

RECOMMENDED PRIORITY STRATEGIES FOR EARLY IMPLEMENTATION

Strategies are listed in order of action categories and code numbers, not in order of priority. Action categories are: Transportation/Land Use (TL), Energy (EN), Economic Development (EC), Natural Resources (NR), Community (CM), Food (FD), and Materials and Waste (MW).

GHG EMISSION REDUCTION PRIORITIES

CODE	STRATEGY
TL 15	Support super-transit network efforts to reduce external VMT by lobbying the State for intercity transit resources and improvements within the Willamette Valley, including optimizing the timing of trains to better support commuting to/from Salem.
TL 24	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.
TL34	Implement telecommuting and flexible work hour policies for City employees when appropriate to work assignments. Encourage other employers in Salem, such as State agencies, to adopt similar policies.
TL 39	Continue to minimize setback requirements to allow for more dense development, which in turn promotes walkable neighborhoods. Note: Align with Our Salem.
TL 40	Amend City code to eliminate parking minimums throughout Salem, with priority focus along Cherriots' Core Network. Note: Align with Our Salem.
EN 02	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 for property owners of lower-performing buildings to take action for improvement.
EN 30	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.
EN 32	Promote the incentives offered by Energy Trust of Oregon for new construction that is all-electric.

LEADERSHIP, GOVERNANCE, AND EQUITY PRIORITIES

CODE	STRATEGY
TL 30	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.
EN 01	Coordinate efforts to meet citywide goals for greenhouse gas reduction using a climate justice lens so that solutions are developed in an equitable way.
EN 04	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.
EN 07	Hire a full time City Climate Action Plan Manager to implement Council plan priorities, track progress, establish and manage a CAP work group with agency/implementation/equity partners.

RECOMMENDED PRIORITY STRATEGIES FOR EARLY IMPLEMENTATION (continued)

LEADERSHIP, GOVERNANCE, AND EQUITY PRIORITIES Continued

CODE	STRATEGY
EN 12	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.
EN 14	Collaborate with PGE, NW Natural, Salem Electric, Energy Trust of Oregon and Mid-Willamette Community Action Agency 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 and energy modeling 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. NOTE: Utilize HB 2842 Healthy Homes program for funding.
EC 07	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.
NR 07	Ensure adequate funding for the preservation and maintenance of existing City trees as well as the planting of replacement and additional trees.
NR 10	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.
CM 01	Create an environmental screening tool that identifies Salem neighborhood by census track 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.
CM 13	Coordinate with existing community-based organizations to ensure equitable implementation of strategies from the Climate Action Plan.
CM 15	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.
CM 16	Compensate community participants for the time they spend providing needed input to planning processes. Compensation may include transportation vouchers, meals, and childcare as needed to allow for participation from a broad range of voices.
CM 17	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.
CM 21	Collaborate with indigenous communities to develop and implement outreach and engagement programs to help residents cope with trauma associated with climate-related displacement.
CM 24	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)

LEADERSHIP, GOVERNANCE, AND EQUITY PRIORITIES Continued

RECOMMENDED PRIORITY STRATEGIES FOR EARLY IMPLEMENTATION (continued)

CODE	STRATEGY
MW 01	Calculate a baseline, track, and report a diversion rate for City of Salem using Marion County data.
MW 04	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.
MW 05	Develop more comprehensive sustainable specifications for City bidding/RFP processes.
MW 09	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.
MW 13	Engage City employees in activities to encourage behavior change, like training, discussion, competitions, presentations, awards, etc.
MW 14	Establish a city-wide waste reduction education program.

IN PROCESS OR ONGOING ACTIONS

CODE	STRATEGY
TL 03	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. Repair existing sidewalks to increase safety and mobility, include assessment and improvement of lighting along sidewalks for safety.
TL 04	Repair existing sidewalks to increase safety and mobility, include assessment and improvement of lighting along sidewalks for safety.
TL 12	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.
EC 01	In partnership with LAUNCH Mid-Valley, the collaboration of partners working to support the growth of Salem area entrepreneurs, collaborate with the Chamber of Commerce, SEDCOR, local universities, and business leaders to develop, nurture and attract climate-smart entrepreneurship in Salem. Invest in a nation-wide marketing campaign (partnering with Travel Salem and the City of Salem's Cultural and Tourism Promotion Advisory Board).
NR 01	Continue to require open space in multifamily developments. Incentivize the inclusion of smaller, walkable parks/open space in new, large, subdivision developments.
NR 02	Add and maintain quality parks in NE Salem.
NR 03	Continue to conserve, preserve, and expand Salem's green spaces and parks. Adopt management policies that reduce chemicals, increase biodiversity, and build climate resilience.
NR 08	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.

RECOMMENDED PRIORITY STRATEGIES FOR EARLY IMPLEMENTATION (continued)

IN PROCESS OR ONGOING ACTIONS (continued)

CODE	STRATEGY
NR 12	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.
NR 13	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.
NR 20	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.
CM 14	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).
CM 20	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.
CM 22	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.
FD 04	Allow and support production of plant-based food on private property.
FD 07	Explore public and private partnerships that encourage cooperatives or other frameworks of social and economic support for local producers, including community gardeners.
MW 03	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.

ALREADY PLANNED FOR INITIATION WITHIN TWO YEARS

CODE	STRATEGY
TL 01	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.
TL 19	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.

ALREADY PLANNED FOR INITIATION WITHIN TWO YEARS (continued)

RECOMMENDED PRIORITY STRATEGIES FOR EARLY IMPLEMENTATION (continued)

CODE	STRATEGY
NR 23	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.

CURRENT OR PENDING STATE REQUIREMENTS

CODE	STRATEGY
TL 21	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.
TL 28	Facilitate the provision of expanded electrical service capacity for charging electric vehicles in new developments with more than five parking spaces in accordance with HB 2180.
TL 29	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. <i>Note:</i> 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.
TL 41	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. <i>Note:</i> 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.
NR 09	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. <i>Note:</i> 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.

SALEM CLIMATE ACTION PLAN

Background • Plan Development

Implementation



TIMELINE

Strategic Plan (2017)

Develop a Climate Action Plan (CAP)

Greenhouse Gas Inventory (2019)

Climate Actions Audit (2020)

City Council Goals (2020)

Strategic Plan (2021-2026)

Reduce the greenhouse gas emissions

Increase resilience to climate change

Policy Agenda (2021-22)

Finalize CAP

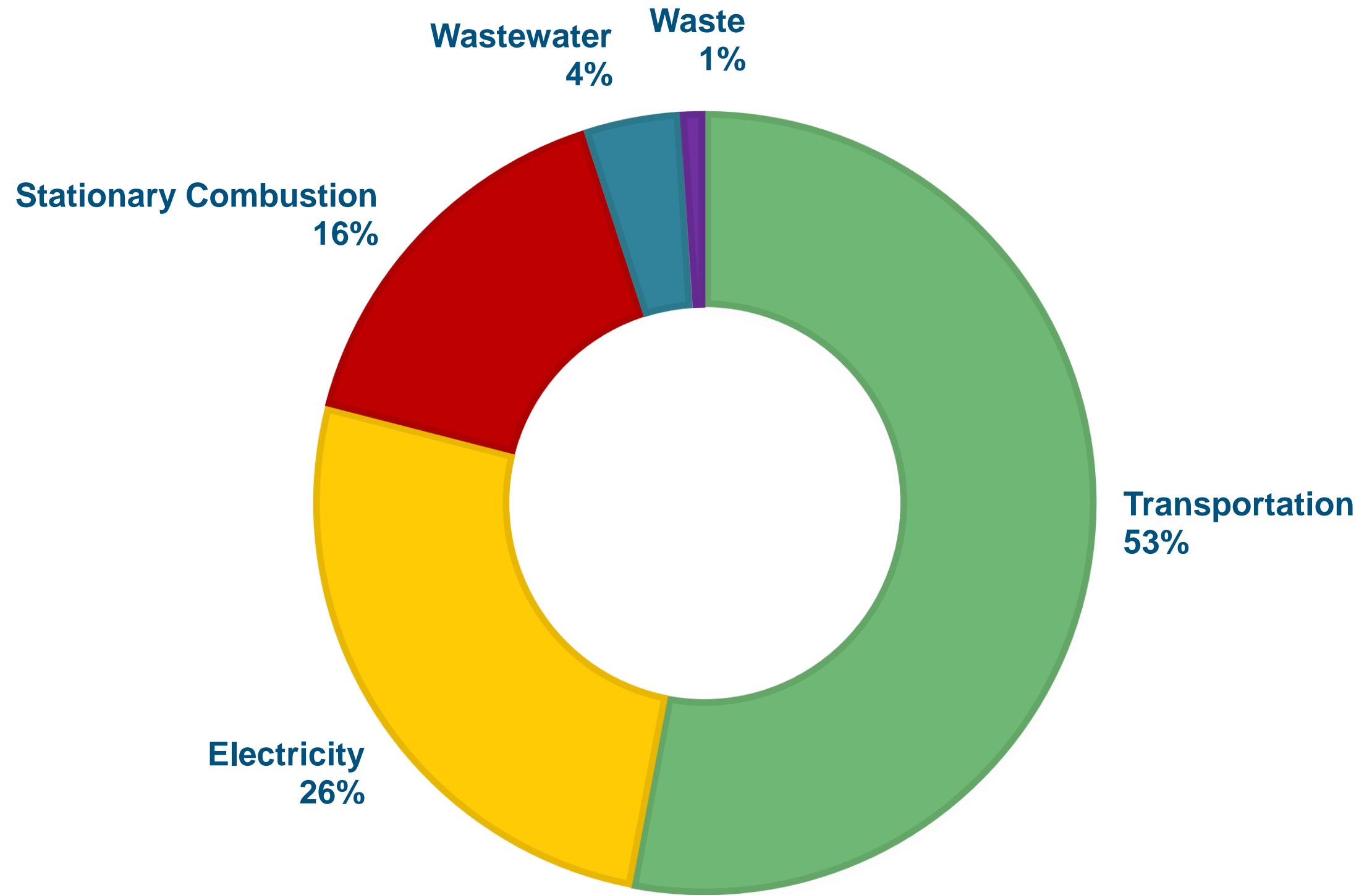
Develop Implementation Plan

GREENHOUSE GAS INVENTORY (2019)

- **Sector-based:** Emissions produced in Salem city limits (transportation, energy use, etc.)
- **Consumption-based:** Emissions produced globally from consumption in Salem (production, transportation, disposal, etc.)
- Used 2016 data (from federal, state, and local sources, including private utilities)

SOURCES OF SALEM'S EMISSIONS

Community Total:
1,553,573 Metric Tons of CO₂ equivalent in 2016



Salem's Greenhouse Gas Inventory (Sector-based)

CLIMATE ACTIONS AUDIT (2020)



RECENT
ACTIONS TO
REDUCE
GREENHOUSE
GAS
EMISSIONS



CLIMATE
ACTION
PLANS FOR
12 OTHER
CITIES



RECOMMENDATIONS FOR SALEM'S
CLIMATE ACTION PLAN

CITY COUNCIL GOALS (2020)

REDUCE SALEM'S GREENHOUSE
GAS EMISSIONS 50% BY 2035



BECOME CARBON NEUTRAL
CITY BY 2050



SALEM'S CLIMATE ACTION PLAN (CAP)



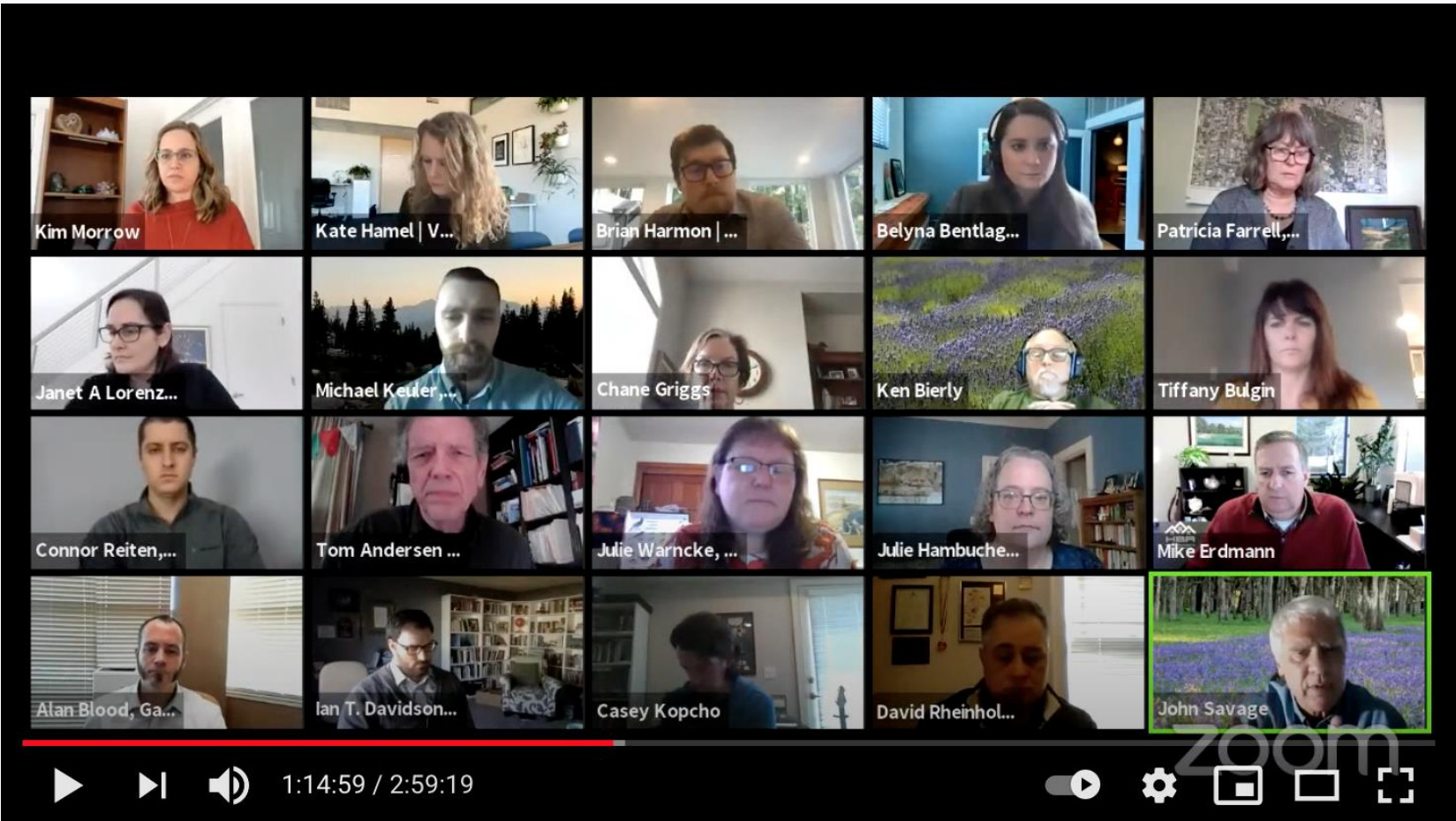
A plan to:

- Achieve City Council goals for reducing GHG emissions
(mitigation)
- Help the Salem community prepare for climate change
(resilience)
- Prioritize actions for implementation
- Identify key partners

Climate Action Plan Task Force Roster

33 community representatives invited by the Mayor, plus 5 City staff and 3 City councilors (Andersen, Gonzalez, & Nordyke).

Representing transportation, commercial, residential, environmental, energy, education, communities of color, food supply, public health, and others.



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

PLAN DEVELOPMENT PROCESS



ACCEPTED BY CITY COUNCIL SPRING 2022

WHAT'S AT STAKE?

The changing climate impact us in the form of:

- Floods
- Drought
- More extreme heat days (above 90° F)
- Wildfires
- Hazardous air quality from wildfires
- Extreme winter events

Impacts of climate change are not experienced equally

ECONOMIC IMPACTS OF CLIMATE CHANGE

Transportation Infrastructure

Supply Chain Disruptions

Workforce Impacts / Public Health

Climate Migration

Energy Grid Capacity

Budgetary Strain for Emergency Response

Tourism & Outdoor Recreation

Water Supply

Insurance Costs and Claims

**OTHER
CLIMATE
ACTION
PLANS -
OREGON**

Ashland

Beaverton

Bend

Corvallis

Eugene

Milwaukie

Portland



**CLIMATE ACTION PLAN
STRATEGY LIST**

NOVEMBER 2021



**REDUCE
GREENHOUSE GAS
EMISSIONS**



**INCREASE
COMMUNITY
RESILIENCE**





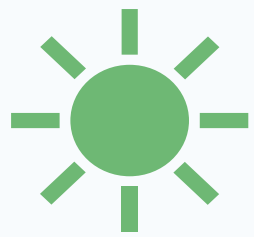
Materials & Waste (24)

Encourage composting and recycling at multi-family
Adopt a sustainable procurement policy for city



Transportation & Land Use (42)

Increase mobility options
Expand public transit
Increase connectivity for walking, biking



Energy (38)

Increase renewable energy access
Increase energy efficiency in buildings
Increase electrification of city fleet



Natural Resources (24)

Expand the city's tree canopy
Increase access to parks and open space
Protect floodplains



Community (39)

Strengthen neighborhoods
Create resilient community
Engage underserved populations in solutions



Food (8)

Increase community gardens & farmers market
Incentivize local food marketplaces



Economic Development (8)

Strengthen the local economy
Increase wellbeing of residents and employees through
creative development projects/green jobs

STRATEGY ORGANIZATION

Greenhouse Gas Reduction Potential (High, Med, Low)

Cost

Lead Agency

Timeframe

Co-Benefits

Public Health

Environmental Quality

Local Economy

Mobility Choice

Community Equity



EARLY IMPLEMENTATION STRATEGIES (55)



EARLY IMPLEMENTATION STRATEGIES (55)



- High potential for reducing emissions
- AND
- City is lead agency
 - Lower cost to City
 - Can begin implementation within first 2 years
 - Multiple co-benefits (equity, public health, etc.)

- Demonstrate leadership by example by the City
- Establish CAP governance
 - Enhance equity

EARLY IMPLEMENTATION STRATEGIES (55)



EARLY IMPLEMENTATION STRATEGIES (55)

(25) OF THESE ARE...

- ✓ In-process or ongoing actions (17)
- ✓ Planned to begin within two years (3)
- ✓ Will be required by current or pending State requirements (5)



EARLY IMPLEMENTATION STRATEGIES (55)



DETERMINING THE NEXT STEPS FORWARD...

NEXT STEPS - WHAT MAY BE NEEDED...

Re-allocation of Staff Time

Revisions to Salem Revised Code

Consultant Assistance - Additional Analysis

Public Outreach & Engagement

Coordination with Local, State, and Regional Partners/Stakeholders

NEXT STEPS - WHAT MAY BE NEEDED...

EXAMPLE #1

Re-allocation
of Staff Time

Code	Strategy
MW 04	Sustainable Purchasing Policy for the City
MW 05	Sustainable Specifications for City Bidding/Request for Proposal Processes

NEXT STEPS - WHAT MAY BE NEEDED...

EXAMPLE #2

Code	Strategy
TL 24	Charge for City-controlled Parking (starting with on-street) in Central Business District.

Re-allocation of Staff Time

Revisions to Salem Revised Code

Consultant Assistance – Additional Analysis

Public Outreach & Engagement

Coordination with Local, State, and Regional Partners/Stakeholders

SHORT LIST (6) Proposed



EARLY IMPLEMENTATION ACTIONS

Code	Strategy
MW 04	Sustainable Purchasing Policy for the City
MW 04	Sustainable Specifications for City Bidding/Request for Proposal Processes
TL 24	Charge for City-controlled Parking (starting with on-street) in Central Business District
TL34	Implement telecommuting and flexible work hour policies for City employees
TL 30	Implement a City policy that transitions all City-owned fleet vehicles to Electric Vehicles
EN 04	Begin reporting community greenhouse gas emissions on a regular basis

QUESTIONS?

CLIMATE ACTION PLAN & STRATEGIES

NEXT: DISCUSSION ON COMMITTEE
GOALS AND EXPECTATIONS



SalemClimateActionPlan.com

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