Align with Our Salem policy.	Low	\$	City	 	S









OBJECTIVE 4: Reduce runoff and impacts from flooding

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
NR15	Offer incentives/rebates to homeowners, businesses, and developers to install pervious surfaces with the goal of decreasing runoff and flooding.	Low	\$\$\$\$	City	 	M
NR16	Identify areas (e.g., underutilized parking lots, empty malls/commercial space) that can be "depaved" and converted to green space to increase biodiversity, access to green spaces, and reduce the urban heat island effect.	Low	\$	City	 	M
NR17	Update and implement a comprehensive flood management plan that incorporates reduction in extent and impacts of increased impervious surfaces due to development. Note: Align with Oregon Implementation Plan for NFIP-ESA Integration.	Low	\$	City	 	M

OBJECTIVE 4: Reduce runoff and impacts from flooding

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
NR18	Assess feasibility and impacts of best practices for structural and non-structural flood management. Non-structural flood management could include a buyout for flood-prone properties.	Low	\$	City	 	M
NR19	Identify land in the floodplain that can be acquired publicly or privately for restoration and flood mitigation. Develop a program for restoring these floodplains to prevent future damage from flooding.	Low	\$\$\$	City	 	M
NR20	Promote water conservation to protect potable water supply and reduce impacts during drought through existing conservation programs and plans, such as the Clean Streams program, Drought Contingency Plan, Water Conservation and Management Plan, as well as any new initiatives.	Low	\$	City	 	S

OBJECTIVE 5: Improve outreach to developers and property owners regarding benefits of protecting tree canopy for reducing stormwater runoff, protecting water quality, and reducing urban heat island effects.

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
NR21	Compile and improve outreach materials to guide property owners in planting and habitat restoration of flood-prone properties and riparian areas with goal of increasing quality and quantity of native vegetative cover.	Low	\$	City	 	S
NR22	Investigate adoption of a new floodplain/natural area zone in the Salem Revised Code. This new zone would provide protection for floodplains and natural areas from development.	Low	\$	City	 	M
NR23	Inventory and adopt Statewide Planning Goal 5 goals and guidelines for natural resources, such as wetlands and riparian areas, following Oregon Land Conservation and Development process and OAR 660-016-0000. This process includes mapping and assessing the quality and quantity of each resource and determining ecological significance.	Low	\$	City	 	S
NR24	Reduce flood risk by enhancing natural floodplain functions such as slowing runoff, storing floodwater, recharging groundwater and providing fish and wildlife habitat on City-owned properties in the floodplain.	Low	\$	City	 	M

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COMMUNITY

39 STRATEGIES











VISION: Salem will be an engaged community where members of diverse backgrounds collaborate to cohesively achieve climate goals and build a resilient city.

GUIDING EQUITY PRINCIPLES: Intentionally and thoughtfully engage historically excluded groups of people throughout future planning and implementation efforts related to climate action strategies. Build trust and reconcile relationships between residents and City government.




OBJECTIVE 1: Strengthen neighborhoods and communities to increase climate resilience

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
CM01	Create an environmental screening tool that identifies Salem neighborhood by census tract that are disproportionately burdened by, and vulnerable to, urban heat islands, flooding, and multiple sources of pollution. Formalize the use of the screening tool in City planning efforts to prioritize the needs of the most vulnerable residents.	Low	\$	City	 	S
CM02	Build on previous work by the City of Salem , analyze and map food deserts (areas that have limited access to affordable and nutritious food) in Salem; Partner with Marion Food Share to create and implement a plan to increase access to food.	Low	\$\$\$	City	 	M
CM03	Incentivize the conversion of vacant buildings to housing, mixed-use with housing, or for housing for people experiencing homelessness. Prioritize low-income areas.	Low	\$\$\$	City	 	M
CM04	Expand efforts to provide food distribution among residents who are experiencing food insecurity.	Low	\$\$\$-\$\$\$\$\$	NGO	 	M
CM05	Consider developing a CERT-like program to include a community volunteer program that can provide childcare, food delivery, yard work, neighbor check-ins and assist with disaster response and recovery efforts.	Low	\$	City	 	L
CM06	Engage faith communities, social service agencies, nonprofits and neighborhood associations in building neighborhood resilience.	Low	\$\$	City		S






OBJECTIVE 1: Strengthen neighborhoods and communities to increase climate resilience

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
CM07	Create a network of neighborhood resilience hubs, indoor gathering places that can function as community centers, cooling centers, food distribution, places to access electricity during power outages, evacuation sites, day cares and community learning centers.	Low	\$\$\$\$	City	 	L
CM08	Build community cohesion by engaging with different communities to co-sponsor events that encourage cultural interaction.	Low	\$	City	  	S
CM09	Establish targeted funding to fund specific community needs defined not only by geographic location, but also by “income, environmental burdens, number of investments,” (State of Oregon Equity Blueprint) and other factors related to equity.	Low	\$\$\$\$	City		L
CM10	Identify funding opportunities (e.g., grants, dedicated project funds) to “to create an adequate budget for Community Based Organizations (CBOs) to build their general capacity to engage” with Salem’s Climate Action Plan strategies.	Low	\$\$\$	City		M
CM11	Support Oregon Health Authority efforts related to the Healthy Homes Program (established with HB 2842) to ensure Salem residents have adequate heating and cooling and can mitigate the impacts from mold and lead paint in their homes. Coordinate with local non-profits for implementation of supportive efforts.	Low	\$	City	  	M






OBJECTIVE 2: Facilitate diverse participation and representation from Salem residents in City and community planning

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
CM12	Adopt considerations for City planning projects that measure the equity impacts of planning and infrastructure decisions. Two resources for developing criteria include: - State of Oregon’s “Critical Thinking Tool for Identifying Most Impacted Communities” (State of Climate Equity Blueprint , Appendix B) - Portland/Multnomah County’s “9 Equity Considerations” (Climate Action through Equity, pg. 12)	Low	\$	City		M
CM13	Coordinate with existing community-based organizations to ensure equitable implementation of strategies from the Climate Action Plan.	Low	\$	City		S
CM14	Increase the accessibility, diversity, and inclusivity of public meetings, including City Council meetings, through best practices and multiple modes of engagement (e.g., virtual and in-person attendance options, electronic/online and hard copy materials)	Low	\$	City		S








OBJECTIVE 2: Facilitate diverse participation and representation from Salem residents in City and community planning

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
CM15	Seek input and representation from residents and community organizations about their specific needs and wants, incorporate input and feedback into planning and development for neighborhood hubs/ mixed-use projects in low-income and underserved communities.	Low	\$	City		S
CM16	Compensate community participants for the time they spend providing needed input to planning processes. Compensation may include transportation vouchers, meals, and child care as needed to allow for participation from a broad range of voices.	Low	\$	City		S
CM17	Assess the cultural effectiveness of City communications and messaging in languages other than English and determine opportunities for improvement. Improve the effectiveness of City communications and increase language accessibility through strategies such as creating and sharing videos and announcements in languages other than English commonly spoken by Salem residents.	Low	\$\$	City		S
CM18	Adopt accessible and inclusive engagement strategies and best practices, such as those described in the State of Oregon's Climate Equity Blueprint .	Low	\$\$\$	City		S
CM19	Allow for more representation from renters in City decision-making groups that determine development policies and plans.	Low	\$	City		S


OBJECTIVE 3: Continue collaborative relationships with Indigenous Peoples

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
CM20	Continue to work with indigenous communities, including but not limited to the Confederated Tribes of Grand Ronde, Confederated Tribes of Siletz Indians, and the Confederated Tribes of Warm Springs. Follow best practices for collaboration and decision-making, such as those described in the "Characterizing Tribal Cultural Landscapes Volume I: Project Framework" from the Bureau of Ocean Energy Management (BOEM) and existing MOUs.	Low	\$	City		S
CM21	Collaborate with indigenous communities to develop and implement outreach and engagement programs to help residents cope with trauma associated with climate-related displacement.	Low	\$	City	 	S
CM22	Collaborate with indigenous communities to reinstate their connection with the land within the City of Salem's jurisdiction, including facilitating traditional celebrations and other activities.	Low	\$	City	 	S



OBJECTIVE 4: Engage underserved populations in co-creating resilient solutions and create opportunities for communities to lead change

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
CM23	Identify environmental justice leaders from historically excluded communities who can play instrumental roles in identifying and implementing equitable strategies. Collaborate with these identified leaders and support as requested. As often as possible, the City should work as a partner with local communities and community-based organizations (CBOs).	Low	\$	City		S
CM24	Engage residents in neighborhoods projected to be most impacted by climate change to understand local risks and develop strategies to increase resilience. Pursue and advance “opportunities that allow communities to identify their own needs, interests, and vision for the future” (State of Oregon Equity Blueprint)	Low	\$\$	City		S
CM25	Engage with local social service agencies and nonprofits to communicate with underserved populations about climate risks and resilience strategies.	Low	\$	City		S
CM26	Work with existing community-based organizations to form a coalition and facilitate a process where residents and groups that have been typically excluded can identify issues and bring solutions to the City (e.g., through the City Budget Committee). Specifically collaborate with the Salem Leadership Foundation and their community action teams.	Low	\$	City		S
CM27	Increase internet access for Salem residents who currently do not have reliable high-speed internet access.	Low	\$\$\$\$	City	  	S







OBJECTIVE 5: Increase City of Salem’s internal capacity to better integrate and ensure equitable implementation of CAP strategies

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
CM28	Require City staff and departments to participate in ongoing intercultural competency training and workshops.	Low	\$	City		S







OBJECTIVE 5: Increase City of Salem's internal capacity to better integrate and ensure equitable implementation of CAP strategies

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
CM29	Hire at least one full-time staff member to coordinate all implementation efforts of Salem's CAP. This staff member will be tasked with coordinating inter-departmental collaborative efforts to ensure environmental environmental justice (EJ) best practices are used during CAP implementation. Staff member will also ensure every City department's "policies and programs are aligned with Oregon's environmental justice statutes."	Low	\$\$\$	City		S
CM30	Develop standards so that all future Climate Action Plan related goals are "SMARTIE - Strategic, Measurable, Ambitious, Realistic, Time-Bound, Inclusive, and Equitable."	Low	\$	City		S

OBJECTIVE 6: Improve data collection and data sharing processes

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
CM31	Ensure all City and community maps are in one spot online for ease of access.	Low	\$	City		S
CM32	Maintain DataSalem with relevant maps that show climate impacts and affected communities.	Low	\$\$	City		S
CM33	Develop and maintain data about Salem's population characteristics. Use DataSalem to establish a publicly accessible and authoritative hub of demographic information.	Low	\$\$	City		S
CM34	Partner with community-based organizations (CBOs) to ensure City data reflect the lived experiences of residents. Collaborate with CBOs to gather data and allow communities to collect "data questions and products in ways that are responsive to local and culturally-specific priorities" (State of Oregon Equity Blueprint). Coordinate efforts and collaborate with local universities for community-based climate research projects.	Low	\$\$	City		S
CM35	Incorporate citizen science methods of engaging communities "climate-specific projects to incorporate on-the-ground observations, lived experiences, and local perspectives" (State of Oregon Equity Blueprint).	Low	\$\$	City		S
CM36	Train City "staff and partners on how to use and integrate climate equity data" (State of Oregon Equity Blueprint). For example, Washington's King County offers a workshop for GIS practitioners on integrating Critical Race Theory (CRT) into their work.	Low	\$	City		S

OBJECTIVE 7: Create a community education and outreach program to implement the recommendations of the Climate Action Plan

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
CM37	Create a public engagement campaign to educate and create behavior change among Salem residents to reduce GHG emissions.	Low	\$\$	City	 	S
CM38	Collaborate with Salem-Keizer School District and local educational institutions to develop curricula and career programs focused on climate change and sustainability education.	Low	\$	City	 	S
CM39	Using frames of community preparedness and resilience, create and implement public messaging that models and encourages conservation behaviors. Include ongoing prompts and reminders about climate vulnerabilities and how Salem residents can prepare.	Low	\$\$	City	 	S

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FOOD SYSTEM

8 STRATEGIES


VISION: Salem will have a healthy, local food system with an abundant and accessible supply of food.

GUIDING EQUITY PRINCIPLES: Prioritize residents who do not currently have access to healthy foods and grocery stores during implementation of food-related strategies.



OBJECTIVE 1: Increase food access through expanded community gardens and farmers markets

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
FD01	Collaborate with Marion-Polk Food Share to incentivize community gardens in schools and neighborhoods, with priority emphasis on underserved communities.	Low	\$	City	 	M
FD02	Allow agroforestry and urban farming on City-owned land. Work with property owners to plant gardens or pollinator habitat on vacant lots. Grow trees and annual crops with intercropping practices to increase biomass, organic matter, and sequester carbon. Consider Minto-Brown Park as a pilot project.	Medium	\$\$\$	City	   	M
FD03	Collaborate with Salem Community Markets and neighborhood associations to have a farmer's market in every existing ward or neighborhood.	Low	\$\$	City	 	M
FD04	Allow and support production of plant-based food on private property.	Low	\$	City	 	S



OBJECTIVE 2: Support and incentivize the growth of the local foods marketplace

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
FD05	Incentivize large, local institutions (e.g., businesses, schools and higher education institutions, hospitals) to commit to purchasing ingredients and products from local food producers, including community gardeners. Securing a reliable supply for local food producers will help stabilize their current production, encourage increased production and attract new producers to the market.	Low	\$\$\$	City (Pending input from Economic Forum participants.)		L

OBJECTIVE 2: Support and incentivize the growth of the local foods marketplace

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
FD06	Develop and implement a recognition program for local businesses who support/sell locally grown produce and locally manufactured food and beverage items. Support may include the direct purchasing of ingredients and products from local producers/community gardeners, as well as indirect purchasing support, such as providing transportation options to/from local community gardens.	Low	\$\$	City		M
FD07	Explore public and private partnerships that encourage cooperatives or other frameworks of social and economic support for local producers, including community gardeners.	Low	\$-\$\$	City (Pending input from Economic Forum participants.)		L

OBJECTIVE 2: Sequester carbon through local land management practices

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
FD08	Identify and support opportunities that increase carbon capture through soil sequestration, e.g. permaculture, cover cropping, biochar and other soil conservation practices on City-owned land.	Medium	\$\$	City	 	S

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MATERIALS & WASTE

24 STRATEGIES





VISION: Salem will be a closed-loop community when it comes waste, first reducing waste at the source, then repairing and reusing materials, and impacts from disposal will be minimal.

GUIDING EQUITY PRINCIPLES: Ensure that waste disposal practices and requirements do not disproportionately affect low-income neighborhoods or historically marginalized communities.









OBJECTIVE 1: Establish data tracking and reporting processes

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
MW01	Calculate a baseline, track, and report a diversion rate for City of Salem using Marion County data.	Low	\$\$	City		S
MW02	Conduct regular waste audits to identify materials being sent to the landfill, to gain an understanding of contamination rates, and to identify diversion opportunities.	Low	\$\$	City		S







OBJECTIVE 2: Reduce waste at the source and facilitate a closed loop, circular economy

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
MW03	Continue reducing emissions and minimizing waste through current practices, including following State guidance on prioritizing sustainable products, limiting deliveries to two days per week, and facilitating electronic RFP/bid processes.	Low	\$	City	 	S
MW04	Write and implement a sustainable purchasing policy for the City to be informed by best practices, reducing GHG emissions, limiting harmful chemicals, prioritizing local businesses, and ensuring safe and fair supply chains.	Low	\$	City	 	S











OBJECTIVE 2: Reduce waste at the source and facilitate a closed loop, circular economy

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
MW05	Develop more comprehensive sustainable specifications for City bidding/RFP processes.	Low	\$	City	 	S
MW06	Develop lending libraries of things (ex. Thingery in Vancouver) to be located at neighborhood resilience hubs. Collaborate with public libraries and neighborhood associations.	Low	\$\$\$	City	  	S
MW07	Collaborate with local and regional producers to recycle packaging, printing and writing paper and food serviceware at the end of life, i.e. support policies and practices related to extended producer responsibility per SB 582.	Low	\$\$\$\$	City	 	M
MW08	Implement and enforce a city-wide ban on non-essential single-use plastics and expanded polystyrene (EPS) products.	Low	\$	City		M


OBJECTIVE 3: Set a goal to achieve zero waste (meaning at least 90% of waste is diverted from the landfill through waste reduction, reuse, recycling and composting) in municipal operations

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
MW09	Set goals and determine practices (e.g., using reusable materials over single-use items) to reduce waste at City-funded events, including all meetings and conferences.	Low	\$	City		S
MW10	Create policies and procedures for waste reduction through purchasing and waste handling for City employees.	Low	\$	City		S
MW11	Train custodial staff in waste diversion instructions.	Low	\$	City		S
MW12	Analyze the waste generated from municipal operations to establish a baseline; track and report progress towards achieving the 90% diversion rate.	Low	\$	City		S
MW13	Engage City employees in activities to encourage behavior change, like training, discussion, competitions, presentations, awards, etc.	Low	\$	City		S
MW14	Establish a city-wide waste reduction education program.	Low	\$	City		S

OBJECTIVE 4: Reduce food waste to reduce GHG emissions

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
MW15	Implement an educational and outreach program for residents and businesses that raises awareness about how to reduce food waste at home and at work. Work with Marion County Environmental Services to develop and share information.	Low	\$\$	Marion County Environmental Services		M
MW16	Work with Marion Polk Foodshare and Salem Harvest to build on existing food recovery efforts/ programs to establish a comprehensive food bank/donation/recovery system throughout all of Salem. Bring catering companies, restaurants, and food services providers together with community services organizations so everyone can learn from each other about how to best serve the residents of Salem and reduce food waste.	Low	\$\$	Marion Polk Foodshare	 	M
MW17	Implement a convenient, city-wide composting program for residents, including both multi- and single-family residential properties. Identify existing multi-family food waste collection programs that are working and expand existing programs to service multi-family residences.	Medium	\$\$	City		L
MW18	Educate residents how to do backyard composting, and incentivize with coupons or gift certificates to local businesses. Work with Marion County Environmental Services to develop and share information.	Low	\$	City		M
MW19	Work with local restaurants to identify their barriers to reducing food waste and composting. Work with Marion County Environmental Services to develop an educational program with incentives for implementing strategies for reducing food waste and diverting organic waste from the landfill.	Low	\$\$	City		M
MW20	Provide incentives to farms, food producers, retailers, and restaurants to divert excess food to organizations that can distribute the food to members of the community who are experiencing food insecurity.	Low	\$	City	   	L



OBJECTIVE 5: Support sustainable material management through financial incentives

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
MW21	Explore incentives for residences and businesses that reduce food waste, including the use of a pay structure for municipal waste disposal services based on lower overall costs for lower rates of contamination.	Medium	\$	City		L

OBJECTIVE 6: Reduce air pollution from waste

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
MW22	Explore how to send waste to landfill rather than Covanta plant.	Medium	\$\$	City	 	M

OBJECTIVE 7: Accelerate capture of all wastewater emissions

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
MW23	Enhance the capture of wastewater emissions for renewable natural gas (RNG) to be used for energy.	High	\$\$\$\$	City		L
MW24	Adopt improved water treatment methods that reduce the production of methane as they become available.	Low	\$\$	City		L

APPENDIX 7

Outreach and Engagement Summary

Introduction

Gathering perspectives and expertise from the Salem community was an essential part of creating a climate action plan tailored to the unique needs of the community. One of the key goals of the planning process was to develop climate action strategies and outcomes that advance equity in decision-making processes and overcome disparities within Salem. Engaging the Salem community is critical to achieving this goal. The City sought to conduct an open process in which all members of the community had opportunities to share their feedback throughout the development of the plan.

Due to COVID-19-related social gathering restrictions, much of the community engagement was conducted online, and additional efforts were made to engage those who did not have access to online opportunities. All virtual meetings were live streamed on the City's YouTube channel and recorded and posted on the project website for future viewing. Members of the Task Force were asked to also assist in outreach and share information with their networks.

The process of developing the Climate Action Plan was informed by three primary stakeholder groups.

Climate Action Plan Task Force

The Climate Action Plan Task Force consisted of a cross-section of community stakeholders representing sectors such as transportation, environmental advocacy, economic development, energy, education, communities of color, food supply, public health, homebuilders, and others. Thirty-three community representatives were chosen through a stakeholder mapping exercise and invited to serve on the Task Force by the Mayor. Three councilors also served on the Task Force: Councilor Andersen, Councilor Gonzalez, and Councilor Nordyke. The group met for six workshops (Figure 1).

Members of the Public

Throughout the Salem Climate Action Plan development process, the public provided input through online activities, community meetings, surveys, and by commenting on the draft plan. Public input from each phase of the process framed the next phase — feedback from the public was discussed by the project team and incorporated into the visioning, vulnerability assessment, strategy development phase, and finalization of the plan.

City Staff Advisors

City staff with subject matter expertise in various areas relating to the Climate Action Plan advised the project team. They participated in staff advisory group meetings and were available for advising on the City's previous work, particular subject matter areas, strategy development, and implementation planning.

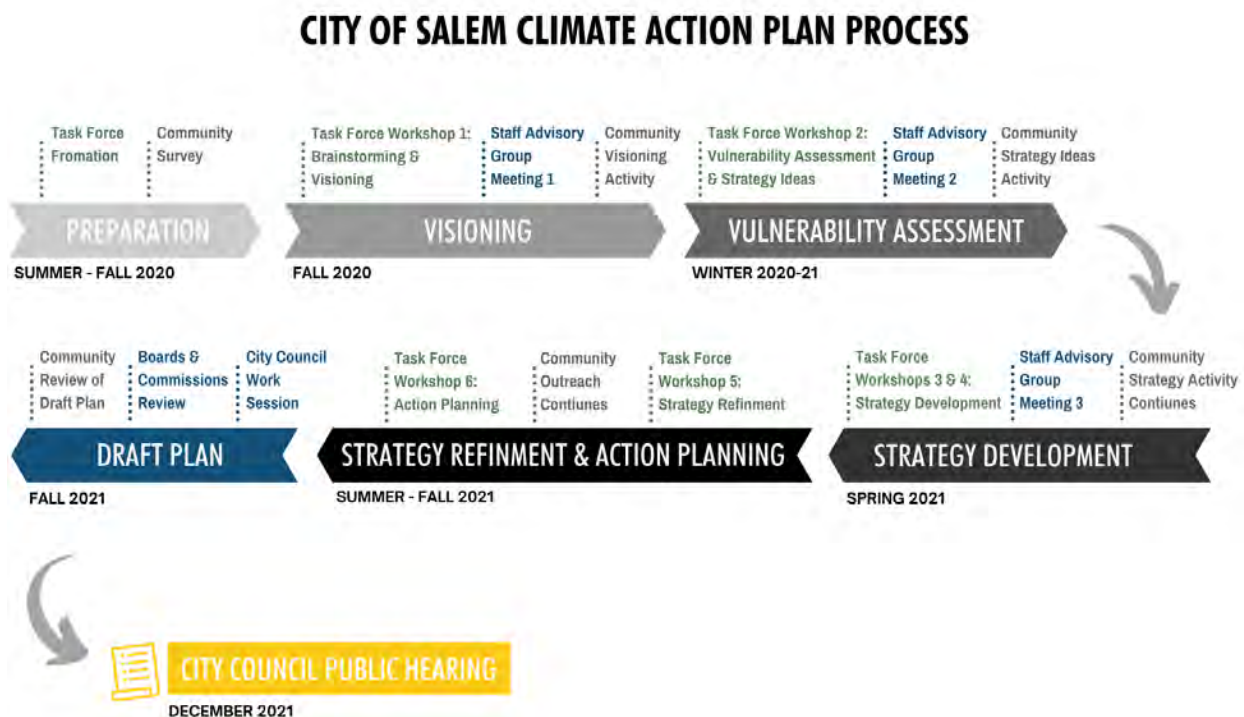


Figure 1: City of Salem Climate Action Plan process.

Salem Climate Action Plan Engagement Website

The project team used an online platform, EngagementHQ, to increase public engagement. The platform supported the use of a project outreach website, SalemClimateActionPlan.com, and provided a variety of tools that allowed community members to submit ideas, interact with one another, and to stay updated on the project progress through website updates and email notifications. The engagement website supplemented the project information available on the City's main website and served as a centralized hub for the public to learn about the project and share feedback. As the planning process progressed, the website was updated with relevant interactive activities and information from each phase of the project.

The site required registration to comment or participate in some activities. Public surveys were available on the site without registration. Information collected at registration included email address, username, password, and high-level demographic data (gender identity and race/ethnicity). The vendor for the engagement platform has found that registration is not generally a barrier to participation, but the project team was aware that some members of the public did not want to provide even basic personal information due to privacy concerns or other factors. Those participants were offered the option to call or email to share their input.

Website Engagement Activities

The table below summarizes the public activities available at the different stages of the project.

Title	Purpose	Date	Engaged Visitors*	Contributions**
Initial Community Survey	Understand community views on climate change, Salem characteristics, and plan process	October 21, 2021 to November 4, 2021	499	499
Envisioning a Resilient Salem	Identify a vision for a resilient Salem of 2050 and visionary ideas to become a carbon-neutral city	November 20, 2021 to December 11, 2021	44	221
Strategy Idea Brainstorming	Collect ideas for potential climate action strategies and gauge support for those ideas	January 8, 2021 to February 28, 2021	207	1,517
Strategy Idea Ranking	Provide a rough indication of whether initial ideas should be included in the plan	March 12 to 28, 2021	519	519
Strategy Development Feedback	Collect additional ideas and comments on proposed strategies	June 2, 2021 to October 3, 2021	~50	~1,250
Comment and Question Form	Gather comments and questions about the draft climate action plan	October 18, 2021 to November 7, 2021	N/A	N/A

*Engaged visitors have contributed to an engagement activity.

**Contributions include survey responses, an idea being shared, and someone liking or commenting on ideas from someone else.

Table 1: Summary of online public engagement activities and participation.

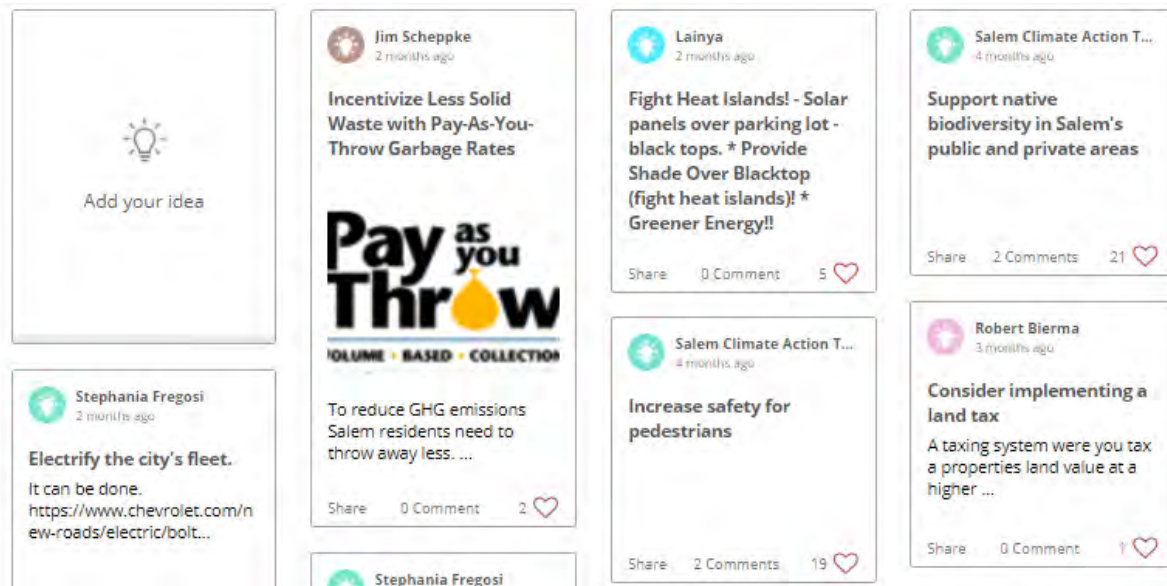


Figure 2: Interactive activity tool used to solicit community ideas and comments.

Public Review of Draft Plan

The Preliminary Draft Climate Action Plan was published in October 2021, and an online question and comment form was made available. Answers to frequently-asked-questions were published to the project outreach website. In addition to the comment form, community members had the option to email or call the project team. After integrating community feedback, the Revised Draft Climate Action Plan was published in November 2021.

Community Partnerships

An important part of the public outreach strategy was to engage those who are most impacted by climate change and are in greatest need of resources and tools to address climate impacts (i.e., frontline communities). To reach frontline communities, the project team sought to leverage relationships with community-based organizations and leaders with networks in communities that are harder to reach. Such partnerships were used to help advise on the best ways to connect with community members and provide channels through which to communicate.

Many members of the Task Force assisted the project team by sharing out information and opportunities for public engagement. This included targeted outreach to harder-to-reach segment of the community. In addition, Task Force members assisted in setting up meetings and presentations with various groups such as the Salem Keizer NAACP, Micronesian Islanders Community, Salem Leadership Foundation Community Partnership Teams, and the Salem Keizer Interfaith Network.

Outreach Activities

Outreach activities sought to inform community members, promote an understanding of the project and its purpose, and invite participation. Outreach highlighted the need for climate action, Salem's previous relevant work, and the City's motivation for taking on the project. Consistent efforts were made to describe the focus, timeline, and desired outcomes of the climate action plan and to invite public input. A variety of methods, tools, and channels were used to communicate with and receive feedback from the public.

In the summer of 2021, City staff ramped up outreach efforts and undertook a public engagement push to ensure that people in the community were informed about the project and aware of the opportunity to provide input.

A comprehensive listing of methods, tools, and activities is provided as follows.

Board and Commission Meetings

City staff provided presentations at the following City Boards and Commissions meetings.

Date	Audience
September 1, 2021	West Salem Redevelopment Advisory Board
September 8, 2021	Citizens Advisory Traffic Commission
September 23, 2021	Downtown Advisory Board
October 7, 2021	North Gateway Urban Renewal Advisory Board
October 14, 2021	Salem Parks and Recreation Advisory Board
November 2, 2021	Salem Planning Commission

Table 2: Board and commission meeting dates.

Community Meetings

Task Force members and City staff presented information about the project, answered questions, and encouraged public involvement at the following community meetings.

Date	Audience	Presenter
December 10, 2020	South Gateway Neighborhood Association	Councilor Nordyke, Task Force member
January 3, 2021	1st United Methodist Church	Ken Bierly, Task Force member
January 12, 2021	North East Neighbors	Janet Lorenzen, Task Force member
January 28, 2021	Neighborhood Chairs	City staff
February 24, 2021	Marion County Solid Waste Management Advisory Council	City staff
March 4, 2021	Salem Chamber of Commerce	Councilor Nordyke, Task Force member; Tom Hoffert, Task Force member; City staff
April 22, 2021	American Association of University Women Salem Branch	City staff
June 1, 2021	Mid-Valley Association of Realtors	City staff
June 2, 2021	North Lancaster Neighborhood Association	City staff
June 7, 2021	Salem Keizer NAACP	City Staff
June 10, 2021	Faye Wright Neighborhood	City staff
June 15, 2021	Central Area Neighborhood Development Organization	City staff
June 21, 2021	West Salem Neighborhood Association	City staff
June 22, 2021	Lansing Neighborhood Association	City staff
June 24, 2021	Gen Z Forum with City Youth Outreach and Education Coordinator	City staff
June 24, 2021	Neighborhood Chairs	City staff
June 24, 2021	Gen Z Forum with City Youth Outreach and Education Coordinator	City staff
July 6, 2021	Southwest Association of Neighbors	City staff
July 14, 2021	Salem Leadership Foundation Community Partnership Team: North Neighborhoods (N2)	City staff
July 14, 2021	Morningside Neighborhood Association	City staff
July 15, 2021	Sunnyslope Neighborhoods Association	City staff
July 16, 2021	Cross-Cultural Friday Night – Enlace Cross-Cultural Community Development Project	City staff
July 20, 2021	North East Salem Community Association	City staff
July 21, 2021	Salem/Keizer Interfaith Network	City staff

Table 3: Summary of community meetings.

Date	Audience	Presenter
July 22, 2021	Salem Leadership Foundation Community Partnership Team: Edgewater Partnership	City staff
August 2, 2021	Salem-Keizer NAACP	City staff
August 5, 2021	East Lancaster Neighborhood Association	City staff
August 17, 2021	Salem Leadership Foundation Community Partnership Teams: South Salem Connect	City staff
August 18, 2021	Salem Area Chamber of Commerce/SEDCOR Economic Forum	City staff
August 19, 2021	Salem Leadership Foundation Community Partnership Teams: Community and Partners of East Salem (CaPES)	City staff
August 24, 2021	Southeast Salem Neighborhood Association	City staff
August 31, 2021	350 Salem OR	City staff
September 8, 2021	South Central Association of Neighbors	City staff
September 23, 2021	Neighborhood Chairs	City staff

Continuation of Table 3: Summary of community meetings.

Community Events

At each of the following events, the City staffed an outreach table with information about the Climate Action Plan project. City staff discussed the project with community members, answered questions, and encouraged public involvement.

Date	Event
July 9-11, 2021	Marion County Fair
July 16-17, 2021	Mission Street Park Conservancy Plant Sale
July 20, 2021	National Night Out resource fair
August 20, 2021	Families & Children Summer Fun at the Park (at Northgate Park hosted by Hallman Neighborhood Family Council)
August 21, 2021	Micronesian Islanders Community event
September 25, 2021	Salem Saturday Market

Table 4: Community event dates.

Email Announcement

Emails were sent out through the engagement platform to registrants and subscribers to alert them of new content and to bring participants back to the site for each phase of the planning process. This feature was also used to send out periodic updates. A total of 20 emails were sent over the course of the project.

Radio Announcements

In the summer of 2021, City staff prepared and sent a series of public service announcements to local radio stations. Several stations aired each announcement on a weekly basis as part of existing contracts with the City of Salem. Each announcement was aired multiple times over the course of the week. To reach a broader audience, City staff asked other local stations to share

the announcements in a similar manner. Each announcement included a project tagline, “Get Ready, Salem!”, a topical message related to climate change mitigation or adaption, and a call to action to visit the project engagement website to share ideas. Twelve announcements were sent to each of the following radio stations.

- KBZY 1490 AM
- KMUZ Community Radio 100.7 & 88.5 FM
- KMWV Community Radio 98.3 FM
- KRYP El Rey 91.3 FM (Spanish-speaking radio station)
- KTUP Radio Poder 98.3 FM (Spanish-speaking radio station)

In the earlier phases of the project prior to the summer of 2021, several announcements were sent to KBZY and KMUZ Community Radio to advertise online engagement opportunities.

Radio Interviews

Task Force members and City staff had the opportunity to participate in radio interviews about the Climate Action Plan project.

Date	Radio Station	Interviewee
November 3, 2020	KMUZ Community Radio: Willamette Wake Up - Elephant in the Room	Casey Kopcho, Task Force member
December 1, 2020	KMUZ Community Radio: Willamette Wake Up - Elephant in the Room	Councilor Nordyke, Task Force member
March 18, 2021	KBZY: The Morning Team with Bob Buck	City staff
June 10, 2021	KMWV Community Radio: In Case You Missed It – With Salem Reporter	City staff
July 15, 2021	KBZY: The Morning Team with Bob Buck	City staff
August 3, 2021	KMUZ Community Radio: Willamette Wake Up - Elephant in the Room	City staff

Table 4: Summary of radio interviews.

Social Media

Announcements were posted on City social media accounts throughout the project. In the summer of 2021, a regular series of announcements were posted on a weekly basis similar to the radio announcements discussed above. Twelve weekly posts were made to each of the following social media accounts.

- www.facebook.com/CityOfSalemOR
- www.facebook.com/CiudaddeSalemOregon (content posted in Spanish)
- www.twitter.com/cityofsalem

Other Print and Digital Media

The following is a list of other channels used to for project outreach.

- Article in Smoke Signals, newspaper published by the Confederated Tribes of Grand Ronde
- Announcements in Salem Connection, weekly e-newsletter from the City

- Announcements in Clean Streams Newsletter, monthly e-newsletter from the City's Clean Streams, Clear Choices Initiative

Supporting Print and Visual Communication Tools

The following is a list of supporting communications tools prepared to support outreach activities.

- Project slide decks for community presentations
- Informational handout (one-page, content in English and Spanish)
- Frontline communities survey (one-page, English and Spanish versions)
- Rack card (English and Spanish versions)
- Poster (for tabling at community events)
- Bookmark/giveaway (for tabling at community events)

Accessibility

As mentioned, one of the key components of the project process was equitable public engagement, meaning that all Salem community members were given the opportunity to share their input and special efforts were made to engage those who have not traditionally been involved in civic processes.

To address language barriers, outreach and engagement materials were developed in both English and Spanish when possible and there was an option to translate the engagement website using a Google Translate tool. The City used its Spanish Facebook page to post updates and invite users to access the engagement site. City staff also co-hosted a multi-lingual community meeting with the Enlace Cross-Cultural Community Development Project.

Other methods of outreach were used to provide greater accessibility and invite further input, including the options to request a hard-copy survey by mail or call City staff to share feedback.