



# Strategy Idea Ranking Survey Results Summary

March 2021

## Background and Purpose

Salem asked the community to provide input on different strategies to help the City address and meet its climate action goals. The Strategy Idea Ranking Survey was an online survey developed to gauge Salem community members' priorities for implementing potential climate action strategies.

The survey allowed community members to learn about 211 ideas for climate action and to identify those that are important to include in the Salem Climate Action Plan, as well as ones that should not be included. Ideas presented in the survey were gathered from the Salem Climate Action Plan Task Force members, from community participants in an online brainstorming activity, and from subject matter experts.

The survey results are complementary to the results of a similar survey of Task Force members. The community survey was open from March 12 to March 28 while the survey of Task Force members was conducted from March 8 to March 21.

## Survey Results

A side-by-side summary of responses to the two surveys starts on the next page. The strategy ideas are organized by 46 proposed climate action objectives. Some ideas are highlighted with light blue shading and bolded text to indicate a substantial greenhouse gas reduction impact. These ideas were also highlighted in the survey questionnaires.

The surveys asked for qualitative feedback using a ranking scale that included the following three options:

- Yes - This idea needs to be included in the Salem Climate Action Plan
- Unsure
- No - This idea should not be included in the Salem Climate Action Plan

In addition to ranking each idea, survey respondents had the option to provide the project team with open-ended comments. Many of these comments identified concerns, made suggestions, and asked for clarifications.

## Ranking Color Key

Green, yellow, and red background colors correspond to how a strategy ranked among the proportion of yes, unsure, and no responses. The darker the cell color, the higher the ranking.

'Yes' Responses	'Unsure' Responses	'No' Responses
Greater than 75%	Greater than 75%	Greater than 75%
74% to 50%	74% to 50%	74% to 50%
49% to 25%	49% to 25%	49% to 25%
Less than 25%	Less than 25%	Less than 25%

## Objective: Increase connectivity and safety through a comprehensive network of active commuting routes, including sidewalks, bus routes, and bike lanes.

	Task Force Member Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Develop a comprehensive network of separated bikeways that connect major employment centers with areas of high density housing, essential services (schools, grocery stores, health care), and entertainment (restaurants, retail, event venues). Improve safety of bike access to Minto-Brown Island Park, specifically along or as an alternative to River Road.	20	87%	3	13%	0		23	115	62%	14	8%	57	31%	186
Complete Salem's sidewalk network throughout the city, with a priority emphasis on areas within a half-mile of a transit route and areas such as NE Salem that have been historically neglected. Reference and revise Salem's sidewalk inventory as-needed.	22	96%	1	4%	0		23	131	71%	18	10%	35	19%	184
Repair existing sidewalks to increase safety and mobility, include assessment and improvement of lighting along sidewalks for safety.	16	73%	5	23%	1	5%	22	156	84%	14	8%	16	9%	186
Lower speed limits throughout Salem and redesign roads to encourage safer speeds, e.g., by constructing speed humps, reducing lanes, and other standard safety measures.	10	46%	6	27%	6	27%	22	63	34%	35	19%	85	46%	183
Design, conduct, analyze, and share results of a study that identifies major commuting routes and assesses the safety of bike paths and sidewalks along those major commuting routes.	16	73%	5	23%	1	5%	22	98	54%	32	18%	52	29%	182
Design and implement an outreach and education program that raises awareness among Salem residents about safe driving, how to look out for people walking, biking, taking the bus, and riding a motorcycle or scooter. Also include information about proper vehicle maintenance, including air pressure, to enhance the safety of drivers and people who are walking, biking, and taking the bus.	12	57%	8	38%	1	5%	21	69	38%	38	21%	77	42%	184
Develop a comprehensive Vision Zero Program with the goal of zero pedestrian or biking deaths in Salem.	11	50%	8	36%	3	14%	22	91	50%	38	21%	53	29%	182
Implement a bikeshare program.	9	41%	8	36%	5	23%	22	51	28%	57	32%	73	40%	181

## Objective: Expand public transit infrastructure in Salem

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Increase bus service, e.g., a majority of routes should operate with at least 30 minute intervals until midnight, seven days a week.	22	100%	0	0%	0	0%	22	114	63%	30	17%	37	20%	181
Identify currently-underserved areas and determine opportunities for first expanding transit service to these currently-underserved areas. This should include canneries and employment centers in outlying areas (e.g., Cordon Road).	20	87%	2	9%	1	4%	23	134	73%	22	12%	27	15%	183
Add "Bus and Turn" (BAT) lanes for specific corridors.	11	52%	10	48%	0	0%	21	78	43%	52	29%	52	29%	182
Create bus-only lanes on select routes along the Core Network. Consider specific areas such as Lancaster and River Rd/Broadway/Commercial Rd.	14	61%	5	22%	4	17%	23	64	36%	39	22%	76	43%	179
Add dedicated right-of-way for bus stop development along arterials and collectors.	9	43%	10	48%	2	10%	21	77	43%	48	27%	53	30%	178
Assess current safety levels of walking routes to bus stops and improve in areas of greatest need.	21	95%	1	5%	0	0%	22	121	67%	26	14%	33	18%	180
Implement a downtown circulator that stops at all the key downtown locations.	8	38%	8	38%	5	24%	21	78	43%	49	27%	53	29%	180
Amend City code so that all bus stops must have a no parking zone around them to improve bus access to bus stops.	9	43%	10	48%	2	10%	21	94	52%	41	23%	47	26%	182
Work as an active, collaborative partner with Cherriots in the collective goal of being mobility integrators.	19	91%	0	0%	2	10%	21	111	62%	36	20%	32	18%	179
Assess feasibility and impacts of adding bus stops to parking lots of major commercial areas.	16	70%	6	26%	1	4%	23	121	68%	28	16%	30	17%	179
Assess feasibility and impacts of a light rail system that runs from West Salem to downtown/government zone.	9	41%	6	27%	7	32%	22	75	42%	21	12%	82	46%	178
Create a park and ride in West Salem so residents and out-of-town commuters can take a shuttle bus into downtown Salem.	15	65%	6	26%	2	9%	23	118	65%	31	17%	34	19%	183
Collaborate with neighboring cities and businesses to develop comprehensive transit service to/from areas outside the Urban Growth Boundary (UGB) and Salem.	18	86%	2	10%	1	5%	21	116	63%	26	14%	41	22%	183

## Objective: Incentivize public transit ridership

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Provide transit passes for all residents of Salem. Consider implementation logistics such as making these passes free to all residents (e.g., publicly funded through fees or taxes, but provided at no cost), making these passes free to specific groups of residents, such as youth, elderly residents, or low-income residents, funding through utility fees or a gas tax and, ability to provide passes to residents in the Urban Growth Boundary (UGB).	17	74%	5	22%	1	4%	23	88	49%	25	14%	67	37%	180
Develop and implement outreach and educational program that teaches youth and adults how to use Salem's bus system.	14	64%	7	32%	1	5%	22	94	53%	27	15%	56	32%	177

## Objective: Disincentivize single-occupancy vehicle driving

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Amend City code to eliminate parking minimums throughout Salem, with priority focus along Cherriots' Core Network.	6	29%	8	38%	7	33%	21	48	27%	55	31%	72	41%	175
Incentivize carpooling through designated carpool pickup spots and preferred parking areas for carpools only.	16	70%	6	26%	1	4%	23	82	47%	36	21%	58	33%	176
<b>Research the feasibility of implementing a gas tax. Revenue from this tax can fund connectivity and safety improvements to the city's transportation network and/or roadway maintenance and improvement projects.</b>	13	59%	5	23%	4	18%	22	71	39%	24	13%	86	48%	181
<b>Charge for parking in high use areas (e.g., downtown, large employment areas). Utilize revenue from parking fees to fund multi-modal transit initiatives.</b>	16	73%	2	9%	4	18%	22	58	33%	31	17%	89	50%	178
<b>Prohibit widening of existing roads.</b>	9	41%	4	18%	9	41%	22	45	25%	49	28%	83	47%	177
<b>Implement congestion pricing.</b>	4	18%	11	50%	7	32%	22	36	20%	48	27%	93	53%	177
<b>Tax high polluting passenger vehicles.</b>	10	46%	5	23%	7	32%	22	75	42%	23	13%	80	45%	178

## Objective: Incentivize active commute modes

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Count	Row %	Count	Row %	Count	Count
<b>Develop and implement a public outreach and education campaign to increase awareness among Salem residents about the impacts of single occupancy vehicular travel on the city's GHG goals and how residents can help reduce GHG emission from vehicle miles traveled (VMT).</b>	18	82%	4	18%	0		22	67	39%	25	15%	80	47%	172
Amend City code to require multifamily developments with more than 25 units to "unbundle" parking charges from unit rent fees so that renters can choose whether or not to rent a parking space.	11	50%	8	36%	3	14%	22	79	46%	33	19%	61	35%	173
Determine commuting baselines (i.e., current mode splits) and assess opportunities through a comprehensive traffic demand management (TDM) survey.	10	45%	12	55%	0		22	66	39%	54	32%	51	30%	171
Based in part on the TDM survey results, develop an active commuting program for City employees where employees receive support, resources, and incentives for actions such as walking to/from work, biking to/from work, carpooling to/from work, commuting to/from work in an EV, motorcycle, or other low-GHG emission mode, accessing employer-sponsored emergency rides home, working from home/telecommuting, and working flexible hours to reduce traffic congestion (i.e., employer can stagger work hours to reduce congestion).	16	73%	6	27%	0		22	97	56%	25	14%	52	30%	174
Collaborate with employers to adopt active commuting programs for their employees. Encourage employers to offer the active commuting program as a benefit rather than free parking.	16	73%	6	27%	0		22	101	57%	19	11%	56	32%	176
<b>Implement a trip reduction ordinance for Salem employers over 100 people.</b>	11	48%	7	30%	5	22%	23	39	22%	53	30%	82	47%	174
<b>Charge for parking using a supply/demand model intended to reduce parking in central business districts or employment areas to 70-80% of supply, particularly where alternative transportation modes are available.</b>	11	52%	6	29%	4	19%	21	48	28%	32	19%	92	54%	172
<b>Amend the Salem Transportation System Plan (TSP) to include goals for walking, cycling and transit use. Align goals with recommendations from the Statewide Transportation Strategy (STS). Ensure that bicycle and pedestrian safety elements described in the State of Oregon's Bicycle and Pedestrian Safety Strategy Report are included in the TSP.</b>	21	91%	0		2	9%	23	99	57%	20	12%	54	31%	173

## Objective: Increase adoption of and access to electric vehicles (EVs)

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Count	Row %	Count	Row %	Count	Count
Collaborate with electric utilities to provide EV rebates.	19	86%	3	14%	0		22	97	56%	18	10%	58	34%	173
Establish a city-wide EV car charging network. 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.	19	83%	4	17%	0		23	109	63%	14	8%	51	29%	174
As part of the city-wide EV charging network described above, develop and implement a comprehensive plan for ensuring the installation of EV charging stations at multifamily residences.	21	91%	1	4%	1	4%	23	95	55%	22	13%	57	33%	174
Amend City code so that all new construction/buildings are required to be EV-ready.	19	83%	3	13%	1	4%	23	94	54%	15	9%	64	37%	173
Implement a City policy that converts all City-owned fleet vehicles to EVs, with priority emphasis on first replacing ICE vehicles. Consider electrifying City fleet vehicles at a faster rate than community members to lead by example.	19	83%	4	17%	0		23	88	51%	21	12%	65	37%	174
Transition public transit fleet to zero-emission fleet.	21	91%	2	9%	0		23	104	59%	16	9%	55	31%	175
Leverage state and federal incentives to help expedite City, Cherriots, and community transition to EVs.	22	96%	1	4%	0		23	102	59%	19	11%	52	30%	173
Assess feasibility and impact of "no charge to charge" stations for EVs in high-impact public spaces.	17	74%	4	17%	2	9%	23	71	41%	34	20%	69	40%	174
Assess feasibility and impact of offering financial incentives to low-income residents and first-time EV buyers.	17	74%	5	22%	1	4%	23	84	48%	21	12%	69	40%	174
Assess feasibility and impact of requiring emissions testing for all residents when renewing their vehicular registration.	9	45%	6	30%	5	25%	20	72	42%	19	11%	81	47%	172
Encourage one or more local car dealerships to do EV outreach and education efforts, perhaps culminating in the giveaway of an EV vehicle in a raffle. Community outreach efforts could include taking the car to strategic locations and events and offering educational materials and activities.	12	55%	4	23%	6	23%	22	61	36%	36	21%	75	44%	172
Develop and implement a public car-sharing program with a vehicle pool strictly of EVs.	13	59%	6	27%	3	14%	22	64	37%	38	22%	72	41%	174
Assess feasibility and impact of implementing autonomous delivery options for Salem residents and businesses.	11	50%	6	27%	5	23%	22	51	30%	53	31%	67	39%	171
Support the piloting and development of electric autonomous vehicle infrastructure, especially for a downtown circulator and commuter shuttles.	13	59%	6	27%	3	14%	22	58	34%	40	23%	74	43%	172

## Objective: Reduce congestion and emissions from idling

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Row %	Count	Row %	Count	Row %	Count
<b>Create an education and outreach program to encourage residents to practice eodriving behaviors - a set of driving practices that reduce emissions from internal combustion engine vehicles.</b>	17	81%	3	14%	1	5%	21	67	39%	28	16%	75	44%	170
Conduct a traffic study to better understand current and future opportunities to reduce congestion and improve traffic flow.	17	74%	4	17%	2	9%	23	113	63%	28	16%	39	23%	180
<b>Depending on findings from the traffic study described above, implement congestion-reducing strategies such as increasing roundabouts/traffic circles, replacing stop signs and traffic lights with yield signs, making yielding the default rather than stopping, and using flashing yellow lights to ease flow in the middle of the night.</b>	18	78%	3	13%	2	9%	23	95	63%	4	3%	52	30%	151

## Objective: Create new pedestrian zones

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Row %	Count	Row %	Count	Row %	Count
Assess feasibility and impacts of moving Front Street bypass underground with public green space on top, accessible by non-motorized vehicles and pedestrians only. If cost, flooding, or other factors make an underground tunnel not feasible, consider constructing a greenway for a pedestrian/cyclist bridge.	7	33%	8	38%	6	29%	21	60	35%	28	16%	82	48%	170
Assess feasibility and impacts of developing a pedestrian mall or zone for people to walk and bike only. Consider impacts of closing one or more blocks to automobile traffic. If feasible and positively impactful, design a pilot project, evaluate, and expand (potentially to the area bordered by Ferry, Front, Center (or beyond with road changes), and Church).	12	52%	7	30%	4	17%	23	73	42%	24	14%	75	44%	172
Plan a downtown pedestrian mall or zone, potentially closing one or more blocks to automobile traffic	10	45%	7	32%	5	23%	22	74	43%	30	17%	68	40%	172
<b>Improve pedestrian crossings with design elements such as signalized pedestrian crossings, pedestrian refuges, mid-street islands, curb extensions, use "pedestrian scramble" at busy intersections, painted crossings, raised crosswalk platforms, distinct materials to differentiate from street, lighting, overhead warning signs, and other high-visibility treatments, and increase the overall number of crossings.</b>	18	86%	3	14%	0		21	99	58%	19	11%	53	31%	171

**Objective: Increase density in city planning**

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Remove setback requirements to allow for more dense development, which in turn promotes walkable neighborhoods.	16	73%	5	23%	1	5%	22	68	40%	39	23%	65	38%	172
Incentivize and promote dense and vertical development (residential and commercial) within a quarter mile of the existing core transit network.	21	91%	1	4%	1	4%	23	84	49%	26	15%	62	36%	172
Construct the majority of new housing and employment centers in walkable, compact mixed-use neighborhoods and in areas that are well served by transit.	16	73%	4	18%	2	9%	22	93	55%	26	16%	49	29%	168
Collaborate with major employers, such as the State of Oregon, Salem Hospital, and Willamette University, to encourage and support infill, redevelopment and new development in existing campuses and other areas planned for walkable, mixed-use development along the core transit network.	21	91%	2	9%	0		23	98	58%	28	17%	42	25%	168
Reform the City's system development charges (SDCs) to support and encourage development in walkable mixed-use neighborhoods. Reduce SDCs for infill development. Waive SDCs for affordable housing. Reduce transportation SDCs for mixed-use, multistory and developments that provide less or no parking. SDCs should be revised so that outlying areas pay the full cost of providing needed infrastructure. The City should also require new developments in outlying areas to have storm runoff catchment structures to mitigate the vast majority of increased runoff.	16	73%	4	18%	2	9%	22	79	47%	32	19%	58	34%	169

**Objective: Reduce emissions from air travel**

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Prohibit commercial air service to the Salem airport.	4	18%	6	27%	12	55%	22	28	16%	30	17%	114	66%	172
Incentivize the use of alternative fuels as they become available in private aviation.	12	57%	4	19%	5	24%	21	74	43%	33	19%	65	38%	172

**Objective: Establish governance and funding structures to achieve net-zero emissions vision**

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Coordinate efforts to meet citywide goals for greenhouse gas reduction using a climate justice lens so that solutions are developed in an equitable way.	16	89%	1	6%	1	6%	18	50	52%	9	9%	38	39%	97
Establish a strategic energy management program at the City and hire a "Community Energy Advisor" to oversee program implementation. Include in the program a one-stop shop type of experience for residents and business owners to learn about current incentives, audits, retrofit opportunities, and any current offerings from the City, utility companies, or local businesses/organizations.	11	63%	7	32%	1	5%	19	40	41%	11	13%	44	46%	95
Establish a "Climate Champions" Partnership program in which the City and its partner organizations commit to achieving energy efficiency and GHG emissions reduction targets for their assets/operations.	13	74%	6	26%	0		19	44	45%	10	12%	41	43%	95
<b>As part of the "Climate Champions" program described above, implement energy benchmarking and transparency policies in existing buildings with a publicly available "reward" system recognizing those who do well and a "recommendations" system that requires the property owners of lower-performing buildings to take action for improvement.</b>	17	90%	3	10%	0		20	38	39%	9	11%	48	51%	95
Create a City-financed revolving loan fund for residents and businesses to invest in renewable energy generation and energy efficiency projects.	14	70%	5	25%	1	5%	20	41	42%	18	19%	38	39%	97
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.	17	94%	0		1	6%	18	39	42%	13	14%	42	45%	94
Begin reporting community greenhouse gas emissions through a standardized city reporting platform like CDP on an annual basis.	11	65%	5	29%	1	6%	17	49	54%	3	3%	39	43%	91

**Objective: Increase energy efficiency and electrification of all buildings**

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses Count	Yes		Unsure		No		Responses Count
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Adopt a "reach" building energy code that exceeds state code. Petition the state to allow Salem to supercede state building code.	8	40%	8	40%	4	20%	20	26	28%	22	23%	46	49%	94
Develop a comprehensive approach to increasing energy efficiency in municipal buildings, including benchmarking, deep energy retrofits, policies to require energy efficient practices, and regular reporting.	18	95%	0		1	5%	19	48	52%	14	15%	31	33%	93
Set a goal and implement a plan for increasing the energy efficiency of all City-owned buildings.	18	95%	0		1	5%	19	62	66%	11	12%	21	22%	94
<b>Require net zero emissions in new development.</b>	9	53%	6	35%	2	12%	17	33	38%	10	12%	43	50%	86
Provide incentives to building owners and developers who install urban solar farms, solar water heating, community wells for grey water (irrigation purposes), and pervious surfaces.	14	70%	5	25%	1	5%	20	56	57%	7	7%	35	36%	98
Develop and implement a program that helps residents and business owners weatherize and increase the efficiency of residential and commercial buildings, with a priority emphasis on low-income renters, homeowners, and business owners.	18	90%	1	5%	1	5%	20	59	62%	8	8%	29	30%	96
Collaborate with utility companies to conduct low-cost energy audits for homes and businesses, with priority emphasis on low-income renters, homeowners, and businesses.	16	84%	2	11%	1	5%	19	51	54%	17	18%	27	28%	95
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.	13	72%	3	17%	2	11%	18	52	54%	16	17%	29	30%	97
Collaborate with utility companies to provide specific outreach and education programs for residents and business owners on how to better insulate their spaces and buildings, select high efficiency, e.g. double or triple-paned, windows, construct green roofs, prevent stormwater runoff and capture water, select, install, and use smart meters, transition heating and cooling systems to all-electric, purchase, install, and maintain onsite renewable energy systems, achieve net-zero energy.	14	78%	2	11%	2	11%	18	50	52%	15	16%	31	32%	96
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 insulation, double or triple-paned windows, green roofs, water capture, smart meters, all-electric heating and cooling systems, onsite renewable energy generation, and net-zero energy.	15	75%	0		5	25%	20	47	49%	10	10%	39	41%	96

**Objective: Increase energy efficiency and electrification of all buildings (CONTINUED FROM PREVIOUS PAGE)**

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses Count	Yes		Unsure		No		Responses Count
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Adopt a voluntary green building standard for new homes and commercial buildings that exceeds code requirements. Provide regulatory/financial incentives to those who build to this standard.	13	65%	5	25%	2	10%	20	45	48%	11	12%	38	41%	94
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.	13	72%	2	11%	3	17%	18	39	41%	10	11%	46	48%	95
<b>Incentivize the construction of smaller and more energy efficient houses. Allow attached housing, accessory dwelling units (ADUs), cluster, and cottage developments in appropriate areas.</b>	18	95%	1	5%	0		19	57	59%	8	8%	32	33%	97
Assess feasibility and impact of implementing a "cash for clunkers"-style program for residents and business owners to replace fossil-fuel powered heating and cooling equipment.	11	61%	3	17%	4	22%	18	46	49%	10	11%	37	40%	93
Set a goal to increase number of businesses certified under Marion County's EarthWISE program.	16	89%	1	6%	1	6%	18	43	46%	16	17%	35	37%	94
Develop an ordinance that incentivizes new development and major renovation to dedicate a portion of roof space as a green roof.	11	61%	3	17%	4	22%	18	37	40%	13	14%	43	46%	93
Develop code to encourage passive energy design of residential and commercial buildings.	12	67%	3	17%	3	17%	18	47	48%	15	16%	35	36%	97

**Objective: Keep energy affordable for Salem residents**

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses Count	Yes		Unsure		No		Responses Count
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Collaborate with utility companies to develop plans for keeping energy bills affordable for residents.	9	50%	6	33%	3	17%	18	59	63%	14	15%	21	22%	94
Implement differential utility rates based on income and actions taken to reduce energy consumption.	6	32%	7	37%	6	32%	19	34	36%	14	15%	46	49%	94

## Objective: Increase renewable energy generation and access

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Collaborate with utility companies to implement a network of renewable microgrids for resilience, e.g. neighborhood and campus scale.	17	94%	0		1	6%	18	42	47%	21	23%	27	30%	90
Collaborate with utility companies to develop and install neighborhood-based solar arrays.	14	78%	4	22%	0		18	44	47%	15	16%	34	37%	93
Work with utility companies to incentivize rooftop solar installation on residential and commercial properties.	15	83%	3	17%	0		18	55	59%	9	10%	29	31%	93
Amend City code to allow and incentivize installation of solar arrays on historic buildings.	13	72%	5	28%	0		18	45	48%	13	14%	35	38%	93
<b>Require all new commercial and multifamily housing to be built solar-ready.</b>	15	79%	2	11%	2	11%	19	41	45%	16	17%	35	38%	92
Install solar carports in City-owned parking lots.	14	82%	3	18%	0		17	44	47%	15	16%	34	37%	93
Implement a plan to increase renewable energy storage for critical sectors/buildings (e.g., hospitals) to improve resilience.	15	79%	2	11%	2	11%	19	49	54%	14	15%	28	31%	91
Encourage utilities to evaluate their solar power programs to identify areas of improvement, e.g., provide monthly instead of annual solar credits and provide rebates related to residential and commercial solar power installations.	10	59%	6	35%	1	6%	17	46	49%	13	14%	34	37%	93
Collaborate with utility companies to provide all residential and commercial customers with a zero-carbon emission electricity program at a small premium. Provide waivers from the premium for low-income households.	14	74%	4	21%	1	5%	19	37	40%	15	16%	41	44%	93
Expand the capacity of the cogeneration facility at Willow Lake.	10	56%	8	44%	0		18	37	41%	29	32%	24	27%	90
Work with utility companies and other partners to facilitate community solar installations.	17	94%	1	6%	0		18	44	49%	13	15%	32	36%	89
Develop solar array at Willow Lake and determine whether such an installation could be a community solar program for residents and businesses.	13	72%	5	28%	0		18	43	47%	17	19%	32	35%	92

### Objective: Decrease reliance on fossil fuels

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Row %	Count	Row %	Count	Row %	Count
<b>Amend city code so that all new construction must be all-electric, i.e. no new natural gas hookups.</b>	8	44%	7	39%	3	17%	18	20	22%	15	16%	58	62%	93
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.	10	59%	4	24%	3	18%	17	28	31%	14	16%	48	53%	90
Incentivize on-site methane capture and combustion at landfills, wastewater treatment plants, and dairies.	11	61%	5	28%	2	11%	18	50	54%	16	17%	27	29%	93
<b>Partner with NW Natural to increase hydrogen to 15% in current natural gas system.</b>	11	58%	6	32%	2	11%	19	21	22%	35	37%	39	41%	95
<b>Partner with NW Natural to improve efficiency via cash-for-clunkers style rebate program</b>	10	56%	7	39%	1	6%	18	38	40%	19	20%	37	39%	94

### Objective: Ensure energy grid has capacity and resilience to accommodate future demand

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Row %	Count	Row %	Count	Row %	Count
Collaborate with utility providers to conduct a study to better understand Salem's future energy demands given the proposed development and implementation of a comprehensive plan to install electric vehicle charging stations at multifamily residences and the transition of City-owned fleet vehicles, as well as the Cherris fleet to EVs.	15	83%	2	11%	1	6%	18	53	59%	11	12%	26	29%	90

### Objective: Prioritize green spaces when constructing new power lines

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Row %	Count	Row %	Count	Row %	Count
Establish standard operating procedures that place new power lines underground. Potentially increase efficiency of underground power line construction by coupling with transportation projects.	13	77%	4	24%	0		17	62	66%	17	18%	15	16%	94

**Objective: Strengthen neighborhood hubs and communities to increase climate resilience**

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Ensure City planning efforts prioritize the needs of the most vulnerable residents in a neighborhood, including health, transportation, safety and access to resources.	18	90%	2	10%	0		20	52	59%	11	13%	25	28%	88
Analyze and map food deserts (area that have limited access to affordable and nutritious food) in Salem; create and implement a plan to increase access to food.	16	76%	4	19%	1	5%	21	51	59%	14	16%	22	25%	87
Incentivize the conversion of vacant buildings to housing or to mixed-use with housing.	15	75%	3	15%	2	10%	20	57	66%	15	17%	14	16%	86
Expand efforts to provide food distribution among residents who are experiencing food insecurity.	18	86%	1	5%	2	10%	21	51	60%	15	18%	19	22%	85
Create a community volunteer program that can provide childcare, food delivery, yard work, neighbor check-ins and assist with disaster response and recovery efforts.	12	60%	6	30%	2	10%	20	50	59%	16	19%	19	22%	85
Design new neighborhood developments with a community gathering area capable of hosting events like farmer's markets, fairs and performances.	14	67%	5	24%	2	10%	21	50	59%	15	18%	20	24%	85
Engage faith communities, social service agencies, nonprofits and neighborhood associations in building neighborhood resilience.	16	84%	2	11%	1	5%	19	59	69%	11	13%	15	18%	85
Create a network of neighborhood resilience hubs- indoor gathering places that can function as community centers, cooling centers, places to access electricity during power outages, evacuation sites, day cares and community learning centers.	16	76%	3	14%	2	10%	21	50	59%	19	22%	16	19%	85

**Objective: Facilitate diverse participation and representation from Salem residents in City and community planning**

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses Count	Yes		Unsure		No		Responses Count
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Adopt criteria for City planning projects that measure the equity impacts of planning and infrastructure decisions.	16	84%	2	11%	1	5%	19	35	42%	17	20%	32	38%	84
Establish an equity task force or working group that ensures equitable implementation of strategies from the Climate Action Plan.	18	90%	1	5%	1	5%	20	33	39%	14	17%	38	45%	85
Continue online City Council meetings to facilitate increased participation overall and diversity of participants.	14	70%	4	20%	2	10%	20	54	64%	10	12%	20	24%	84
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.	17	85%	2	10%	1	5%	20	57	70%	12	15%	13	16%	82
Improve language accessibility by providing videos in languages other than English commonly spoken by Salem residents.	19	91%	0		2	10%	21	44	52%	11	13%	29	35%	84

**Objective: Engage underserved populations in co-creating resilient solutions**

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses Count	Yes		Unsure		No		Responses Count
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Identify and lift up environmental justice leaders from communities of color and historically excluded communities who can play instrumental roles in identifying and implementing equitable strategies.	18	86%	2	10%	1	5%	21	37	46%	8	10%	36	44%	81
Engage with residents in neighborhoods projected to be most impacted by climate change to understand local risks and develop strategies to increase resilience.	18	95%	1	5%	0		19	44	53%	7	8%	32	39%	83
Engage with local social service agencies and nonprofits to communicate with underserved populations about climate risks and resilience strategies.	19	95%	0		1	5%	20	41	50%	9	11%	32	39%	82

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

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Create a public engagement campaign to educate and create behavior change among Salem residents to reduce GHG emissions.	17	85%	3	15%	0		20	35	43%	9	11%	38	46%	82
Develop curricula for preschool and after-school programs focused on climate-friendly concepts and behaviors.	12	67%	4	22%	2	11%	18	32	38%	9	11%	43	51%	84
Collaborate with Salem-Keizer School District and local educational institutions to develop curricula and career programs focused on change and sustainability education.	16	84%	3	16%	0		19	40	48%	6	7%	38	45%	84
Create and implement public messaging that models and encourages conservation behaviors.	15	88%	2	12%	0		17	46	56%	7	9%	29	35%	82

**Objective: Cultivate arts & culture**

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Cultivate Salem's arts and cultural offerings as a way to build community cohesion, pride, economic development and resilience.	7	39%	9	50%	2	11%	18	46	58%	12	15%	22	28%	80

## Objective: Keep housing affordable

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Row %	Count	Row %	Count	Row %	Count
Address the top five gaps and needs identified in the 2019 Community Health Assessment for Marion and Polk counties: safe, stable, affordable housing options, expansion of services to chronically homeless with health, mental health, and substance abuse tri-morbidity needs, continued efforts to reduce domestic violence and the impact on affected populations, more affordable, high-quality child care for low-income families and the subsidy to pay for it, and adequate public transportation in rural areas and in Salem on evenings and weekends.	14	70%	2	10%	4	20%	20	45	55%	14	17%	23	28%	82
Allow for more representation from renters in decision-making groups that hold power in determining new housing developments and policies.	14	70%	4	20%	2	10%	20	41	51%	13	16%	27	33%	81
Assess feasibility and impact of how to increase homeownership in Salem among people who currently live and work in Salem, rather than people moving in from out of state.	12	67%	2	11%	4	22%	18	42	52%	17	21%	22	27%	81
Implement policies that keep housing affordable for the majority of residents living and working in Salem.	14	70%	4	20%	2	10%	20	45	57%	14	18%	20	25%	79

## Objective: Protect public health in all neighborhoods

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Row %	Count	Row %	Count	Row %	Count
Formalize an environmental justice screening lens on all zoning plans so that urban heat islands, areas with relatively high levels of pollution, and areas prone to wildfire and flooding are avoided for new projects.	13	68%	3	16%	3	16%	19	42	51%	12	15%	29	35%	83
Assess health care access among Salem residents and establish plans to improve, with priority emphasis on vulnerable populations.	11	58%	6	32%	2	11%	19	47	57%	14	17%	21	26%	82
Collaborate with public health officials to establish baseline indoor air quality of apartment buildings. Develop and implement a plan to improve indoor air quality in apartment buildings informed by baseline assessment.	11	58%	6	32%	2	11%	19	37	46%	13	16%	31	38%	81
Develop an emergency preparedness fund for low-income residents to relocate after a disaster/emergency event.	13	72%	3	17%	2	11%	18	44	54%	15	18%	23	28%	82

**Objective: Increase access to parks and green spaces**

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Amend City code to require smaller, walkable urban-scale parks and open space in new developments.	16	80%	3	15%	1	5%	20	67	66%	14	14%	20	20%	101
Add and maintain quality parks in NE Salem.	16	84%	3	16%	0		19	76	77%	12	12%	11	11%	99

**Objective: Support native biodiversity in Salem's public and private areas**

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Convert City-owned conventional turf grass areas to eco-lawns that are more drought resistant and require less mowing. Offer incentives for property owners (residential and commercial) to convert their conventional lawns to eco-lawns.	12	67%	3	17%	3	17%	18	63	64%	14	14%	22	22%	99
Develop a backyard habitat improvement program for residents that raises awareness and provides resources to help residents increase the biodiversity of their yards.	13	68%	4	21%	2	11%	19	55	56%	18	18%	25	26%	98
Continue to conserve, preserve, and expand Salem's green spaces and parks. Adopt management policies that reduce chemicals, increase biodiversity and build climate resilience.	15	83%	2	11%	1	6%	18	82	83%	8	8%	9	9%	99
Evaluate prevalence of invasive species on City property and implement a plan to reduce the amount of invasive species.	12	71%	4	24%	1	6%	17	73	75%	16	16%	8	8%	97
Develop a policy that prioritizes native plantings on City-owned properties.	15	79%	3	16%	1	5%	19	76	78%	12	12%	9	9%	97
Incentivize native plantings on private property.	12	67%	5	28%	1	6%	18	50	51%	22	22%	26	27%	98

## Objective: Expand the urban tree canopy

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Row %	Count	Row %	Count	Row %	Count
Ensure adequate funding for the preservation and maintenance of existing City trees as well as the planting of replacement and additional trees.	18	95%	1	5%	0		19	80	82%	8	8%	10	10%	98
Set a goal to increase community-wide tree canopy cover, with priority emphasis on increasing coverage in underserved areas and neighborhoods. Provide assistance to local institutions to increase their own tree coverage and create spaces such as urban forests, community gardens, and pollinator habitats.	17	90%	2	11%	0		19	66	67%	13	13%	19	19%	98
<b>Amend City code to protect large canopy trees from removal wherever possible.</b>	15	79%	2	11%	2	11%	19	56	58%	15	16%	26	27%	97
<b>Develop and implement an outreach and education program for property owners (residential and commercial) to raise awareness about the value of healthy trees to Salem residents and the city's GHG emissions reduction goal, how to care for trees on their property, how to select native or ecologically well-adapted species, and how to avoid power lines when planting and trimming trees. Include specific information about how property owners can select and site trees to help lower energy use and cost of heating/cooling. Consider including a "Call before you cut" public outreach campaign component to help residents and business owners understand how to best cut/trim their trees. Set a goal to at least maintain the current levels of urban tree canopy cover on private property.</b>	15	79%	4	21%	0		19	59	61%	10	10%	28	29%	97
Create Tree Canopy Management fee for trees cut under required permits. Dedicate funds to fund tree inspectors and Canopy Preservation Fund.	12	63%	4	21%	3	16%	19	37	39%	19	20%	39	41%	95
Develop a policy that prioritizes the planting of climate-resilient trees.	17	85%	3	15%	0		20	67	70%	13	14%	16	17%	96

## Objective: Reduce residents' exposure to pollution

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Row %	Count	Row %	Count	Row %	Count
Require the creation of buffer zones of trees and shrubs near heavy traffic corridors and industrial areas to protect children and families from air pollution.	13	65%	5	25%	2	10%	20	61	63%	17	18%	19	20%	97

## Objective: Reduce impervious surfaces

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Row %	Count	Row %	Count	Row %	Count
Amend City code to limit and phase out the amount of impervious surfaces in new developments and re-paving projects.	13	68%	2	11%	4	21%	19	45	47%	24	25%	27	28%	96
Incentivize property owners to implement "urban green curtains" on the exterior walls of their buildings (typically on south side of buildings). Benefits will include reducing the amount of runoff into stormwater drains, as well as energy savings.	11	65%	5	29%	1	6%	17	44	46%	24	25%	28	29%	96
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.	13	72%	5	28%	0		18	66	68%	11	11%	20	21%	97
Offer incentives/rebates to homeowners and businesses to use pervious surfaces with the goal of decreasing runoff and flooding.	15	83%	2	11%	1	6%	18	62	65%	12	13%	22	23%	96
Increase green spaces along pedestrian and bike routes.	16	89%	1	6%	1	6%	18	69	71%	10	10%	18	19%	97
Implement taxes or fees on all impervious surfaces.	6	35%	7	41%	4	24%	17	31	32%	16	16%	50	52%	97

## Objective: Protect people and places from flooding

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Row %	Count	Row %	Count	Row %	Count
Amend City code so that new construction and development projects must be at least 250' from waterways.	6	33%	8	44%	4	22%	18	46	47%	27	27%	26	26%	99
Develop and implement a comprehensive flood mitigation plan that reduces the prevalence and impacts of increased impervious surfaces due to increased development (e.g., into the UGB).	15	83%	1	6%	2	11%	18	56	57%	21	21%	22	22%	99
Create wider riparian buffers.	15	75%	4	20%	1	5%	20	60	61%	16	16%	22	22%	98
Assess feasibility and impacts of best practices for structural and non-structural flood management, including buyout programs.	14	78%	4	22%	0		18	50	52%	24	25%	23	24%	97

## Objective: Increase soil health

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Row %	Count	Row %	Count	Row %	Count
Assess feasibility and impact of adding biochar as an amendment to City-owned soils.	11	58%	7	37%	1	5%	19	35	36%	45	46%	17	18%	97

## Objective: Strengthen the local economy

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Row %	Count	Row %	Count	Row %	Count
Collaborate with the Chamber of Commerce, local universities and business leaders to develop, nurture and attract climate-smart entrepreneurship in Salem.	16	84%	0		3	16%	19	55	61%	14	16%	21	23%	90
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.	18	90%	1	5%	1	5%	20	54	61%	14	16%	21	24%	89
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.	15	79%	2	11%	2	11%	19	54	62%	12	14%	21	24%	87
Support the growth of existing and the development of new urban farms and hydroponic businesses.	12	63%	6	32%	1	5%	19	51	59%	16	20%	20	23%	87
Work with businesses to identify and reduce risk, establish disaster plans and create business continuity plans.	14	78%	2	11%	2	11%	18	58	67%	14	16%	15	17%	87
Explore the creation of a philanthropic fund to assist small businesses in recovering from natural disasters.	9	50%	6	33%	3	17%	18	47	55%	18	21%	20	24%	85

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

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Row %	Count	Row %	Count	Row %	Count
Implement a live/work zoning policy so that employees can choose housing options closer to employment centers. Identify opportunities to prioritize low-income neighborhoods.	15	75%	4	20%	1	5%	20	40	47%	18	21%	28	33%	86
Incentivize increased development of "missing middle housing" options throughout the city. This refers to a range of house-scale buildings with multiple units—compatible in scale and form with detached single-family homes—located in a walkable neighborhood.	12	67%	4	22%	2	11%	18	45	52%	15	17%	27	31%	87

**Objective: Increase food access through expanded home gardens, community gardens, and farmers markets**

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Count	Row %	Count	Row %	Count	Count
Incentivize community gardens in school and neighborhoods, with priority emphasis on underserved communities.	20	91%	2	9%	0		22	67	74%	9	10%	14	16%	90
Support our unhoused community with a garden space, dedicated temporary housing space, access to resources, services, and education.	16	73%	5	23%	1	5%	22	51	57%	10	11%	29	32%	90
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.	17	77%	5	23%	0		22	58	66%	19	22%	11	13%	88
Allow and support production of plant-based food on private property.	15	71%	6	29%	0		21	57	66%	16	19%	13	15%	86
Collaborate with community groups and neighborhood associations to have a farmer's market in every existing ward or neighborhood.	17	81%	4	19%	0		21	51	57%	21	24%	17	19%	89

**Objective: Support and incentivize the growth of the local foods marketplace.**

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Count	Row %	Count	Row %	Count	Count
Encourage grocery stores to increase the percentage of local food on shelves.	15	68%	4	18%	3	14%	22	55	63%	14	16%	19	22%	88
Incentivize large, local institutions (e.g., businesses, schools and higher education institutions, hospitals) to commit to purchasing ingredients and products from local food producers. Securing a reliable supply for local food producers will help stabilize their current production, encourage increased production and attract new producers to the market.	18	78%	3	13%	2	9%	23	57	63%	8	9%	25	28%	90
Develop and implement a recognition program for local businesses who support/sell locally grown produce and locally manufactured food and beverage items.	17	77%	5	23%	0		22	57	66%	8	9%	20	23%	87
Ensure that licensing, permitting and other food safety regulations support local, small-scale food producers.	17	74%	4	17%	2	9%	23	67	76%	9	10%	12	14%	88
Explore public and private partnerships that encourage cooperatives or other frameworks of social and economic support for local producers.	16	76%	4	19%	1	5%	21	62	71%	15	17%	11	13%	88

### Objective: Sequester carbon through local agriculture

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Row %	Count	Row %	Count	Row %	Count
Identify and support opportunities that increase carbon capture through soil sequestration, e.g. permaculture, cover cropping, biochar and other soil conservation practices.	19	83%	4	17%	0		23	58	65%	13	15%	18	20%	89

### Objective: Establish data tracking and reporting processes

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Row %	Count	Row %	Count	Row %	Count
Calculate a baseline, track, and report a diversion rate for City of Salem.	10	71%	3	21%	1	7%	14	45	52%	21	24%	21	24%	87
Conduct regular waste audits to identify materials being sent to the landfill and to identify diversion opportunities.	12	86%	1	7%	1	7%	14	58	66%	8	9%	22	25%	88

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

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Row %	Count	Row %	Count	Row %	Count
Develop a lending library of things (ex.Thingery in Vancouver). Collaborate with public libraries and neighborhood associations.	11	79%	2	14%	1	7%	14	53	61%	15	17%	19	22%	87
Collaborate with local restaurants and food service providers to phase out single-use takeout packaging and replace with reusable packaging. Potentially implement rewards programs to incentivize participation.	10	71%	4	29%	0		14	49	54%	9	10%	32	36%	90
Collaborate with local and regional manufacturers to take back items/materials at the end of life, i.e. support policies and practices related to extended producer liability.	12	86%	2	14%	0		14	48	55%	12	14%	28	32%	88
Implement a city-wide ban on non-essential single-use plastics and expanded polystyrene (EPS) products.	11	79%	2	14%	1	7%	14	45	51%	6	7%	38	43%	89

**Objective: 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**

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Create policies and procedures for waste reduction through purchasing and waste handling for City employees.	11	85%	2	15%	0		13	51	59%	13	15%	23	26%	87
Train custodial staff in waste diversion instructions.	12	86%	1	7%	1	7%	14	64	73%	9	10%	15	17%	88
Analyze the waste generated from municipal operations to establish a baseline; track and report progress.	12	86%	2	14%	0		14	59	67%	11	13%	18	21%	88
Engage City employees in activities to drive behavior change, like training, discussion, competitions, presentations, awards, etc.	11	85%	1	8%	1	8%	13	50	57%	11	13%	27	31%	88
Establish a city-wide waste reduction education program.	10	77%	2	15%	1	8%	13	62	70%	7	8%	20	23%	89

**Objective: Reduce food waste**

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %		Count	Row %	Count	Row %	Count	Row %	
Implement an educational and outreach program for residents and businesses that raises awareness about how to reduce food waste at home and at work.	11	85%	1	8%	1	8%	13	52	60%	11	13%	24	28%	87
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.	12	86%	1	7%	1	7%	14	61	69%	12	14%	15	17%	88
Implement a convenient, city-wide composting program for residents.	11	79%	1	7%	2	14%	14	58	64%	13	14%	19	21%	90
Assess feasibility and impact of a biodigestion system in Salem.	8	57%	5	36%	1	7%	14	45	51%	24	27%	19	22%	88
Identify opportunities with local agricultural producers to provide commercial food scraps/unused organic material as animal feed.	9	64%	4	29%	1	7%	14	61	69%	16	18%	12	14%	89
Educate residents how to do backyard composting, and incentivize with coupons or gift certificates to local businesses.	11	79%	2	14%	1	7%	14	53	59%	12	13%	25	28%	90

### Objective: Divert construction & demolition waste from the landfill

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Count	Row %	Count	Row %	Count	Count
Require that all construction and demolition waste must be diverted from the landfill.	4	29%	9	64%	1	7%	14	28	31%	24	26%	39	43%	91
Assess feasibility and impact of legislation that requires when any building built before 1940 is being tom down, the materials must be recovered and repurposed. See Portland for example legislation.	6	43%	7	50%	1	7%	14	40	45%	12	13%	37	42%	89

### Objective: Improve access to responsible waste management for multifamily residences

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Count	Row %	Count	Row %	Count	Count
Establish convenient reuse programs with multifamily residences.	8	57%	5	36%	1	7%	14	55	62%	13	15%	21	24%	89
Ensure that proposed legislation for mandatory recycling access at multifamily residences is implemented in 2022.	10	71%	4	29%	0		14	51	57%	7	8%	32	36%	90

### Objective: Support sustainable material management through financial incentives

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Count	Row %	Count	Row %	Count	Count
Continue pay-as-you throw financing structures for municipal waste disposal services and explore incentivizes for residences and businesses that reduce food waste.	11	79%	3	21%	0		14	49	55%	21	24%	19	21%	89
Explore feasibility and impact of introducing fines for contaminated recycling.	7	50%	6	43%	1	7%	14	35	40%	7	8%	36	41%	88

### Objective: Increase recycling

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Count	Row %	Count	Row %	Count	Count
Collaborate across City departments, State government, and private businesses to implement programs (ex.Terracycle) that collect hard-to-recycle materials like soft plastics. Provide incentives for businesses who implement such programs.	10	71%	3	21%	1	7%	14	67	74%	10	11%	14	15%	91

**Objective: Improve air quality related to waste disposal**

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Count	Row %	Count	Row %	Count	Count
Send waste to landfill rather than Covanta plant.	4	29%	7	50%	3	21%	14	26	29%	29	32%	36	40%	91

**Objective: Reduce emissions from concrete**

	Task Force Memeber Responses							Community Member Responses						
	Yes		Unsure		No		Responses	Yes		Unsure		No		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Count	Count	Row %	Count	Row %	Count	Count
Incentivize the use of green (or carbon-negative) concrete (concrete that has been injected with carbon dioxide) in new construction.	8	57%	4	29%	2	14%	14	42	46%	24	26%	25	28%	91