

## ***Advisory Committee Meeting #2 – Goals + Objectives***

May 13th, 2011

Time: 1:00-3:00 PM

Location: Traverwood Branch of the Ann Arbor District Library  
3333 Traverwood Drive (at Huron Parkway)

**Meeting Purpose:** Advisory Committee Meeting #2 will be used to discuss the plan’s potential structure and conduct an activity focused on developing goals and objectives based on input received during the planning process and the Advisory Committee members’ “homework” assignment.

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|--------|---|
| 5 min  | Review agenda + review AC#1 meeting minutes   |
| 10 min | Project updates and Q&A <ul style="list-style-type: none"><li>• Forestry funding review</li></ul>   |
| 30 min | Plan Organization and Example of Urban Forest Management Plans <ul style="list-style-type: none"><li>• Discuss proposed plan structure and elements</li><li>• Discuss 2-3 plan examples</li></ul>   |
| 35 min | Preliminary Goals Discussion/Activity <ul style="list-style-type: none"><li>• Share goals section from AC member “homework”</li><li>• Review preliminary goals and common themes chart</li><li>• Discuss goals by plan element</li></ul>  |
| 25 min | Preliminary Objectives Discussion/Activity <ul style="list-style-type: none"><li>• Share objectives/measurable section from AC member “homework”</li><li>• Review preliminary objectives</li><li>• Discuss objectives by plan element</li></ul>   |
| 15 min | Next steps <ul style="list-style-type: none"><li>• Input for research topics and benchmarking</li><li>• Working Group to refine goals + objectives</li><li>• Public Meeting/Outreach #1<ul style="list-style-type: none"><li>○ Share goals and objectives with public</li><li>○ Green Fair event- June 10<sup>th</sup></li></ul></li><li>• Working Group to conduct Stakeholder Interviews Round #2<ul style="list-style-type: none"><li>○ Share draft goals/objectives. Help brainstorm options and ideas.</li></ul></li><li>• Advisory Committee Meeting #3 (June 16<sup>th</sup>); County Building on 200 N. Main (Lower Level Conference Room)<ul style="list-style-type: none"><li>○ Review stakeholder interview results</li><li>○ Brainstorm options + choices related to objectives</li></ul></li></ul> |

**FORESTRY BUDGET FY 10-FY 12 -- Funds that Support City Forestry Activities**

NAME	GENERAL FUND			STORMWATER FUND			PARKS MILLAGE			ELIZABETH DEAN FUND		
TYPE of FUND	General			Enterprise			Special Revenue			Trust		
DESCRIPTION	The major municipally owned fund which is created with city receipts and which is charged with expenditures from such revenues. Funds core services, for example: Police, Fire, Attorney's office, Treasurer/Finance			A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate. <b>Stormwater Fund</b> an Enterprise Fund for the collection and disposal of the City's stormwater.			To account for the proceeds of specific revenue sources, which are restricted legally to expenditure for specific purposes. <b>Parks Maintenance and Capital Improvements Millage</b> a Special Revenue Fund Millage that provides certain maintenance, repair costs and capital improvements of the Parks system.			To account for assets held by the City in a trustee capacity and the expenditure of such funds. <b>Elizabeth Dean Fund</b> a Trust Fund that is a permanent fund used to account for monies provided by a private bequest to finance tree planting and maintenance. The principal amount of the bequest is to remain intact and invested. Investment earnings are used for the above stated purposes.		
NOTES	(1) The General Fund has historically funded tree maintenance and tree planting activities in the City. (2) The proposed General Fund budget for FY12 does not include Forestry Operations.			(1) Since Fiscal Year (FY) 10, tree planting has been funded through the Stormwater Fund. (2) The proposed budget for FY12 moves all Forestry Operations into the Stormwater Fund.			(1) Parks millage money can only fund tree trimming, planting and removal in City Parks it cannot be used for any tree maintenance activities on the streets.			(1) The Elizabeth Dean Fund Committee provides budget recommendations to Administration and allocates the budget for special projects each year.		
	GENERAL FUND			STORMWATER FUND			PARKS MILLAGE			ELIZABETH DEAN FUND		
ACTIVITY	FY 10 (Actual)	FY 11 (Budgeted)	FY 12 (Proposed)	FY 10 (Actual)	FY 11 (Budgeted)	FY 12 (Proposed)	FY 10 (Actual)	FY 11 (Budgeted)	FY 12 (Proposed)	FY 10 (Actual)	FY 11 (Budgeted)	FY 12 (Proposed)
Administration	\$258,441.92	\$300,972.00	\$225,267.00*	\$0	\$0	\$108,166.00	\$0	\$0	\$0	\$60.00	\$33.00	\$37.00
Special Events	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operations	\$31,966.85	\$31,009.00	\$0	\$0	\$0	\$98,597.00	\$96,831.66	\$148,060.00	\$219,159.00	\$0	\$0	\$0
Field Investigations	\$16,913.17	\$19,214.00	\$0	\$0	\$0	\$0***	\$1,392.00	\$5,328.00	\$0***	\$0	\$0	\$0
General Tree Care	\$2,843.20	\$2,101.00	\$0	\$0	\$0	\$37,744.00	\$30,785.54	\$12,500.00	\$7,053.00	\$0	\$0	\$0
Post Plant Care	\$2,495.68	\$0	\$0	\$0	\$0**	\$9,055.00	\$27,432.48	\$57,925.00	\$49,215.00	\$18,747.87	\$20,000.00	\$18,473.00
Trimming	\$203,849.70	\$252,633.00	\$0	\$0	\$0	\$165,840.00	\$150,521.98	\$282,047.00	\$187,806.00	\$25,123.72	\$30,000.00	\$22,985.00
Storm Damage	\$60,146.34	\$60,227.00	\$0	\$0	\$0	\$71,644.00	\$3,099.54	\$7,596.00	\$12,653.00	\$0	\$0	\$0
Stump Removal	\$44,253.15	\$27,716.00	\$0	\$35,214.12	\$69,620.00	\$96,672.00	\$13,024.38	\$88,858.00	\$82,072.00	\$1,600.00	\$0	\$1,500.00
Tree Planting	\$48,792.31	\$5,076.00	\$0	\$168,450.17	\$349,180.00**	\$90,476.00****	\$210,539.70	\$316,172.00	\$122,442.00	\$28,283.64	\$45,000.00	\$25,235.00
Tree Removals	\$292,520.69	\$186,117.00	\$0	\$0	\$0	\$214,373.00	\$115,917.77	\$356,615.00	\$300,989.00	\$0	\$0	\$16,485.00
Tree Nursery	\$0	\$0	\$0	\$0	\$0	\$0	\$239.09	\$0	\$0	\$196.57	\$0	\$0
Adopt-a-Park/Garden	\$0	\$0	\$0	\$0	\$0	\$0	\$50,094.77	\$50,606.00	\$0	\$0	\$0	\$0
<b>TOTALS</b>	<b>\$962,223.01</b>	<b>\$885,065.00</b>	<b>\$225,267.00</b>	<b>\$203,664.29</b>	<b>\$418,800.00</b>	<b>\$892,567.00</b>	<b>\$699,878.91</b>	<b>\$1,325,161</b>	<b>\$981,389.00</b>	<b>\$74,011.80</b>	<b>\$95,033.00</b>	<b>\$84,715.00</b>
<b>FISCAL YEAR BUDGET TOTAL ALL FUNDS</b>	<b>FY 10 (ACTUAL): \$1,939,778.01</b>			<b>FY 11 (BUDGETED): \$2,724,059.00</b>			<b>FY 12 (PROPOSED): \$2,183,938.00</b>					

\*Retiree Medical Insurance

\*\*"Tree Planting" includes "Post Plant Care"

\*\*\*"Field Investigations" have been combined with other activities (i.e. Trimming, Tree Planting, Tree Removals) for FY12 and FY13 proposed budgets

\*\*\*\*City has received a loan from the State Revolving Fund (~\$400,000) for Tree Planting in FY 12- the loan provides 50% forgiveness and will be repaid over a 20 year period

\*\*\*\*\*Adopt-a-Park/Garden to be funded out of Park Operations budget and not Forestry Operations budget

Urban Forest Management Plan Summaries

Municipality; Authoring Department(s)	Vision Statement	Guiding Principles/Goals	Plan Organization	Other sections	Notes
<p><b>Arlington County, VA-</b> Department of Parks and Recreation and Cultural Resources (PRCR) and Arlington’s Urban Forestry Commission</p> <p><a href="http://www.arlingtonva.us/departments/ParksRecreation/scripts/parks/UFMP_Final.pdf">http://www.arlingtonva.us/departments/ParksRecreation/scripts/parks/UFMP_Final.pdf</a></p>	<p>Arlington County will strive to have a sustainable urban forest that contributes to the livability of our urban community. Our trees are recognized as part of our green infrastructure that provides economic and environmental benefits. The current trend of tree canopy loss will be slowed and efforts made to reverse this trend through best practices in tree planting, preservation, and maintenance while fostering a sense of stewardship among residents</p>	<p>Enhance and preserve Arlington's tree canopy</p> <p>Primary Goal: Improve Arlington’s urban forestry canopy coverage.</p>	<p><b>Organized by Objectives (they list as objectives but they are really sub goals to support primary goal of improving uf canopy coverage)</b></p> <ul style="list-style-type: none"> <li>• Encourage the preservation and planting of trees on private property. (Chapter II)</li> <li>• Ensure through education and outreach efforts that all stakeholders appreciate the value of Arlington’s trees and what is necessary for their stewardship. (Chapter III)</li> <li>• Improve coordination and communication regarding County tree regulations, policies and planting and preservation standards and guidelines. (Chapter IV)</li> <li>• Ensure that tree planting and preservation are important elements of our streetscapes.(Chapter V)</li> <li>• Preserve existing wooded parks and natural areas, and plant trees in parks, natural areas and other public open spaces to improve Arlington’s overall tree canopy. (Chapter VI)</li> <li>• Ensure that urban forest maintenance practices continue to improve the quality of tree canopy in Arlington so that potential benefits are maximized for the community. (Chapter VII)</li> </ul> <p>*Provides recommendations for each of these objectives (sub goals) but they are not measurable- how do they measure success.</p>	<ul style="list-style-type: none"> <li>• The UF Master Plan has the following components: a GIS street tree inventory, tree canopy satellite analysis, long-range goals and recommendations and a final Urban Forest Master Plan report including GIS based planting plans.</li> <li>• Brief urban forest background</li> <li>• Benefits of urban trees</li> <li>• Description of planning process</li> <li>• Implementation Plan for recommendations with timing, responsible agency and funding</li> </ul>	<ul style="list-style-type: none"> <li>• UF Master Plan part of the Arlington County Open Space Plan which is a one of eight components of the County's Comprehensive plan.</li> <li>• Includes preservation and planting on private property</li> </ul>
<p><b>*City of Baltimore, MD-</b> Recreation and Parks</p> <p><a href="http://www.louisvilleky.gov/NR/rdonlyres/CB60DA78-EBC7-4D45-A280-264C9061C7EE/0/TreeBaltimoreUrbanForestManagementPlan.pdf">http://www.louisvilleky.gov/NR/rdonlyres/CB60DA78-EBC7-4D45-A280-264C9061C7EE/0/TreeBaltimoreUrbanForestManagementPlan.pdf</a></p>		<p>Guiding Principles- meet 40% goal and sustain the urban forest</p> <ul style="list-style-type: none"> <li>• Establish trees covering 40 percent over the land area of Baltimore;</li> <li>• Maintain trees in a healthy condition through good cultural practices;</li> <li>• Establish and maintain an optimal age distributions and species diversity;</li> <li>• Enhance the tree- growing environment;</li> <li>• Select, locate, and maintain trees appropriately to maximize benefits and minimize hazard, nuisance, and conflicts with infrastructure.</li> <li>• Increase opportunities for planting;</li> <li>• Promote the efficient and cost-effective management of the urban forest;</li> <li>• Foster community support for the urban forest and the proper care of trees;</li> <li>• Educate the civic community on the value of trees and best practices for their care.</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 1- brief natural history of city’s urban forest. Composition and distribution of UF. UF benefits. Opportunity analysis to increase canopy based on land use.</li> <li>• Chapter 2- Existing maintenance structure for Baltimore’s public trees-who does what, org chart, current maintenance practices, includes who manages public school lands and housing authority</li> <li>• Chapter 3- Summarizes threats of the UF- using Clark et al- Sustainability Framework criteria</li> <li>• Chapter 4- Recommendations to meet guiding principles- includes objectives with tasks, resource needs, responsible agency and timeline. Objectives/tasks were associated with the following “Policies”:  <ol style="list-style-type: none"> <li>1. Interagency cooperation supporting the tree canopy goal;</li> <li>2. Managing public lands for a sustainable urban forest;</li> <li>3. An integrated regulatory framework for comprehensive urban forest management on public and private properties;</li> <li>4. Urban infrastructure designed and built to maximize nurturing tree-growing environments while minimizing conflicts with trees;</li> <li>5. Tree species best suited to their growing environment, that do not threaten other plant communities, and are well cared for;</li> <li>6. Protecting existing trees;</li> <li>7. Increasing tree planting on private lands through a variety of incentive programs;</li> <li>8. Building capacity for tree planting and care through promotion and by the partnering with public and private organizations and sponsors.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Provides defn of sustainable urban forest (uses Clark, et al 1997)</li> </ul>	<ul style="list-style-type: none"> <li>• Part of City’s comprehensive plan</li> <li>• References Sustainability framework (Clark, et al.</li> <li>• Good background of Baltimore’s urban forest resource.1997)</li> <li>• “Policy” in chapter 4 = goals</li> <li>• Like Appendix E- “Tree Activities by Partners</li> <li>• Appendix H- Proposal for planting trees on private property- through grant program administered by City</li> </ul>

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<p><b>Charlottesville, VA-</b> Dept of Parks and Rec, Environmental Office of the Dept. of Public Works and Neighborhood Development Services</p> <p><a href="http://www.charlottesville.org/index.aspx?page=1721">http://www.charlottesville.org/index.aspx?page=1721</a></p>	<p>Charlottesville citizens live in a community with a vibrant forest, tree-lined streets, and lush green neighborhoods. We have an extensive natural trail system, along with healthy rivers and streams. We have clean air and water, we emphasize recycling and reuse, and we minimize stormwater runoff. Our homes and buildings are sustainably designed and energy efficient – (Charlottesville City Council Vision- 2025)</p>	<p>Plan aims to provide equitable forest benefits for all City residents, including access to forested areas for recreation and education, improved human and environmental health, and monetary savings generated by maintaining proper tree canopy levels.</p> <p>Basic goals of the Urban Forest Management Plan include:</p> <ul style="list-style-type: none"> <li>• Preservation and Protection of existing forested areas and trees</li> <li>• Enhancement and Restoration of forest quality</li> <li>• Expansion of planted areas and total number of trees</li> <li>• Monitoring and Documentation over time to track progress and needs</li> <li>• Education and Outreach to involve the entire community</li> <li>• Sustainability and Maintenance of plan and related codes and guides</li> </ul>	<p><b>Plan Elements</b></p> <ul style="list-style-type: none"> <li>• Plan Element 1 – Protection and Preservation</li> <li>• Plan Element 2 – Enhancement and Restoration</li> <li>• Plan Element 3 – Expansion</li> <li>• Plan Element 4 – Monitoring and Documentation</li> <li>• Plan Element 5 – Education and Outreach</li> <li>• Plan Element 6 – Sustainability, Management, and Maintenance BMPs</li> </ul> <p>Each Plan Element includes: “Current Initiatives” and “Tactical Actions”</p> <p>Appendix 10- includes a table listing each Tactical action, lead department and timeline</p>	<ul style="list-style-type: none"> <li>• Background section: history of planning efforts, UF related studies and efforts that were used in developing plan</li> <li>• State of the Urban Forest- Benefits, Current UF assessment, UF mgmt activities</li> <li>• Extensive Appendices- includes previous UF studies and Implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Purpose of plan to improve and coordinate management of trees and forests.</li> <li>• Plan is linked with City’s comprehensive plan (2007)</li> <li>• “Funds of the Forest” public account that people and orgs can donate to plant trees and support urban forest mgmt</li> <li>• Contracts tree maintenance</li> <li>• Plan should be reviewed every 5 years</li> </ul>
<p><b>Chesapeake, VA</b></p> <p><a href="http://www.cityofchesapeake.net/services/depart/development/permits/pdf/development/UrbanForestMgmtPlan-2010.pdf">http://www.cityofchesapeake.net/services/depart/development/permits/pdf/development/UrbanForestMgmtPlan-2010.pdf</a></p>	<p>To maximize the social, aesthetic, functional, economic and recreational benefits, thereby enhancing the environment and increasing the quality of life for the citizens of Chesapeake.</p>	<p>The overall purpose of having an urban forest management plan is to maximize the social, aesthetic, functional, economic, and recreational benefits of the urban and community forest, thereby enhancing the environment and increasing the quality of life for the citizens of Chesapeake</p> <p>GOALS:</p> <p><b>Trees.</b> Achieve a regionally appropriate tree canopy of 40% by 2030. Promote reforestation, conservation and proper tree care at the public and private level.</p> <p><b>Management.</b> Organize departments and allocate sufficient resources for effective and efficient urban forest management. Identify legislative initiatives and ordinance amendments that will assist in achieving canopy goals. Provide proper tree care for public trees and promote proper care for private trees.</p> <p><b>Community.</b> City management fosters continued community support of sustainable urban forest management objectives through education, meetings, surveys, and reforestation projects.</p>	<p>Part I: Purpose of Plan Part II: Urban Forest Resource broken down by goal categories- Trees, Management and Community Part III: Goals, Objectives and Action Strategies (each goal contains, objectives and action strategies to meet the objective)</p> <ul style="list-style-type: none"> <li>• Goal 1: To maintain a healthy and appropriate percent of urban tree canopy cover.</li> <li>• Goal 2: Proper management of valuable urban forest resources in order to provide maximum social, aesthetic, functional, economic, and recreational benefits to all elements of Chesapeake’s extended community.</li> <li>• Goal 3: Community understanding and support of urban forest goals and objectives.</li> </ul> <p>Part IV: Evaluation –annual report card</p>	<p>Appendices</p> <ul style="list-style-type: none"> <li>• State of the UF reports</li> <li>• Benefits of the Urban Forest (SAFER)</li> <li>• Comparison of local landscape ords</li> <li>• Chesapeake Arb- nursery production report</li> <li>• Tree resource ord/regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Create annual report to evaluate status of UFMP implementation- “report card” w/ grades A-F includes criteria for determining grade (based on Casey Trees report card of DC)</li> <li>• “SAFER”- Social, Aesthetic, Functional, Economic and Recreation- acronym for community to remember some of the major benefits of trees</li> <li>• Chesapeake has a Tree Board</li> <li>• City code/ordinances- maintain a list of ordinances that address UF issues and review (annually) to determine if updates are needed.</li> </ul>
<p><b>City of Davis, CA-</b> Davis Tree Commission w/ assistance from City Parks and Open Space Admin, Parks and Community Service, Building and Planning Dept, Public Works, City Manager</p> <p><a href="http://cityofdavis.org/pgs/trees/pdfs/cfmp-final-sept2002.pdf">http://cityofdavis.org/pgs/trees/pdfs/cfmp-final-sept2002.pdf</a></p>	<p>The City of Davis will be a community identified and shaded by a “living umbrella.” Relying on the Community Forest Management Plan for guidance, the City of Davis will actively encourage participation in tree planting and stewardship, preserve &amp; protect existing trees, promote public safety and tree health, implement cost-effective enhancement &amp; maintenance of the forest, increase public awareness of the value of our community forest, &amp; maximize the social, economic &amp; environmental benefits of the community forest for current residents and future generations.</p>	<p>Goal 1. Improve the quality of the Community Forest (consisting of all public and private trees) over time in ways that will optimize environmental, economic, habitat, food and social benefits to the City and its neighborhoods.</p> <p>Goal 2. Promote planting, preservation and protection of the existing Community Forest resource.</p> <p>Goal 3. Continue to maintain the City’s trees in a safe and healthy condition as cost-effectively as possible.</p> <p>Goal 4. Facilitate collaboration among City Depts.related to issues and projects involving trees.</p> <p>Goal 5. Provide awareness of the importance of the Community Forest; educate the community on proper tree planting and care; and encourage greater participation in tree planting and stewardship activities.</p> <p>Goal 6. Adopt the Community Forest Management Plan to guide long-term tree planting and maintenance activities, and update it every five years.</p>	<p>Chapter I: Introduction Chapter II: Context for UFMP (history of tree mgmt in Davis, current admin and mgmt, state of the urban forest Chapter III: Goals, policies, standards and actions – For each goal there are policies/standards and recommended actions for each policy/standard Chapter IV: Glossary Chapter V: Appendix</p>	<p><b>Under Current Priorities-</b></p> <ul style="list-style-type: none"> <li>• Management Priorities that must be addressed each year and recommendations for each <ol style="list-style-type: none"> <li>1. Hazard tree abatement</li> <li>2. Mature Tree Care</li> <li>3. Young Tree Care</li> <li>4. Tree Planting</li> <li>5. Program Administration</li> </ol> </li> <li>• Special Projects (projects they determined needed to be funded)</li> <li>• Potential Funding Sources</li> </ul> <p><b>Appendix:</b> Specific recommendations &amp; costs for current FY in Level of Service Matrix</p>	<ul style="list-style-type: none"> <li>• P. 21- Hierarchy of City adopted documents and standards related to the UF</li> <li>• Does UF management by zone</li> <li>• Level of Service Matrix (p. 53 and completed one in Appendices- recommend completing it annually when planning budget and proposed Level of Service)</li> </ul>

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<p><b>Grand Rapids, MI-</b> Urban Forestry Committee</p> <p><a href="http://c0133251.cdn.cloudfiles.rackspacecloud.com/Case_Study_Urban_Forestry_Grand_Rapids.pdf">http://c0133251.cdn.cloudfiles.rackspacecloud.com/Case_Study_Urban_Forestry_Grand_Rapids.pdf</a></p>	<p><b>Vision</b></p> <ul style="list-style-type: none"> <li>Grand Rapids' urban forest is a thriving financial, environmental, and quality of life asset to the City.</li> <li>Grand Rapids' urban forest program has broad public support.</li> <li>Grand Rapids' Forestry Division is recognized for its proactive approach, responsiveness to citizens, expertise in addressing urban forest issues, and effective use of resources.</li> </ul>	<p><b>Guiding Principles</b></p> <ul style="list-style-type: none"> <li>Our urban forest represents a significant infrastructure investment that provides critical economic, environmental, and quality of life benefits.</li> <li>We can increase the return on our investment in public trees through a proactive approach to tree maintenance.</li> <li>Community support from individuals and organizations providing advocacy, volunteer assistance, and funding, is crucial to the success of our forestry program.</li> <li>Since a majority of the trees in Grand Rapids are on private property, it is critical for the City to involve residents in maintaining and enhancing our urban forest.</li> </ul> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>Adopt a 40% urban canopy goal</li> <li>Develop a database of information about the City's urban forest,</li> <li>Enact public policy changes to maximize incentives for tree preservation and planting,</li> <li>Provide adequate personnel and budget resources to ensure effective, proactive functioning of the Forestry Division.</li> <li>Increase public awareness and involvement as the foundation for developing broad public support for urban forest issues.</li> </ul>	<ul style="list-style-type: none"> <li>Introduction- The Urban Canopy</li> <li>Grand Rapids Urban Forest <ul style="list-style-type: none"> <li>Background</li> <li>Current Situation <ul style="list-style-type: none"> <li>Tree Canopy and Public Trees</li> <li>Mgmt Resources</li> <li>Community Resources</li> <li>Critical Issues</li> <li>Opportunities</li> </ul> </li> </ul> </li> <li>Blueprint for the Future <ul style="list-style-type: none"> <li>Vision for Grand Rapids UF</li> <li>Guiding Principles</li> </ul> </li> <li>Appendices <ul style="list-style-type: none"> <li>UF Goals and Strategies Work Plan</li> <li>Grand Rapids FY08 Forestry Program</li> <li>Average Cost of Tree Planting</li> <li>Park and Cemetery ash tree inventory</li> <li>Total ash trees by size</li> </ul> </li> </ul>	<p>Appendix A: Goals, Strategies and work plan (includes timeline and responsible dept)</p> <p>Appendix B: Grand Rapids Urban Forest program- includes historical program</p>	<ul style="list-style-type: none"> <li>UF Committee created a task force to develop UFMP</li> <li>Appendix B- Grand Rapids Forestry Program</li> </ul>
<p><b>*Portland, OR-</b> Parks and Recreation and UF Mgmt Plan Technical Advisory Committee</p> <p><a href="http://www.portlandonline.com/parks/index.cfm?a=184641&amp;c=38306">http://www.portlandonline.com/parks/index.cfm?a=184641&amp;c=38306</a></p>	<p>We have achieved a healthy, sustained urban forest, carefully managed and cared for, which contributes to the economic and environmental well-being of the city. Portland has made room for trees.</p>	<p><b>Purpose of the Plan:</b> The Urban Forestry Management Plan is being updated to improve and coordinate the management and administration of Portland's urban forest.</p> <p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>Protect, preserve, restore and expand Portland's urban forest.</li> <li>Promote stewardship of the urban forest</li> <li>Provide equitable urban forest benefits for all residents of the city</li> </ul>	<ul style="list-style-type: none"> <li>Vision</li> <li>Introduction <ul style="list-style-type: none"> <li>What is the urban forest?</li> <li>Reasons for developing UFMP</li> <li>Guiding Principles for UF mgmt</li> <li>Goals</li> </ul> </li> <li>Chapter 1: Portland's UF (current conditions, physical setting, benefits and costs)</li> <li>Chapter 2: Mandates and Current UF Mgmt (including who manages UF)</li> <li>Chapter 3: Analysis and Recommendations (SWOT analysis and recommendations) Recommended actions that apply to all of the urban forest goals: <ul style="list-style-type: none"> <li>Coordinate</li> <li>Document</li> <li>Preserve</li> <li>Increase</li> <li>Educate</li> <li>Encourage</li> <li>Fund</li> <li>Regulate</li> </ul> </li> <li>Chapter 4: Urban Land Environments (specific info and add'l recommendations by land use)</li> </ul>	<p>Principles that guide mgmt of urban forest:</p> <ul style="list-style-type: none"> <li>Green infrastructure is as important as they gray infrastructure</li> <li>Successful UF mgmt improves the environment and accommodates development</li> <li>Education is as important as regulation</li> </ul> <p>Glossary</p> <p>Extensive Appendices</p>	<p>Goal: Provide equitable benefits for the urban forest to all of the residents within the city.</p> <p>Very comprehensive plan</p> <p>P. 44- Relationship chart related to urban forestry mgmt and planning</p> <p>Portland has also developed an implementation plan that is a separate document to the UFMP</p>
<p><b>Santa Monica, CA-</b> Authoring agency ??</p> <p><a href="http://www.smgov.net/uploadedFiles/Portals/UrbanForest/About/UrbanForestMgmtPlan2000.pdf">http://www.smgov.net/uploadedFiles/Portals/UrbanForest/About/UrbanForestMgmtPlan2000.pdf</a></p>	<p>No overarching vision</p>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>As a major strategy to address the City's commitment to the environment, built and social, enhance the Community Forest over time.</li> <li>Promote the conservation of the community's tree resources</li> <li>Maintain the City's trees in a safe and healthy condition</li> <li>Develop and interdepartmental process that ensures optimum tree planting</li> <li>Develop and implement a public education program on the Community Forest to promote awareness of public trees and the care of private trees</li> <li>Establish and update the Community Forest Management Plan to guide long term City tree planting and maintenance activities</li> </ul>	<ul style="list-style-type: none"> <li>Introduction <ul style="list-style-type: none"> <li>History of Santa Monica's urban forest</li> <li>Relationship to Other Documents</li> <li>Organization of Document</li> </ul> </li> <li>Summary of Objectives &amp; Policies (objectives= goals/policies= objectives)</li> <li>Tree Inventory</li> <li>Objectives and Policies</li> </ul>	<p>Appendices:</p> <ul style="list-style-type: none"> <li>Maintenance Standards of City Trees</li> <li>Street Tree List</li> <li>Glossary</li> </ul>	<ul style="list-style-type: none"> <li>Plan supplements the City's Open Space Element and Parks and Rec Master Plan</li> </ul>

Municipality; Authoring Department(s)	Vision Statement	Guiding Principles/Goals	Plan Organization	Other sections	Notes
<p><b>*Seattle, WA-</b> City of Seattle Urban Forest Coalition includes the following City depts.- Parks and Rec, Transportation, Sustainability and Environment, Planning &amp; Development, Seattle City Light, Seattle Public Utilities, Seattle Center, Fleets and Facilities, Dept of Neighborhoods</p> <p><a href="http://www.mrsc.org/govdocs/S42UrbanForest.pdf">http://www.mrsc.org/govdocs/S42UrbanForest.pdf</a></p>	<p>Seattle’s urban forest is a thriving and sustainable mix of tree species and ages that creates a contiguous and healthy ecosystem that is valued and cared for by the City and all of its citizens as an essential environmental, economic, and community asset.</p>	<p><b>Purpose of Plan:</b> to guide a broad range of actions that will achieve a sustainable urban forest in Seattle.</p> <p><b>Overarching Plan Goals:</b></p> <ul style="list-style-type: none"> <li>Increased environmental and engineering benefits from trees</li> <li>Improved condition of the urban forest</li> <li>Standardized maintenance practices</li> <li>Equitable urban forest resource allocation citywide</li> <li>Optimized opportunity for partnerships in urban forest preservation and enhancement.</li> <li>Policy direction or recommendations for Seattle’s trees.</li> <li>A document for community education and action.</li> </ul> <p><b>Tree Resource</b></p> <ul style="list-style-type: none"> <li>Understand the characteristics and complexity of Seattle’s urban forest</li> <li>Maintain trees to promote health and longevity</li> <li>Maximize canopy cover and optimize age and species diversity</li> <li>Maximize the ecological and environmental benefits of the urban forest</li> </ul> <p><b>Management Framework</b></p> <ul style="list-style-type: none"> <li>Facilitate interdepartmental communication and cooperation to</li> <li>provide decision-makers the information they need to support the UFMP</li> <li>Develop and implement resource management tools</li> <li>Preserve and protect existing trees, and encourage new tree planting throughout the city by improving management of trees on private property</li> <li>Model good stewardship in City practices</li> </ul> <p><b>Community Framework</b></p> <ul style="list-style-type: none"> <li>Enhance public awareness of the urban forest as a community resource</li> <li>Engage the community in active stewardship of the urban forest</li> <li>Promote citizen-government-business partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Introduction (purpose of the plan)</li> <li>Urban Forest Sustainability <ul style="list-style-type: none"> <li>Clark’s sustainability model</li> <li>History of Seattle’s UF</li> <li>Benefits of Trees</li> <li>Goals of the plan</li> </ul> </li> <li>Seattle’s Urban Forest Today – using Sustainability model (Tree Resource, Management Framework, Community Framework)</li> <li>Recommended Goals and Action <ul style="list-style-type: none"> <li>Identified Short-, mid- and long-term actions to be implemented</li> <li>Overarching canopy cover goal of 30% currently 18% citywide</li> <li>Goal chart (p. 61- pdf)</li> </ul> </li> <li>Goals and Actions by Management Units (zoning/land use)</li> </ul>	<p>References/bibliography</p> <p>Appendices</p> <p>P.15 (pdf) costs/benefits to increasing canopy goal</p> <p>Urban Forest responsibilities by Department p. 42 (pdf)</p> <p>Managing wood waste production</p> <p>Partnerships</p> <p>References/bibliography</p>	<p>Goals and Action by zoning/land use- includes description, mgmt unit data, current conditions, desired conditions, issues/opportunities, goals/actions</p> <p>30 year plan</p> <p>Canopy cover goals by zoning/land use (we can do this with tool from UTC analysis)</p> <p>UF responsibilities by Department chart</p> <p>Woodwaste/utilization section (p. 46-pdf)</p> <p>Goal Charts, includes rationale- short, long and mid-term action items (good but missing responsible department)</p> <p>Work plan for the year the plan was developed</p>
<p><b>City of Vancouver, WA-</b> Vancouver Urban Forestry Commission, Parks and Rec and Public Works</p> <p><a href="http://www.mrsc.org/govdocs/V35urbforestplan.pdf">http://www.mrsc.org/govdocs/V35urbforestplan.pdf</a></p>	<p>“Vancouver’s urban forest is a healthy, dynamic, diverse, and cohesive ecosystem that is valued and cared for through community stewardship because it balances economic vitality with the conservation of natural resources now and for future generations.”</p>	<p>Foundation of plan: <b>Protect, Expand, Educate</b></p> <p><b>Plan Purpose:</b> The purpose of the Vancouver UFMP is to recommend direction and actions for Vancouver to optimize the benefits of trees by envisioning and enabling an integrated and sustainable approach to preserving and enhancing the city’s urban forest resources in the next ten to twenty years.</p> <p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>Preserve existing trees and institutionalize planning, maintenance, and operating principles that improve canopy health.</li> <li>Restore canopy-deficient areas through tree planting to provide equitable distribution of urban forest benefits to all Vancouver residents.</li> <li>Promote an urban forest stewardship ethic within the community.</li> <li>Adhere to City of Vancouver’s Operating Principles and establish Vancouver Urban Forestry as a leader in Pacific Northwest municipal forest management.</li> </ul>	<p>Introduction</p> <ul style="list-style-type: none"> <li>Purpose, What is Urban Forestry?, Sustainability Model, Benefits of trees, Community stewardship, plan organization</li> </ul> <p>Vancouver’s Trees</p> <ul style="list-style-type: none"> <li>History, Tree protection, State of the Urban Forest</li> </ul> <p>Management of the Urban Forest</p> <ul style="list-style-type: none"> <li>Program overview, Management and Policy Coordinator, UF Commission</li> </ul> <p>Opportunities and Challenges</p> <ul style="list-style-type: none"> <li>SWOT analysis, Lessons learned from other jurisdictions</li> </ul> <p>Community Outreach</p> <ul style="list-style-type: none"> <li>Overview, Public outreach</li> </ul> <p>Goals and Policies</p> <p>Implementation and Performance</p>	<p>Appendices:</p> <ul style="list-style-type: none"> <li>References</li> <li>Survey Results</li> <li>Public Meeting Summaries</li> <li>Funding Options</li> <li>Adopting ordinances</li> </ul>	<p>Documented public outreach in support of plan</p> <p>Implementation and Performance section (p. 43-pdf) includes chart of Goals, Action Items, Priority and Project Partners</p>

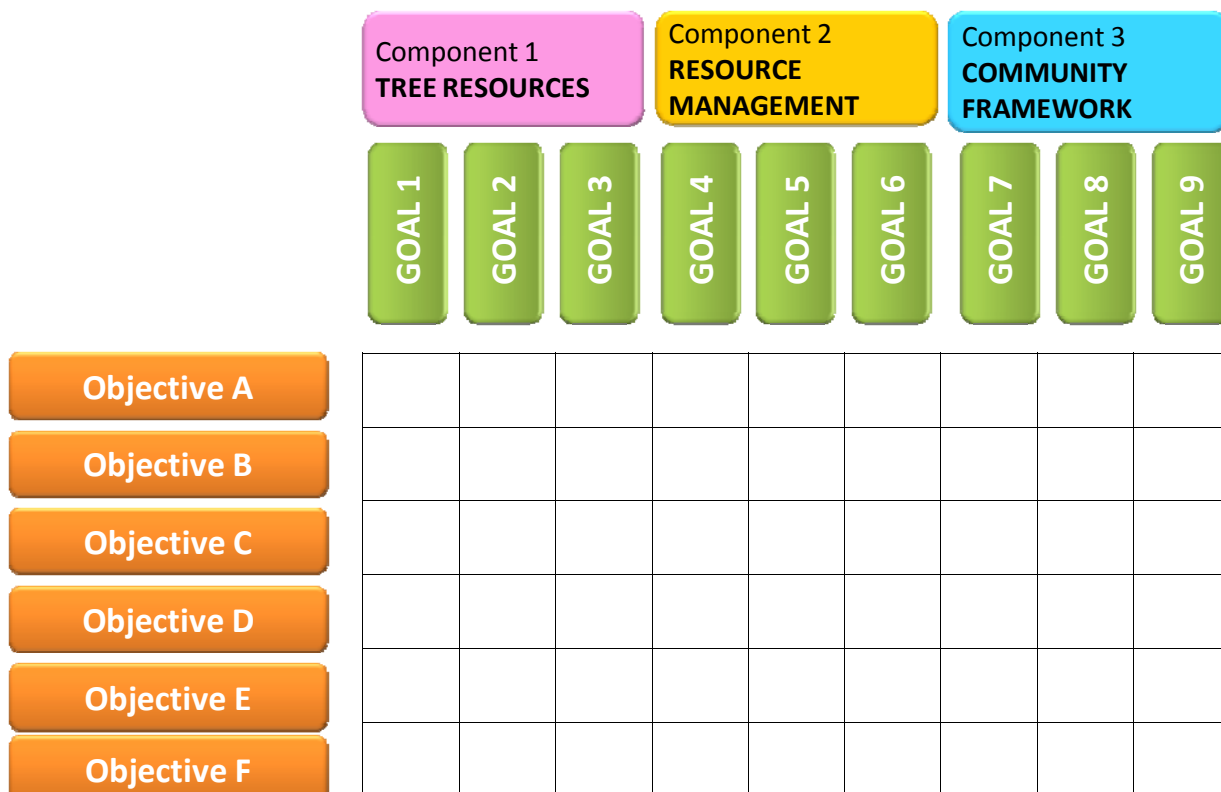
## Proposed Plan Structure / Organization

The Urban Forest Management plan can be organized around three components of the Model for Urban Forest Sustainability (Clark et al, 1997): (1) Tree Resource; (2) Community Framework; (3) Resource Management.

<b>(1) Tree (Vegetation) Resource</b>	<b>(2) Resource Management</b>	<b>(3) Community Framework</b>
<ul style="list-style-type: none"> <li>• Canopy Cover</li> <li>• Age Distribution</li> <li>• Species Mix</li> <li>• Native Vegetation</li> </ul>	<ul style="list-style-type: none"> <li>• City-wide Management Plan</li> <li>• Funding</li> <li>• Staffing</li> <li>• Assessment Tools</li> <li>• Protection of existing trees</li> <li>• Species and Site Selection</li> </ul>	<ul style="list-style-type: none"> <li>• Public Agency Cooperation</li> <li>• Involvement of large private and institutional landholders</li> <li>• Green industry cooperation</li> <li>• Neighborhood action</li> <li>• Citizen – Government – Business interaction</li> <li>• General awareness of trees as a community resource</li> <li>• Regional cooperation</li> </ul>

Within each component, multiple **goals** can be developed, describing a global long-term outcome and global vision for the plan. **Objectives** include measurable strategies or implementation steps – outlining the “who, what, when, where, and how” of reaching goals. A key recognition is that any particular objective may relate to *many* different goals, even if it is aligned closely with one goal in particular.

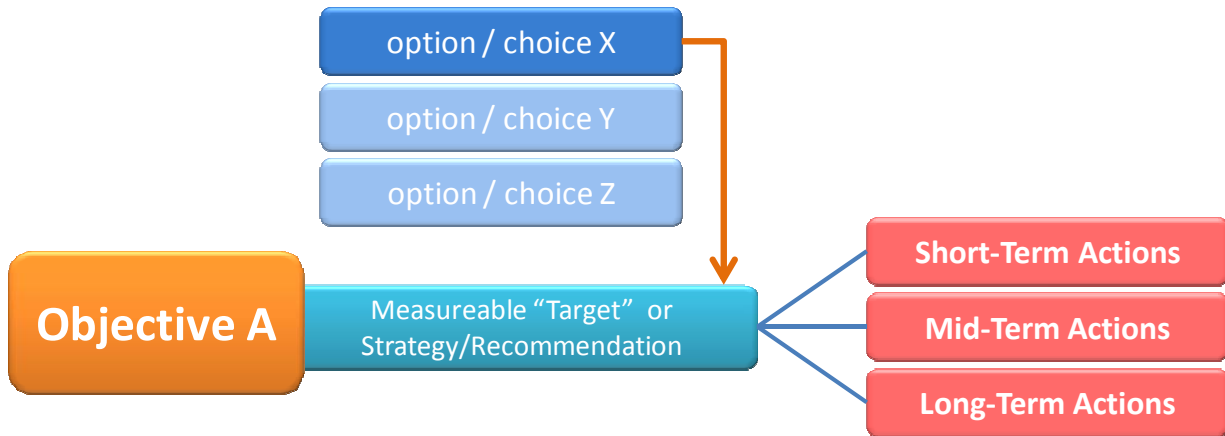
The diagram below shows the relationship between plan components, goals, and objectives. It is important to remember that where a particular idea best “fits” within the below framework will likely change over the course of the planning process. Nonetheless, the framework provides a flexible approach for discussing plan elements.



## Objectives → Options / Choices

The objectives themselves are related to a measurable target or identifiable strategy or outcome.

During the planning process, there will be many different options or choices for the target of a particular objective or what the preferred strategy is. The diagram below demonstrates this relationship.

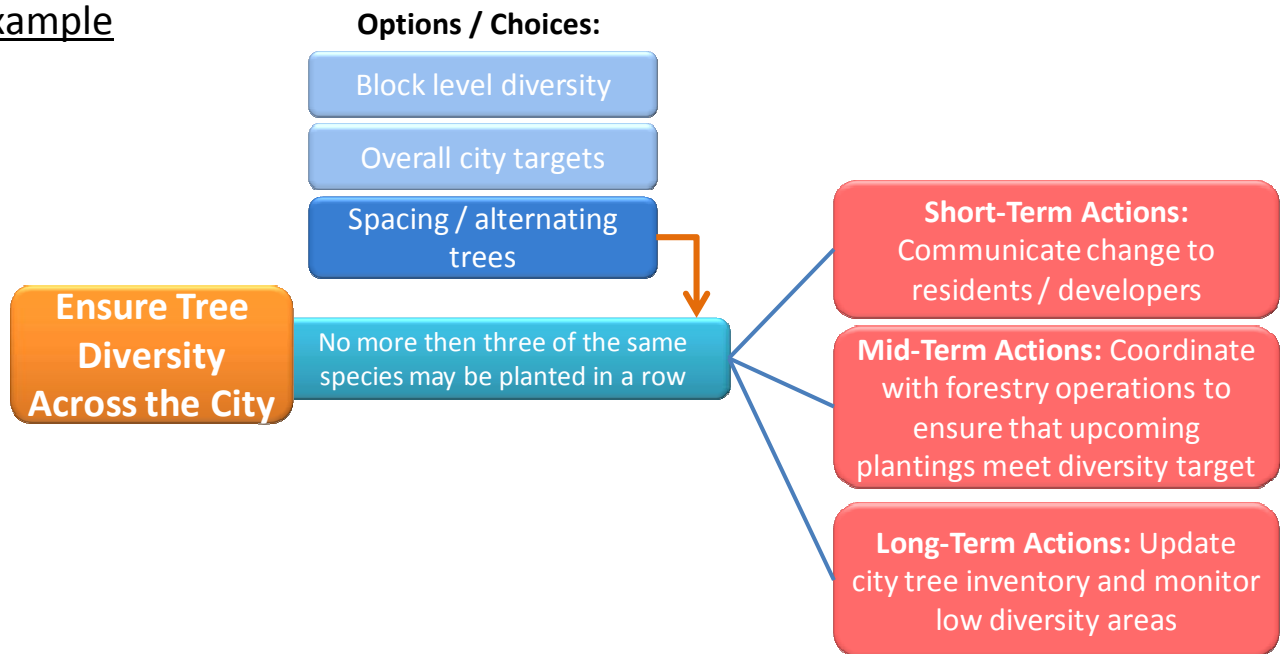


## Action Steps + Implementation

Once a clear objective has been identified, the planning process can then explore and develop the specific action items needed to achieve that objective. This includes identification of:

- Short, mid, and long action steps
- Type of action (i.e. policy change, partnership, management update, outreach activity)
- Responsible party (i.e. City staff, community groups, institutions, utility contractors)

### Example



ANN ARBOR- URBAN FOREST MANAGEMENT PLAN  
**Preliminary Goals - Building on Common Themes + AC#1 Input**

This chart proposes 9 preliminary goals, broken into the three plan components (Tree Resources, Resource Management, Community Framework). Under each goal are the relevant common themes and Advisory Committee input from Meeting #1, showing what ideas and potential objectives/needs relate to each goal.

URBAN FOREST RESOURCE	1. Increase tree canopy cover across the city						
		Advisory Committee	Public Workshop	Survey	Focus Group	Keywords	
	Canopy goals / increase net gain, prioritize needs	Increase cover 5-10%					
		Set a 40% canopy cover goal					
		Increase net gain of trees					
		Emphasize / prioritize planting locations					
	2. Manage for species diversity, a mixture of tree ages, survivability, and native species where viable.						
		Advisory Committee	Public Workshop	Survey	Focus Group	Keywords	
	1. Tree Selection & Planting-Diversity, using natives, right tree/right place	Manage for diversity and age of trees	"Need to increase species/diversity"	"There should be attention given to the types of trees planted on lawn extensions to minimize the upheaval of sidewalks and height of mature trees to avoid power lines."	"Be smart about what to plant where, on a case by case basis (don't put fast growing trees under utility wires)."	Tree planting	
		Improve diversity of trees				Species	
Emphasize natives trees in public and private spaces		Native					
Dilemma of natives		Diversity					
14. Invasive species management	Tree planting/ care in city core	"Age class relative to site"	"A big variety of species is very important--look at the 10,000 dead ash trees."	"Consider ecologically appropriate native species when planting. Carefully consider diversity."	Canopy		
					Appropriate		
					Right tree		
					Right place		
					Right site		
		"Need better assessment/considerations for invasive trees."	"Public trees that are invasive species should be methodically replaced regardless of tree health and landowner objection..."	"Loss of tree cover from insects, disease. Want "no-net-loss" (right now we're losing more public trees than we're gaining, we need to reverse that)."	Invasive		
					Disease		
					Insect		
3. Promote special functions and uses of the urban forest							
	Advisory Committee	Public Workshop	Survey	Focus Group	Keywords		
10. Wood utilization		"Urban wood re-use / harvesting is an important benefit of trees"	"High-value recycling/use of wood from trees after removal"	"End of life planning" for trees."	Wood		
			"Wood recycling and reuse program"		Utiliz (e/action)		
11. Trees as a food source	Regularly harvested by food gatherers and others	"Trees are a food source for people (fruits + nuts). 'Food Forest.' Urban forest gardening."	"More fruit and nut trees please."	"We need a greater emphasis on the brush species that will provide food resources within our parks."	Recycl (e/ing)		
			"Trees can have a larger role... We need to encourage collection of fruit and nuts, and allow trained people to tap trees for maple sap. This also encourages caring and a sense of ownership."		Food		
					Fruit		
					Nut		
Habitat functions	Structure/layer the urban forest				Sap		
	More than just trees - shrubs too!				Syrup		
4. Coordinate management activities and policies between city units and other agencies/organizations with forest management responsibilities (DTE, AAPS, Contractors, UofM)							
RESOURCE MANAGEMENT		Advisory Committee	Public Workshop	Survey	Focus Group	Keywords	
	5. DTE- utility line clearance/Pruning Practices	Identify ways to resolve conflicts with utilities	"Conflict between utility pruning + community goals -- need better pruning practices"	"Many trees have been butchered by pruning to accommodate overhead power lines. Long range planning should consider relocating power lines underground"	"Need better management when DTE comes through. They damage trees."	Trim	
		Greater oversight of contractor/utility practices				Utilit (y/ies)	
		What can DTE do to help?				Prun (e/ing)	
		Establish a framework for partnerships with measureable goals.				DTE	
		Streamline process for private involvement with city trees				Wire	
	8. Tree and Sidewalk issues	Have policies so trees don't get trumped by other issues	"Sidewalk replacement -- cost of tree versus cost of sidewalk"	"Damage to sidewalks and residential sewer pipes is expensive for the homeowner."	"Maintenance of trees as they affect walkers on sidewalks. Pruning is needed where tree branches are lower than 6 feet above sidewalks..."	Underground	
		Manage for tree health		"Look into rubber sidewalks? Apparently, they can be pulled up, tree roots trimmed, and sidewalk piece replaced."		Electric	
	12. Balancing priorities/ competing interests	Coordination between departments/divisions	"Consideration of solar and wind installations/balance plantings"	"How will the urban forest plan interface with other surrounding issues and plans? For example, urban forests, bike paths, open space, and the built environment in general are all related and should be considered simultaneously in the development of any plan. What steps will be taken to assure that all relevant issues beyond the scope of urban forests will be taken into account?"	"Defining areas where trees should be preserved vs. areas for construction."	Priority (y/ies/ize)	
		Coordinate trees with wind/solar/wind issues				Conflict	
		"Manage conflicts between tree planting and other city plans/initiatives"	Balance				
17. Long range planning	Merge / consider alongside PROS, Allen Creek Greenway, others		"Protect the Trees, especially the mature Trees!! Roads, sidewalks, even utility wires/infrastructure, are much cheaper to replace over the long term! Look at the long term benefit rather than the short term cost."	"What can we do now? What in the future? Long range planning... (Action strategies with different phasing)."	Interface		
		--No supporting quote--			Long term		
					Future		
				"People need to think about the whole tree life cycle. The beginning and the end of tree life."	Long range		
					Life cycle		

**RESOURCE MANAGEMENT**

**5. Balance funding strategies with city policies and urban forest management activities.**

	Advisory Committee	Public Workshop	Survey	Focus Group	Keywords	
2. Budget/ funding related/ lack of sufficient resources	Public education needed to put budget issues in context	"Political issues – need to advocate for trees' place in the city budget"	"Individuals could be encouraged to sponsor trees, as there's obviously not enough \$\$ for everything."	"Projects costs and funding sources are potential barriers to plan implementation."	Fund(s/ing)	
	Restoration funding in wake of EAB	"Pursue grant opportunities/ seek alternative funding sources"	"The city should prioritize funds based on overall city needs and infrastructure. Items like road work/repair and public safety should receive priority over 'lifestyle enhancements' or 'beaut'."		Resource	
	Community partnerships	"Allow homeowners to help pay for maintenance directly"	"As long as it does not increase the city budget in ANY WAY I am in favor of an urban forest planning process. I do not believe that one single taxpayer dollar should be spent on this special interest agenda item."		Pay	
					Cost	
3. Routine Tree Maintenance and Young Tree Care	Mission - preserve what we have!	"Plant trees that require less maintenance"	"Care of the existing trees-not just after planting-throughout life"	"If you can't maintain, don't plant."	Maintenance	
	Convey city policies/expectations	"Safety issues with trees that are not maintained properly"	"...The city is doing a poor job of taking care of trees already under its care and should be cautious about trying to plant more when it can't care for what it already has"		"We need better care for the trees that we already do have. New trees take a lot to make them grow."	Care
	Contiguous management between public/private					Maintain
	Track tree health					Routine
16. Leaf pick up and City trees		"Leaves clog gutters"	"Definitely consider how the citizens are going to pick up all the leaves in the city since the city has discontinued street leaf pickup."	"Without leaf removal, the leaves from the City's trees are now the responsibility of citizens. What are the rights and obligations of the private owners with respect to trees in the right-of-way?"	Leaves Leaf	

**6. Orient policies to encourage urban forest health, expansion and sustainable management.**

	Advisory Committee	Public Workshop	Survey	Focus Group	Keywords
9. Ordinances/Requirements	Set enforceable standards	"Set standards that will endure beyond political leadership and personnel changes"	"Enforce maintenance & replacement of trees required by site plans."	"That there be a tree ordinance, not a policy—and that this ordinance be enforced by a board of stakeholders."	Require
		"Not enough enforcement of current codes (i.e. planting/landscaping ordinance)"	"Pass city ordinances which require all the commercial real estate which have acres of open grass space to have them filed with"		Ordinance
13. Preservation of historic/landmark trees on public and private property		"Other municipalities (i.e. Carmel, CA) don't allow trees to be cut down on private property without just cause"	"...Consider the age of trees when contemplating removal. Old trees are a city treasure"	"At some point (size/ age? other?) historic trees should be protected just like historic homes."	Standard
					Enforce (ment)
					Historic
					Landmark

**COMMUNITY FRAMEWORK**

**7. Adopt an outreach strategy to communicate with and educate the community about urban forest management.**

	Advisory Committee	Public Workshop	Survey	Focus Group	Keywords
4. Public Education/ Communication/ Transparency about Forestry activities (trimming, removals, tree planting, UFMP development, etc.)	Build stronger connection / buy in for urban forest	"Need to discuss with residents why a tree is slated for removal"	"Get the word out about the website and encourage people to go there for information. Many people seem to believe they can't find out what local government is doing, and yet the information is readily available."	"People don't know what the plan is, what their options are. There is a need for education about public tree planting."	Public
	Identify a process to better educate the public				Education
	Need to discuss values and benefits of trees				Information
	Use a variety of media to communicate				Communication
	Education is multi-level	"Educate residents about maintenance practices + maintenance activities"	"The city needs to do a better job of informing residential property owners of their obligations and rights with respect to the city-owned trees located along the street in sidewalk easements. As far as I can tell, the city expects residential owners to maintain and care for these trees, yet restricts use..."	"I think that many residents feel like the City touches a street or park tree 2 times, once when planted and once when they are removed...It comes down to communicating more with people whether that is through the web or other."	Outreach
	Clearly convey city policies				Knowledge
	Develop a "report card" for tracking accomplishments				
	Highlight awards and recognition for urban forest efforts				Transparency

**8. Engage the community in the collective management of tree resources.**

	Advisory Committee	Public Workshop	Survey	Focus Group	Keywords	
6. Incentives for/assistance with private tree planting	Stormwater credit to incentive private tree planting	"Avoid forcing individuals/private home owners to plant, use incentives"	"Discount tree sale"	"Incentives to push people to the goals. If you want people to plant trees to increase canopy cover, maybe give a discount on trees, or provide volunteers to help with private maintenance."	Private	
			"Stormwater credit for trees planted"		Incentive	
			"Loan tree planting tools & equipment"		Credit	
			"Gah!! Keep out of private land."		Discount	
			"Don't waste time & \$ on private trees."		Assist	
7. Volunteers	Train and promote resident engagement with pruning and watering	"Develop a stronger volunteer network. Work with volunteers and 'stewards' to aid in planting and planning efforts"	"Should encourage and facilitate formation of neighborhood groups to plan & plant trees - they are interested, motivated, and willing, and their encouragement could ease the burden on the city"	"We need an organized approach to community members taking on tree maintenance."	Volunteer	
					Tech workshops through local groups, churches, etc.	Steward
					Consider permanent urban forest committee	
					Advocate a call for action! Tree campaign kickoff!	Involvement

**9. Build partnerships between organizations to support a sustainable urban forest.**

	Advisory Committee	Public Workshop	Survey	Focus Group	Keywords
15. Partnerships with non-profit organizations and other agencies/institutions		"Forge better relationships with partners (U of M, DDA, MDOT). Have written agreements"	"Perhaps linking with an AmeriCorps, City Year, or Youth Volunteer Corps (YMCA) program will help get young volunteers interested in the environment."	"...advocates for particular issues."	Partner
			"Involve the public schools and community service groups in a similar fashion to 'adopt a highway'."		Relationship
					"...recruiting volunteers."