

# Proposed Strategies for Salem Climate Action Plan

This spreadsheet contains strategies to reduce greenhouse gas (GHG) emissions and increase climate

## Salem's Greenhouse Gas Reduction Goal:

- >> By 2035, Salem's greenhouse gas emissions shall be reduced to 50% of the citywide greenhouse
- >> By 2050, Salem should be carbon neutral.

The strategies listed on the following pages are divided into the following 7 Action Areas:

- 1 Build a Connected, Multi-Modal Transportation Network
- 2 Transition to Zero-Carbon Energy
- 3 Engage the Community in an Equitable Transition
- 4 Protect Natural Resources
- 5 Foster Local Economic Development
- 6 Enhance the Local Food System
- 7 Reduce Emissions from Waste

Total number of strategies: 169

## Key to Color Coding:

**Bold, blue** text indicates changes made from language in the previous version of the list based on strategy development sessions.

**Bold, purple text** indicates strategies that were previously flagged for removal through the community and Task Force surveys and through refinement process have been added back.

**Bold, green** text indicates changes made from language in previous version of the list based on project team assessments.

## Transportation & Land Use

**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	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits
		High	\$ = 0 - \$200,000	Varies	Public Health Environmental Quality Local Economy Mobility Choice Community Equity
		Medium	\$\$ = \$200,001 - \$500,000		
		Low	\$\$\$ = \$500,001 - \$5,000,000		
			\$\$\$\$ = > \$5,000,000		

### Increase safety of and access to active commute modes to reduce vehicle miles traveled (VMT).

**Identify and** prioritize [key corridors](#) in the City's planned comprehensive network of bikeways that connect major employment centers with areas of high density housing, essential services (schools, grocery stores, health care), and entertainment (restaurants, retail, event venues). [Priority emphasis should be placed on connecting underserved areas with essential services.](#)

Medium	\$\$\$\$	City	Public Health Environmental Quality Mobility Choice
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**Select and** improve the safety of bike access [along](#) E-W & N-S key corridors. [Commit to selecting and improving at least one key corridor every year.](#)

Medium	\$\$\$\$	City	Public Health Environmental Quality Mobility Choice
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Finalize Salem's sidewalk inventory and use finished inventory to inform the completion of Salem's sidewalk network throughout the entire city, with a priority emphasis on [historically and currently neglected areas of Salem. Coordinate efforts with the MPO, which recently prioritized funding for adding sidewalks near schools in NE Salem.](#) Reference and revise Salem's sidewalk inventory as-needed.

Medium	\$\$\$\$	City	Public Health Mobility Choice Community Equity
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Repair existing sidewalks to increase safety and mobility, include assessment and improvement of lighting along sidewalks for safety.

Low	\$\$\$\$	City	Public Health Mobility Choice Community Equity
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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.

			Public Health Environmental Quality Mobility Choice Community Equity
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Develop mobility hubs at transit centers (space for Line, Lyft, Uber, bike and car share, etc.). [Coordinate with Cherriots, whose current focus is on South Salem.](#)

			Public Health Environmental Quality Mobility Choice Community Equity
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### Expand public transit infrastructure in Salem with a focus on equity-based access

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.

			Public Health Environmental Quality Mobility Choice Community Equity
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Increase bus service, e.g., a majority of routes should operate with at least 30 minute intervals until midnight, seven days a week.

High	\$\$\$\$	Cherriots	Public Health Environmental Quality Mobility Choice
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Identify currently-underserved areas and determine opportunities for first expanding transit service to these currently-underserved areas. This should include employment centers in outlying areas (e.g., Cordon Road/Mill Creek Corporate Center).

Medium	\$\$\$	Cherriots	Public Health Mobility Choice Community Equity
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Add "Bus and Turn" (BAT) lanes for specific corridors and consider creating bus-only lanes on select routes along the Core Network, such as Lancaster and River Rd/Broadway/Commercial Rd.

Medium	\$\$\$\$	City	Environmental Quality
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Assess current safety levels of walking routes within [1/4](#) mile of bus stops and improve in areas of greatest need.

Low	\$\$\$\$	City	Public Health Mobility Choice Community Equity
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Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits
		High Medium Low	\$ = 0 - \$200,000 \$\$ = \$200,001 - \$500,000 \$\$\$ = \$500,001 - \$5,000,000 \$\$\$\$ = > \$5,000,000	Varies	Public Health Environmental Quality Local Economy Mobility Choice Community Equity
	<b>Conduct a feasibility study to understand the logisitcs (ownership, costs, benefits) of implementing</b> a downtown circulator that stops at all the key downtown locations.	Medium	\$\$\$	Cherriots	Public Health Environmental Quality Local Economy Mobility Choice
	Amend City code so that all bus stops must have a no parking zone around them to improve bus access to bus stops.	Low	\$	City	Public Health Environmental Quality Mobility Choice
	Work as an active, collaborative partner with Cherriots in the collective goal of being mobility integrators, <b>providing infrastructure and technology that allows residents and visitors to conveniently and sustainably get from Point A to Point B.</b>	Low	\$	City	Public Health Environmental Quality Mobility Choice
	<b>Collaborate with Cherriots to develop a single card and app for all mobility options in Salem (e.g., bus pass, bike and car share, parking).</b>				Mobility Choice
	Collaborate with 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	\$\$\$\$	Cherriots	Public Health Environmental Quality Local Economy Mobility Choice
	<b>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 the optimizing the timing of trains to better support commuting to/from Salem.</b>			City	Public Health Environmental Quality Local Economy Mobility Choice Community Equity
	Assess the feasibility of adding lanes <b>for buses, emergency vehicles, and potentially streetcars</b> over Willamette River crossings.				Public Health Environmental Quality Local Economy Mobility Choice
	Implement high-frequency buses (also called rapid bus services) along major routes (i.e., <b>the Cherriots Core Network</b> ). <b>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.</b>				Public Health Environmental Quality Local Economy Mobility Choice
<b>Incentivize active commute modes</b>					
	<b>Work with major employers to</b> develop and implement a public outreach and education campaign to increase awareness among Salem residents about the impacts of single occupancy vehicular travel on the city's GHG goals and how residents can help reduce GHG emission from VMT.	Low	\$\$	City	Environmental Quality Mobility Choice
	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: <ul style="list-style-type: none"> <li>- <b>Taking the bus to work through the Cherriots group bus pass program and/or pre-tax bus passes</b></li> <li>- Walking to/from work</li> <li>- Biking to/from work</li> <li>- <b>Offering preferential parking spots for employees who carpool</b> to/from work</li> <li>- Commuting to/from work in an EV, motorcycle, or other low-GHG emission mode</li> <li>- Accessing employer-sponsored emergency rides home</li> <li>- Working from home/telecommuting</li> <li>- Working flexible hours to reduce traffic congestion (i.e., employer can stagger work hours to reduce congestion)</li> <li>- <b>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</b></li> <li>- <b>Providing online, real-time ride-matching services through the <a href="#">Get There Oregon</a> tool</b></li> </ul>	Low	\$\$	City	Public Health Environmental Quality Local Economy Mobility Choice Community Equity
	Amend the Salem Transportation System Plan (TSP) to include goals for walking, cycling and transit use. Align goals with recommendations from the Statewide Transportation Strategy (STS). Ensure that bicycle and pedestrian safety elements described in the State of Oregon's Bicycle and Pedestrian Safety Strategy Report are included in the TSP.	Low	\$	City	Public Health Environmental Quality Mobility Choice

Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits
		High Medium Low	\$ = 0 - \$200,000 \$\$ = \$200,001 - \$500,000 \$\$\$ = \$500,001 - \$5,000,000 \$\$\$\$ = > \$5,000,000	Varies	Public Health Environmental Quality Local Economy Mobility Choice Community Equity
	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. <b>Condiser limiting the allocation of funds to projects specific to repairing vehicular lanes and to the build out of sidewalks and bikelanes in low income and neglected areas.</b>	Medium	\$	City	Public Health Environmental Quality Local Economy Mobility Choice
	Implement a trip reduction ordinance for Salem employers, informed by State rules and necessary adaptations at the City-level.  <b>Note: Rewording or removal may be needed pending a forthcoming State rule from Every Mile Counts program.</b>	High	\$\$	City	Public Health Environmental Quality Mobility Choice
	Work with Cherriots to promote Cherriots' ability to support transportation demand management (TDM) to businesses and organizations in Salem. Support from Cherriots includes: 1. 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). 2. Creating and sending an employer newsletter to the ETC's that they can forward to their co-workers. 3. Providing ETC's with promotional information and marketing materials. 4. Hosting transportation fairs/brown bag lunch chats or on-site tabling to help promote their transportation program and provide personalized trip-planning assistance. 5. 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. 6. Helping ETC's develop, launch, and analyze results from employee transportation surveys.			City	Public Health Environmental Quality Local Economy Mobility Choice Community Equity
	<b>Work with Cherriots, PGE, Salem Electric, and major employers to expand bike share stations, with a priority emphasis on neglected areas of Salem.</b>				Public Health Environmental Quality Local Economy Mobility Choice Community Equity
	Charge for <b>city-controlled parking (starting with on-street parking)</b> using a <b>demand-pricing</b> model intended to reduce parking in central business districts or employment areas to 70-80% of supply, particularly where alternative transportation modes are available.	High	\$\$	City	Public Health Environmental Quality Local Economy Mobility Choice Community Equity
<b>Increase adoption of and access to EVs and EV charging infrastructure</b>					
	Provide rebates on electric vehicle purchases to incentivize the transition to EVs.  <b>Note: Rewording or removal may be needed pending the State Legislature's decision on HB 2165. Additional guidance from PGE is to adopt City-specific goals informed by the State of Oregon's SB 1044 (2019).</b>	Medium	\$\$\$\$	PGE	Public Health Environmental Quality
	Establish a city-wide EV car charging network in partnership with Portland General Electric (PGE) and Salem Electric. 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. <b>Work with current EV charging station operator (Blink) on City property to identify locations to upgrade and expand. Work with utility companies to determine demand and needs for power infrastructure .</b>	Medium	\$\$\$\$	City/PGE	Public Health Environmental Quality Local Economy Community Equity
	As part of the city-wide EV charging network described above, <b>require EV charging stations as part of the development of new multifamily residences (based on a 5 unit minimum) and incentivize the installation of EV charging stations at existing multifamily residences.</b>	Medium	\$\$	City	Public Health Environmental Quality Community Equity

Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits
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In expanding EV charging infrastructure throughout the city, include 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.

Amend City code so that all new construction/buildings are required to be EV-ready. <b>Note: Rewording or removal may be needed pending the State Legislature's decision on HB 2180</b>	Medium	\$		City	Public Health Environmental Quality Local Economy Community Equity
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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	Public Health Environmental Quality
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Transition public transit fleet to zero-emission fleet. <b>Facilitate the sharing of lessons learned during transition and grant opportunities with major employers and organizations in Salem to assist their transition.</b>	Medium	\$\$\$		Cherriots	Public Health Environmental Quality
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Leverage state and federal incentives to help expedite City, Cherriots, and community transition to EVs.	Medium	\$		City	Public Health Environmental Quality
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**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](#).**

**Reduce congestion and emissions from idling**

Create an education and outreach program to encourage residents to practice ecodriving behaviors - a set of driving practices that reduce emissions from internal combustion engine vehicles, <b>including hypermiling techniques, tire inflation, and regular tune-ups. Potentially partner with local high schools.</b>	Low	\$\$		City	Public Health Environmental Quality
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Implement congestion-reducing strategies such as: - 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	Medium	\$\$\$\$		City	Public Health Environmental Quality
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**Increase safety for pedestrians**

Improve pedestrian crossings with design elements such as: - Signalized pedestrian crossings - Pedestrian refuges, mid-street islands, curb extensions - Use "pedestrian scramble" 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	Medium	\$\$\$\$		City/ODOT	Public Health Environmental Quality Mobility Choice <b>Community Equity</b>
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**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, evaluate, and expand (potentially to the area bordered by Ferry, Front, Center (or beyond with road changes), and Church).**

Public Health  
Environmental Quality  
Mobility Choice

Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits
		High	\$ = 0 - \$200,000	Varies	Public Health Environmental Quality Local Economy Mobility Choice Community Equity
		Medium	\$\$ = \$200,001 - \$500,000		
		Low	\$\$\$ = \$500,001 - \$5,000,000		
			\$\$\$\$ = > \$5,000,000		

**Increase density in city planning**

Incentivize and promote dense and vertical development (residential and commercial) within a 1/4 mile of the existing <b>and future</b> core transit network.	Medium	\$\$\$	City	Public Health Environmental Quality Local Economy Mobility Choice Community Equity
<b>Develop a list of strategies that increase density and promote active commuting to share with major employers and</b> collaborate with major employers, such as the State of Oregon, Salem Hospital, and Willamette University, to encourage and support infill, redevelopment and new development in existing campuses and other areas planned for walkable, mixed-use development along the core transit network.	Medium	\$	City	Public Health Environmental Quality Local Economy Mobility Choice Community Equity
<b>Continue to minimize</b> setback requirements to allow for more dense development, which in turn promotes walkable neighborhoods. <b>Note: Align with Our Salem.</b>	Medium	\$	City	Public Health Environmental Quality Mobility Choice
<b>Amend City code to eliminate parking minimums throughout Salem, with priority focus along Cherriots' Core Network.</b>				Public Health Environmental Quality Mobility Choice
<b>Coordinate with long range transit plan to</b> require 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. <b>Incentivize (e.g., through higher heights and higher minimum density requirements) in high impact areas, such as the core transit network.</b>	High	\$\$	City	Public Health Environmental Quality Local Economy Mobility Choice Community Equity

Number of strategies: 45

## Energy

**Vision** Salem will achieve its goal of reducing GHG emissions by 50% by 2035 and will be carbon neutral by 2050 (based on 2016 levels). Residential and commercial businesses are powered by renewables 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	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits
		High	\$ = 0 - \$200,000		Public Health
		Medium	\$\$ = \$200,001 - \$500,000		Environmental Quality
		Low	\$\$\$ = \$500,001 - \$5,000,000		Local Economy
			\$\$\$\$ = > \$5,000,000		Mobility Choice
					Community Equity

### Establish governance and funding structures to achieve net-zero emissions vision

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	Community Equity
Partner with <b>PGE</b> , 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	Public Health Environmental Quality Community Equity
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	Public Health Environmental Quality
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	Community Equity
<b>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.</b>				<b>ETO or local community-based organization(s)</b>	Public Health Environmental Quality Community Equity
<b>Create a "Salem Clean Energy Fund" administered by a coalition of community-based organizations.</b>				<b>City</b>	<b>Public Health Environmental Quality Community Equity</b>

### Increase energy efficiency and electrification of all buildings

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	Public Health Environmental Quality
Provide incentives to building owners and developers who install urban solar generation projects.	Medium	\$\$\$\$		PGE/ETO	Public Health Environmental Quality
<b>Collaborate with PGE to</b> 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 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	Public Health Environmental Quality Community Equity
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	Public Health Environmental Quality Community Equity

Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits
		High Medium Low	\$ = 0 - \$200,000 \$\$ = \$200,001 - \$500,000 \$\$\$ = \$500,001 - \$5,000,000 \$\$\$\$ = > \$5,000,000		Public Health Environmental Quality Local Economy Mobility Choice Community Equity
	Collaborate with utility companies and ETO to develop demand response programs and to provide specific outreach and education programs for residents and business owners on how to: <ul style="list-style-type: none"> <li>- Better insulate their spaces and buildings</li> <li>- Select high efficiency, e.g. double or triple-paned, windows</li> <li>- Construct green roofs</li> <li>- Select, install, and use smart meters</li> <li>- Transition heating &amp; cooling systems to all-electric</li> <li>- Purchase, install, and maintain onsite renewable energy systems</li> <li>- Achieve net-zero energy</li> </ul>	Medium	\$\$-\$\$\$	PGE	Public Health Environmental Quality
	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: <ul style="list-style-type: none"> <li>- Insulation</li> <li>- Double or triple-paned windows</li> <li>- Green roofs</li> <li>- Water capture/stormwater runoff</li> <li>- Smart meters</li> <li>- All-electric heating &amp; cooling systems</li> <li>- Onsite renewable energy generation</li> <li>- Net-zero energy</li> </ul> <p>Connect this recognition program with demand response programs.</p>	Medium	\$\$	City	Public Health Environmental Quality
	Incentivize the construction of smaller and more energy efficient houses. Allow attached housing, accessory dwelling units (ADUs), cluster and cottage developments in appropriate areas.	Medium	\$\$\$	City	Environmental Quality Community Equity
	Set a goal to increase number of businesses certified under Marion County's <a href="#">EarthWISE program</a> .	Low	\$	Marion County	Environmental Quality
	Implement a City ordinance that requires a <a href="#">Home Energy Score</a> be provided to prospective home buyers. Follow guidance from Home Energy Score programs established in other Oregon cities, including <a href="#">Portland</a> and <a href="#">Milwaukie</a> .				Public Health Environmental Quality
	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.			City	Public Health Environmental Quality
	Adopt a reach 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.  Note: Revision/removal may be needed pending decisions made in the State Legislature this summer.			City	Public Health Environmental Quality
Increase renewable energy generation and access	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. <a href="#">City and PGE to work together on the siting of new systems.</a>	Medium	\$\$\$\$	PGE	Public Health Environmental Quality Community Equity
	Amend city code so that all new construction must be all-electric, i.e. no new natural gas hookups.  Note: Revision/removal may be needed pending decisions made in the State Legislature this summer. Alternatives may include language around a reach code and/or voluntary adoption of choosing all-electric systems with new construction and major renovations, along with incentives.	High	\$	City	Public Health Environmental Quality
	Require all new commercial and multifamily housing to be built solar and EV-ready.  Note: Rewording or removal may be needed pending the State Legislature's decision on HB 2180	Medium	\$	City	Public Health Environmental Quality
	Work with PGE to install solar carports in City-owned parking lots.	Low	\$\$\$	City	Public Health Environmental Quality



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	Work with PGE to implement a plan to increase renewable energy storage for critical sectors/buildings (e.g., hospitals) to improve resilience.	Low	\$\$\$\$	Critical sectors	Public Health Environmental Quality
	Create a "Solar Salem" initiative with ETO, PGE, NW Natural, 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.			City and utility companies	Public Health Environmental Quality
	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.			City	Public Health Environmental Quality Community Equity
	Work with PGE, Salem Electric, and ETO to create a network of renewable-base microgrids throughout Salem.			City	Public Health Environmental Quality Community Equity
<b>Decrease reliance on fossil fuels</b>					
	Implement systems for and use of renewable natural gas.			NW Natural	Public Health Environmental Quality
	Develop voluntary (opt-in) green power rate program for PGE and NW Natural customers in Salem. Develop equitable pricing structure. 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.			NW Natural	Public Health Environmental Quality
	Add hydrogen to natural gas system with a goal of reaching a level of 15%.	High	\$\$\$\$	NW Natural	Public Health Environmental Quality
	Implement an incentive program for residents and businesses to retire older furnace and water heater units in favor of newer, more efficient and all-electric models.	High	\$\$\$\$	NW Natural	Public Health Environmental Quality Community Equity
	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.			City	Public Health Environmental Quality
<b>Protect electricity service in the face of extreme weather</b>					
	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	Public Health Environmental Quality Local Economy Community Equity

Number of strategies: 31

## Natural Resources

**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.

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					Community Equity

### Increase access to parks and green spaces

Amend City code to require smaller, walkable urban-scale parks and open space in new developments.	Low	\$		City	Public Health Environmental Quality Mobility Choice
Add and maintain quality parks in NE Salem.	Low	\$\$\$\$		City	Public Health Environmental Quality Community Equity

### Support native biodiversity in Salem's public and private areas

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	Public Health Environmental Quality
Develop a policy that prioritizes native plantings on City-owned properties.	Low	\$		City	Environmental Quality
Amend City code to require minimum 25-foot forested riparian area within 50-foot riparian corridor on all new development.	Low	\$		City	Public Health Environmental Quality Local Economy

### Expand the urban tree canopy

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 inquires or requests from the City Council.				City	Public Health Environmental Quality Local Economy
Ensure adequate funding for the preservation and maintenance of existing City trees as well as the planting of replacement and additional trees.	Medium	\$\$\$\$		City	Public Health Environmental Quality
Ensure adequate planting space between roads and housing to provide buffer and tree health.					
Set a goal 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.	Medium	\$\$\$		City	Public Health Environmental Quality Community Equity
<b>Provide a set of incentives to property owners (may include schools, state land, etc.) to support increased tree planting with particular emphasis on increasing coverage in underserved areas and neighborhoods.</b>					
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.	Medium	\$		City	Public Health Environmental Quality

Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits
		High Medium Low	\$ = 0 - \$200,000 \$\$ = \$200,001 - \$500,000 \$\$\$ = \$500,001 - \$5,000,000 \$\$\$\$ = > \$5,000,000		Public Health Environmental Quality Local Economy Mobility Choice Community Equity
<b>Reduce impervious surfaces/reduce urban heat island effect</b>	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	Public Health Environmental Quality
	Develop a policy that prioritizes the planting of climate-resilient trees.	Low	\$	City	Public Health Environmental Quality
	Offer incentives/rebates to homeowners, businesses, and developers to install pervious surfaces with the goal of decreasing runoff and flooding.	Low	\$\$\$\$	City	Public Health Environmental Quality
	Develop code for increased shading of impervious surfaces in parking lots.	Low		City	Public Health Environmental Quality
	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	Public Health Environmental Quality
	Develop and implement a comprehensive flood mitigation plan that reduces the prevalence and impacts of increased impervious surfaces due to increased development (e.g., into the UGB).	Low	\$\$\$\$	City	Public Health Environmental Quality
	Create ordinance to require wider riparian buffers.	Low	\$	City	Environmental Quality
	Assess feasibility and impacts of best practices for structural and non-structural flood management, including buyout programs.	Low	\$	City	Public Health Environmental Quality
	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	Public Health Environmental Quality
	Promote water conservation to protect potable water supply and reduce impacts during drought through existing conservation programs, such as the Clean Streams program, and new initiatives.	Low			Public Health Environmental Quality

Number of strategies: 21

## Economic Development

**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	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits
		High	\$ = 0 - \$200,000		Public Health
		Medium	\$\$ = \$200,001 - \$500,000		Environmental Quality
		Low	\$\$\$ = \$500,001 - \$5,000,000		Local Economy
			\$\$\$\$ = > \$5,000,000		Mobility Choice
					Community Equity

### Strengthen the local economy

Collaborate with the Chamber of Commerce, local universities, and business leaders to develop, nurture and attract climate-smart entrepreneurship in Salem.	Low	\$		City	Local Economy
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	\$			Local Economy
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	Public Health Local Economy
Work with businesses to identify and reduce risk, establish disaster plans and create business continuity plans.	Low	\$\$		City	Public Health Local Economy
Explore the creation of a philanthropic fund to assist small businesses in recovering from natural disasters.	Low	\$			

### Increase the wellbeing of residents and employees through creative development projects

Implement a live/work zoning policy so that employees can choose housing options closer to employment centers. Identify opportunities to prioritize low-income neighborhoods.	Low	\$		City	Public Health Environmental Quality Local Economy Community Equity
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### Lead the way in transitioning Salem to a climate-smart future

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.				City	Public Health Environmental Quality Local Economy Community Equity
<a href="#">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.</a>		\$		City	Local Economy

Number of strategies: 8

## Community

**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	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits
		High	\$ = 0 - \$200,000		Public Health
		Medium	\$\$ = \$200,001 - \$500,000		Environmental Quality
		Low	\$\$\$ = \$500,001 - \$5,000,000		Local Economy
			\$\$\$\$ = > \$5,000,000		Mobility Choice
					Community Equity

### Strengthen neighborhood and communities to increase climate resilience

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	Public Health Community Equity
Build on <a href="#">previous work by the City of Salem</a> , 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	Public Health Community Equity
Incentivize the conversion of vacant buildings to housing, mixed-use with housing, or for housing for people experiencing homelessness.	Low	\$\$\$		City	Public Health Community Equity
Expand efforts to provide food distribution among residents who are experiencing food insecurity.	Low	\$\$\$-\$\$\$\$			Public Health Community Equity
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	Public Health Community Equity
Engage faith communities, social service agencies, nonprofits and neighborhood associations in building neighborhood resilience.	Low	\$\$		City	Community Equity
Create a network of neighborhood resilience hubs, indoor gathering places that can function as community centers, cooling centers, <a href="#">food distribution</a> , places to access electricity during power outages, evacuation sites, day cares and community learning centers.	Low	\$\$\$\$		City	Public Health Community Equity
Establish targeted funding to fund specific community needs defined not only by geographic location, but also by "income, environmental burdens, number of investments," ( <a href="#">State of Oregon Equity Blueprint</a> ) and other factors related to equity.	Low	\$\$\$\$		City	Community Equity
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	Community Equity

### Facilitate diverse participation and representation from Salem residents in City and community planning

Adopt criteria 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" ( <a href="#">State of Climate Equity Blueprint</a> , Appendix B) - Portland/Multnomah County's "9 Equity Considerations" (Climate Action through Equity, pg. 12)	Low	\$		City	Community Equity
<a href="#">Coordinate with existing community-based organizations</a> to ensure equitable implementation of strategies from the Climate Action Plan.	Low	\$		City	Community Equity
<a href="#">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)</a>	Low	\$		City	Community Equity

Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits
		High Medium Low	\$ = 0 - \$200,000 \$\$ = \$200,001 - \$500,000 \$\$\$ = \$500,001 - \$5,000,000 \$\$\$\$ = > \$5,000,000		Public Health Environmental Quality Local Economy Mobility Choice Community Equity
	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	Community Equity
	<b>Assess the</b> cultural effectiveness of City communications and messaging in languages other than English and <b>determine opportunities for improvement.</b> Improve <b>the effectiveness of City communications and increase</b> language accessibility <b>through strategies such as creating and sharing</b> videos and announcements in languages other than English commonly spoken by Salem residents.	Low	\$\$	City	Community Equity
	Adopt accessible and inclusive engagement strategies and best practices, such as those described in the <a href="#">State of Oregon's Climate Equity Blueprint</a> .	Low	\$\$\$	City	Community Equity
	Allow for more representation from renters in City decision-making groups that determine development policies and plans.	Low	\$	City	Community Equity
<b>Continue collaborative relationships with Indigenous Peoples</b>					
	Continue to work with indigenous communities, including but not limited to the Confederated Tribes of Grand Ronde, Confederated Tribes of the Siletz, 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	Community Equity
	Collaborate with indigenous communities to develop and implement outreach and engagement programs to help residents cope with trauma associated <b>with climate-related</b> displacement.	Low	\$	City	Public Health Community Equity
	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	Local Economy Community Equity
<b>Engage underserved populations in co-creating resilient solutions and create opportunities for communities to lead change</b>					
	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	Community Equity
	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" ( <a href="#">State of Oregon Equity Blueprint</a> )	Low	\$\$	City	Community Equity
	Engage with local social service agencies and nonprofits to communicate with underserved populations about climate risks and resilience strategies.	Low	\$	City	Community Equity
	<b>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.</b>	Low	\$	City	Community Equity
	<b>Increase internet access for Salem residents who currently do not have reliable high-speed internet access.</b>			City	<b>Public Health Local Economy Community Equity</b>

Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits
		High	\$ = 0 - \$200,000		Public Health
		Medium	\$\$ = \$200,001 - \$500,000		Environmental Quality
		Low	\$\$\$ = \$500,001 - \$5,000,000		Local Economy
			\$\$\$\$ = > \$5,000,000		Mobility Choice
					Community Equity

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

Require City staff and departments to participate in ongoing intercultural competency training and workshops.	Low	\$		City	Community Equity
<b>Hire at least one full-time staff member to coordinate all implementation efforts of Salem's CAP. This staff member will be tasked with</b> coordinating inter-departmental collaborative efforts to ensure environmental environmental justice (EJ) best practices are used <b>during CAP implementation. Staff member will also ensure</b> every City department's "policies and programs are aligned with Oregon's environmental justice statutes."	Low	\$\$\$		City	Community Equity
Develop standards so that all future Climate Action Plan related goals are "SMARTIE - Strategic, Measurable, Ambitious, Realistic, Time-Bound, Inclusive, and Equitable."	Low	\$		City	Community Equity

**Improve data collection and data sharing processes**

<b>Ensure all City and community maps are in one spot online for ease of access.</b>	Low	\$		City	Community Equity
Maintain <a href="#">DataSalem</a> with relevant maps that show climate impacts and affected communities.	Low	\$\$		City	Community Equity
Develop and maintain data about Salem's population characteristics. Use <a href="#">DataSalem</a> to establish a publicly accessible and authoritative hub of demographic information.	Low	\$\$		City	Community Equity
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" ( <a href="#">State of Oregon Equity Blueprint</a> ). <b>Coordinate efforts and collaborate with local universities for community-based climate research projects.</b>	Low	\$\$		City	Community Equity
Incorporate citizen science methods of engaging communities "climate-specific projects to incorporate on-the-ground observations, lived experiences, and local perspectives" ( <a href="#">State of Oregon Equity Blueprint</a> ).	Low	\$\$		City	Community Equity
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	Community Equity

**Create a community education and outreach program to implement the recommendations of the Climate Action Plan**

Create a public engagement campaign to educate and create behavior change among Salem residents to reduce GHG emissions.	Low	\$\$		City	Public Health Environmental Quality
Collaborate with Salem-Keizer School District and local educational institutions to develop curricula and career programs focused on <b>climate</b> change and sustainability education.	Low				Public Health Environmental Quality
<b>Using frames of community preparedness and resilience,</b> create and implement public messaging that models and encourages conservation behaviors. <b>Include ongoing prompts and reminders about climate vulnerabilities and how Salem residents can prepare.</b>	Low	\$\$		City	Public Health Environmental Quality

Number of strategies: 36

## Food

**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	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits
		High	\$ = 0 - \$200,000		Public Health
		Medium	\$\$ = \$200,001 - \$500,000		Environmental Quality
		Low	\$\$\$ = \$500,001 - \$5,000,000		Local Economy
			\$\$\$\$ = > \$5,000,000		Mobility Choice
					Community Equity

### Increase food access through expanded community gardens and farmers markets

	Collaborate with Marion-Polk Food Share to incentivize community gardens in school and neighborhoods, with priority emphasis on underserved communities.	Low	\$	City	Public Health Community Equity
	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	Public Health Environmental Quality Local Economy Community Equity
	Collaborate with Salem Community Markets and neighborhood associations to have a farmer's market in every existing ward or neighborhood.	Low	\$\$	City	Public Health Community Equity
	Allow and support production of plant-based food on private property.	Low	\$	City	Public Health Community Equity

### Support and incentivize the growth of the local foods marketplace.

	Incentivize large, local institutions (e.g., businesses, schools and higher education institutions, hospitals) to commit to purchasing ingredients and products from local food producers. 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	\$\$\$		Local Economy
	Develop and implement a recognition program for local businesses who support/sell locally grown produce and locally manufactured food and beverage items.	Low	\$\$	City	Local Economy
	Explore public and private partnerships that encourage cooperatives or other frameworks of social and economic support for local producers.	Low	\$\$-\$		Local Economy

### Sequester carbon through local land management practices.

	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	Public Health Environmental Quality
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Number of strategies: 8



## Materials & Waste

**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	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits
		High	\$ = 0 - \$200,000		Public Health
		Medium	\$\$ = \$200,001 - \$500,000		Environmental Quality
		Low	\$\$\$ = \$500,001 - \$5,000,000		Local Economy
			\$\$\$\$ = > \$5,000,000		Mobility Choice
					Community Equity

### Establish data tracking and reporting processes

	Calculate a baseline, track, and report a diversion rate for City of Salem <a href="#">using Marion County data</a> .	Low	\$\$	City	Environmental Quality
	Conduct regular waste audits to identify materials being sent to the landfill, <a href="#">to gain an understanding of contamination rates</a> , and to identify diversion opportunities.	Low	\$\$	City	Environmental Quality

### Reduce waste at the source and facilitate a closed loop, circular economy

	<a href="#">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.</a>	Low	\$	City	Environmental Quality Local Economy
	<a href="#">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.</a>	Low	\$	City	Environmental Quality Local Economy
	<a href="#">Develop more comprehensive sustainable specifications for City bidding/RFP processes.</a>	Low	\$	City	Environmental Quality Local Economy
	Develop lending libraries of things (ex. <a href="#">Thingery</a> in Vancouver) <a href="#">to be located at neighborhood resilience hubs</a> . Collaborate with public libraries and neighborhood associations.	Low	\$\$\$	City	Public Health Local Economy Community Equity
	Collaborate with local and regional manufacturers to take back items/materials at the end of life, i.e. support policies and practices related to extended producer liability.  <a href="#">Note: Rewording or removal may be needed based on forthcoming rulemaking from DEQ.</a>	Low	\$\$\$\$	City	Environmental Quality Local Economy
	Implement <a href="#">and enforce</a> a city-wide ban on non-essential single-use plastics and expanded polystyrene (EPS) products.	Low	\$	City	Environmental Quality

### 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

	<a href="#">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.</a>	Low	\$	City	Environmental Quality
	Create policies and procedures for waste reduction through purchasing and waste handling for City employees.	Low	\$	City	Environmental Quality
	Train custodial staff in waste diversion instructions.	Low	\$	City	Environmental Quality
	Analyze the waste generated from municipal operations to establish a baseline; track and report progress towards achieving the 90% diversion rate.	Low	\$	City	Environmental Quality
	Engage City employees in activities to drive behavior change, like training, discussion, competitions, presentations, awards, etc.	Low	\$	City	Environmental Quality
	Establish a city-wide waste reduction education program.	Low	\$	City	Environmental Quality

Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits
		High	\$ = 0 - \$200,000		Public Health
		Medium	\$\$ = \$200,001 - \$500,000		Environmental Quality
		Low	\$\$\$ = \$500,001 - \$5,000,000		Local Economy
			\$\$\$\$ = > \$5,000,000		Mobility Choice
					Community Equity

**Reduce food waste to reduce GHG emissions**

	Implement an educational and outreach program for residents and businesses that raises awareness about how to reduce food waste at home and at work. <a href="#">Work with Marion County Environmental Services to develop and share information.</a>	Low	\$\$		Environmental Quality
	<a href="#">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.</a>	Low	\$\$		Environmental Quality Local Economy
	Implement a convenient, city-wide composting program for residents, including both multi- and single-family residential properties. <a href="#">Identify existing multi-family food waste collection programs that are working and expand existing programs to service multi-family residences.</a>	Medium	\$\$	City	Environmental Quality
	Educate residents how to do backyard composting, and incentivize with coupons or gift certificates to local businesses. <a href="#">Work with Marion County Environmental Services to develop and share information.</a>	Low	\$	City	Environmental Quality
	<a href="#">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.</a>	Low	\$\$	City	Environmental Quality

**Support sustainable material management through financial incentives**

	<a href="#">Explore incentivizes 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.</a>	Medium	\$	City	Environmental Quality
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Number of strategies: 20

## Strategies Flagged for Removal

- The strategies listed below have been removed from their respective action area tabs based on feedback from the Task Force members who completed the strategy survey.

TOTAL # strategies below flagged for removal	117
TOTAL # strategies below that have been removed	90
TOTAL # strategies below that VG recommends be retained	23

Transportation	Determination in April 2021	Notes from May 2021	Funding Strategies Discussed and Removed
Lower speed limits throughout Salem and redesign roads to encourage safer speeds, e.g., by constructing speed humps, reducing lanes, and other standard safety measures.	Removed	None	-
Develop comprehensive a <a href="#">Vision Zero Program</a> with the goal of zero pedestrian or biking deaths in Salem.	Removed	None	-
Implement a bikeshare program.	Removed	None	-
Add dedicated right-of-way for bus stop development along arterials and collectors.	Removed	None	-
Assess feasibility and impacts of adding bus stops to parking lots of major commercial areas.	Removed	None	-
Assess feasibility and impacts of a light rail system that runs from West Salem to downtown/government zone.	Removed	None	-
Create a park and ride in West Salem so residents and out-of-town commuters can take a shuttle bus into downtown Salem.	Removed	None	-
Provide transit passes for all residents of Salem. Consider implementation logistics such as: - Making these passes free to all residents (e.g., publicly funded through fees or taxes, but provided at no cost) - Making these passes free to specific groups of residents, such as youth, elderly residents, or low-income residents - Funding through utility fees or a gas tax - Ability to provide passes to residents in the UGB	Removed	None	-
Develop and implement outreach and educational program that teaches youth and adults how to use Salem's bus system.	Removed	None	-
Amend City code to eliminate parking minimums throughout Salem, with priority focus along Cherriot's Core Network.	Removed	Added to focus team Miro board for consideration	-
Incentivize carpooling through designated carpool pickup spots and preferred parking areas for carpools only.	Removed	None	-
Amend City code to require multifamily developments with more than 25 units to "unbundle" parking charges from unit rent fees so that renters can choose whether or not to rent a parking space.	Removed	None	-
Determine commuting baselines (i.e., current mode splits) and assess opportunities through a comprehensive transportation demand management (TDM) survey.	Removed	None	-
Collaborate with employers to adopt active commuting programs for their employees. Encourage employers to offer the active commuting program as a benefit rather than free parking.	Removed	None	-
Assess feasibility and impact of requiring emissions testing for all residents when renewing their vehicular registration.	Removed	None	-
Encourage one or more local car dealerships to do EV outreach and education efforts, perhaps culminating in the giveaway of an EV vehicle in a raffle. Community outreach efforts could include taking the car to strategic locations and events and offering educational materials and activities.	Removed	None	-
Assess feasibility and impact of implementing autonomous delivery options for Salem residents and businesses.	Removed	None	-
Support the piloting and development of electric autonomous vehicle infrastructure, especially for a downtown circulator and commuter shuttles.	Removed	None	-
Assess feasibility and impacts of moving Front Street bypass underground with public green space on top, accessible by non-motorized vehicles and pedestrians only. If cost, flooding, or other factors make an underground tunnel not feasible, consider constructing a greenway for a pedestrian/cyclist bridge.	Removed	None	-
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, evaluate, and expand (potentially to the area bordered by Ferry, Front, Center (or beyond with road changes), and Church).	Removed	Added to focus team Miro board for consideration	-
Plan a downtown pedestrian mall or zone, potentially closing one or more blocks to automobile traffic	Removed	None	-
Prohibit commercial air service to the Salem airport.	Removed	None	-
Incentivize the use of alternative fuels as they become available in private aviation.	Removed	None	-
Design and implement an outreach and education program that raises awareness among Salem residents about safe driving, how to look out for people walking, biking, taking the bus, and riding a motorcycle or scooter. Also include information about proper vehicle maintenance, including air pressure, to enhance the safety of drivers and people who are walking, biking, and taking the bus.	Removed	None	-
Charge for parking in high use areas (e.g., downtown, large employment areas). Utilize revenue from parking fees to fund multi-modal transit initiatives.	Removed	None	-
Develop and implement a public car-sharing program with a vehicle pool strictly of EVs.	Removed	None	-
Tax high polluting passenger vehicles.	Removed	None	-
Prohibit widening of existing roads.	Removed	None	-
Implement congestion pricing.	Removed	None	-

Design, conduct, analyze, and share results of a study that identifies major commuting routes and assesses the safety of bike paths and sidewalks along those major commuting routes.	Removed	More accurately: Retained and integrated with existing strategies.	-
Assess feasibility and impact of "no charge to charge" stations for EVs in high-impact public spaces.	Removed	None	-
Assess feasibility and impact of offering financial incentives to low-income residents and first-time EV buyers.	Removed	None	-
Conduct a traffic study to better understand current and future opportunities to reduce congestion and improve traffic flow.	Removed	None	-
Add "Bus and Turn" (BAT) lanes for specific corridors.	Retained; GHG impact; Combined with strategy in row immediately below.	None	-
Create bus-only lanes on select routes along the Core Network. Consider specific areas such as Lancaster and River Rd/Broadway/Commercial Rd.	Retained; GHG impact; Combined with strategy in row immediately above.	None	-
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.	Retained; GHG impact.	None	-
Implement a trip reduction ordinance for Salem employers over 100 people.	Retained; GHG impact.	None	-
Charge for parking using a supply/demand model intended to reduce parking in central business districts or employment areas to 70-80% of supply, particularly where alternative transportation modes are available.	Retained; GHG impact.	None	-
Remove setback requirements to allow for more dense development, which in turn promotes walkable neighborhoods.	Retained; GHG impact.	None	-
Construct the majority of new housing and employment centers in walkable, compact mixed-use neighborhoods and in areas that are well served by transit.	Retained; GHG impact.	None	-
Reform the City's system development charges (SDCs) to support and encourage development in walkable mixed-use neighborhoods. Reduce SDCs for infill development. Waive SDCs for affordable housing. Reduce transportation SDCs for mixed-use, multistory and developments that provide less or no parking. SDCs should be revised so that outlying areas pay the full cost of providing needed infrastructure. The City should also require new developments in outlying areas to have storm runoff catchment structures to mitigate the vast majority of increased runoff.	Retained; GHG impact.	Removed because City is already doing this. This strategy was also removed from the CBA process.	-
Repair existing sidewalks to increase safety and mobility, include assessment and improvement of lighting along sidewalks for safety.	Removed	Retained/integrated/combined with other strategies	-
Develop an active commuting program for City employees that can function as a pilot for other employers in Salem where employees receive support, resources, and incentives for actions such as: - Walking to/from work - Biking to/from work - Carpooling 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)	Retained; GHG impact.	None	-
Implement congestion-reducing strategies such as: - Increasing roundabouts/traffic circles - 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	Retained; GHG impact.	None	-

Energy	Determination in April 2021	Notes from May 2021	Funding Strategies Discussed and Removed
Establish a strategic energy management program at the City and hire a "Community Energy Advisor" to oversee program implementation. 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.	Removed	Retained/integrated/combined with Row 16 of Energy tab (strategy selected for CBA) per Rob's suggestion on 5/18 in v11.	-
Establish a "Climate Champions" Partnership program in which the City and its partner organizations commit to achieving energy efficiency and GHG emissions reduction targets for their assets/operations.	Removed	None	-
Create a City-financed revolving loan fund for residents and businesses to invest in renewable energy generation and energy efficiency projects.	Removed	None	-
Adopt a "reach" building energy code that exceeds state code. Petition the state to allow Salem to supercede state building code.	Removed	None	-
Adopt a voluntary green building standard for new homes and commercial buildings that exceeds code requirements. Provide regulatory/financial incentives to those who build to this standard.	Removed	None	-
Implement a City ordinance that requires a <a href="#">Home Energy Score</a> be provided to prospective home buyers. Follow guidance from Home Energy Score programs established in other Oregon cities, including <a href="#">Portland</a> and <a href="#">Milwaukie</a> .	Removed	Added back per 5/18 comments from Rob and Patricia (below, respectively) in v11 - Why remove? Are these program ineffective? 72% of TF said yes in survey. - Also ICLEI recommended	-
Assess feasibility and impact of implementing a "cash for clunkers"-style program for residents and business owners to replace fossil-fuel powered heating and cooling equipment.	Removed	None	-

Develop an ordinance that incentivizes new development and major renovation to dedicate a portion of roof space as a green roof.	Removed	None	-
Develop code to encourage passive energy design of residential and commercial buildings.	Removed	None	-
Implement differential utility rates based on income and actions taken to reduce energy consumption.	Removed	None	-
Amend City code to allow and incentivize installation of solar arrays on historic buildings.	Removed	None	-
Encourage utilities to evaluate their solar power programs to identify areas of improvement, e.g., provide monthly instead of annual solar credits and provide rebates related to residential and commercial solar power installations.	Removed	None	-
Expand the capacity of the cogeneration facility at Willow Lake.	Removed	Added for consideration - Patricia asked on 5/18 in v11: "Why was this removed? Not feasible?"	-
Develop solar array at Willow Lake and determine whether such an installation could be a community solar program for residents and businesses.	Removed	Added for consideration - Patricia asked on 5/18 in v11: "Why was this removed? Not feasible?"	-
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.	Removed	Added for consideration - Patricia asked on 5/18 in v11: "Why was this removed? This has been requested many times by residents of Salem. Lead by example."	-
Incentivize on-site methane capture and combustion at landfills, wastewater treatment plants, and dairies.	Removed	None	-
Require net zero emissions in new development.	Removed	None	-
Collaborate with utility companies to develop plans for keeping energy bills affordable for residents.	Removed	None	-
Collaborate with utility companies to provide all residential and commercial customers with a zero-carbon emission electricity program at a small premium. Provide waivers from the premium for low-income households.	Removed	None	-
Amend city code so that all new construction must be all-electric, i.e. no new natural gas hookups.	Retained; GHG impact.	None	-
Partner with NW Natural to increase hydrogen to 15% in current natural gas system.	Retained; GHG impact.	None	-
Partner with NW Natural to improve efficiency via cash-for-clunkers style rebate program	Retained; GHG impact.	None	-
Provide incentives to building owners and developers who install urban solar farms, solar water heating, community wells for grey water (irrigation purposes), and pervious surfaces.	Retained; GHG impact.	None	-
Begin reporting community greenhouse gas emissions through a standardized city reporting platform like CDP on an annual basis.	Retained; GHG and Equity impacts.	Removed "CDP" per comment from Patricia on 5/18 in v11	-
Amend city code so that all new construction must be all-electric, i.e. no new natural gas hookups.	Retained, GHG Impact	None	-
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.	Retained; GHG and Equity impacts.	None	-
Collaborate with utility providers to conduct a study to better understand Salem's future energy demands given the proposed development and implementation of a comprehensive plan to install EV charging stations at multifamily residences and the transition of City-owned fleet vehicles, as well as the Cherrits fleet to EVs.	None	Deleted based on Wendy's (PGE) review during strategy development session for Energy  Objective also deleted as this was the only task under the objective titled "Ensure energy grid has capacity and resilience to accommodate future demand"	-

<b>Natural Resources</b>	<b>Determination in April 2021</b>	<b>Notes from May 2021</b>	<b>Funding Strategies Discussed and Removed</b>
Convert City-owned conventional turf grass areas to eco-lawns that are more drought resistant and require less mowing. Offer incentives for property owners (residential and commercial) to convert their conventional lawns to eco-lawns.	Removed	Comment from Patricia or Rob in v11: Our Salem policy	-
Develop a backyard habitat improvement program for residents that raises awareness and provides resources to help residents increase the biodiversity of their yards.	Removed	None	-
Incentivize native plantings on private property.	Removed	None	-
Create Tree Canopy Management fee for trees cut under required permits. Dedicate funds to fund tree inspectors and Canopy Preservation Fund.	Removed	None	-
Require the creation of buffer zones of trees and shrubs near heavy traffic corridors and industrial areas to protect children and families from air pollution.	Removed	Comment from Patricia or Rob in v11: potential Our Salem policy	-
Amend City code to limit and phase out the amount of impervious surfaces in new developments and re-paving projects.	Removed	None	-
Incentivize property owners to implement "urban green curtains" on the exterior walls of their buildings (typically on south side of buildings). Benefits will include reducing the amount of runoff into stormwater drains, as well as energy savings.	Removed	None	-
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.	Removed	None	-

Assess feasibility and impact of adding biochar as an amendment to City-owned soils.	Removed	None	-
Amend City code so that new construction and development projects must be at least 250' from waterways.	Removed	None	-
Implement taxes or fees on all impervious surfaces.	Removed	None	
Evaluate prevalence of invasive species on City property and implement a plan to reduce the amount of invasive species.	Removed	Comment from Patricia on 5/17 in v11: "Our Salem policy?"	-
Increase green spaces along pedestrian and bike routes.	N/A - no action in April	Removed per comment from Patricia on 5/17 in v11: "I dont like this wording. Our Salem has it under connectivity. Not sure what this means. Trees?"	-

<b>Economic Development</b>	<b>Determination in April 2021</b>	<b>Notes from May 2021</b>	<b>Funding Strategies Discussed and Removed</b>
Support the growth of existing and the development of new urban farms and hydroponic businesses.	Removed	None	-
Incentivize increased development of "missing middle housing" options throughout the city. This refers to a range of house-scale buildings with multiple units—compatible in scale and form with detached single-family homes—located in a walkable neighborhood.	Removed	From Patricia or Rob in v11: "Our Salem?"	-

<b>Community</b>	<b>Determination in April 2021</b>	<b>Notes from May 2021</b>	<b>Funding Strategies Discussed and Removed</b>
Design new neighborhood developments with a community gathering area capable of hosting events like farmer's markets, fairs and performances.	Removed	From Patricia or Rob in v11: Our Salem? Neighborhood hubs	-
Develop curricula for preschool and after-school programs focused on climate-friendly concepts and behaviors.	Removed	None	-
Implement policies that keep housing affordable for the majority of residents living and working in Salem.	Removed	None	-
Formalize an environmental justice screening lens on all zoning plans so that urban heat islands, areas with relatively high levels of pollution, and areas prone to wildfire and flooding are avoided for new projects.	Removed	None	-
Assess health care access among Salem residents and establish plans to improve, with priority emphasis on vulnerable populations.	Removed	None	-
Collaborate with public health officials to establish baseline indoor air quality of apartment buildings. Develop and implement a plan to improve indoor air quality in apartment buildings informed by baseline assessment.	Removed	None	-
Develop an emergency preparedness fund for low-income residents to relocate after a disaster/emergency event.	Removed	None	-

Address the top five gaps and needs identified in the 2019 Community Health Assessment for Marion and Polk counties:			
- Safe, stable, affordable housing options.			
- Expansion of services to chronically homeless with health, mental health, and substance abuse tri-morbidity needs.			
- Continued efforts to reduce domestic violence and the impact on affected populations.	Removed	None	-
- More affordable, high-quality child care for low-income families and the subsidy to pay for it.			
- Adequate public transportation in rural areas and in Salem on evenings and weekends			

Assess feasibility and impact of how to increase homeownership in Salem among people who currently live and work in Salem.	Removed	None	-
Create a community volunteer program that can provide childcare, food delivery, yard work, neighbor check-ins and assist with disaster response and recovery efforts.	Retained; Equity impact; Revised slightly.	None	-
Continue online City Council meetings to facilitate increased participation overall and diversity of participants.	Retained; Equity impact	Still retained but Rob noted in v11 that this version was modified in the Community tab to include "hybrid" participation options.	-
Cultivate Salem's arts and cultural offerings as a way to build community cohesion, pride, economic development and resilience.	Retained; Equity impact	None	-
Allow for more representation from renters in decision-making groups that hold power in determining new housing developments and policies.	Retained; Equity impact	None	-
Cultivate Salem's arts and cultural offerings as a way to build community cohesion, pride, economic development and resilience.	N/A - no action in April	From Patricia on 5/17 in v11: I thought this was removed? Better in Our Salem.	-

<b>Food</b>	<b>Determination in April 2021</b>	<b>Notes from May 2021</b>	<b>Funding Strategies Discussed and Removed</b>
Support our unhoused community with a garden space, dedicated temporary housing space, access to resources, services, and education.	Removed	None	-
Encourage grocery stores to increase the percentage of local food on shelves.	Removed	None	-
Ensure that licensing, permitting and other food safety regulations support local, small-scale food producers.	Removed	None	-
Allow and support production of plant-based food on private property.	Removed	From Patricia in v11: "Propose Retain as Line 10 in Food"  From Patricia or Rob in v11: "Our Salem?"	-

Materials & Waste	Determination in April 2021	Notes from May 2021	Funding Strategies Discussed and Removed
Assess feasibility and impact of a biodigestion system in Salem.	Removed	None	-
Identify opportunities with local agricultural producers to provide commercial food scraps/unused organic material as animal feed.	Removed	None	-
Require that all construction and demolition waste must be diverted from the landfill.	Removed	None	-
Assess feasibility and impact of legislation that requires when any building built before 1940 is being torn down, the materials must be recovered and repurposed. See Portland for example legislation.	Removed	None	-
Establish convenient reuse programs with multifamily residences.	Removed	This was highlighted by Patricia or Rob in v11. No action suggested. Kept as removed.	-
Ensure that proposed legislation for mandatory recycling access at multifamily residences is implemented in 2022.	Removed	From Patricia in v11: "Line 24 in Materials and Waste" - No action suggested. Line 24 included a comment about city-wide composting being applicable to multi-family residences.	-
Explore feasibility and impact of introducing fines for contaminated recycling.	Removed	None	-
Send waste to landfill rather than Covanta plant.	Removed	None	-
Incentivize the use of green (or carbon-negative) concrete (concrete that has been injected with carbon dioxide) in new construction.	Removed	None	-
Collaborate with local restaurants and food service providers to phase out single-use takeout packaging and replace with reusable packaging. Potentially implement rewards programs to incentivize participation.	Removed	None	-
Collaborate across City departments, State government, and private businesses to implement programs (Ex. <a href="#">Terracycle</a> ) that collect hard-to-recycle materials like soft plastics. Provide incentives for businesses who implement such programs.	Removed	None	-
Calculate a baseline, track, and report a diversion rate for City of Salem.	Retained; GHG and Equity impacts.	Language modified in Row 18.	-