

Proposed Strategies for Salem Climate Action Plan

Last modified: August 11, 2021

This spreadsheet contains strategies to reduce greenhouse gas (GHG) emissions and increase climate resilience in the Salem community. These ideas have been generated from stakeholders including the Climate Action Plan Task Force, members of the public, subject matter experts, and Verdis Group. 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.

Salem's Greenhouse Gas Reduction Goal:

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

The strategies are divided into the following 7 Action Areas:

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

Total number of strategies: 173

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KEY				
GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
	\$ = 0 - \$200,000			
	\$\$ = \$200,001 - \$500,000		Public Health	S* = start within 1 year
High			Environmental Quality	S = next 0-10 years
Medium	\$\$\$ = \$500,001 - Varies		Local Economy	M = next 10-20 years
Low	\$5,000,000		Mobility Choice	L = next 20-30 years
	\$\$\$\$ = > \$5,000,000		Community Equity	
<p>Color Coding in v16 (indicates changes since v13):</p> <p>Bold, red, strikethrough text indicates text removed from v13 based on June Task Force meeting and City review.</p> <p>Bold, orange text indicates strategies that have been updated based on recent decisions made in the State Legislature.</p> <p>Bold, gold text indicates strategies that have been revised or added as new strategies based on City's community outreach during Summer 2021.</p> <p>Bold, green text indicates changes made from language in v13 based on Ecotone's work.</p> <p>Bold, blue text indicates changes made from language in v13 based on the June Task Force meeting, City review, and continued input from Task Force members.</p> <p>Bold, purple text indicates strategies that were previously flagged for remove through the community and Task Force survey and through refinement process have been added back.</p>				

TRANSPORTATION & LAND USE

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

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

Code	Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
OTL1	Increase safety of and access to active commute modes to reduce vehicle miles traveled (VMT).						
TL01	Identify, and prioritize, and fund key corridors in the City's planned comprehensive network of bikeways that connect major employment centers with areas of high density housing, essential services (schools, grocery stores, food pantries , health care), and entertainment (restaurants, retail, event venues). Priority emphasis should be placed on connecting underserved areas with essential services.		Medium	\$\$\$\$	City	Public Health Environmental Quality Mobility Choice	S*
TL02	Select and improve the safety of bike access along E-W & N-S key corridors. Commit to selecting and improving at least one key corridor every year.		Medium	\$\$\$\$	City	Public Health Environmental Quality Mobility Choice	S*
TL03	Finalize Salem's sidewalk inventory and use finished inventory to inform the completion of Complete Salem's sidewalk network throughout the entire city, with a priority emphasis on areas within a half-mile of transit route and areas such as northeast Salem that been historically and currently neglected areas of Salem . Coordinate efforts with the MPO, which recently prioritized funding for adding sidewalks near schools in NE Salem. Reference and revise Salem's sidewalk inventory as-needed.		Medium	\$\$\$\$	City	Public Health Mobility Choice Community Equity	S*
TL04	Repair existing sidewalks to increase safety and mobility, include assessment and improvement of lighting along sidewalks for safety.		Low	\$\$\$\$	City	Public Health Mobility Choice Community Equity	S - M
TL05	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	Public Health Environmental Quality Mobility Choice Community Equity	In progress
TL06	Develop mobility hubs at transit centers (space for Line, Lyft, Uber, bike and car share, etc.) and maintain focus on South Salem. Coordinate with Cherriots, whose current focus is on South Salem.		Medium	\$\$\$	Cherriots	Public Health Environmental Quality Mobility Choice Community Equity	In progress
OTL2	Expand public transit infrastructure in Salem with a focus on equity-based access						
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	Public Health Environmental Quality Mobility Choice Community Equity	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	Public Health Environmental Quality Mobility Choice	S* - L
TL09	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	Public Health Mobility Choice Community Equity	S* - M

Code	Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
TL10		Add shared use transit lanes for specific corridors and consider creating bus-only lanes on select routes along the Core Network, such as Lancaster and River Rd/Broadway/Commercial Rd.	Medium	\$\$\$\$	City	Environmental Quality	S - M
TL11		Assess current safety levels of walking routes within 1/4 mile of bus stops and improve in areas of greatest need.	Low	\$\$\$\$	City	Public Health Mobility Choice Community Equity	S*
TL12		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	Public Health Environmental Quality Local Economy Mobility Choice	S
TL13		Amend City code so that all bus stops must have a no parking zone around them to improve bus access to bus stops.	Low	\$	City	Public Health Environmental Quality Mobility Choice	S
TL14		Work as an active, collaborative partner with Cherriots in the collective goal of being mobility integrators, providing infrastructure and technology that allows residents and visitors to conveniently and sustainably get from Point A to Point B.	Low	\$	City	Public Health Environmental Quality Mobility Choice	S*
TL15		Collaborate with Cherriots to develop a single card and app for all mobility options in Salem (e.g., bus pass, bike and car share, parking).	Low	\$		Mobility Choice	S*
TL16		Collaborate with Cherriots Transportation Options Program to develop and implement comprehensive trip reduction options, including transit service (including ridesharing services) to/from areas outside the UGB and Salem.	Low	\$\$\$\$	Cherriots	Public Health Environmental Quality Local Economy Mobility Choice	S
TL17		Support supertransit network efforts to reduce external VMT by lobbying the State for intercity transit resources and improvements within the Willamette Valley (e.g., regional rail in heavily used rail corridors), including the optimizing the timing of trains to better support commuting to/from Salem.	Medium	\$\$	City	Public Health Environmental Quality Local Economy Mobility Choice Community Equity	S - M
TL18		Assess the feasibility of adding lanes for buses, emergency vehicles, and potentially streetcars over Willamette River crossing.	Low	\$	ODOT	Public Health Environmental Quality Local Economy Mobility Choice	S
TL19		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	Public Health Environmental Quality Local Economy Mobility Choice	S
OTL3	Incentivize active commute modes						
TL20		Work with major employers to develop and implement a public outreach and education campaign to increase awareness among Salem residents about the impacts of single occupancy vehicular travel on the city's GHG goals and how residents can help reduce GHG emission from VMT (e.g., sharing services that Cherriots offers, informing people how to take the bus, walk, bike, and carpool throughout Salem.)	Low	\$\$	City	Environmental Quality Mobility Choice	S

Code	Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
TL21	Partner with Cherriots Transportation Options Program to develop an active commuting program for City employees that can function as a model for other employers in Salem where employees receive support, resources, and incentives for actions such as:	<ul style="list-style-type: none"> - 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	Public Health Environmental Quality Local Economy Mobility Choice Community Equity	S*
TL22	Amend the Salem Transportation System Plan (TSP) to include goals for walking, cycling and transit use. Align goals with recommendations from the Statewide Transportation Strategy (STS). Ensure that bicycle and pedestrian safety elements described in the State of Oregon's Bicycle and Pedestrian Safety Strategy Report are included in the TSP.		Low	\$	City	Public Health Environmental Quality Mobility Choice	S*
TL23	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 to the build out of sidewalks and bikelanes in low income and neglected areas.		Medium	\$	City	Public Health Environmental Quality Local Economy Mobility Choice	S*
TL24	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.		High	\$	DEQ/City	Public Health Environmental Quality Mobility Choice	S
TL25	Work with Cherriots to promote Cherriots' ability to support transportation demand management (TDM) to businesses and organizations in Salem. Support from Cherriots includes:	<ol style="list-style-type: none"> 1. Coaching a staff member within the business to set up and run a transportation program and train them to become Employee Transportation Coordinators (ETC's). 2. Creating and sending an employer newsletter to the ETC's that they can forward to their co-workers. 3. Providing ETC's with promotional information and marketing materials. 4. Hosting transportation fairs/brown bag lunch chats or on-site tabling to help promote their transportation program and provide personalized trip-planning assistance. 5. Providing ETC's with information for new employees because one of the best times to try a new commute option is when an employee starts a new job. 6. Helping ETC's develop, launch, and analyze results from employee transportation surveys. 	Low	\$	Cherriots	Public Health Environmental Quality Local Economy Mobility Choice Community Equity	S
TL26	Work with Cherriots, PGE, Salem Electric, and major employers to expand bike share stations, with a priority emphasis on neglected areas of Salem.		Low	\$	City	Public Health Environmental Quality Local Economy Mobility Choice Community Equity	S
TL27	Charge for city-controlled parking (starting with on-street parking) using a supply/demand demand-pricing model intended to reduce parking in the central business districts or employment areas to 70-80% of supply, particularly where alternative transportation modes are available.		High	\$\$	City	Public Health Environmental Quality Local Economy Mobility Choice Community Equity	S

Code	Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
OTL4	Increase adoption of and access to EVs and EV charging infrastructure						
TL28		Provide rebates on electric vehicle purchases to incentivize the transition to EVs. Increase incentives for low and moderate income households per HB 2165 (effective date 1/1/2022).	Medium	\$\$\$\$	PGE	Public Health Environmental Quality	S*
TL29		Establish a city-wide EV car charging network in partnership with Portland General Electric (PGE) and Salem Electric. Consider high impact locations such as along I-5 and in town at libraries, museums, shopping/commercial areas, city parks, hospital, and high schools, colleges, and universities. Identify areas for fast-charging EV hubs throughout the city. Work with current EV charging station operator (Blink) on City property to identify locations to upgrade and expand. Work with utility companies to determine demand and needs for power infrastructure .	Medium	\$\$\$\$	City/PGE	Public Health Environmental Quality Local Economy Community Equity	S*
TL30		As part of the city-wide EV charging network described above, require EV charging stations as part of the development of new multifamily residences (based on a 5 unit minimum) and incentivize the installation of EV charging stations at existing multifamily residences/complexes.	Medium	\$\$	City	Public Health Environmental Quality Community Equity	S - M
TL31		In expanding EV charging infrastructure throughout the city, include right-of-way charging (e.g., pole charging or other roadside charging). Identify opportunities to streamline permitting processes to build right-of-way charging stations, including the designation of an EV infrastructure permitting liaison within City government who can assist with and	Low	\$	City	Public Health Environmental Quality	S
TL32		Amend City code to adopt state building code amendments per HB 2180 to require newly constructed buildings to provide electrical service capacity for charging electrical vehicles for no less than 20 percent of parking spaces for the building. Consider setting a percentage requirement above 20% for the City of Salem.	Medium	\$	City	Public Health Environmental Quality Local Economy Community Equity	S
TL33		Implement a City policy that transitions all City-owned fleet vehicles to EVs, with priority emphasis on first replacing gas-powered vehicles. Consider electrifying City fleet vehicles at a faster rate than community members to lead by example.	Low	\$\$\$\$	City	Public Health Environmental Quality	S*
TL34		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	Public Health Environmental Quality	S - M
TL35		Leverage state and federal incentives to help expedite City, Cherriots, and community transition to EVs.	Medium	\$	City	Public Health Environmental Quality	S - M
TL36		Plan for heavy duty and freight EV charging along the I-5 corridor using data, maps, and recommendations from the <u>West Coast Clean Transit Initiative</u> .	Low	\$	City	Public Health Environmental Quality	S - M
OTL5	Reduce congestion and emissions from idling						
TL37		Create an education and outreach program to encourage residents to practice ecodriving behaviors - a set of driving practices that reduce emissions from internal combustion engine vehicles, including hypermiling techniques, tire inflation, and regular tune-ups. Include safe driving and bicycling practices in the program, such as how to look out for other people walking, biking, taking the bus, and riding a motorcycle or scooter. Potentially partner with local high schools and non-profits.	Low	\$\$	City	Public Health Environmental Quality	S
TL38		Implement congestion-reducing strategies such as: - Increasing roundabouts/traffic circles - On certain streets, replacing stop signs and traffic lights with yield signs, making yielding the default rather than stopping - Using flashing yellow lights to ease flow in the middle of the night	Medium	\$\$\$\$	City	Public Health Environmental Quality	S - L

Code	Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
OTL6	Increase safety for pedestrians						
		Improve pedestrian crossings with design elements such as: - Signalized pedestrian crossings - Pedestrian refuges, mid-street islands, curb extensions - Use "pedestrian scramble" at busy intersections. This stops traffic in all directions when Walk signal is activated so pedestrians can cross the intersection safely in any direction (including diagonally). - Painted crossings, raised crosswalk platforms, distinct materials to differentiate from street, lighting, overhead warning signs, and other high-visibility treatments - Increase the overall number of crossings	Medium	\$\$\$\$	City/ODOT	Public Health Environmental Quality Mobility Choice Community Equity	S* - M
TL39							
TL40		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), evaluate, and expand (potentially to the area bordered by Ferry, Front, Center (or beyond with road changes), and Church).	Low	\$	City	Public Health Environmental Quality Mobility Choice	S*
OTL7	Increase density in city planning						
TL41		Incentivize and promote dense and vertical development (residential and commercial) within a 1/4 mile of the existing and future core transit network.	Medium	\$\$\$	City	Public Health Environmental Quality Local Economy Mobility Choice Community Equity	In-progress
TL42		Develop a list of strategies that increase density and promote active commuting to share with major employers and collaborate with major employers, such as the State of Oregon, Salem Hospital, and Willamette University, to encourage and support infill, redevelopment and new development in existing campuses and other areas planned for walkable, mixed-use development along the core transit network.	Medium	\$	City	Public Health Environmental Quality Local Economy Mobility Choice Community Equity	S*
TL43		Continue to minimize setback requirements to allow for more dense development, which in turn promotes walkable neighborhoods. Note: Align with Our Salem.	Medium	\$	City	Public Health Environmental Quality Mobility Choice	S
TL44		Amend City code to eliminate parking minimums throughout Salem, with priority focus along Cherriots' Core Network.	Medium	\$	City	Public Health Environmental Quality Mobility Choice	S*
TL45		Coordinate with long range transit plan to require the majority of new housing and employment developments to be built in walkable, compact mixed-use neighborhoods and in areas that are well served by transit. Incentivize (e.g., through higher heights and higher minimum density requirements) in high impact areas, such as the core transit network.	High	\$\$	City	Public Health Environmental Quality Local Economy Mobility Choice Community Equity	S - M - L

ENERGY

Vision Salem will achieve its goal of reducing GHG emissions by 50% by 2035 and will be carbon neutral by 2050 (based on 2016 levels). Residential and commercial businesses are powered by renewables and many buildings produce more energy than they consume on an annual basis.

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

Code	Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
OEN1	Establish governance and funding structures to achieve net-zero emissions vision						
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	Community Equity	S*
EN02		Partner with PGE, Energy Trust of Oregon and EarthWise programs for energy benchmarking and transparency policies in existing buildings with a publicly available "reward" system recognizing those who do well and a "recommendations" system that requires the property owners of lower-performing buildings to take action for improvement.	High	\$\$	City	Public Health Environmental Quality Community Equity	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	Public Health Environmental Quality	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	Community Equity	S*
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)	Public Health Environmental Quality Community Equity	S*
EN06		Create a "Salem Clean Energy Fund" administered by a coalition of community-based organizations.	Low	\$\$\$\$	City	Public Health Environmental Quality Community Equity	S
OEN2	Increase energy efficiency and electrification of all buildings						
EN07		Develop a comprehensive approach to increasing energy efficiency in municipal buildings, including setting a goal for increased energy efficiency in all City-owned buildings, benchmarking, deep energy retrofits, policies to require energy efficient practices, and regular reporting.	Medium	\$\$	City	Public Health Environmental Quality	S*
EN08		Provide incentives to building owners and developers who install urban solar generation projects.	Medium	\$\$\$\$	PGE/ETO	Public Health Environmental Quality	S*
EN09		Collaborate with PGE to develop and implement a program that helps residents and business owners weatherize and increase the efficiency of residential and commercial buildings, with a priority emphasis on properties with low-income renters, homeowners, and business owners. Such a program may include low-cost energy audits for homes and businesses. Include in the program a one-stop shop type of experience for residents and business owners to learn about current incentives, audits, retrofit opportunities, and any current offerings from the City, utility companies, or local businesses/organizations.	High	\$\$\$\$	City	Public Health Environmental Quality Community Equity	S*
EN10		Provide resources, support, and incentives for converting older single family homes, multifamily residences, and non-residential buildings to more efficient systems. Priority emphasis on low-income neighborhoods. Potentially collaborate with utility companies to develop an interest free-loan program to help homeowners and renters implement energy-saving strategies, such as subsidizing the cost of new electric heating/cooling pumps and exchanging older light bulbs for more efficient ones.	Medium	\$\$\$\$	PGE/ETO	Public Health Environmental Quality Community Equity	S*

Code	Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EN11		<p>Collaborate with utility companies and ETO to develop demand response programs and to provide specific outreach and education programs for residents and business owners on how to:</p> <ul style="list-style-type: none"> - Better insulate their spaces and buildings - Select high efficiency, e.g. double or triple-paned, windows - Construct green roofs - Select, install, and use smart meters - Transition heating & cooling systems to all-electric - Purchase, install, and maintain onsite renewable energy systems - Achieve net-zero energy 	Medium	\$\$-\$\$\$	PGE	Public Health Environmental Quality	S*
EN12		<p>Develop and implement a recognition program for business/commercial property owners and residents/homeowners who meet certain high-performance/high-efficiency standards for categories such as:</p> <ul style="list-style-type: none"> - Insulation - Double or triple-paned windows - Green roofs - Water capture/stormwater runoff - Smart meters - All-electric heating & cooling systems - Onsite renewable energy generation - Net-zero energy <p>Connect this recognition program with demand response programs.</p>	Medium	\$\$	City	Public Health Environmental Quality	S*
EN13		Incentivize the construction of smaller and more energy efficient houses. Allow attached housing, accessory dwelling units (ADUs), cluster and cottage developments in appropriate areas.	Medium	\$\$\$	City	Environmental Quality Community Equity	S
EN14		Set a goal to increase number of businesses certified under Marion County's EarthWISE program .	Low	\$	Marion County	Environmental Quality	S
EN15		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	Public Health Environmental Quality	S
EN16		Adopt mandatory home- and building-energy rating system requirements so that upon property sale, buildings (commercial and residential) are required to meet the energy rating system criteria.	Medium	\$	City	Public Health Environmental Quality	S
EN17		Adopt a reach Net Zero energy building code or highly energy-efficient voluntary green energy standard for new homes and buildings and provide regulatory and financial incentives to builders and developers to build to the new standard.	Medium	\$	City	Public Health Environmental Quality	S
OEN3	Increase renewable energy generation and access						
EN18		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.	Medium	\$\$\$\$	PGE	Public Health Environmental Quality Community Equity	S - M
EN19		Adopt a voluntary reach code and work with ETO to provide incentives for new construction that is all-electric, i.e., no new natural gas hookups.	High	\$	City	Public Health Environmental Quality	S
EN20		Require all new commercial and multifamily housing and mixed-use buildings to be built solar- and EV -ready, meaning the buildings would have the electrical infrastructure ready for the building owner to install solar panels if they so choose.	Medium	\$	City	Public Health Environmental Quality	S

Code	Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
EN21		Work with PGE to install solar carports in City-owned parking lots.	Low	\$\$\$	City	Public Health Environmental Quality	S
EN22		Work with PGE to implement a plan to increase renewable energy storage for critical sectors/buildings (e.g., hospitals) to improve resilience.	Low	\$\$\$\$	Critical sectors	Public Health Environmental Quality	S - M
EN23		Create a "Solar Salem" initiative with ETO, PGE, NW Natural , and Salem Electric to: 1. Accelerate investments by homes and businesses in solar generation and backup storage; 2. Develop community solar projects for rentals, multi-family housing, single-family housing, and commercial buildings.	Low	\$\$\$\$	City and utility c	Public Health Environmental Quality	S*
EN24		Work with PGE to evaluate local community solar array project at Salem's Wastewater Treatment plant (or other City-owned properties) and determine community support for such projects.	Low	\$	City	Public Health Environmental Quality Community Equity	S
EN25		Work with PGE, Salem Electric, and ETO to create a network of renewable-base microgrids throughout Salem.	Low	\$\$\$	City	Public Health Environmental Quality Community Equity	S - M
OEN4	Decrease reliance on fossil fuels						
EN26		Work with 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). Implement systems for and use of renewable natural gas.	Low	\$\$\$\$	NW Natural	Public Health Environmental Quality	S
EN27		Develop voluntary (opt-in) green power rate program for PGE and NW Natural customers in Salem with an Develop equitable pricing structure. Encourage/incentivize major users in the city to subscribe to the next phase of PGE's Green Future Impact program and encourage/incentivize residents and businesses to buy green power from PGE and NW Natural. With NW Natural, specifically consider and evaluate the potential for low carbon/RNG offerings for homes and businesses.	Medium	\$\$	NW Natural/PGI	Public Health Environmental Quality	S*
EN28		Add hydrogen to natural gas system with a goal of reaching a level of 15%.	High	\$\$\$\$	NW Natural	Public Health Environmental Quality	M - L
EN29		Implement an incentive program for residents and businesses to retire older furnace and water heater units in favor of newer, more efficient and all-electric models.	High	\$\$\$\$	PGE/Salem Ele	Public Health Environmental Quality Community Equity	S
EN30		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.	Medium	\$\$\$	City	Public Health Environmental Quality	S
OEN5	Protect electricity service in the face of extreme weather						
EN31		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.	Low	\$\$\$\$	PGE	Public Health Environmental Quality Local Economy Community Equity	S
		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.					

ECONOMIC DEVELOPMENT

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

Guiding equity principles Cultivate affordable cost of living standards within Salem's economy. Ensure all residents have access to safe and affordable housing options.

Code	Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
OEC1	Strengthen the local economy						
EC01		Collaborate with the Chamber of Commerce, local universities, and business leaders to develop, nurture and attract climate-smart entrepreneurship in Salem.	Low	\$	City	Local Economy	S*
EC02		Identify strategies to increase job opportunities and develop workforce training programs with local businesses, organizations, and educational institutions that prepare residents of all ages and ability for climate-smart jobs and careers.	Low	\$	City	Local Economy	S
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	Public Health Local Economy	S
EC04		Work with businesses to identify and reduce risk, establish disaster plans and create business continuity plans.	Low	\$\$	City	Public Health Local Economy	S
EC05		Explore the creation of a philanthropic fund to assist small businesses in recovering from and preparing for natural disasters.	Low	\$	City	Local Economy	S
OEC2	Increase the wellbeing of residents and employees through creative development projects						
EC06		Implement a live/work zoning policy so that employees can choose housing options closer to employment centers. Identify opportunities to prioritize low-income neighborhoods.	Low	\$	City	Public Health Environmental Quality Local Economy Community Equity	S
OEC3	Lead the way in transitioning Salem to a climate-smart future						
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	Public Health Environmental Quality Local Economy Community Equity	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 <u>EarthWISE</u> program.	Low	\$	City	Local Economy	S*

NATURAL RESOURCES

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

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

Code	Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
ONR1	Increase access to parks and green spaces						
NR01		Amend City code to require smaller, walkable urban-scale parks and open space in new developments.	Low	\$	City	Public Health Environmental Quality Mobility Choice	S
NR02		Add and maintain quality parks in NE Salem.	Low	\$\$\$\$	City	Public Health Environmental Quality Community Equity	S*
ONR2	Support native biodiversity in Salem's public and private areas						
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	Public Health Environmental Quality	S - M - L
NR04		Develop a policy that prioritizes native plantings on City-owned properties.	Low	\$	City	Environmental Quality	S
NR05		Amend City code to require minimum 25-foot forested riparian area within 50-foot riparian corridor on all new development.	Low	\$	City	Public Health Environmental Quality Local Economy	S
ONR3	Expand the urban tree canopy						
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	Public Health Environmental Quality Local Economy	M - 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	Public Health Environmental Quality	S - M - L
NR08		Ensure adequate planting space between roads and housing to provide buffer and tree health.	Low	\$	City	Environmental Quality	S - M - L
NR09		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.	Low	\$\$\$	City	Public Health Environmental Quality Community Equity	S*

Code	Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
NR10		Provide a set of incentives to property owners (may which includes residential properties as well as large property owners such as schools, employers, state-land , etc.) to support increased tree planting with particular emphasis on increasing coverage in underserved areas and neighborhoods.	Low	\$\$\$	City	Public Health Environmental Quality Community Equity	S*
NR11		Amend City code to protect large canopy trees from removal and impacts of development wherever possible. Use professional best management practices to protect existing trees during construction.	Medium	\$	City	Public Health Environmental Quality	S
NR12		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 a "Call before you cut" public outreach campaign component to help residents and business owners understand how to best cut/trim their trees. Set a goal to at least maintain the current levels of urban tree canopy cover on private property.	Medium	\$\$	City	Public Health Environmental Quality	S*
NR13		Develop a policy that prioritizes the planting of climate-resilient trees.	Low	\$	City	Public Health Environmental Quality	S
ONR4	Reduce impervious surfaces/reduce urban heat island effect						
NR14		Offer incentives/rebates to homeowners, businesses, and developers to install pervious surfaces with the goal of decreasing runoff and flooding.	Low	\$\$\$\$	City	Public Health Environmental Quality	S
NR15		Develop code for increased shading of impervious surfaces in parking lots.	Low	\$	City	Public Health Environmental Quality	S
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	Public Health Environmental Quality	M
NR17		Develop and implement a comprehensive flood mitigation plan that reduces the prevalence and impacts of increased impervious surfaces due to increased development (e.g., into the UGB).	Low	\$\$\$\$	City	Public Health Environmental Quality	S
NR18		Create ordinance to require wider riparian buffers.	Low	\$	City	Environmental Quality	S*
NR19		Assess feasibility and impacts of best practices for structural and non-structural flood management, including buyout programs.	Low	\$	City	Public Health Environmental Quality	S
NR20		Identify land in the floodplain that can be acquired publicly or privately for restoration and flood mitigation. Develop a program for restoring these floodplains to prevent future damage from flooding.	Low	\$\$\$	City	Public Health Environmental Quality	M
NR21		Promote water conservation to protect potable water supply and reduce impacts during drought through existing conservation programs, such as the Clean Streams program, and new initiatives.	Low	\$	City	Public Health Environmental Quality	S - M - L

COMMUNITY

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

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

Code	Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
OCM1	Strengthen neighborhood and communities to increase climate resilience						
CM01		Create an environmental screening tool that identifies Salem neighborhood by census track that are disproportionately burdened by, and vulnerable to, urban heat islands, flooding, and multiple sources of pollution. Formalize the use of the screening tool in City planning efforts to prioritize the needs of the most vulnerable residents.	Low	\$	City	Public Health Community Equity	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	Public Health Community Equity	S*
CM03		Incentivize the conversion of vacant buildings to housing, mixed-use with housing, or for housing for people experiencing homelessness.	Low	\$\$\$	City	Public Health Community Equity	S
CM04		Expand efforts to provide food distribution among residents who are experiencing food insecurity.	Low	\$\$\$-\$\$\$\$		Public Health Community Equity	S
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	Public Health Community Equity	S
CM06		Engage faith communities, social service agencies, nonprofits and neighborhood associations in building neighborhood resilience.	Low	\$\$	City	Community Equity	S*
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	Public Health Community Equity	S - M
CM08		Build community cohesion by engaging with different communities to co-sponsor events that encourage cultural interaction.	Low	\$	City	Public Health Local Economy Community Equity	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	Community Equity	S*
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	Community Equity	S*
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	Public Health Environmental Quality Community Equity	S*

Code	Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
OCM2	Facilitate diverse participation and representation from Salem residents in City and community planning						
CM12		Adopt criteria for City planning projects that measure the equity impacts of planning and infrastructure decisions. Two resources for developing criteria include: - State of Oregon's "Critical Thinking Tool for Identifying Most Impacted Communities" (State of Climate Equity Blueprint , Appendix B) - Portland/Multnomah County's "9 Equity Considerations" (Climate Action through Equity, pg. 12)	Low	\$	City	Community Equity	S*
CM13		Coordinate with existing community-based organizations to ensure equitable implementation of strategies from the Climate Action Plan.	Low	\$	City	Community Equity	S* - L
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	Community Equity	S*
CM15		Seek input and representation from residents and community organizations about their specific needs and wants, incorporate input and feedback into planning and development for neighborhood hubs/mixed-use projects in low-income and underserved communities.	Low	\$	City	Community Equity	S* - M - L
CM16		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	Community Equity	S*
CM17		Adopt accessible and inclusive engagement strategies and best practices, such as those described in the State of Oregon's Climate Equity Blueprint .	Low	\$\$\$	City	Community Equity	S*
CM18		Allow for more representation from renters in City decision-making groups that determine development policies and plans.	Low	\$	City	Community Equity	S* - M - L
OCM3	Continue collaborative relationships with Indigenous Peoples						
CM19		Continue to work with indigenous communities, including but not limited to the Confederated Tribes of Grand Ronde, Confederated Tribes of the Siletz, and the Confederated Tribes of Warm Springs. Follow best practices for collaboration and decision-making, such as those described in the "Characterizing Tribal Cultural Landscapes Volume I: Project Framework" from the Bureau of Ocean Energy Management (BOEM) and existing MOUs.	Low	\$	City	Community Equity	S - M - L
CM20		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	Public Health Community Equity	S - M - L
CM21		Collaborate with indigenous communities to reinstate their connection with the land within the City of Salem's jurisdiction, including facilitating traditional celebrations and other activities.	Low	\$	City	Local Economy Community Equity	S - M - L
OCM4	Engage underserved populations in co-creating resilient solutions and create opportunities for communities to lead change						
CM22		Identify environmental justice leaders from-historically excluded communities who can play instrumental roles in identifying and implementing equitable strategies. Collaborate with these identified leaders and support as requested. As often as possible, the City should work as a partner with local communities and community-based organizations (CBOs).	Low	\$	City	Community Equity	S*
CM23		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	Community Equity	S - M - L

Code	Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
CM24		Engage with local social service agencies and nonprofits to communicate with underserved populations about climate risks and resilience strategies.	Low	\$	City	Community Equity	S* - M - L
CM25		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	Community Equity	S*
CM26		Increase internet access for Salem residents who currently do not have reliable high-speed internet access.	Low	\$\$\$\$	City	Public Health Local Economy Community Equity	S*
OCM5	Increase City of Salem's internal capacity to better integrate and ensure equitable implementation of CAP strategies						
CM27		Require City staff and departments to participate in ongoing intercultural competency training and workshops.	Low	\$	City	Community Equity	S* - M - L
CM28		Hire at least one full-time staff member to coordinate all implementation efforts of Salem's CAP. This staff member will be tasked with coordinating inter-departmental collaborative efforts to ensure environmental environmental justice (EJ) best practices are used during CAP implementation. Staff member will also ensure every City department's "policies and programs are aligned with Oregon's environmental justice statutes."	Low	\$\$\$	City	Community Equity	S*
CM29		Develop standards so that all future Climate Action Plan related goals are "SMARTIE - Strategic, Measurable, Ambitious, Realistic, Time-Bound, Inclusive, and Equitable."	Low	\$	City	Community Equity	S
OCM6	Improve data collection and data sharing processes						
CM30		Ensure all City and community maps are in one spot online for ease of access.	Low	\$	City	Community Equity	S*
CM31		Maintain DataSalem with relevant maps that show climate impacts and affected communities.	Low	\$\$	City	Community Equity	S - M - L
CM32		Develop and maintain data about Salem's population characteristics. Use DataSalem to establish a publicly accessible and authoritative hub of demographic information.	Low	\$\$	City	Community Equity	S* - M - L
CM33		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	Community Equity	S - M - L
CM34		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	Community Equity	S - M - L
CM35		Train City "staff and partners on how to use and integrate climate equity data" (State of Oregon Equity Blueprint). For example, Washington's King County offers a workshop for GIS practitioners on integrating Critical Race Theory (CRT) into their work.	Low	\$	City	Community Equity	S*
OCM7	Create a community education and outreach program to implement the recommendations of the Climate Action Plan						
CM36		Create a public engagement campaign to educate and create behavior change among Salem residents to reduce GHG emissions.	Low	\$\$	City	Public Health Environmental Quality	S
CM37		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	Public Health Environmental Quality	S - M
CM38		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	Public Health Environmental Quality	S

FOOD

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

Guiding equity principles Prioritize residents who do not currently have access to healthy foods and grocery stores during implementation of food-related strategies.

Code	Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
OFD1	Increase food access through expanded community gardens and farmers markets						
FD01		Collaborate with Marion-Polk Food Share to incentivize community gardens in schools and neighborhoods, with priority emphasis on underserved communities.	Low	\$	City	Public Health Community Equity	S*
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	Public Health Environmental Quality Local Economy Community Equity	S*
FD03		Collaborate with Salem Community Markets and neighborhood associations to have a farmer's market in every existing ward or neighborhood.	Low	\$\$	City	Public Health Community Equity	S - M
FD04		Allow and support production of plant-based food on private property.	Low	\$	City	Public Health Community Equity	S*
OFD2	Support and incentivize the growth of the local foods marketplace.						
FD05		Incentivize large, local institutions (e.g., businesses, schools and higher education institutions, hospitals) to commit to purchasing ingredients and products from local food producers, including community gardeners . Securing a reliable supply for local food producers will help stabilize their current production, encourage increased production and attract new producers to the market.	Low	\$\$\$	City (pending input from Economic Forum participants)	Local Economy	S - M - L
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	Local Economy	S
FD07		Explore public and private partnerships that encourage cooperatives or other frameworks of social and economic support for local producers, including community gardeners .	Low	\$-\$	City (pending input from Economic Forum participants)	Local Economy	S
OFD3	Sequester carbon through local land management practices.						
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	Public Health Environmental Quality	S* - M - L

MATERIALS & WASTE

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

Guiding equity principles Ensure that waste disposal practices and requirements do not disproportionately affect low-income neighborhoods or historically marginalized communities.

Code	Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
OMW1	Establish data tracking and reporting processes						
MW01		Calculate a baseline, track, and report a diversion rate for City of Salem using Marion County data.	Low	\$\$	City	Environmental Quality	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	Environmental Quality	S - M - L
OMW2	Reduce waste at the source and facilitate a closed loop, circular economy						
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	Environmental Quality Local Economy	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	Environmental Quality Local Economy	S*
MW05		Develop more comprehensive sustainable specifications for City bidding/RFP processes.	Low	\$	City	Environmental Quality Local Economy	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	Public Health Local Economy Community Equity	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	Environmental Quality Local Economy	S
MW08		Implement and enforce a city-wide ban on non-essential single-use plastics and expanded polystyrene (EPS) products.	Low	\$	City	Environmental Quality	S
OMW3	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						
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	Environmental Quality	S*
MW10		Create policies and procedures for waste reduction through purchasing and waste handling for City employees.	Low	\$	City	Environmental Quality	S*
MW11		Train custodial staff in waste diversion instructions.	Low	\$	City	Environmental Quality	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	Environmental Quality	S*
MW13		Engage City employees in activities to drive behavior change, like training, discussion, competitions, presentations, awards, etc.	Low	\$	City	Environmental Quality	S
MW14		Establish a city-wide waste reduction education program.	Low	\$	City	Environmental Quality	S

Code	Objective	Task	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
OMW4	Reduce food waste to reduce GHG emissions						
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	Environmental Quality	S
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	Environmental Quality Local Economy	S
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	Environmental Quality	S
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	Environmental Quality	S
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	Environmental Quality	S - 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	Public Health Environmental Quality Local Economy Community Equity	S
OMW5	Support sustainable material management through financial incentives						
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	Environmental Quality	S*
OMW6	Reduce air pollution from waste						
MW22		Explore how to send waste to landfill rather than Covanta plant.	Medium	\$\$	City	Environmental Quality Community Equity	S