



SALEM

CLIMATE ACTION PLAN STRATEGY LIST

NOVEMBER 2021



CLIMATE ACTION PLAN STRATEGY LIST

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

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

STRATEGIES ARE ORGANIZED INTO SEVEN SECTIONS:

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

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

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

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

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

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

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

SALEM'S EMISSIONS REDUCTION GOAL

BY 2035

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

BY 2050

SALEM IS **CARBON NEUTRAL.**

KEY

GHG REDUCTION POTENTIAL

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

COST

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

SUGGESTED TIMEFRAME

Timeframe to Begin

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

OBJECTIVE:

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

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



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



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



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



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



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

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TRANSPORTATION & LAND USE

42 STRATEGIES










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

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



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

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



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

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






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

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


















OBJECTIVE 3: Incentivize active commute modes

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







OBJECTIVE 3: Incentivize active commute modes

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






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

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
TL25	Support State-related initiatives to increase incentives for low and moderate income households in transitioning to EVs per HB 2165 (effective date 1/1/2022).	Medium	\$\$\$\$	PGE	 	S
TL26	Collaborate with PGE, Salem Electric, ODOT, and EV Charging Network, Network Charging Station Operators partners to expand city-wide EV charging capacity in alignment with the Oregon Transportation Electrification Infrastructure Needs Analysis. <ul style="list-style-type: none"> - Consider high impact locations such as along I-5 and in town at libraries, museums, shopping/commercial areas, city parks, hospital, and high schools, colleges, and universities. - Identify areas for fast-charging EV hubs throughout the city. - Consider inclusion of right-of-way charging (e.g., pole charging or other roadside charging). - Identify opportunities to streamline permitting processes to build right-of-way charging stations, including the designation of an EV infrastructure permitting liaison within City government who can assist with and facilitate the permitting of EV charging stations throughout Salem. - Work with EV charging station operators (e.g. Blink) on City property to identify locations to upgrade and expand. - Identify opportunities to streamline permitting processes to build right-of-way charging stations, including the designation of an EV infrastructure permitting liaison within City government who can assist with and facilitate the permitting of EV charging stations throughout Salem. - Work with utility companies to determine demand and needs for power infrastructure. 	Medium	\$\$\$\$	City/PGE	   	S
TL27	Incentivize the installation of EV charging stations at existing multifamily residences/complexes.	Medium	\$\$	City	  	S
TL28	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.	Medium	\$	City	   	S
TL29	Amend City code to align with the proposed State rule from the Climate-Friendly and Equitable Communities Rulemaking regarding all major remodel and renovation projects to provide EV charging to existing parking garages or commercial buildings with more than 40 parking spots, and residential developments and mixed-use buildings with five or more parking spaces on a lot or parcel. <p>Note: Adjustments to this strategy may be informed by updated Transportation Planning Rules and related administrative rules for Oregon as implemented through the Climate-Friendly and Equitable Communities rulemaking process.</p>	Medium	\$	City	   	M



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

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





OBJECTIVE 5: Reduce congestion and emissions from idling

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



OBJECTIVE 6: Increase safety for pedestrians/bicyclists

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

OBJECTIVE 7: Increase density in city planning

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

OBJECTIVE 7: Increase density in city planning

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

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ENERGY

38 STRATEGIES

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

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













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

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












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

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EN06	<p>Create a "Salem Clean Energy Fund" administered by a coalition of community-based organizations. Fund community energy advisors at community-based organizations to facilitate use of new and existing programs by underserved populations. These programs include:</p> <ul style="list-style-type: none"> - Rebates on electric vehicles for income-qualified customers - Rooftop solar incentives for low- and moderate- income customers - Energy Trust conservation and renewable resource incentives and technical assistance - Low-income weatherization incentives - Healthy Home grants to repair and rehabilitate residences of low-income households and landlords 	Low	\$\$\$\$	City		M
EN07	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.	Low	\$\$	City		S
EN08	In coordination with PGE, Salem Electric, Energy Trust, and Salem business and community-based organizations, develop and submit a Community Resilient Renewables Investment Fund grant proposal to improve power system resiliency and reduce emissions in Salem through investments in solar and storage systems for homes and businesses, with a focus on underserved neighborhoods.	Medium	\$	City/PGE/ Salem Electric/ ETO		S
EN09	Work with PGE and Salem organizations to design a Community Green Power Rate to serve Salem residents in PGE's service area for Council's consideration and submittal to the Oregon PUC.	High	\$\$	City/PGE		M
EN10	Advocate for a change to Energy Trust's fuel neutrality policy to allow focus on non fossil fuel energy incentives.	Medium	\$	City		M
EN11	Create a Climate Champion Partnership Program in collaboration with major energy users in the city such as the state of Oregon, schools, colleges, businesses, and others. Climate Change Partners would commit to achieve Salem's emission reduction targets for their own buildings, fleets, and operations.	High	\$\$	City		L






















OBJECTIVE 2: Increase energy efficiency and electrification of all buildings

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EN12	Develop a comprehensive approach to increasing energy efficiency in municipal buildings, including setting a goal for increased energy efficiency in all City-owned buildings, benchmarking, deep energy retrofits, policies to require energy efficient practices, and regular reporting.	Medium	\$\$	City	 	S
EN13	Promote incentives offered by the Energy Trust of Oregon to building owners and developers who install urban solar generation projects.	Medium	\$	PGE/ETO	 	S
EN14	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.	High	\$\$	City/PGE/ Salem Electric/ NW Natural/ ETO	  	S
EN15	Promote programs from Energy Trust of Oregon that provide resources, support, and incentives for converting older single family homes, multifamily residences, and non-residential buildings to more efficient systems. Priority emphasis on low-income neighborhoods. Potentially collaborate with utility companies to develop an interest free-loan program to help homeowners and renters implement energy-saving strategies, such as subsidizing the cost of new electric heating/cooling pumps, and exchanging older light bulbs for more efficient ones.	Medium	\$\$	PGE/ETO	  	S
EN16	Collaborate with utility companies and Energy Trust of Oregon to ensure access to existing energy efficiency and demand response programs and to provide specific outreach and education programs for residents and business owners on how to: <ul style="list-style-type: none"> - Better insulate their spaces and buildings - Select high efficiency, e.g. double or triple-paned, windows - Select, install, and use smart meters - Sign up for utility demand response programs - Transition water heating and heating & cooling systems to all-electric - Purchase, install, and maintain onsite renewable energy systems - Achieve net-zero energy 	Medium	\$\$	PGE/ Salem Electric/ NW Natural/ ETO	 	S


















OBJECTIVE 2: Increase energy efficiency and electrification of all buildings

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EN17	<p>Develop and implement a recognition program for business/commercial property owners and residents/homeowners who meet certain high-performance/high-efficiency standards for categories such as:</p> <ul style="list-style-type: none"> - Insulation - Double or triple-paned windows - Smart meters - All-electric heating & cooling systems - Onsite renewable energy generation - Net-zero energy <p>Connect this recognition program with demand response programs.</p>	Medium	\$	City	 	M
EN18	<p>Incentivize the construction of smaller and more energy efficient houses.</p> <ul style="list-style-type: none"> - Continue to allow attached housing and accessory dwelling units (ADUs) - Amend code to allow cluster and cottage developments in single-family areas. 	Medium	\$\$\$	City	 	S
EN19	Set a goal to increase number of businesses certified under Marion County's EarthWISE program.	Low	\$	Marion County		S
EN20	Implement a City ordinance that requires a Home Energy Score be provided to prospective home buyers. Follow guidance from Home Energy Score programs established in other Oregon cities, including Portland and Milwaukie .	Low	\$	City	 	M
EN21	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. Work with non-profits and utilities to provide financial incentives when upgrading to new standards.	Medium	\$\$\$	City	 	L
EN22	Adopt a stretch Net Zero energy building code or highly energy-efficient voluntary green energy standard for new homes and buildings and provide regulatory and financial incentives to builders and developers to build to the new standard.	Medium	\$	City	 	M





OBJECTIVE 3: Increase renewable energy generation and access

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EN23	Incentivize and implement small-scale renewable energy solutions, including renewable-powered microgrids, neighborhood-based solar arrays, and rooftop solar installations on residential and commercial properties. City and PGE to work together on the siting of new systems to ensure the location of these resources also provide larger benefits across the entire grid. Potentially leverage funding available from HB2021 to install community-based renewable energy projects.	Medium	\$\$\$\$	PGE	  	M
EN24	Require all new commercial and multifamily housing to be built solar-ready where feasible, meaning the buildings would have the electrical infrastructure ready for the building owner to install solar panels if they so choose.	Medium	\$	City	 	S
EN25	Work with PGE to install solar carports in City-owned parking lots.	Low	\$\$\$	City	 	L
EN26	Work with PGE to implement a plan to increase renewable-powered microgrids and energy storage for critical sectors/buildings (e.g., hospitals) to improve resilience. Potentially leverage funding available from HB 2021 to install community-based renewable energy projects.	Low	\$\$\$\$	Critical sectors	 	M
EN27	Create a “Solar Salem” initiative with ETO, PGE, and Salem Electric to: 1. Accelerate investments by homes and businesses in solar generation and backup storage; 2. Develop community solar projects for rentals, multi-family housing, single-family housing, and commercial buildings.	Low	\$\$	City and utility companies	 	L
EN28	Work with PGE to evaluate local community solar array project at Salem’s Wastewater Treatment plant (or other City-owned properties) and determine community support for such projects.	Low	\$	City	  	M
EN29	Work with PGE, Salem Electric, and ETO to create a network of renewable-base microgrids throughout Salem.	Low	\$\$\$	City	  	L
EN30	In collaboration with PGE, design and adopt a Communitywide Clean Energy Program to reach 100% clean and renewable electricity for residential and small commercial customers in Salem before 2035 per guidance and requirements associated with HB 2021 .	High	\$	PGE/City	   	S

OBJECTIVE 4: Decrease reliance on fossil fuels

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EN31	Implement policies to reduce natural gas usage, such as requiring all-electric new construction, prohibiting fossil fuel usage in new construction, and/or banning the use of gas and oil in residential appliances.	High	\$\$	City	   	M
EN32	Promote the incentives offered by Energy Trust of Oregon for new construction that is all-electric.	High	\$	City	 	S
EN33	Encourage NW Natural and the Oregon Department of Energy to create an assessment of all potential renewable gas sources in the surrounding areas (e.g., Marion, Polk, and Yamhill Counties).	Low	\$\$\$\$	NW Natural	 	L
EN34	Develop voluntary (opt-in) green power rate program for PGE and NW Natural customers in Salem with an equitable pricing structure, following guidance about rate differentiation from HB 2475 and incorporating elements from PGE's existing green power program . Encourage/incentivize major users in the city to subscribe to the next phase of PGE's Green Future Impact program and encourage/incentivize residents and businesses to buy green power from PGE and NW Natural. With NW Natural, specifically consider and evaluate the potential for low carbon/RNG offerings for homes and businesses.	Medium	\$\$	PGE/NW Natural	 	S
EN35	Promote programs from the Energy Trust of Oregon that work with industrial and large commercial businesses to assess ability to switch or incorporate clean energy sources into their operations.	High	\$	City/ETO	 	M
EN36	Implement an incentive program for residents and businesses to switch from natural gas appliances to all-electric models.	High	\$\$\$\$	ETO/Salem Electric/PGE	  	S
EN37	Develop and implement a plan to phase out combustion and two-stroke engines within the City limits. This would pertain to vehicles, lawnmowers, leaf blowers and other machinery. Potentially begin with phasing out City-owned combustion and two-stroke equipment (e.g., landscaping equipment such as leaf blowers and lawnmowers) to demonstrate leadership. Potentially collaborate with PGE on a tool exchange program .	Medium	\$\$\$	City	 	M

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

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EN38	Establish standard operating procedures that place new power lines underground as a way to protect electricity service during severe weather events like wildfire and storms. Potentially increase efficiency underground power line construction by coupling with transportation projects. Note: Rewording/removal may be needed pending further review by PGE. PGE is in the process of developing standard operating procedures around the installation of new power lines.	Low	\$\$\$\$	PGE	   	M

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ECONOMIC DEVELOPMENT

8 STRATEGIES





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

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






OBJECTIVE 1: Strengthen the local economy

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

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

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

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

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







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NATURAL RESOURCES 24 STRATEGIES







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

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








OBJECTIVE 1: Increase access to parks and green spaces

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





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

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







OBJECTIVE 3: Expand the urban tree canopy

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







OBJECTIVE 3: Expand the urban tree canopy

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









OBJECTIVE 4: Reduce runoff and impacts from flooding

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

OBJECTIVE 4: Reduce runoff and impacts from flooding

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

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

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

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COMMUNITY

39 STRATEGIES











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

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




OBJECTIVE 1: Strengthen neighborhoods and communities to increase climate resilience

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






OBJECTIVE 1: Strengthen neighborhoods and communities to increase climate resilience

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




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

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








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

Code	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
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.	Low	\$	City		S
CM 16	Compensate community participants for the time they spend providing needed input to planning processes. Compensation may include transportation vouchers, meals, and child care as needed to allow for participation from a broad range of voices.	Low	\$	City		S
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.	Low	\$\$	City		S
CM 18	Adopt accessible and inclusive engagement strategies and best practices, such as those described in the State of Oregon's Climate Equity Blueprint .	Low	\$\$\$	City		S
CM 19	Allow for more representation from renters in City decision-making groups that determine development policies and plans.	Low	\$	City		S


OBJECTIVE 3: Continue collaborative relationships with Indigenous Peoples

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



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

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







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

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




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

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

OBJECTIVE 6: Improve data collection and data sharing processes

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

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

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












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FOOD SYSTEM 8 STRATEGIES


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

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



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

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



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

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

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

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

OBJECTIVE 2: Sequester carbon through local land management practices

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

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MATERIALS & WASTE

24 STRATEGIES





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

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









OBJECTIVE 1: Establish data tracking and reporting processes

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







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

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











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

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


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

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

OBJECTIVE 4: Reduce food waste to reduce GHG emissions

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



OBJECTIVE 5: Support sustainable material management through financial incentives

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

OBJECTIVE 6: Reduce air pollution from waste

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

OBJECTIVE 7: Accelerate capture of all wastewater emissions

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