

Reflection Questions

Climate Action Plan Task Force Workshop #6
9am - 12pm (Pacific) on Wednesday, October 27, 2021

Feedback on Prioritized Strategy List

Group 1 - Patricia, Ken, Chane

1. Are there any surprises about which strategies rose to the top?
 - a. TL30- should be higher up list
 - b. Hiring Coordinator should be top
2. Are there some strategies that you think should move up higher in the overall priority? Any overrides to the ranking?
 - a.
3. Any adjustments about timing?
 - a. EN27-not an S process. Longer process, should be M or L
4. What strategies, after review, raise a red flag for you?
 - a. EN27-banning natural gas should be incentivized not regulation/mandated “implement policies to incentivize reductions in nat gas”. Educational opp.
 - b. CM16-how would this work? Take info to community not pay them to come to us
 - c. NR 27- bump up GHG impact based on research Ken sent
- 5.
6. What implications will these strategies have on Salem’s climate mitigation and adaptation progress?
 - a. Influences budget and work plan
7. How might you or your agency use this list?
 - a. Keep track of broader approaches to meeting long term goals (Ken)
8. REPORT OUT: What is the top discussion point you would like to share back with the full group?
 - a. EN27 and EN07

Group 2 - Mike Jaffe, Loren McLaughlin, Julie Hambuchen

1. Are there any surprises about which strategies rose to the top?

Supertransit - yes on regional transit, but regional rail is a long way off.
Glad that there was a methodology to prioritize strategies out of the long list.

2. Are there some strategies that you think should move up higher in the overall priority? Any overrides to the ranking?

3. Any adjustments about timing?

There's a lot of prioritization on the utilities, while there's mandates on these utilities.

4. What strategies, after review, raise a red flag for you?
 - a. Concern about whether there is enough electricity generation for the number of electrified strategies
5. What implications will these strategies have on Salem's climate mitigation and adaptation progress?
6. How might you or your agency use this list?
7. REPORT OUT: What is the top discussion point you would like to share back with the full group?

There's a lot of emphasis on getting people out of their car (use of transit, carpooling), which is infeasible for many...especially for people with families.

Stark reminder that these changes are really hard, but taking incremental steps is possible.

Living in Boston, walking and taking transit was more feasible.

Supportive of bike lanes, but the concern that it needs to be safe and preferably off-road trails parallel to the road.

Group 3 - Casey, Wendy, Councilor Gonzalez, Tom H.

1. Are there any surprises about which strategies rose to the top?
 - a. Pleasantly surprised top one was HB 2021
 - b. All out ban on natural gas on natural gas is surprising.
 - c. When we have our equity lens and take off affordable power source, we put economically disadvantaged in tougher space.
 - d.
2. Are there some strategies that you think should move up higher in the overall priority? Any overrides to the ranking?
 - a. Transition city fleet to EVs to show leadership
 - b. Climate action coordinator & report is critical for this to be successful

- i. Annual report built at a community shareholders report
 - c. Assess the cultural effectiveness of City communications, move this up
3. Any adjustments about timing?
 - a. Move up the cultural effectiveness of city communications
 - b. Until we know future DEQ rulemaking, how do we present educational case on the city's efforts
4. What strategies, after review, raise a red flag for you?
 - a. Move to eliminate an affordable power supply (in natural gas) especially considering the
5. What implications will these strategies have on Salem's climate mitigation and adaptation progress?
 - a.
6. How might you or your agency use this list?
 - a. Incumbent on all of us to get this out to our stakeholders
7. REPORT OUT: What is the top discussion point you would like to share back with the full group?
 - a. 1-3) comprehensive discussion on natural gas
 - b. City's leadership transition needs to be prioritized
 - i. This includes the assessment of cultural effectiveness in communications

Group 4 - Dylan McDowell, Tom Anderson, Nathan Good, Michael Keuler

1. Are there any surprises about which strategies rose to the top?
 - a. EN07 should be a priority, because it can't happen without that (hiring CAP coordinator). Need somebody dedicated to coordinating the actions.
 - b. Confusion about the point structure. If something had a high cost but still high reduction it didn't necessarily make the top. EN10 for example had \$\$\$\$ but should be more.
 - c. Cost and timelines were given to us, and that is a step missing from the process.
2. Are there some strategies that you think should move up higher in the overall priority? Any overrides to the ranking?
 - a. EN07 should be a top tier
 - b. TL01 should be included in top tier, anything about bike-ped connection should be higher

- c. EN10 should be higher. Low hanging fruit, and many programs already in place.
3. Any adjustments about timing?
 - a. The list doesn't include medium and long range targets, which are important. There should be a connection between how the short-term strategies help build toward the longer-term items with a systems approach.
 - b. Long-term being at 5 years feels too short.
4. What strategies, after review, raise a red flag for you?
 - a. Need to be intentional about bundling strategies (such as EN10) where they can be deployed together for more effectiveness. Not just individual outcomes.
 - b. Concerns around natural gas phase out, specifically the language more than the actual goal in many cases. The messaging needs to be improved to make a phase out plan rather than a cold stop, which is implied with current wording. (EN27)
5. What implications will these strategies have on Salem's climate mitigation and adaptation progress?
6. How might you or your agency use this list?
7. REPORT OUT: What is the top discussion point you would like to share back with the full group?
 - a. The need for a broader systems-approach rather than looking at recommendations individually. How does one goal influence another (i.e. need a bike network (TL01) for zero carbon commuting)? How can the short term goals influence the longer term goals? If you don't have a CAP Coordinator (EN07), it will be hard to achieve most of these beyond paper goals.
 - b. Recommendation that the group meet one more time before it goes to the vote. Typically said there would be discussion time but most information was given to us rather than the result of input/discussion.

Group 5 - John, Robert Chandler, Connor

1. Are there any surprises about which strategies rose to the top?
 - a. EN28. Energy Trust is already doing these things.
 - b. EN27. This is not the most efficient way to reduce natural gas emissions, and it remains
2. Are there some strategies that you think should move up higher in the overall priority? Any overrides to the ranking?

- a. Would not do number one, and would substitute two other actions. One is to adopt a community green power tariff (include a green tariff for natural gas as well). Use a new grant program for renewables.
 - b. Evaluate turning the city wastewater treatment plant into a renewable natural gas project for customers in Salem
 - c. Create a green tariff for both the electric and gas customers within Salem.
 - d. Energy efficiency upgrades need to be a key strategy
 - e. Solar panel mandate for new construction
3. Any adjustments about timing?
 4. What strategies, after review, raise a red flag for you?
 5. What implications will these strategies have on Salem's climate mitigation and adaptation progress?
 6. How might you or your agency use this list?
 7. REPORT OUT: What is the top discussion point you would like to share back with the full group?

Group 6 - Eric, Mike, Kaileigh, Eunice

1. Are there any surprises about which strategies rose to the top?
 - a. Natural gas ban (didn't go through cost-benefit analysis, was one of least popular strategies in voting and discussions, there was support for having natural gas as a secondary source of energy, surprised it showed up as a low cost strategy, should be working on efficiency use of gas as well as electricity)
 - b. Incentives for all-electric needs to go through public utility commission (not just ETO)
 - c. Vagueness of some of the strategies (didn't seem like goals), while others were super specific
 - d. Surprised there isn't more about food supply chain (economic development opportunity, local food production and consumption)
2. Are there some strategies that you think should move up higher in the overall priority? Any overrides to the ranking?
 - a. Transitioning City-owned fleet to electric vehicles (EV owner)- sends signal to the community that EV is a priority to the City and ownership/maintenance is less
 - b. City teleworking and commute trip reduction (keep on top strategies)
3. Any adjustments about timing?

4. What strategies, after review, raise a red flag for you?
 - a. EV charging requirement (HB 2180) - but don't want to be so aggressive that it deters multifamily development (going too far beyond 20% spaces), need to work with PGE on cost efficiency
 - b. Charge for City parking - could become a deterrent to downtown businesses if there are other places where parking is free (don't notice much turnover with three-hour spaces), downtown is already changing with more housing coming in
5. What implications will these strategies have on Salem's climate mitigation and adaptation progress?
6. How might you or your agency use this list?
 - a. Gather industrial employers and try to quantify impacts if some of the actions do get implemented (SEDCOR) - communicate this information out, so people/businesses are better prepared in terms of mitigation
7. REPORT OUT: What is the top discussion point you would like to share back with the full group?

Group 7 - Ian, Janet, Lesley

1. Are there any surprises about which strategies rose to the top?

-Surprised that telecommuting is as high as it was - infrastructure is something the city has much more control over

2. Are there some strategies that you think should move up higher in the overall priority? Any overrides to the ranking?

-Bike network should be higher in the top tier

-No Parking minimums - useful in top 12

-No more widening or adding lanes to existing roadways for cars (because we don't have money for the maintenance of existing roads) - *There should be no widening or adding lanes to existing roadways, except where they improve bicycle and pedestrian safety or to improve transit flow. Expanding roadways only serves to induce more traffic, which increases VMT, fails to relieve congestion, and increases air and noise pollution.*

3. Any adjustments about timing?

Needs to happen ASAP - bike networking system should be a high priority

4. What strategies, after review, raise a red flag for you?

- Numbers for renewable natural gas implementation limits raise serious questions (are not scientifically feasible)
- Yield signs seem to be against helping pedestrians and bikers with safety

-Cut TL33: Congestion reduction - This perpetuates the myth that traffic smoothing improvements reduce congestion and idling, when evidence is that these measures are not effective and induce more travel. Improvements in vehicle technology (EVs, hybrids, stop/start systems) will largely eliminate idling emissions. Also at odds with other goals that prioritize other modes of mobility like walking and biking. - Janet

-dedicated bridge lane ok for center street bridge, no new bridge

5. What implications will these strategies have on Salem's climate mitigation and adaptation progress?

Until there is safe infrastructure of other modes of transportation we will not see a reduction of VMT

6. How might you or your agency use this list?

Cherriots will work to develop plans to quadruple public transit usage in the City of Salem.

7. REPORT OUT: What is the top discussion point you would like to share back with the full group?

Bike network - please move into top 12

Implementation Planning

1. What is working well in terms of current sustainability efforts, community connectivity, city processes? What is in our favor here?

- a. State regulatory framework
- b. Funding available that previously wasn't available, e.g., Healthy Homes, renewable resource program that the City can apply for w/PGE & ETO
- c. State agency activities and requirements - clean fuels, clean trucks, DLCD on climate friendly communities, climate protection program regulations
- d. Legislative efforts - HB 2021 100% clean energy, healthy homes bill, energy trust of Oregon renewed, updating recycling system
- e. Increased in urban tree canopy and great efforts by city staff to do outreach to homeowners on planting additional trees
- f. Regarding City processes, having a multi-interest stakeholder Task Force is very helpful, even if unified points of view are elusive.
- g. Our Salem has some climate friendly aspects
- h. Our Salem is not addressing Natural Resources at this time.
- i. Possible federal funds from ARPA, LWCF, maybe Infrastructure, that could be deployed in alignment with these goals
- j. Increasing availability of electric vehicles that can travel longer distance.
- k. City economic programs can help with transition

2. Where do we see some momentum, emerging trends, opportunities we could take advantage of?

- a. Our Salem
- b. Increase the protection of floodplains for both natural hazard reduction but also as a carbon sink (often greater than upland forests)
- c. E-bikes and other low/zero carbon transportation options gaining traction
- d. That telecommuting has become normalized for the public sector, and the private sector
- e. Recommendations to eliminate parking requirements are already being put forward by the Planning Commission
- f. Our Salem + Comprehensive Plan update - climate friendly aspects, esp. with land use
- g. Transportation plan and Cherriots strategic planning process (recently kicked off long range planning effort), South Salem transit study, 10

- electric buses coming (soon to be 15),
- updating all traffic signals to permit transit priority (green time extension)
- h. Lean on the recent experiences of the ice storm, wildfires, etc. to advocate for the need for action on the CAP
- i. A successful Home Energy Score program developed by Earth Advantage and being implemented by the Energy Trust of Oregon
- j. Increase in options/adoption of EVs in the marketplace and more private facilities adding EV charging (but much more is needed).
- k. Electricity sector is decarbonizing faster than any sector in Oregon.
 - i. From Wendy in the chat:
["https://portlandgeneral.com/about/who-we-are/climate-goals"](https://portlandgeneral.com/about/who-we-are/climate-goals)
 1. By 2030, at least 80% reduction in greenhouse gas emissions from power served to customers
 2. We also have a Net zero greenhouse gas emissions goal across our company operations by 2040."

3. What concerns us? What are our red flags?

- a. Funding, funding, funding. Expanding sidewalks, incentivizing various actions, adding bike lanes, updating plans, hiring staff, replacing fleet with EV, buying property and maintaining new parks, etc., etc., etc.... Higher taxes and increases in fees are challenging propositions.
- b. Staff limitations and many mixed priorities for the City
- c. Unintended consequences with an outright ban on natural gas; Impacts to restaurant industry; high costs to households if required to use electricity.
- d. Overpromising and under delivering because of financial constraints.
- e. As close to a full buy in from all groups affected as we can get.
- f. Mentioned this earlier, need to bundle similar strategies together to leverage similar goals, layered in Short, Middle, and Longer Term for more effective goals. Thanks for bringing up Wendy, agreed here.
- g. From earlier discussions today: natural gas ban
- h. Staffing
- i. Bundling of strategies
- j. City planning staff too car focused
- k. Bend to chamber of commerce & real estate developer pressure to weaken CAP
- l. Less than adequate emphasis upon developing resilience in response to natural disasters (fire, extreme heat, power outages, etc.)
- m. Keeping public engaged as many strategies very
- n. The our region will be a

- o. Salem as a destination for climate refugees (from throughout the US and globally) and the resulting impact upon our best laid plans. This is in response to our quality water, climate, food sources and energy reliability.
- p. Mandates at odd with each other: building mandates with natural gas, verses pairing down of reliance on natural gas
- q. Making politically unpopular decisions. Something as straightforward as charging for downtown parking, for example, will be sure to raise opposition from various stakeholders. Consider, too, raising fees or increasing taxes....
- r. Ensuring that this is not just a plan that sits on the shelf for five years. Reprioritization of funding, especially around transportation infrastructure, which the City directly controls, is needed.

4. Threats? What is right under the surface that if we don't address, will blow up?

- a. Is it possible to meet zero emissions goals by 2050 without moving fully electric by then and not phasing out natural gas by then? Are there any reputable studies (academic, non-industrial) saying that offset measures/renewable natural gas actually meet the goal of zero emissions? Seems that phasing out natural gas is necessary to meet goals.
- b. Public feedback to City staff: people feel disengaged from some top strategies because people don't feel like they can participate. Be sure to include personal action.
 - i. Local foods can be an opportunity for people to take tangible action.
- c. What can you do section of the CAP felt very "cookie cutter"
 - i. Crowdsourc with residents about Salem specific information
 - ii. Ex. Include link to Cherriots
- d. Natural gas ban will lead to a voter referral. This group's own community survey, along with other polling, indicates the ban would be highly unlikely to survive. A divisive campaign would undermine the city's Climate Action Plan related efforts.
- e. Gas tax equity issue
- f. NW Natural lies about RNG and amount they can reduce their emissions
- g. Reduce emissions as much as possible in next 10 years & meet goals of city council - do not water down emissions reductions!

- h. Salem as a destination for climate refugees (from throughout the US and globally) and the resulting impact upon our best laid plans. This is in response to our quality water, climate, food sources and energy reliability.
 - i. already are seeing climate refugees from the Santiam Canyon. With time, as Nathan said, folks from further out will move in.
 - ii. We moved here from far south because we saw the writing on the wall years ago and we could afford to, Nathan
- i. Green gentrification and rising rent costs
- j. Rolling two year action plan
- k. Going to need real champions - unprecedented partnership
- l. Need a “who does what when”
- m. City should focus on areas that they have control over, not just rely on community partners.
- n. we’re assuming the electric system can be decarbonized despite the technology for it not existing. Are we ignoring a big problem?
- o. Focusing on the “easier” actions early to feel better personally and politically while deferring the harder, more expensive, most challenging required actions to later, maybe too late.
- p. Can our local electric grid handle the increased demand?
- q. Green gentrification will occur and will be discussed less and less
- r. Energy and transportation are discussed as priorities and local foods are discussed on a different level

5. Take a big step back for a moment--what are we missing?

- a. A long term strategy or prioritization of suites of activities for focus on longer term schedules, 15 and 30 years out.
- b. Celebrating achievements so individuals, companies, etc. are recognized for actions taken (think Crystal Apple, Marion County’s recycling recognition)
- c. Can we reach our GHG goals substantially faster if the rest of Salem converts from PGE and their energy portfolio to Salem Electric and their portfolio of predominantly BPA hydro-electric?
- d. Reliable funding source
- e. Equity is getting less and less attention
- f. The pick and choose of the city -- if major items are not chosen (dedicated staff member
- g. What keeps coming up is a dedicated city staff member to oversee the zero emissions target. Many groups falter when an (extremely expensive)

staff member is mandated. Rather than risk complete omission of the recommendation of this position, a hybrid of this could piggyback on the momentum of interested stakeholders as well as motivated volunteers to oversee the efforts, gather data, timeline adherence, etc. perhaps with a part time staff overseer?

- h. Community outreach and education, including our our schools
- i. Communicating with city residents clearly about progress and goals.
- j. Water and other sustainability issues that overlap with CAP
- k. A lot of work to do with public perception: reference of an [article](#) that states 45% of people in the U.S. don't believe climate change is human-caused
 - i. Janet posted a reminder in the chat: Oregon polls show 70% of Oregonians want action to address climate change, even a majority of rural Oregonians and Republicans agree.
- l. Need to take an investment communication frame rather than a sunk cost

6. What are some of the decisions we still need to resolve?

- a. [Didn't get to this question]

7. What are some of the questions we still need to answer to set ourselves up for success?

- a. [Didn't get to this question]

Closure

- 1. We've now met 6 times in large workshops - plus focus teams for strategy development and additional, optional meetings (e.g., GHG forecasting + state initiatives with Dave Wortman) - and talked about many things. Imagine you were watching all the livestream recordings of these meetings. What is an image or a snippet of dialogue it would have captured?**

- a. Wish everyone felt comfortable speaking up in group
- b. People realize climate change must be addressed robustly now.
- c. Diversity, Equity, Inclusion is an overarching focus throughout all pieces of the zero emissions goal.
- d. Need more young voices and diverse voices
- e. Zooming the days of Covid (LOL)
- f. The graph breaking down the sources of GHG emissions with transportation being the largest
- g. Business as usual, or even the implementation of *some* measures won't get us to the goals set by council that are in line with UN recommended goals

- 2. What are you feeling excited and eager about now?**

- a. Glimpsing into the future and seeing a Salem that is a wonderful place to live
- b. Working to combine strategies in a productive way (i.e. create new greenways for biking/walking that have native plants)
- c. The finalization of the plan and the implementation and monitoring of actionable measures
- d. City council bond measure (Nov 2022 ballot initiative) help fund aspects of Salem CAP like biking and walking safety measures
- e. Having a shared goal and working together as a community to meet these goals.
- f. That task force members are very engaged and want to continue working on this going forward.
- g. Hope has entered the conversation
- h. Chariots getting 10 new EV buses - great to hear!
- i. Electing more climate champions in Nov 2022 for the city council & Mayor
- j. Integration of land use and transit goals with an understanding that both need to be successful for either to succeed: increased density increases the ability for public transit to move us forward

3. What still feels a little daunting?

- a. Implementing these reductions in a timely matter
- b. This has been a challenging process with all meetings being through Zoom. It's unfortunate that we were not able to meet over such important issues face to face and have more time for discussion, and collective learning from one another. This was evident today in feeling that the prioritization of tasks and strategies was developed outside the domain of the task force. It feels uncomfortable to have this go forward with so many elements unresolved.
- c. Community acceptance and endorsement of "the plan"
- d. Finding the resources and support for 1.5 FTE staff, as per EN07.
- e. Going through the process of coalescing affinities and understanding the systemic aspects of the various tasks.
- f. The combat of intentional misinformation
- g. Prioritizing strategies most useful to reduce ghg-emissions and implementing them asap - actions, not goals
- h. Timeline/process for hiring someone to manage this and all of the responsibility they will take on
- i. Getting this plan in front of Council so we can start
- j. The plan itself is still a bit daunting for the general public. How can we better communicate the goals and vision clearly?
- k. Ability to satisfy the TPR requirements at the same time as making progress on city goals.
- l. Appropriately frontloading changes that will have the biggest impact with time. For example, building a bike network will allow a culture of biking to flourish in Salem over time.
- m. Developing robust educational program around this
- n. CAP is a blueprint not a menu
- o. Moving from blueprint to early actions and successes.

4. Reflect on how you felt as we first started this process. How have you shifted over time? "I entered... and I'm leaving..."

- a. I entered concerned about the process and outcomes but left cautiously optimistic. Implementation will be the *really* hard part.
- b. I have been impressed with the role and deliverables of the Verdis Group

- c. More than a little bit overwhelmed by the expectations of actions compared to the ability to deliver.
 - d. I entered anxious and I'm leaving hopeful
 - e. Worried consultants from NE would be too conservative, but they have stuck to the facts!
 - f. Better DEI understanding
 - g. Diverse voices made it to fewer meetings, leaving disappointed about that.
- 5. What is this asking of us as a community? How is it asking us to change?**
- a. I think it asks us to hold the biggest GHG contributors accountable and understand that while individual changes are encouraged, it's large-scale industrial change that moves us forward
 - b. It is mandating that training and education of and for the community occurs on an ongoing basis and allowing the community to join in the celebration of achieved milestones
 - c. Asking us to make institutional and structural changes and not just compost and bike to work!
 - d. It is inviting us to conceive of a City that is affordable, clean, and equitable. That is something worth fighting for!
 - e. Make informed choices to reduce footprint
 - f. The city council and Mayor election will be important in Nov 2022!
 - g. The city being an example, such as changing its fleet to EV, adopting telecommuting or other methods to reduce its workforce's ghg footprint.
 - h. Bringing the community along in the vision of new modes of transportation and then showing that is possible step by step