

Planning for Growth and Open Space Conservation

This webinar series is sponsored by:
USDA Forest Service
State and Private Forestry - Cooperative Forestry

Organized by
Rick Pringle, Susan Stein, Sara Comas, Susan Guynn (Clemson University)
and the
Forest Service National Open Space Conservation Group



This webinar is being recorded

Audio is
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Learn About the Series

Listen to past webinars!

Listen to our past webinars:

- ▶ Session #9: Private land conservation programs from the Farm Bill: Natural Resources Conservation Service, Farm Service Agency, and US Forest Service.
- ▶ Session #8: Landscape Conservation Initiatives: US Fish and Wildlife Service, Bureau of Land Management, Department of Defense, Natural Resources Conservation Service
- ▶ Session #7: Science to inform Open Space Conservation: Land use changes, forest fragmentation, and the Wildland-Urban Interface
- ▶ Session #6: Facilitating Large Landscape Conservation Efforts: Working effectively across boundaries in the Northeast and Crown of the Continent
- ▶ Session #5: Local and Regional Land Trusts: Essential partners and the tools they provide
- ▶ Session #4: The Forest Service Toolbox: Conservation easement and land acquisition programs
- ▶ Session #3: Green Infrastructure Planning: Connecting partners and greenspaces
- ▶ Session #2: YES YOU CAN! Participating in Growth Planning Beyond the Green Line
- ▶ Session #1: National Forest Management in the Face of Housing Growth

Learn about future topics!

Future Topics:

Please [register](#) in advance if you would like to attend these presentations.

- ▶ Session #11: An All Lands Approach to Ecosystem Services for Water

Submit feedback about the series!

Please submit your feedback [here](#)

Learn About the Series

Click on the session titles for more info on recordings, slide presentations, and featured resources



[Listen to our past webinars:](#)

▼ [Session #13: City and County Open Space Programs](#)

This program presents growth and open space conservation planning for cities and counties. Speakers will present the Trust for Public Land's Conservation Almanac and LandVote resources that are available online for researching conservation activities, and public funding for land conservation. We will also learn about open space conservation planning processes, ordinances, funding mechanisms, and partnerships employed in Missoula, Montana, and Baltimore County, Maryland.

- ▶ Mary Bruce Alford Trust for Public Land
- ▶ Jackie Corday City of Missoula, Montana
- ▶ Don Outen Baltimore County, Maryland

[Link to video presentation](#)

[Link to PDF Presentation](#)

[Link to resources from this webinar](#)

▶ [Session #12: Greening Grey Infrastructure: Federal Highway Administration's Eco-Logical Approach and Case Studies from National Forests in Ohio and Washington](#)

▶ [Session #11: An All Lands Approach to Ecosystem Services for Water](#)

▶ [Session #10: Tools for Conservation Planning](#)

Webinar Resources and Tools



USDA United States Department of Agriculture Forest Service

Open Space Conservation

Forest Service Home | About the Forest Service

Browse by Subject You are here: [Home](#) | Resources

- ▶ National Strategy
- ▶ Loss of Open Space
- ▶ Success Stories
- ▶ What the Forest Service can do!
- ▶ **Resources & Tools**
- ▶ Cooperating Across Boundaries
- ▶ Forests On The Edge
- ▶ Publications

Resources and Tools

The resources and tools shared below correspond with topics from our [Planning for Growth and Open Space Conservation webinar series](#).

Want to add tools to this list? Contact [Rick Pringle](#) with a link

Legal Authorities for Forest Service Engagement in Open Space

- ▶ [Forest Service Handbook 1509 Grants and Agreements](#)
- ▶ [Partnership Guide](#)
- ▶ [Partnership Resource Center](#)
- ▶ [Principles of Ethical Conduct for Government Officers and Employees](#)

Find relevant resources for each webinar session here!
If you have relevant resources to share please send them to us!

Session #21 – Collaborative Forest Landscape Restoration Program

Wednesday, February 12 at 2:00 pm Eastern

Lauren Marshall

US Forest Service, National Coordinator CFLR

Reese Lolley

The Nature Conservancy – Eastern Washington



Dick Fleishman

US Forest Service – Four Forests Restoration



Future Webinar Topics

- **Intergenerational Transfer**
- **Forest Conservation and Flood Mitigation**
- **And many more!**

Session #20: The Urban Forest What Planners Need to Know



Jim Schwab
American Planning
Association, Hazards
Planning Research Center



CJ Lammers
The Maryland-National
Capital Park and Planning
Commission
Environmental Master Planner



Nancy Sappington
Consulting Arborist/
Landscape Designer

Logistics – Q&A

- **Continuing Education Credits**
 - Attend entire presentation
- **Questions for speakers – chat pod**
- **Technical difficulties – chat pod or email Susan Guynn: SGUYNN@clemson.edu**

Getting to Know You!



Jim Schwab
**American Planning Association,
Hazards Planning Research Center**

American Planning Association



Planning the Urban Forest



James C. Schwab, AICP

Manager, APA Hazards Planning Research Center

Planning for Growth and Open Space Conservation Webinar Series

Session #20: The Urban Forest – What Planners Need to Know

January 22, 2014

Urban Design

WE GIVE YOU GUYS \$65,000⁰⁰
AND 18 MONTHS AND ALL YOU
CAN TELL US IS THAT "TREES
ARE NICE"



HEPMAN
76©

Changing Public Perceptions

Imagine Trees as a Strategic Public Investment:

- To reduce stormwater runoff
- To filter air pollution
- To improve the image of your community
- To reduce building energy consumption
- To improve urban quality of life

“A penny saved in environmental protection costs is a penny earned through wise investments.”



Planning the Urban Forest: Intended Audience

- urban planners working for municipalities or working as consultants to municipalities;
- planning commissioners and planning board members;
- city and town managers;
- city and town public works, engineering, and parks department managers;
- municipal arborists and urban foresters;
- developers and those in the design professions serving them.

What is Urban Forestry?

“A planned and programmatic approach of the development and maintenance of the urban forest, including all elements of green infrastructure within the community, in an effort to optimize the resulting benefits in social, environmental, public health, economic, and aesthetic terms, especially when resulting from a community visioning and goal-setting process.”

From the PAS Report, *Planning the Urban Forest*

What is Green Infrastructure?

“While all vegetated area are, in concept, part of an area’s green infrastructure, the core of green infrastructure planning involves protecting the forest and vegetated areas with the highest value for providing critical ecosystem functions.”

Planning the Urban Forest (Appendix A: A Green Infrastructure Element in a Comprehensive Plan)

“the physical manifestation of processes that connect the built and natural environments, performing multiple functions and yielding multiple benefits for the health and well-being of people and wildlife.”

Green Infrastructure: A Landscape Approach (PAS Report 571, p. 11)

Bringing Nature into the City

Defining urban and community forestry

Why does it matter?

Who are the players?

What are the challenges?

Where are the
opportunities?





Benefits of the Urban Forest

What's right with this picture?

Project Goals

- Provide the rationale and economics of adopting a green infrastructure approach to planning.
- Provide guidance on the principles and practice of sound urban and community forestry to a broad set of professional and lay public officials at the local level.
- Strengthen the relationship between urban planners, urban foresters, water quality and stormwater managers, and professional arborists.
- Provide an opportunity to exchange knowledge between urban and community forestry partners and urban planners, including allied professions such as landscape architecture and the environmental community.

General Principles

- Get trees to the front of the planning/visioning process.
- Know where you came from to know where you are going
- Seek out private partners.
- Investing in trees makes economic sense.
- Urban forestry must be sustainable financially; find the resources to fit the plan or vice versa.



Planning Principles

- Incorporate tree ordinance in development code; combine tree/landscape codes with planning codes; ensure consistency both vertically and horizontally with national, state, regional, and local codes.
- Collaborate with developers, greens, etc. to draft ordinance; all interested parties need to play a part in drafting any urban forestry ordinance, provisions, or guidelines.
- PUD regulations should include an urban forestry evaluation checklist or guidelines.
- No ordinance without enforcement personnel.
- Take adaptive management approach to resources.
- Plan for long-term maintenance.



Design Principles

- Use urban forestry to support other planning goals.
- Green infrastructure element, but also link throughout other elements in comprehensive plans.
- Natural environment is part of making neighborhoods livable.
- Make the place right for trees and then pick the right trees.



Strategic Points of Intervention

Adopt a Green Infrastructure Approach to Plan Making

- *Community Visioning*
- *Long-range plan-making*

Implement Best Management Practices that Promote Green Infrastructure

- *Preparation of ordinances, regulations, and incentives*
- *Review and approval of applications for development*
- *Preparation of capital improvements programs*

Framing the Issues

- Measure progress through tree canopy goals
 - Quantify existing tree cover
 - Document conditions:
 - Climate
 - Geography
 - Land use
 - Politics
 - Establish achievable goals
- Incorporate green infrastructure into public policies

Leadership: Where do we go from here?

- Create stable and adequate funding
- Make your urban forest vision big enough
- Make the urban forest an asset
- Pay attention to the details
- Seize the day—be opportunistic!



Think Like a Potato



The key to winning hearts and minds

Versatility: Any way you like 'em!



Gnocchi



Lithuanian potato dumplings (cepelinai)



Lefse



Latke



Model Element: Green Infrastructure

- Getting the Basics Right
 - Essential functions of green infrastructure
 - Getting the right data and mapping with GIS
- The Priority Network
 - Analysis
 - Assessment and interpretation
- Creating the Element in the Plan
 - Incorporating the element in the plan
 - Green infrastructure protection through policy

Contact Information

Jim Schwab: jschwab@planning.org

Green Communities Research Center:

<http://www.planning.org/nationalcenters/green/index.htm>

Planning the Urban Forest:

<http://www.planning.org/research/forestry/index.htm>

Green Infrastructure PAS Report:

http://www.planning.org/store/product/?ProductCode=BOOK_P571

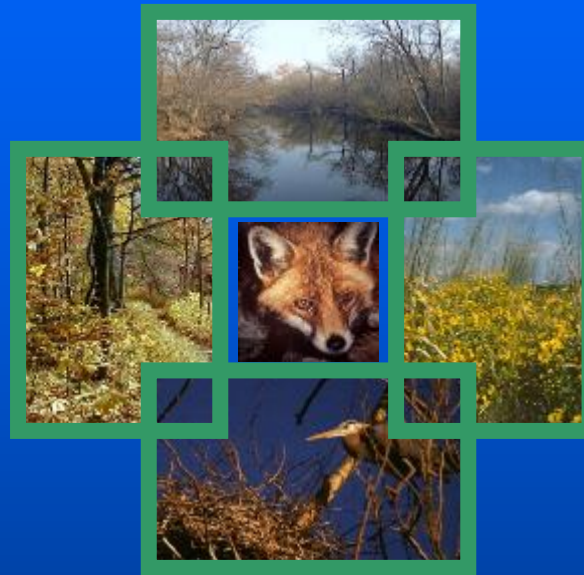


CJ Lammers

**The Maryland-National Capital Park
and Planning Commission,
Environmental Master Planner**

Canopy Goals and Comprehensive Plans

Case Study: Prince George's County, Maryland



Planning for Growth and Open Space

Conservation Webinar Series

January 22, 2014



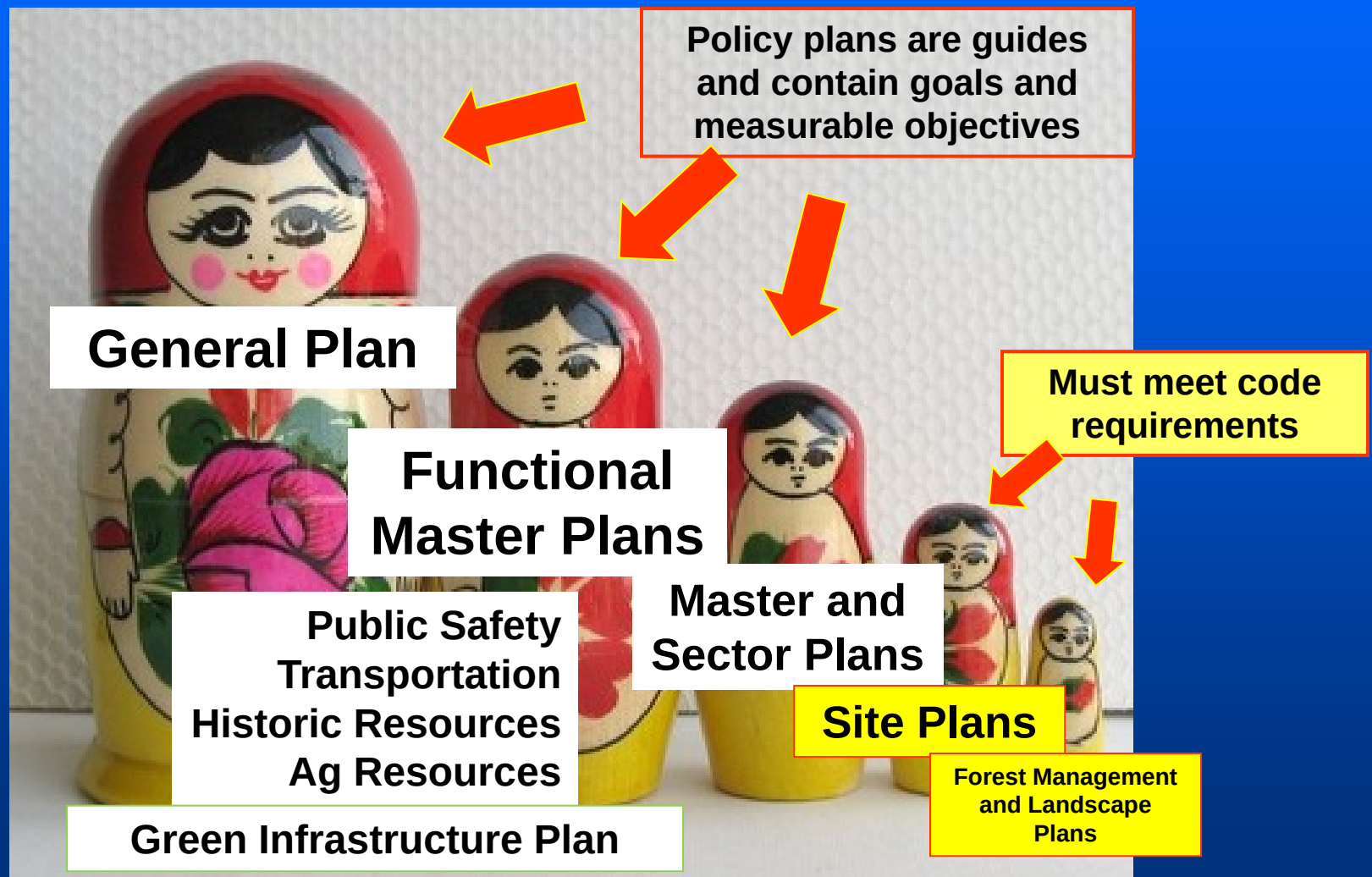
The Maryland-National Capital Park and Planning Commission

Today's Presentation

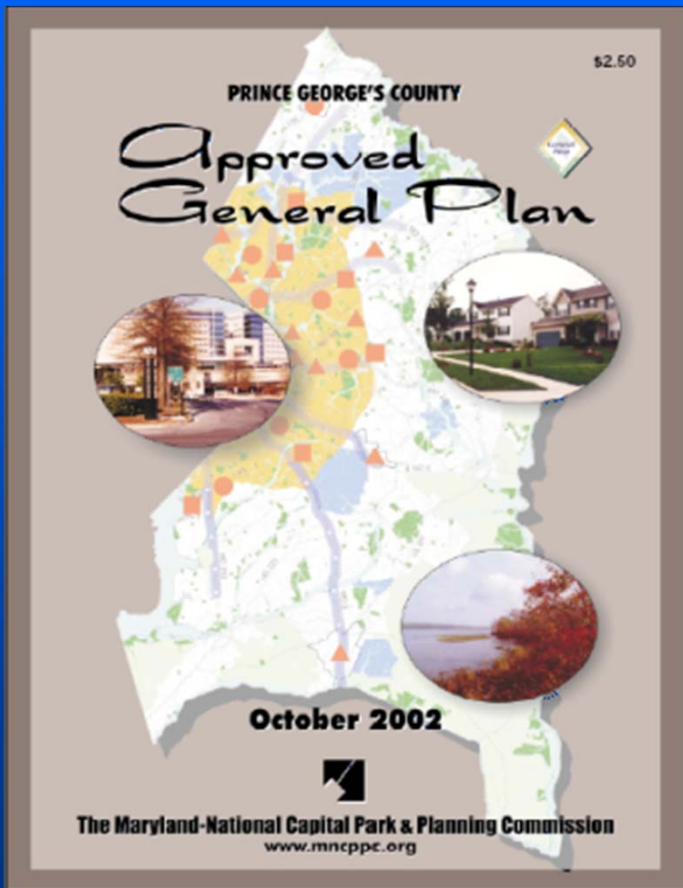
- How did we **establish canopy goals**?
- How did we **build on canopy goals** to create a green infrastructure plan?
- How did the green infrastructure plan address the **needed code changes** to meet the goals?
- What were the **lessons learned** from the planning and implementation processes?



Plan Hierarchy



Prince George's 2002 General Plan



- Comprehensive land use plan
- Generally a 20-year timeframe
- Required 'natural resource element'
- 2002 plan established canopy coverage goals

2002 General Plan Growth Policy Tiers



- Established Development
Developing & Rural

- Developed Tier
- Developing Tier
- Rural Tier

Canopy Coverage
Goals by 2025

Countywide 44%

26%

38%

60%

- Targeted growth toward
designated Centers &
Corridors

Forest Canopy Coverages and Goals

	Canopy Coverage in 2000	General Plan Goals
Countywide	45%	44%
Developed Tier	25%	26%
Developing Tier	40%	38%
Rural Tier	61%	60%

Notes: The forest canopy coverage in 2000 was based on a digitized “vegetation layer” in GIS that captured forest canopy coverage only and not tree canopy coverage as can be captured with current technologies; however, the goals in the General Plan are called “forest and tree canopy” goals.

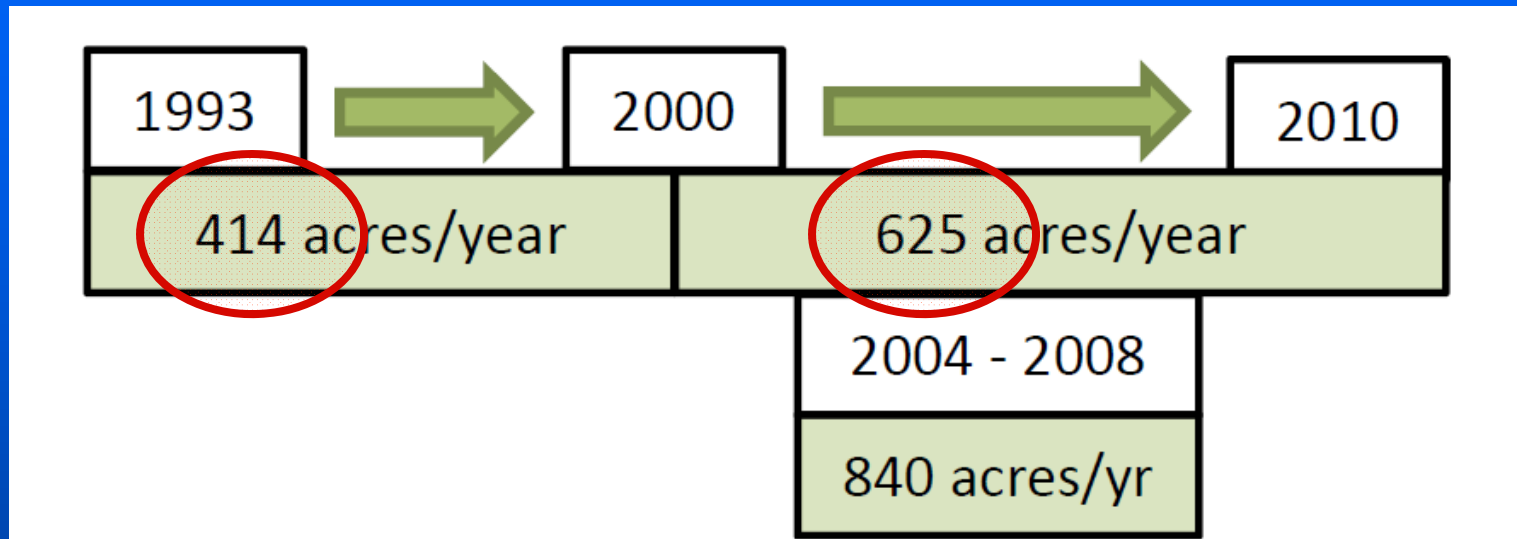
Projected Forest Canopy Coverage Compared to the 2002 General Plan Goals

	2000	P r o j e c t i o n			GP Goals
		2010	2020	2025	
Countywide	45%	43%	43%	42%	44%
Developed Tier	25%	25%	25%	24%	26%
Developing Tier	40%	39%	38%	37%	38%
Rural Tier	61%	58%	58%	58%	60%

Table denotes projected losses based on the average annual forest loss rate from 1993 – 2000 (414 acres/year) and certain assumptions. These projections supported the need for changes in the code requirements in order to meet the canopy coverage goals by 2025.

(Source: 2002 Environmental Infrastructure Technical Summary)

Summary of Net Woodland Loss: 1993 to 2010



Acres of forest existing (in 2000)

– Acres of clearing approved

+ Acres of planting approved

Net Woodland Loss

Source: 2010 Forest Canopy Assessment

Canopy coverage goals

Guidance for code changes in policy document

General Plan

Functional Master Plans

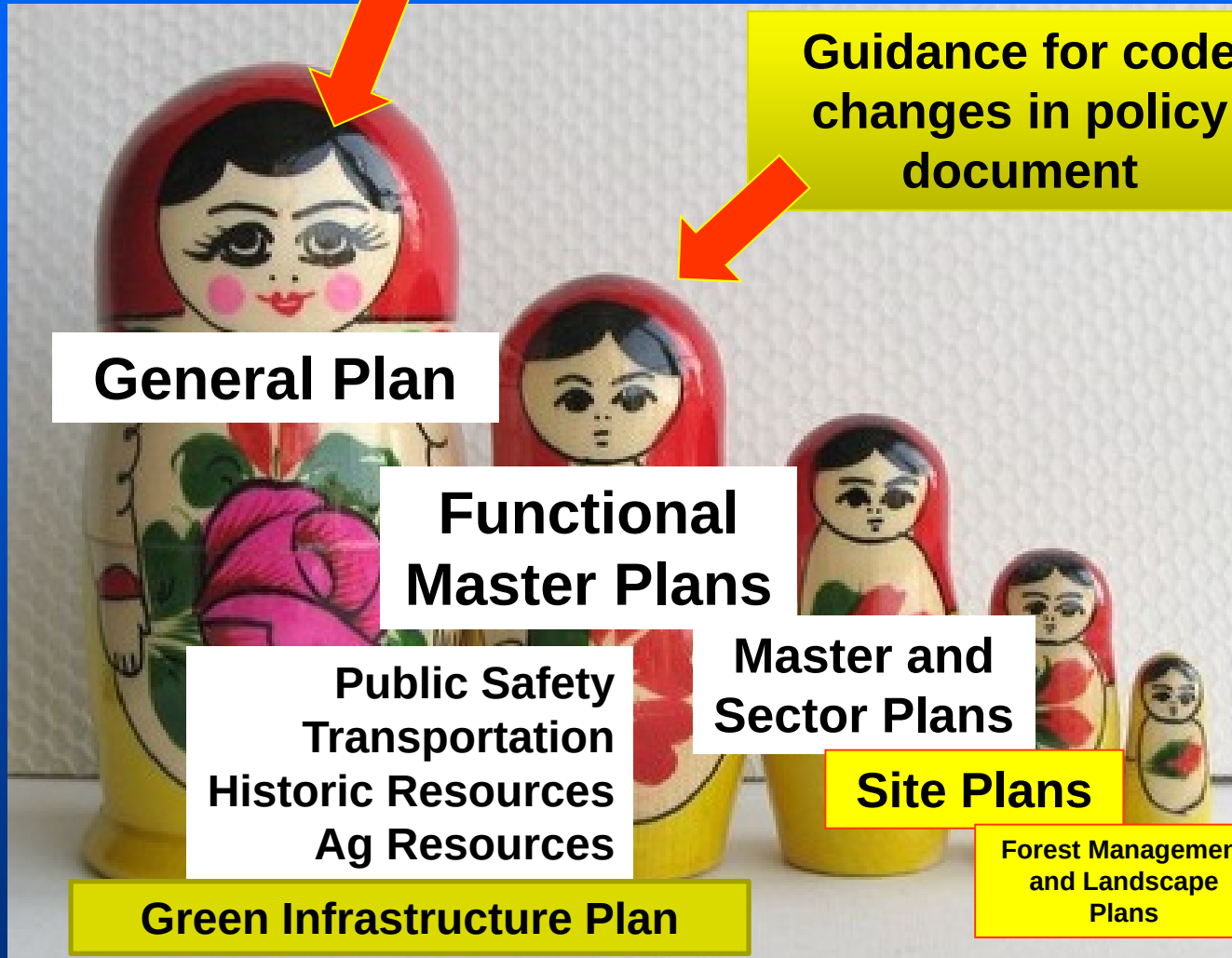
**Public Safety
Transportation
Historic Resources
Ag Resources**

Master and Sector Plans

Site Plans

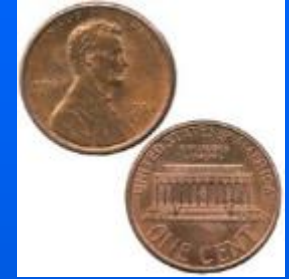
Forest Management and Landscape Plans

Green Infrastructure Plan





[General Plan for Smart Growth]



[BOTH: Land Use Plans]

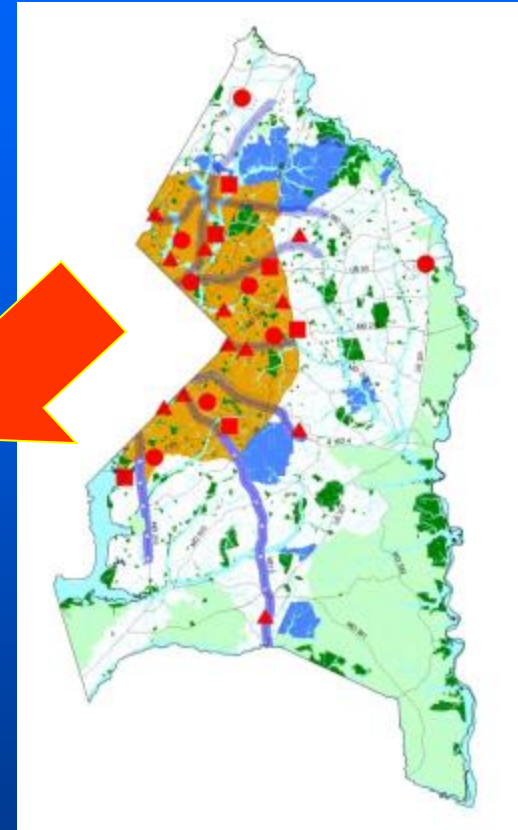
**[Green Infrastructure Plan
for Smart Conservation]**



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2002 General Plan

- ENVIRONMENTAL INFRASTRUCTURE:
 - OBJECTIVE: “Protect, preserve, enhance and/or restore designated green infrastructure components by 2025.”
 - STRATEGIES:
 - Prepare a **Green Infrastructure Plan** in concert with the desired development pattern of the General Plan.
 - Revise appropriate legislation to ensure implementation.
 - As new master and sector plans are prepared, identify opportunities for implementation.

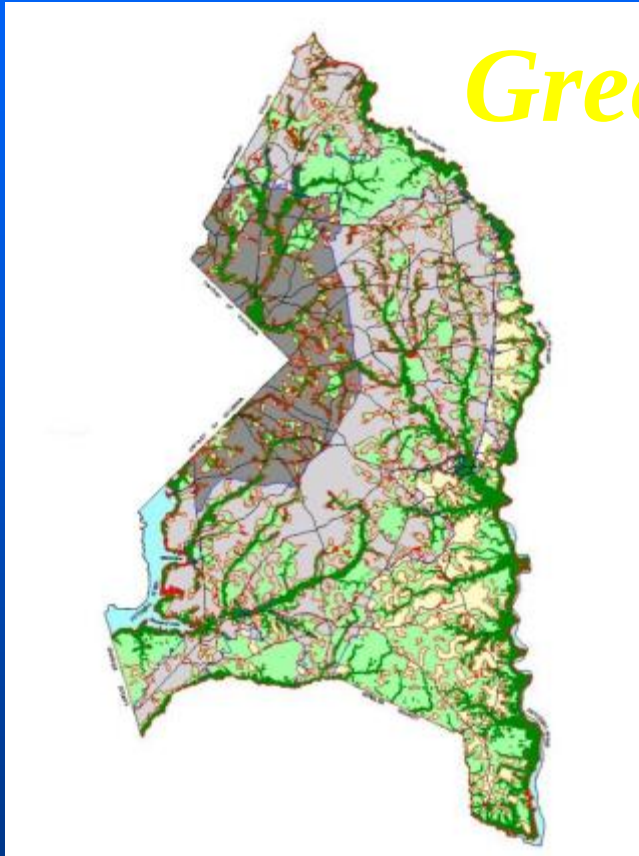


2002 General Plan



The Maryland-National Capital Park and Planning Commission

Prince George's County's 2005 Countywide Green Infrastructure Plan



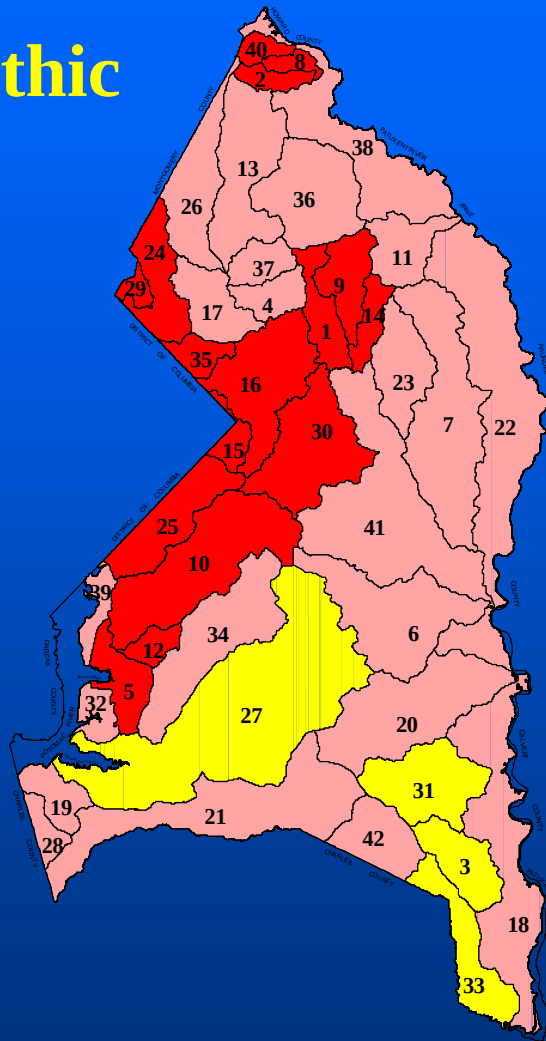
- **Regulated Areas**
- **Evaluation Areas**
- **Network Gaps**



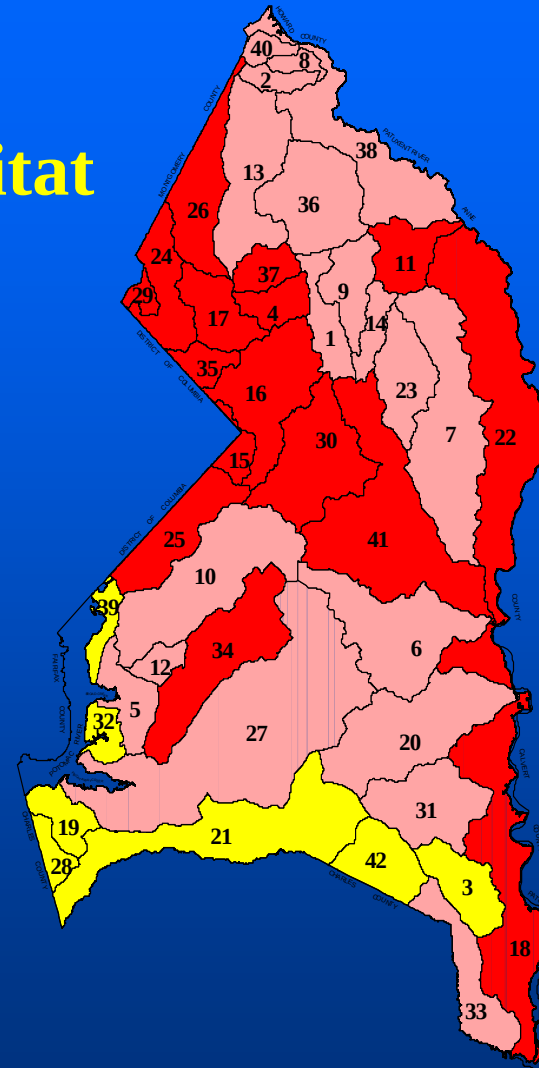
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Research Conducted – Water Quality

Benthic IBI



Fish Habitat



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2005 GI Plan Recommended Code Changes: *Adopted in 2010*

- GI network is highest preservation priority
- Wider minimum stream buffers
- Expanded stream and buffer definition
- Reduced forest fragmentation by increasing minimum sizes for conservation
- Revise ordinances to provide for flexible designs
- Require submission of Natural Resource Inventories



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2002

Canopy coverage goals

Guidance for code changes in policy document

General Plan

2010

Functional Master Plans

Must meet NEW code requirements

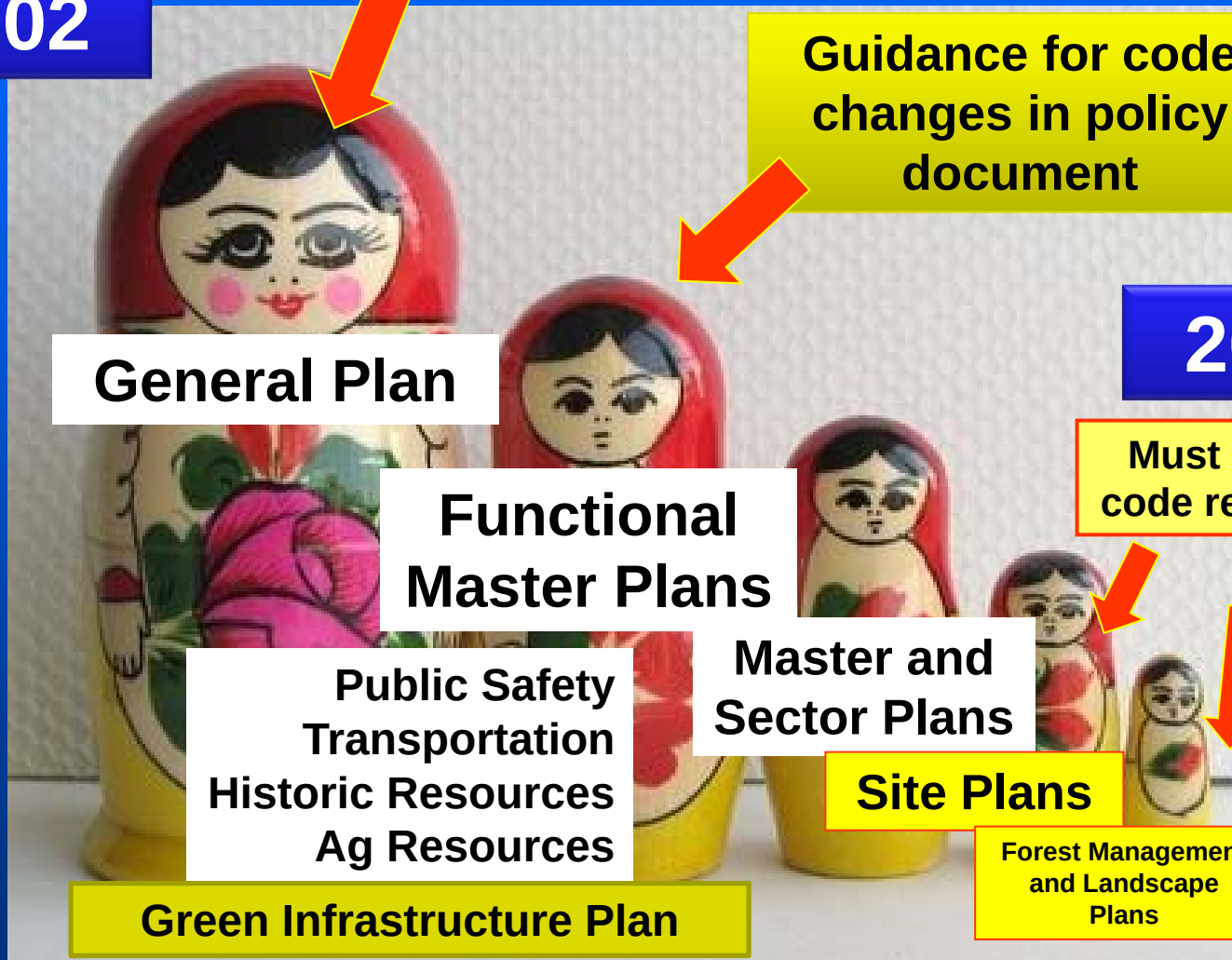
**Public Safety
Transportation
Historic Resources
Ag Resources**

Master and Sector Plans

Site Plans

Green Infrastructure Plan

Forest Management and Landscape Plans





2010 Forest Canopy Assessment

Recommendations to General Plan:

- **Retain current canopy coverage**
44% forest (52% tree and forest)
- **Continue implementation of (new) codes with an emphasis on enforcement**
- **Prepare a comprehensive forest and tree canopy coverage strategy**
- **Focus on urban tree canopy sustaining code changes**
- **Continue to measure**

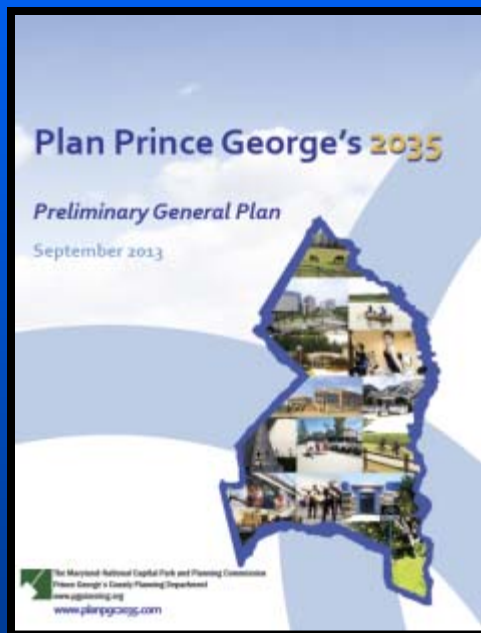
Study was done in-house using data collected by staff and reported to MDNR annually and a UTC study completed using LiDAR.



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The future:

Plan2035 (draft) replaces 2002 General Plan



Plan2035 (draft) says:

- **Keep the forest goal of 44% and expand to include tree canopy for a total of 52%**
- **Update the 2005 GI Plan:**
 - **Recommend new policies and strategies**
 - **Focus on increasing connectivity**
 - **Expand scope to include green stormwater infrastructure**



The Maryland-National Capital Park and Planning Commission

Keys to Planning Success

- Have a champion (current or former officials)
- Match the project cycle to the election cycle
- Tie the objectives to an official's policy priorities
- Build on the outreach efforts of other projects
- Know where you need to go before you start



The Maryland-National Capital Park and Planning Commission

Keys to Implementation Success

- Understand the zoning and building codes
- Engage a smaller group of dedicated people
- Keep a good website



The Maryland-National Capital Park and Planning Commission

Thank you



Photo by Carolyn V. Watson ©

CJ Lammers, Master Environmental Planner

CJ.Lammers@ppd.mncppc.org

www.mncppc.org



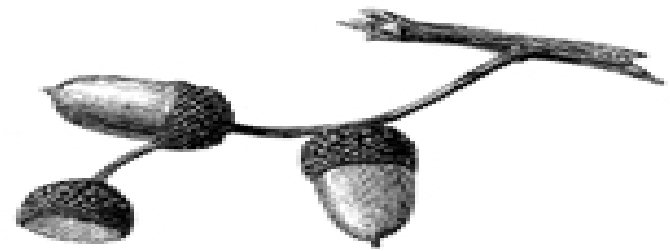
The Maryland-National Capital Park and Planning Commission

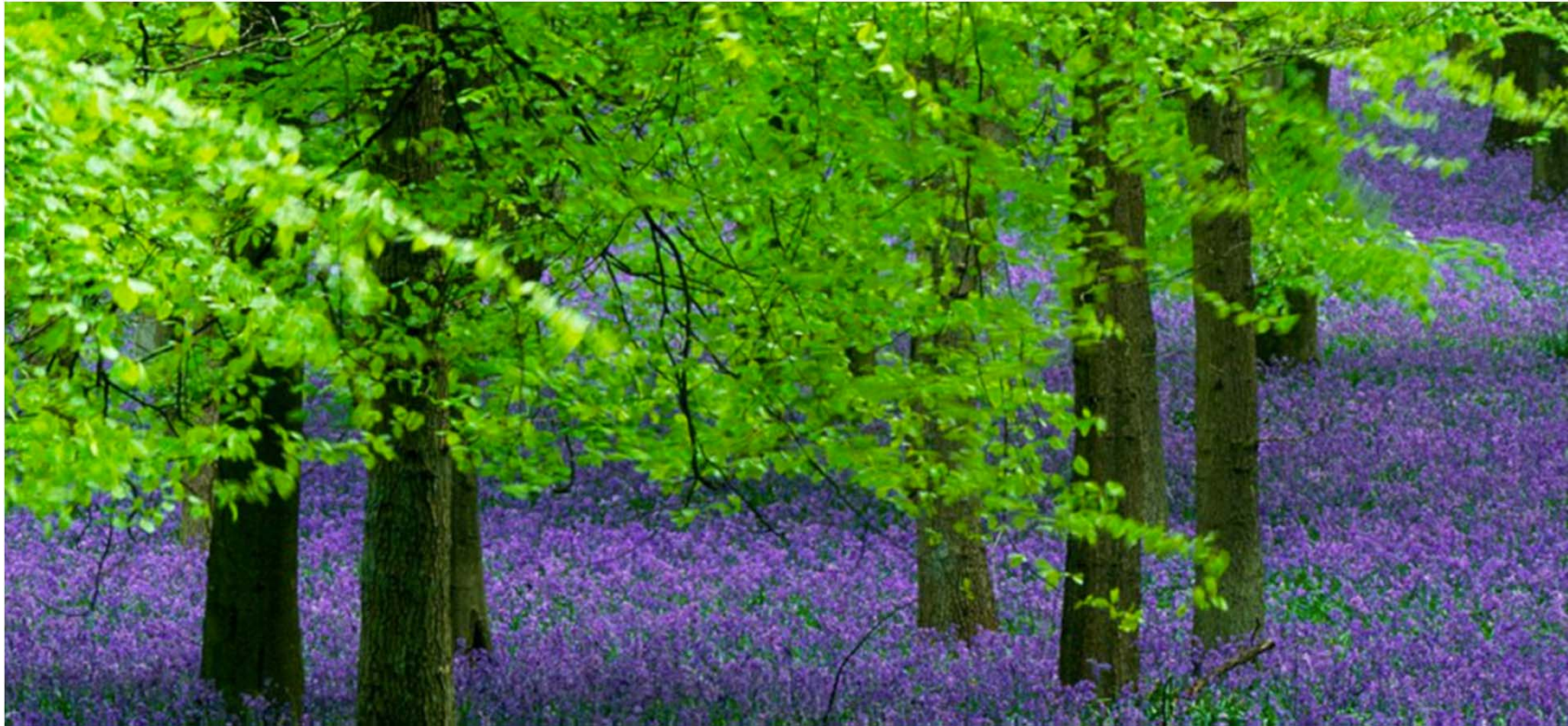


Nancy Sappington

Consulting Arborist/Landscape Designer

A Recipe for Urban Forest Management Plans





Today's discussion...

- Importance of UFMPs

- IUFC's endeavors

- UFMP process

- Outcomes

Benefits of trees...

- Awe-inspiring beauty
- Healthier neighborhoods
- Watershed protection
- Shade and cooling
- Recreation
- Wildlife habitats
- Enhanced property values
- Air quality improvement
- Community pride
- Improved quality of life



Why an Implement an Urban Forest Management Plan?

- Achieve desired canopy cover
- Maintain healthy trees
- Maintain age and species diversity
- Resource conservation
- Cost control for maintenance and hazard mitigation
- Achieve efficiency
- Foster community support

The bottomline...

- The benefits are dependent on healthy trees
- Healthy trees require quality care
- Quality care depends on you
- Management plans ensure success





We Touch Trees!

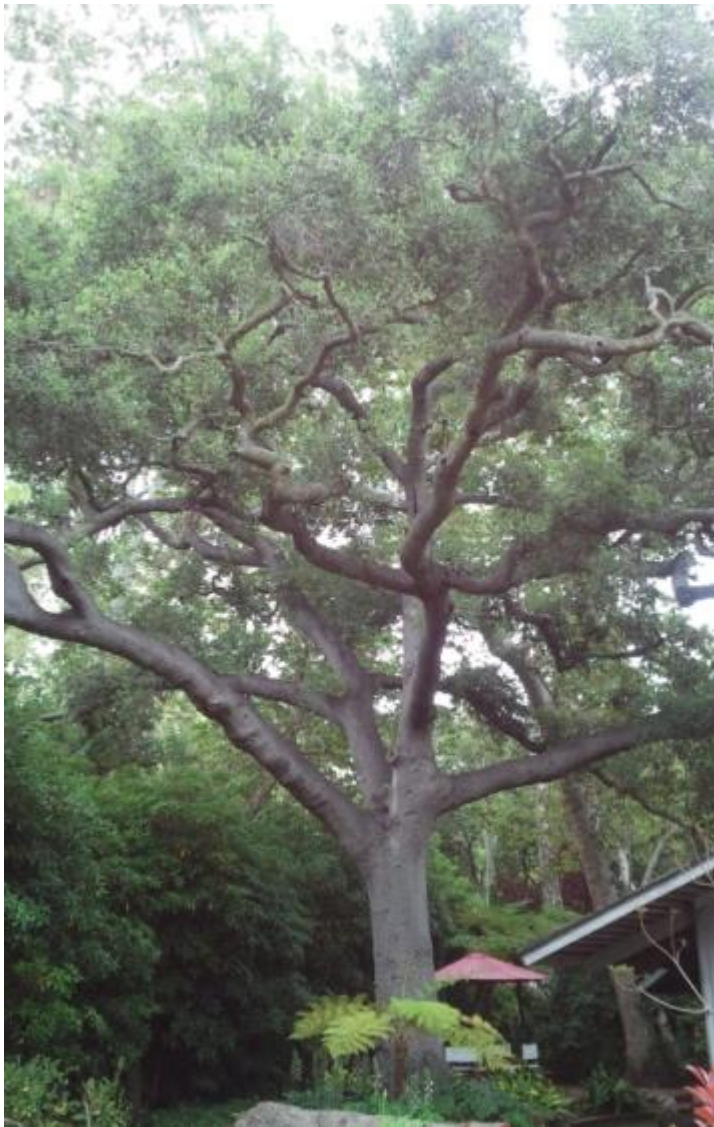
www.inlandurbanforestcouncil.org



Background

- In 2007, IUFC perceived a huge gap in the management of urban forests.
- Lack of consistent planning for community forests.





What caused this gap?

- Lack of time
- Funding shortfalls
- Inertia

CAL FIRE presented an opportunity...



IUFC's Online Toolkit

- In 2008, IUFC was awarded an educational grant from CAL FIRE to prepare and implement an online resource known as the Urban Forest Management Plan (UFMP) Toolkit.



What we hoped to accomplish...

- Ensure adequate and consistent funding for urban forestry
- Educate the community and stakeholders about the value of urban forests and the need to manage them
- Demonstrate effective use of public funds
- Learn how to organize and use our resources effectively.

www.ufmptoolkit.com

Urban Forest Management Plan Toolkit

[Sign Up](#) [Log In](#)

[Getting Started](#) [Management Planning Process](#) [UFMP Outline](#) [Resources](#)

The **Urban Forest Management Plan (UFMP) Toolkit** web site can be used by anyone managing a large population of trees in or near urban areas. The Toolkit web site is intended to help urban forest managers develop management plans that are appropriate for their urban forests.

This is a project of California Urban Forests Council, and the Inland Urban Forest Council.

urban forests

INLAND URBAN FOREST COUNCIL

It's Free!
GET STARTED NOW

You can view the contents of the Toolkit website without registering, but [registration](#) is required to take advantage of the online editing capabilities.

Watch now!
INTRODUCTORY TOUR

What is an urban forest?

“The sum of all woody and associated vegetation in and around dense human settlements, ranging from small communities in rural settings to metropolitan regions.”

From Urban Forestry, Planning and Managing Urban Greenspaces by Robert W. Miller. 1988. New Jersey: Prentice Hall.

What is urban forestry?

“A planned and programmatic approach of the development and

Develop a management plan for your urban forest

The UFMP Toolkit provides

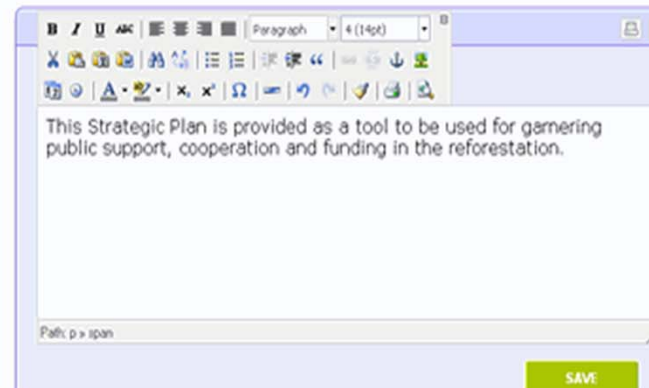
- an overall framework for developing an urban forest management plan;
- an overall process to organize the steps involved;
- a list and descriptions of elements that may be included;
- an online work plan tool;
- an online editing tool to assist in the development of a complete detailed plan outline with notes input by multiple collaborators.



- An overall conceptual framework
- A step-by-step process
- Elements of a plan
- Examples and planning interrogatories
- Tools for developing the plan
 - MS Word interface
 - Multi-user platform
 - Work plan
 - Plan outline and text

Online UFMP Plan Writing Tools

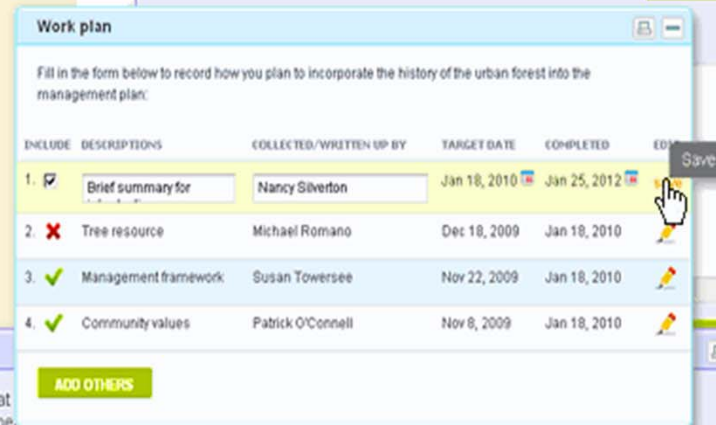
The UFMP Toolkit site also provides online templates that your team can use to collaborate on plan development.



This Strategic Plan is provided as a tool to be used for garnering public support, cooperation and funding in the reforestation.

Path: p > span

SAVE



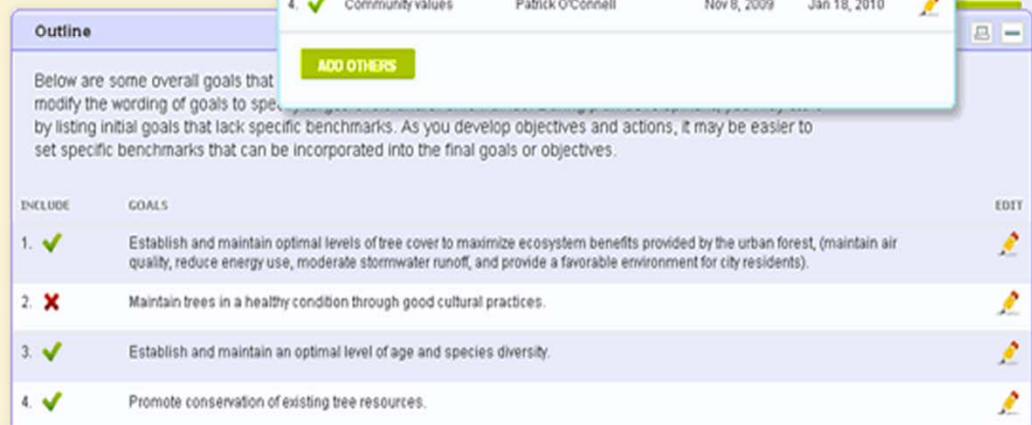
Work plan

Fill in the form below to record how you plan to incorporate the history of the urban forest into the management plan:

INCLUDE	DESCRIPTIONS	COLLECTED/WRITTEN UP BY	TARGET DATE	COMPLETED	EDIT
1. ☒	Brief summary for	Nancy Silverton	Jan 18, 2010	Jan 25, 2012	
2. ☒	Tree resource	Michael Romano	Dec 18, 2009	Jan 18, 2010	
3. ☒	Management framework	Susan Towersee	Nov 22, 2009	Jan 18, 2010	
4. ☒	Community values	Patrick O'Connell	Nov 8, 2009	Jan 18, 2010	

ADD OTHERS

Save



Outline

Below are some overall goals that modify the wording of goals to specify by listing initial goals that lack specific benchmarks. As you develop objectives and actions, it may be easier to set specific benchmarks that can be incorporated into the final goals or objectives.

INCLUDE	GOALS	EDIT
1. ☒	Establish and maintain optimal levels of tree cover to maximize ecosystem benefits provided by the urban forest, (maintain air quality, reduce energy use, moderate stormwater runoff, and provide a favorable environment for city residents).	
2. ☒	Maintain trees in a healthy condition through good cultural practices.	
3. ☒	Establish and maintain an optimal level of age and species diversity.	
4. ☒	Promote conservation of existing tree resources.	

✓	1. Title page		Done
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✓	2. Executive summary		Done
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3. Table of Contents

✓	4. Vision and mission		Done
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	4.1. Vision statement		Done
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	4.2. Mission statement		Done
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5. Introduction

✓	5.1. Historical context			Done
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✓	5.2. Environmental context			Done
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✓	5.3. Why we need a plan			Done
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✓	5.4. Benefits provided by trees			Done
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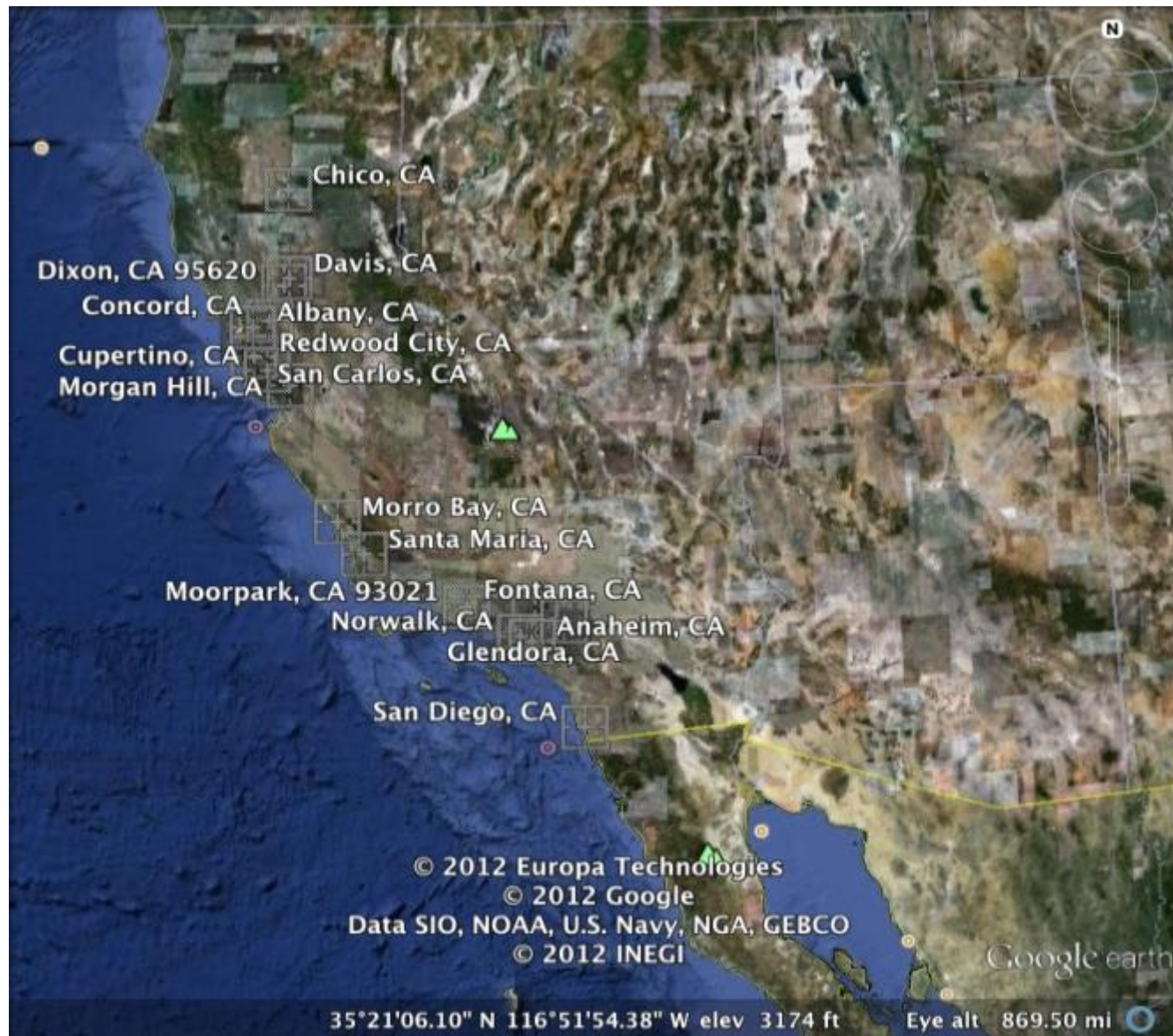
Fast forward...

- Toolkit was completed in 2010
- In 2011, CAL FIRE awarded IUFC another grant for a pilot project to test how best to facilitate use of the toolkit by urban forest managers.



Scope of the project...

- 32 participants
- 4 half-day workshops (one each in northern California and SoCal)
- 4 one-hour Webinars (each repeated twice)
- 4 site visits with hands-on assistance
- Review and edit draft plans
- 25 plans submitted to CAL FIRE by November 2012





How we implemented the program...

Some steps in the planning process.

The management planning process...

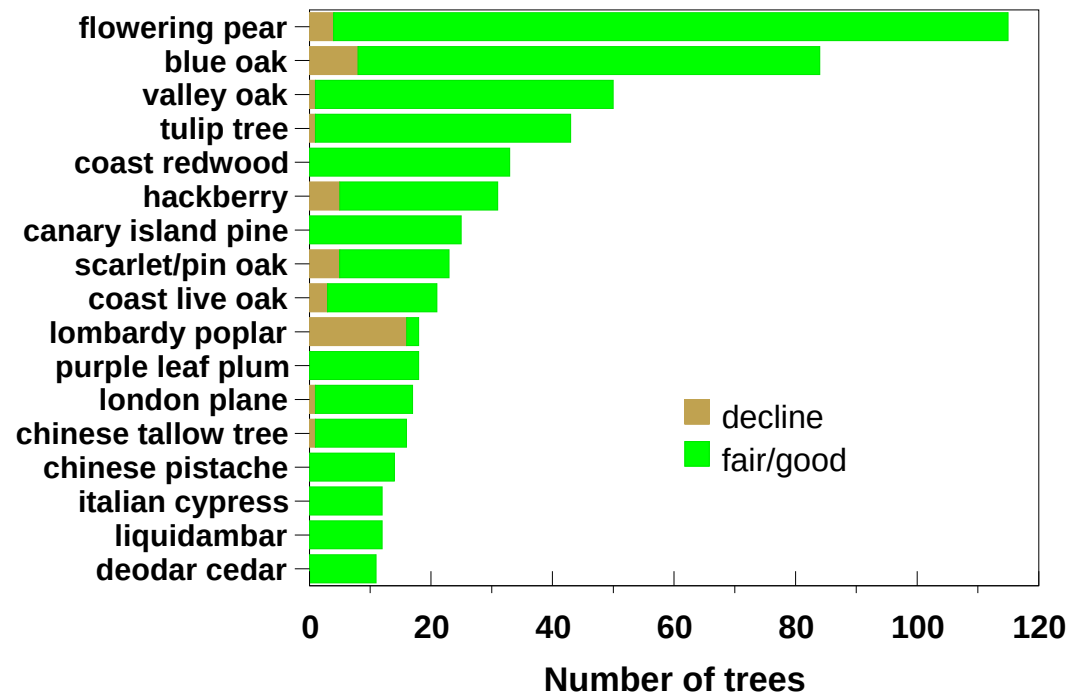
- ◉ What do you have?
- ◉ What do you want?
- ◉ How do you get what you want?
- ◉ Implementation plan
- ◉ Budget and Funding
- ◉ Complete Documents
- ◉ Adoption
- ◉ Post-implementation (Are you getting what you want?)



Assess what you have...

- Tree inventory
- Existing ordinances and policies
- Existing tree management practices
- Currently, who does what?
- Best management practices
- What are the community's values regarding trees?
- Identify your stakeholders

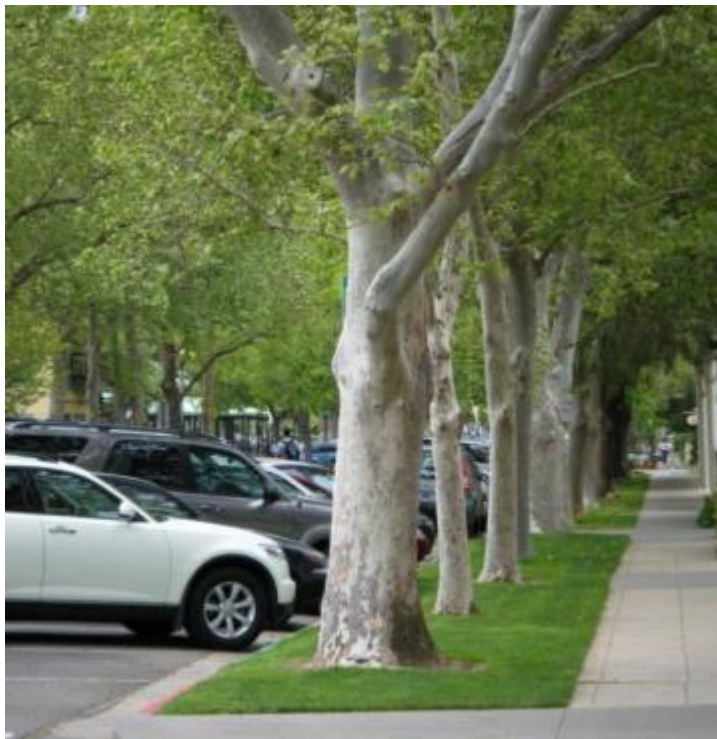
What is your inventory telling you?



Identify issues and trends,
problems to correct or avoid



Identify policies to continue
and expand...



Assessing community values...



Typically with mailed surveys the response rate is low, less than 10%. The response rate of these surveys was very good, approximately 20% of surveys were returned. The survey results identified environmental benefits, social and economic qualities.

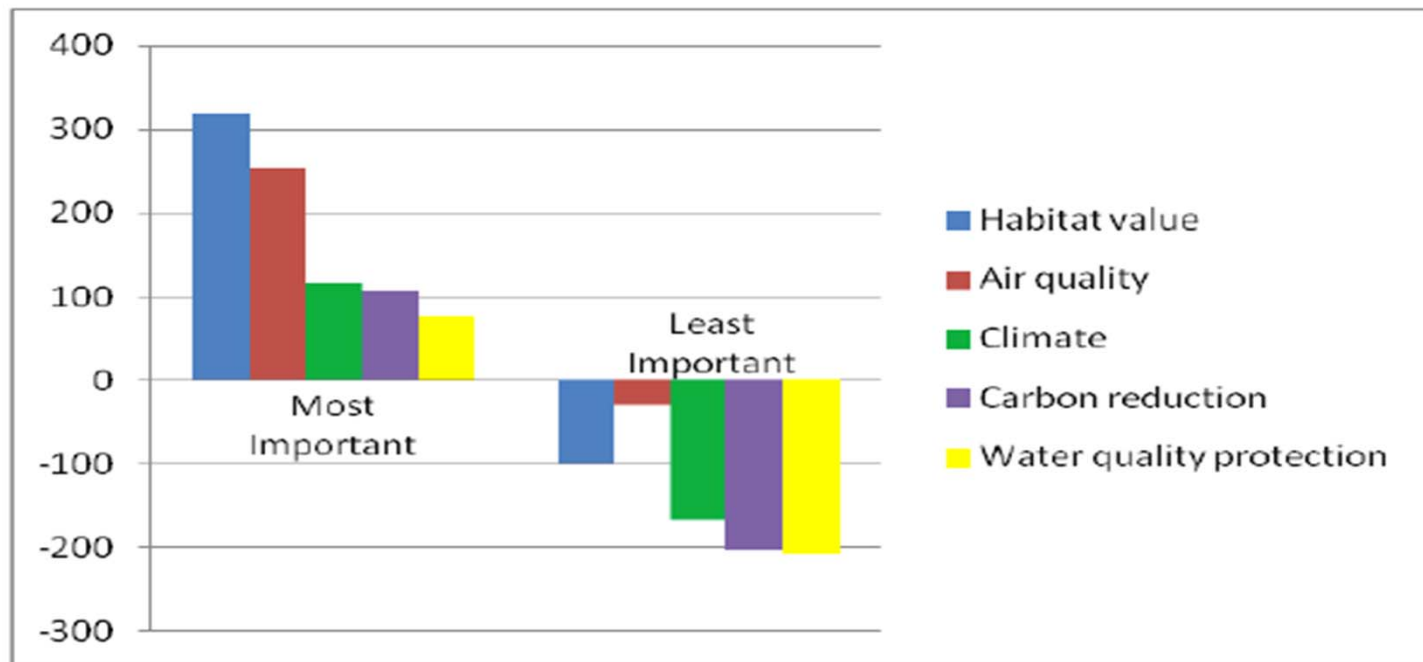


Figure 8: Survey respondents were asked what the most important environmental benefits are provided by public trees. Air quality and Habitat Value were viewed as the most important Environmental benefits provided by public trees.

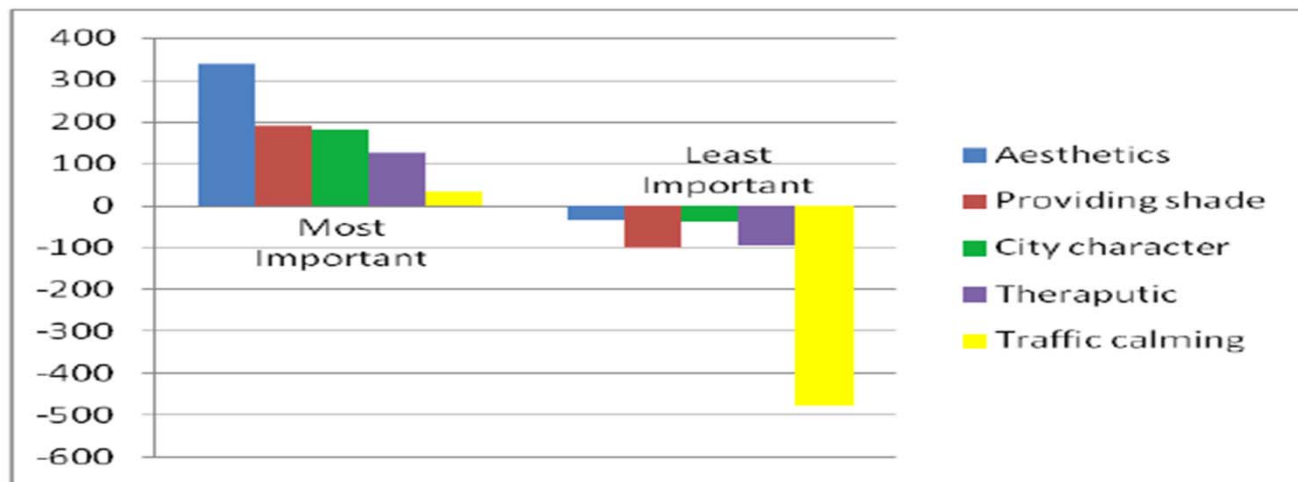


Figure 9: Survey respondents were asked what the most important social benefit provided by the public trees. The aesthetics and beauty of the city was viewed as the top social benefit give off by public trees.

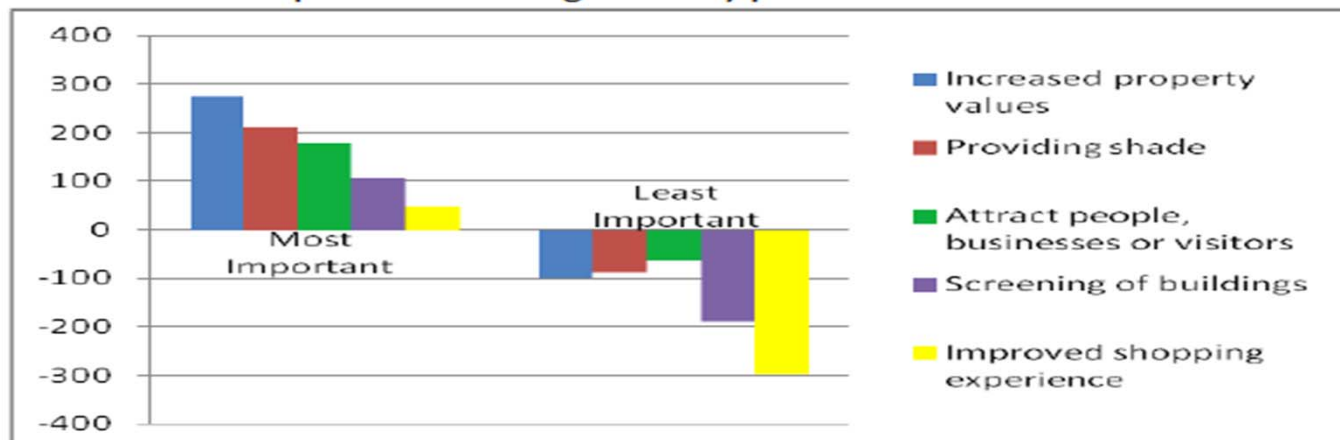


Figure 10: Survey respondents were asked what the most important economic benefit provided by the public trees. Increased property value was viewed as the most important

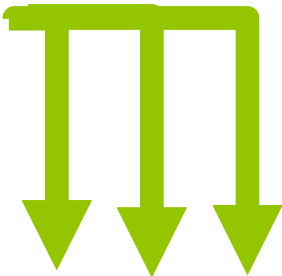
Assessments



Needs and trends



Goals



Objectives



Developing Goals, Objectives, and Actions

- Pruning component
- Planting component
- Removal and replacement component
- Community ordinance related to trees
- Ordinance enforcement
- Tree boards or commissions
- Public education component
- What are you forgetting?

Developing the implementation plan...

- Who does what?
- Assign responsible parties the various strategies as tasks to complete.
- Are you on schedule?
- Have you attached a timeline to each task?

Develop review mechanisms...

- A monitoring program makes you accountable.
 - What do you need to monitor to determine if the plan is working?
 - Use monitoring data to improve or update, e.g., how many trees were pruned, planted? What is customer service turnaround?

Budget and Funding

- Create a realistic budget
- Be creative with funding options
- Plan adoption helps ensure funding
- Tie budget to your strategies
 - Planting program
 - Pruning program
 - Removal program
 - Young tree maintenance

Funding options...

- ◉ Gas tax
- ◉ Citywide assessment district
- ◉ Grants
- ◉ Community groups such as ReLeaf, ACT
- ◉ Fines from ordinance violations
- ◉ General fund
- ◉ Other agencies/departments

Put it all together...

- Compile supporting documents
- Stakeholders review
- Revise
- Adoption



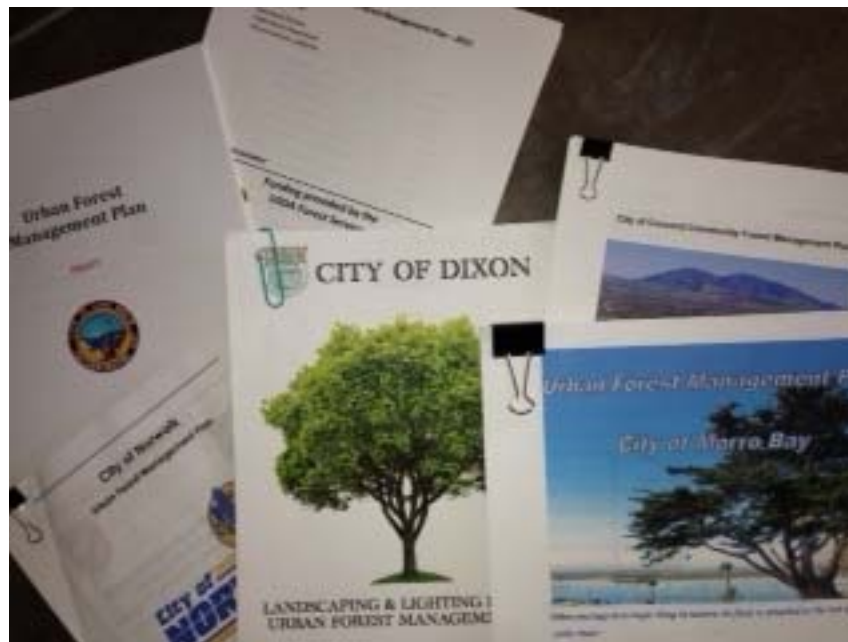
Outcomes...

- Implementation of community-wide educational programs about the urban forest.
- Motivation to find a stable source of funding for the urban forest.
- Better inter-departmental communication within the agency resulted in increased awareness about the urban forest.
- More urban forestry training within the organization.

Outcomes (cont.)...

- Implementation of policies to remove and replace aging stands of trees over time.
- Structured programs were implemented to meet goals of increasing tree canopies over time.
- Tree preservation guidelines were adopted.
- Many goals were set to simply help the organization develop an urban forestry program such as adopting an ordinance, developing standards, hiring staff, and becoming a Tree City USA.

Outcomes (cont.)...



Future programs...

- We believe this methodology is replicable and that it could be expanded nationwide.
- IUFC has applied for additional funding.
- Stay tuned...



Questions, comments...

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Questions and Answers

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