

City of Salem Community Forestry Strategic Plan

City of Salem Public Works Department
January 2014



CITY OF *Salem*
AT YOUR SERVICE



**City of Salem
Community Forestry Strategic Plan**

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Prepared by



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Acknowledgments



Community Forestry Advisory Committee

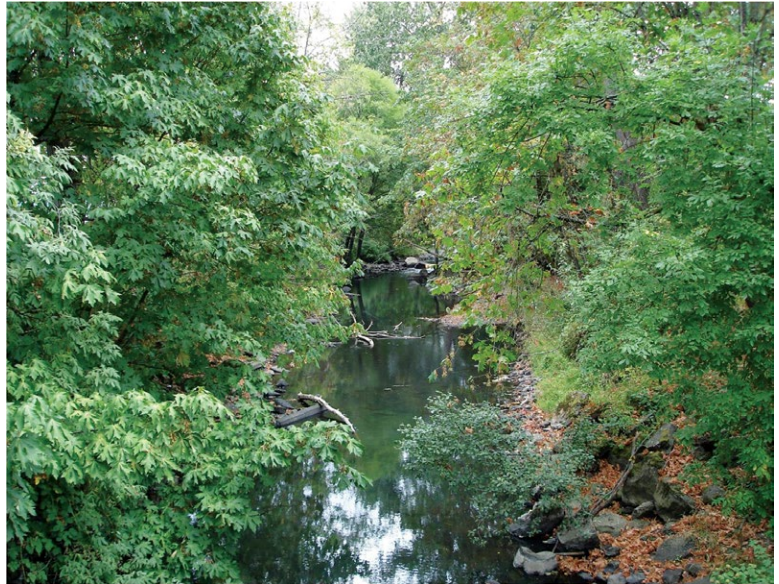
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Executive Summary



Under Salem's Preservation of Trees and Vegetation Code, a tree canopy assessment is required every census year.

Trees provide multiple economic, environmental, and social benefits that including stormwater reduction, air quality improvement, and improved urban livability.

Salem's tree canopy was measured at 18.3% in 2010. This was a 0.1% increase over the last 9 years.

Due to all the advantages trees provide, Public Works decided to investigate ways to improve the city's community forest, with an emphasis on non-regulatory approaches and incentives.

An advisory committee was formed to prepare a strategic plan for protecting, enhancing, and increasing the tree canopy in Salem, and to recommend a realistic tree canopy goal for Salem.

The Community Forestry Strategic Plan establishes six goals and specific actions, priorities, and partnerships needed to achieve the goals.



The six goals of the Strategic Plan are:

Goal 1: Protect, increase, and enhance Salem’s tree canopy;

Goal 2: Increase education and outreach about tree benefits, community forestry program, tree regulations, and incentives;

Goal 3: Develop support at political, management and public levels;

Goal 4: Improve City coordination, communication, and codes related to trees;

Goal 5: Develop and implement a Community Forestry Management Plan; and

Goal 6: Establish a stable funding for Community Forestry Program.

One of the key goals of the Strategic Plan is to set a goal of 23% canopy and to focus efforts on City properties and low-canopy neighborhoods.

The draft Community Forestry Strategic Plan was completed in January, 2013. The plan’s goals and objectives were adopted by City Council in August, 2013.



Salem Community Forestry Strategic Plan

Imagine a great city. In part, what makes a great city is its trees. Trees and the canopy formed by their branches and leaves help create and sustain beautiful cities, neighborhoods, and streets. Salem has a rich history and trees are part of the city's historic, cultural, and environmental fabric. Our urban trees work hard for us and provide a variety of economic, environmental, and social benefits to our community. As the city grows and matures, trees are an essential component of vibrant communities, providing balance to the built environment and improving the quality of life for residents and visitors.



History and Context

Salem sits in the north-central part of the Willamette Valley basin and straddles the east and west banks of the Willamette River.

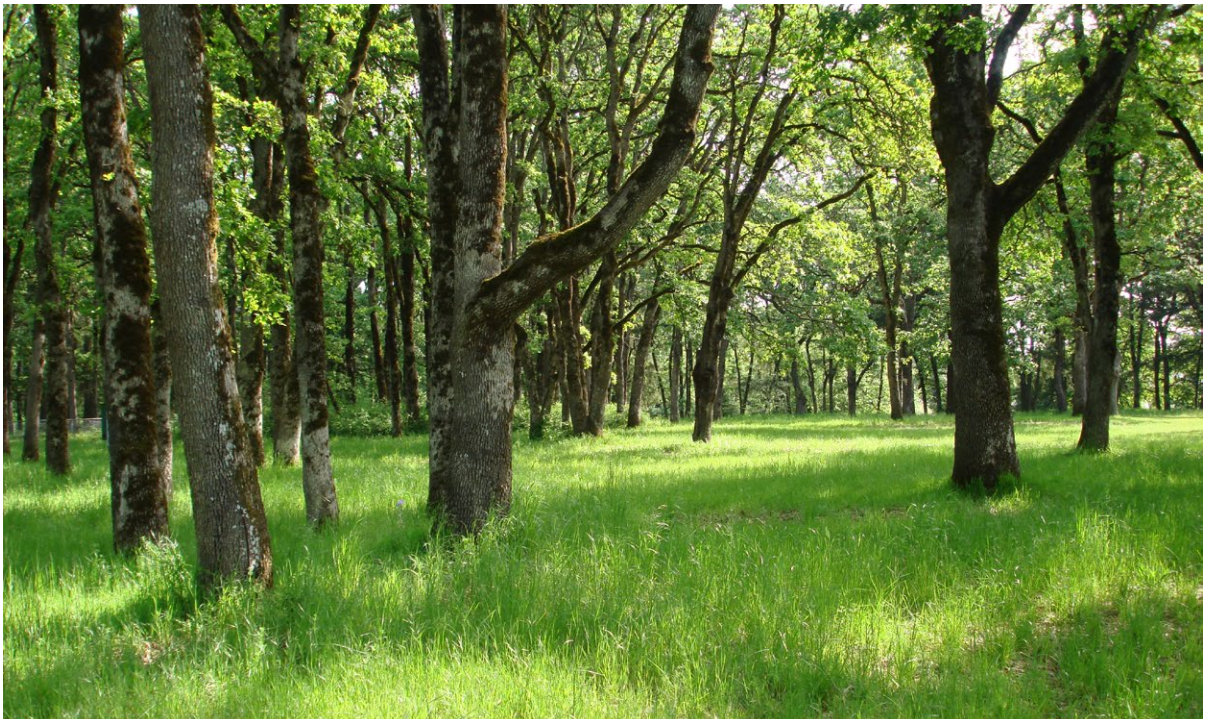
Before European settlement, the mid-Willamette Valley was composed of a variety of native plant communities, primarily oak savanna and upland and wetland prairie. This open landscape was the result of systematic burning by the Kalapuya that began 3,000 to 5,000 years ago. The burning reduced the climax forest into an open grassland/forest mosaic where fire-resistant Oregon white oaks (*Quercus garryana*) dominated, and camas and tarweed—two important native food sources—moved into the grasslands (Wilkes 1845). Studies of fossilized pollen have determined that the oak savanna/wetland environment has dominated the Willamette Valley for over 6,000 years (Hansen 1942).

In addition to the white oaks, riparian vegetation along the rivers consisted of cottonwood, alder, ash, and other

hardwoods, sometimes miles from the banks. Extensive wetlands formed along the winding rivers and also made up shrub swamps, wet prairies, and marshes (Oregon Biodiversity Project 1998; Hulse 1998).

With settlement much of the prairie and oak savanna was plowed for agriculture. Areas toward the South Salem hills became fruit orchards near the beginning of the 20th century, and Salem became known as the “Cherry City” in 1907 due to the extensive, high-quality cherry orchards.

The native white oak is, to this day, a signature tree of the Salem area and has a special place in Salem’s history. Larger-diameter white oaks are given special protection under Salem’s Tree and Vegetation Preservation Code. Significant oaks (greater than 24 inches in diameter) still exist as lone specimens or as groves inside the city. A grove of oak trees in Bush’s Pasture Park is probably the progeny of another stand of oak trees that was flourishing in the exact same spot when Columbus discovered America (Chapman 1995). The oak groves in the park continue to host camas and other prairie species, while providing a cultural and historic gathering place for city residents today.



Other trees are remnants of Salem’s history and may or may not be listed as “heritage trees.” Trees are designated as “heritage trees” due to their location, size, age, botanical interest, commemorative planting, or historic significance.

As Salem prospered, streets were paved, new housing was added, and trees assumed a role in defining the city by lining its streets and beautifying its neighborhoods and commercial areas for generations to come.



Bush House and Oregon white oak groves in Bush's Pasture Park circa 1880 (Salem Library Collection)



Benefits of Trees

Extensive research has been done over the last ten years on the multiple economic, environmental, and social benefits that trees provide. Some of these benefits can be quantified, even monetarily, such as stormwater reduction, air quality promotion, and carbon sequestration that helps reduce greenhouse gases. Trees also provide less tangible benefits, such as natural beauty, a sense of place and identity, increased social interaction, and reduced crime.

Healthy cities have healthy tree canopies. Trees make cities more livable, improve business, and encourage people to walk and get outside. They provide “green infrastructure” that grows and increases in value over time. The “grey infrastructure” of streets, sidewalks, and sewers deteriorate and lose value over time.

Here are just a few benefits that trees provide:

Economic Benefits

- The evaporation from a single large tree can produce the cooling effect of ten, room-size air conditioners operating 20 hours a day (National Arbor Day Foundation, 2004). This translates into lower energy bills.
- Homes on lots with many trees have 6-12 percent higher appraised values (National Arbor Day Foundation, 2004).
- A well-treed business district attracts shoppers who will stay longer, spend more for parking, and spend up to 12 percent more for goods and services (Wolf, K.L., 1999).
- Shaded streets last longer, requiring resurfacing less often. Asphalt shaded by urban trees has been shown to last 40 to 60 percent longer than unshaded asphalt (Burden, D., 2006).

Environmental Benefits

- ***Stormwater reduction.*** Trees reduce runoff and erosion from stormwater by about 7 percent (Miller, Albin L., et. al. 1995). Trees intercept rain, absorb it through their root systems, and release it back to the air through transpiration. Reducing runoff means less pollution and less need to add more stormwater pipes.
- ***Air quality.*** One tree over 50 years generates \$31,250 in oxygen, recycles \$37,500 of water, removes \$62,000 of air pollution, and controls \$31,250 worth of soil erosion (USDA Forest Service Pamphlet No. R1-92-100).
- ***Shade and cooling.*** Trees in Davis, California, parking lots reduced asphalt temperatures by as much as 36 degrees Fahrenheit (Scott, Klaus I.; McPherson, E.G., 1999).
- ***Carbon sequestration.*** Trees release oxygen and sequester carbon from the atmosphere, thereby reducing greenhouse gases.
- ***Habitat.*** Trees provide habitat for birds, wildlife, and insects in the urban environment. Riparian trees along creeks also provide important sources of nutrients, shade, and wood for in-stream habitat.

Social Benefits

- ***Safer neighborhoods.*** Buildings and neighborhoods with high levels of greenery have fewer crimes (Kuo, F. 2001).

- **Trees can reduce the urban heat island effect.** Temperatures can be 5-15 degrees cooler on a tree canopied street (Burden, D. 2006), making a pleasant walking environment in the summer and reducing the energy demand of buildings.
- **Treed streets lead to slower driving speeds and less road rage** (Burden, D. 2006).
- **Trees provide visual, noise, heat, and wind buffers.** Trees reduce noise pollution by absorbing sounds. There is a 7 decibel noise reduction per 100 feet of forest. A solid wall decreases sound by 15 decibels (Coder, Rim D. 1996).



The Urban Heat Island Effect

Image source: <http://www.arborday.org/globalwarming/heatIsland.cfm>

Public Health Benefits

- **Trees have a calming effect.** People who have access to trees and green spaces have reduced blood pressure and improved overall emotional and psychological health (Wolf, K., 2000).
- **Trees relieve stress and improve concentration.** Attention Deficit Hyperactivity Disorder in children is relieved after contact with nature (Ulrich, R. 1984).
- **Trees help heal.** Hospital patients who had a view of trees through their windows required less pain medication and left the hospital sooner than similar patients who lacked a view of nature (Ulrich, R. 1984).



Salem's Community Forest

Salem is a charter member of the Tree City USA program and has been designated a Tree City USA since 1976, making Salem the oldest Tree City USA in Oregon. As of 2013, the City has earned seven Tree City USA Growth Awards. These honors are awarded to cities that go above and beyond the minimum Tree City USA requirements. The City has a full-time Urban Forester and an Urban Forestry Program under the Parks and Transportation Division of the Public Works Department.



In 2001, the first canopy analysis for Salem was conducted by American Forests with funding from the USDA Forest Service. This study was part of a larger regional analysis that encompassed the Willamette Valley and lower Columbia region of Washington. A canopy analysis measures the area of leaf coverage over the city from aerial photographs and satellite imagery. As part of *Salem Revised Code*, Chapter 68, a tree canopy assessment is required at least every census year. The purpose of the census-year canopy assessment is "... for the purposes of measuring the effectiveness of this Chapter and other development-related ordinances in preserving and improving the amount of tree canopy area within the city or the Salem-Keizer Urban Growth Boundary" (*Salem Revised Code* Chapter 68.150(d)).

In 2010, the City undertook its second tree canopy assessment using 2009 aerial imagery. Comparison of the 2001 and 2010 results showed that Salem had lost canopy in several areas of the city, but gained enough canopy through growth of existing trees to add 0.1 percent, with an overall tree canopy coverage of 18.3 percent. American Forests recommends an urban canopy cover of 40 percent. Figure 1 shows tree canopy coverage in each neighborhood of Salem as of 2010. The figure has been updated to reflect the merging of Croisan-Illahe and South Salem Neighborhood Associations into SW Association of Neighbors. The canopy studies can be found on the City's website at: <http://www.cityofsalem.net/Residents/Parks/UrbanForestry/Pages/default.aspx>

Many other cities in the Pacific Northwest and western region have canopy coverage greater than Salem's. While most western cities do not reach American Forest's 40 percent recommendation, many are trying to reach that goal over the next 20 to 30 years. Figure 2 shows local and regional cities' canopies and canopy goals.

In order to determine what level of canopy is possible, a study was completed in 2011 to assess the city's potential

tree canopy through analysis of potential “plantable area.” Plantable areas are lawns or shrub areas that are not currently treed or are covered by impervious surfaces such as buildings or parking lots. The study determined that if all plantable areas were planted with trees, the city could have 44 percent canopy coverage, exceeding American Forest’s recommended goal of 40 percent. Figure 3 illustrates a plantable area. Planting every plantable spot is not realistic, as many are incompatible locations, such as the Salem Airport or state correctional facilities.

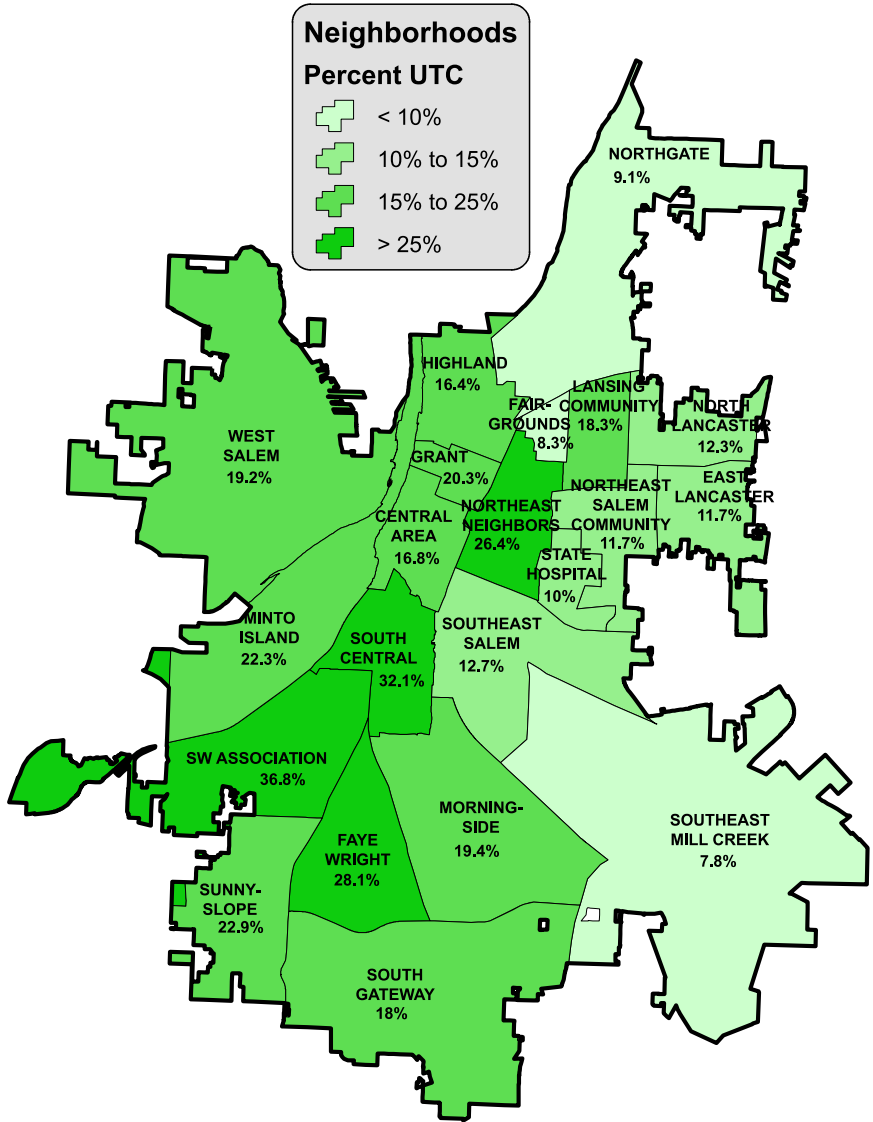


Figure 1. Neighborhood Tree Canopy Coverage in 2010

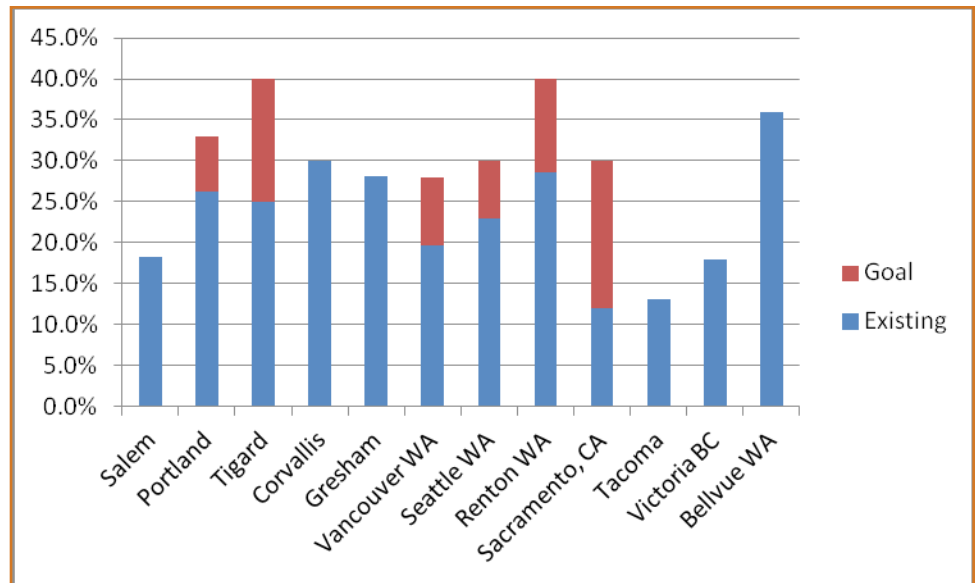


Figure 2. West Coast Examples of Canopy Coverage and Canopy Goals

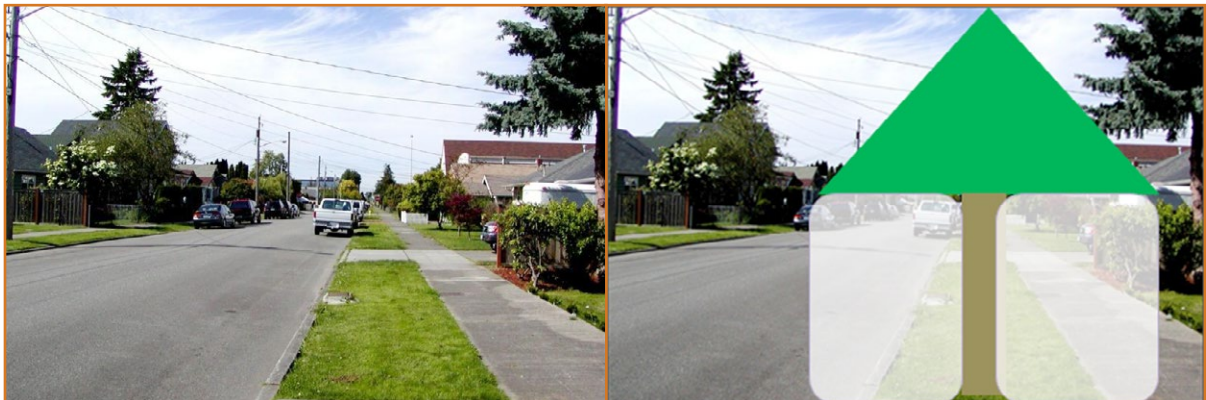


Figure 3. Illustration of Plantable Area

Using the 2010 tree canopy assessment, the 2011 potential tree canopy study, and new research about the benefits of trees, the Public Works Department began to look at trees as part of a citywide, cost effective solution to address stormwater and water quality issues, while improving the city’s overall livability and quality of life. The Public Works Director identified a need for a Community Forestry Strategic Plan developed with stakeholder input.



Stakeholder Involvement

In December 2011, a Community Forestry Advisory Committee was formed consisting of various stakeholders including the following:

Oregon Department of Administrative Services—Facilities

Salem Chamber of Commerce

Oregon Department of Transportation

Education—Willamette University

Environmental—Glenn-Gibson Watershed Council

Homebuilders Association

Neighborhood Associations (two)

Utility Company—Portland General Electric

Citizens (three)

Tree Business—R & R Tree Service

Shade Tree Advisory Board/Salem Parks and Recreation Advisory Board

Developer/Homebuilder—Pringle Community and Massey Construction

The committee served as advisor to the Public Works Director and was tasked with assessing whether the City should try to increase its tree canopy, and if so, how, and by how much. The advisory committee met monthly from January 2012 to December 2012. The group laid the foundation for a strategic plan and tree canopy goal and provided the Public Works



Director with a set of goals and prioritized recommended actions to meet those goals. A summary of the committee's charter and meetings is provided in Appendix A.

An Urban Forester from the Oregon Department of Forestry also participated as an advisor to the group. Staff from the City of Salem Community Development Planning Division, Public Works Parks and Transportation Division, and Public Works Planning and Development Sections also participated in the advisory committee.

A public hearing was held August 12, 2013, and the goals and objectives of the Community Forestry Strategic Plan were adopted by City Council.



The Strategic Plan Goals: Preserve, Increase, and Educate

The overarching goals of the Community Forestry Strategic Plan are to preserve and increase the tree canopy within Salem and to educate the public, decision-makers, and City staff about the benefits of trees. Since the majority of trees in the city are on private property, engaging all facets of the community will be necessary to reach the plan goals. The strategic plan goals can only be achieved through partnerships, incentives, and outreach in the community, as well as improved inter-agency and inter-departmental coordination and communication. This plan identifies specific goals, objectives, and actions that can be undertaken by City staff, community decision-makers, business owners, agencies, schools, non-government agencies, and the general public to meet the strategic plan goals over a multi-year implementation timeline.



The Community Forestry Advisory Committee looked at the city's existing canopy, projected the potential future canopy, and determined a methodology for setting a realistic canopy target for Salem. Setting a canopy goal was a key recommendation of the committee, as a numeric canopy goal provides a measurable target that can help rally support and provide interim benchmarks.

The strategic plans and canopy goal methodologies of other cities were reviewed by the Community Forestry Advisory Committee. In particular, the plans for the cities of Vancouver and Puyallup, Washington, and Portland and Corvallis, Oregon were reviewed. Using a methodology similar to Vancouver, Washington—called the 75th Percentile Rule—the 19 neighborhood associations were ranked by canopy coverage, and the 75th record was selected as the target goal. Fourteen is roughly 75 percent of 19 so the 14th ranked

neighborhood association would set the goal. Although two neighborhood associations combined in 2013, it did not change the goal. Croisan-Illahe and South Salem are now SW Association of Neighbors. This change is reflected in Figure 4.

The 14th neighborhood is Sunnyslope with a canopy of 22.9 percent. Therefore, the committee recommended a canopy goal of 23 percent for Salem. Figure 4 shows the neighborhood association rankings and the 75th percentile method. The 75th Percentile Rule means that 25 percent of the neighborhoods are meeting or exceeding the 23 percent goal, and the other 75 percent are below the goal. Setting a 23 percent goal is approximately a five-percent increase in citywide canopy. Some neighborhoods cannot obtain a 23-percent canopy due to lack of plantable area.

	Neighborhood	Existing Canopy Percent	Percent Increase	Proposed Canopy Percent
1	Northgate	9	14	23
2	Southeast Mill Creek	9	14	23
3	North Lancaster	11.1	11.9	23
4	Northeast Salem Community	11.2	11.8	23
5	East Lancaster	12.6	10.4	23
6	Southeast Salem	12.7	10.3	23
7	Highland	16.3	6.7	23
8	Lansing	16.7	6.3	23
9	South Gateway	17.5	5.5	23
10	Central Area	17.7	4.1	21.8
11	West Salem	19	4	23
12	Morningside	19.4	3.6	23
13	Grant	20.4	1.2	21.6
14	Sunnyslope	22.9	75th Percentile Record	
15	Northeast Neighbors	26.3		Maintain
16	Faye Wright	27.7		Maintain
17	South Central	33.4		Maintain
18	SW Association	36.8		Maintain

Figure 4. Neighborhood Canopy and 75th Percentile

Once a canopy goal was determined, specific actions were recommended to meet the canopy target and strategic plan goals through a variety of policy, education, outreach, and

management recommendations, taking into account cost, staffing demands, and partnerships.



Strategic Plan Goals

In addition to recommending a 23 percent citywide canopy goal, the Strategic Plan has the following goals related to the themes of preserving canopy, increasing canopy, and educating about trees.

Goal 1 Protect, Increase, and Enhance Salem's Tree Canopy.



Rationale: Would you want to live in a city that has only one kind of tree and all the same size? Probably not. Tree age and species diversity make a more resilient, healthier, and more interesting community forest. It is important to preserve the city's existing canopy as mature trees provide greater benefits. However, a tree canopy is not static. A healthy forest is constantly changing as trees grow, mature, and decline. Therefore, it is also important to continue to plant new trees so there is a diversity of age groups and species.

Some suggested actions to reach this goal include:

- Preserve existing wooded parks and natural areas; plant trees in parks, natural areas, and other public open spaces to improve overall tree canopy on City-owned properties.
- Promote tree preservation and tree planting to maximize future canopy while recognizing infrastructure and site limitations.
- Develop and offer incentives to encourage the preservation and planting of trees and tree groves on private property.
- Support a non-governmental organization that can assist in funding and organizing tree planting events.

Goal 2 Increase Education and Outreach about Tree Benefits, Community Forestry Program, Tree Regulations, and Incentives.

Rationale: Increasing people's knowledge about the benefits of trees and the urban forest where they live fosters stewardship, volunteerism, and initiative. Providing clarity about regulations helps to protect trees from inadvertent removal or damage, and providing incentives stimulates people to plant and care for trees in their own yards and neighborhoods. Better information about trees also saves money, since trees will be selected, planted, pruned, and maintained correctly, thereby reducing expenditures to remove inappropriate or hazardous trees in the future.



Some recommended actions to reach this goal include:

- Develop outreach and education material about the benefits of trees and Salem's community forest: website updates, articles, events, social media, workshops, etc.
- Provide opportunities for volunteer involvement; recruit neighborhood associations, community groups, schools, and businesses for tree planting events.
- Educate the public about tree codes and tree best management practices for tree health and risk reduction.

Goal 3 *Develop Support at Political, Management, and Public levels.*

Rationale: In order to meet the first goal of preserving, increasing, and enhancing the community forest it will take the support of public and private decision makers. Engaging Salem City Council and community leaders will help to grow and sustain the Community Forestry Program, create partnerships, and open up grant funding opportunities.

Some suggested actions to reach this goal include:

- Encourage the Salem City Council and neighborhood associations to support the Strategic Plan goals.
- Inform the Salem City Council and other community decision-makers about the state of the community forest and how the strategic plan is progressing on implementation.

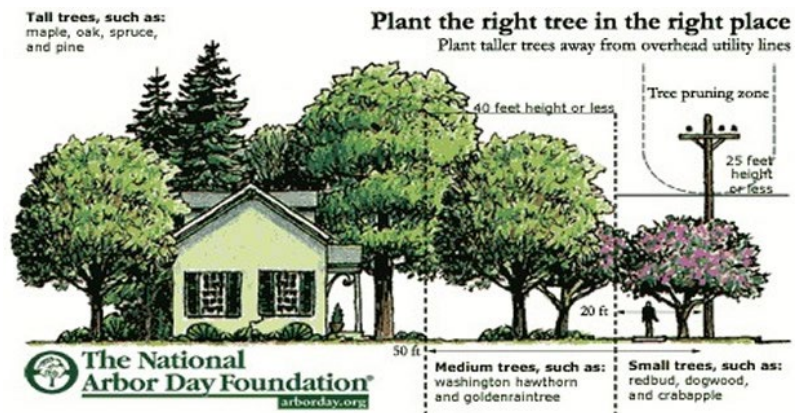
- Invite decision-makers and community leaders to participate in Arbor Week, Tree City USA, and other tree-related events.

Goal 4 *Improve City Coordination, Communication, and Codes Related to Trees.*

Rationale: Trees in the city are regulated by several codes, departments, and staff. It is important that there is consistency and clarity in code interpretation, design standards, and tree friendly development practices. Trees are also planted and removed by both the public and the City as part of development projects, habitat restoration projects, and landscaping. Sometimes trees are damaged during construction, creating risks later. Improving internal and external communication and coordination in light of the strategic plan goals will help to protect and manage the urban forest for the future.

Some suggested actions to reach this goal include:

- Promote tree-friendly development and land-use practices, such as innovative ways to reduce conflicts between sidewalks and trees.
- Review development plans to ensure that the right tree is planted in the right place to increase tree longevity, reduce conflicts with other infrastructure, and provide for future canopy growth.
- Incorporate tree preservation and tree plantings into City projects and master plans, and use trees as a means to meet regulatory requirements under the Clean Water Act.



Goal 5 *Develop and Implement a Community Forestry Management Plan.*

Rationale: A community forestry management plan is a more detailed set of policies, protocols, and best management practices for arboriculture in the city and is primarily



intended for use by the City's urban forestry staff but may also direct landscaping professionals in the community. The management plan may direct data gathering and analysis to better understand the health and composition of the community forest in order to make informed decisions about planting, maintenance, emergency response, and hazard reduction.

Some suggested actions to reach this goal include:

- Update the City's street tree list to include diverse species and incorporate large canopy trees where appropriate.
- Establish industry-appropriate best management practices, standards, and protocols for tree care and risk and hazard reduction.

Goal 6 ***Establish Stable Funding for Community Forestry Program.***

Rationale: In order to increase the city's tree canopy and meet other strategic plan goals it will be necessary to establish stable and varied funding sources. Having a variety of funding sources will sustain a more resilient program for the long-term. Funding may come from traditional and non-traditional sources, including businesses, corporations, private donors, and grants. Having a strategic plan with specific and measurable actions may open the door to funding opportunities.

Some suggested actions to reach this goal include:

- Establish a dedicated fund for tree planting and maintenance. Funds may include donations, compensatory payments,

environmental fines, payment in lieu, etc.

- Seek traditional and non-traditional funding through foundations, non-profits, and federal grant opportunities and through corporate and business partnerships.

The Community Forestry Advisory Committee developed a list of over 100 specific actions to meet the strategic plan goals. Each action was assessed for approximate cost and staff demands and then prioritized by each stakeholder. Potential partners and action item leads were also assessed. The complete summary of actions and priorities is provided in Appendix B: Salem Community Forestry Strategic Plan Goals, Objectives, and Actions.



Summary

The Community Forestry Strategic Plan is a framework for maintaining and improving Salem's urban tree canopy through direct action, partnerships, education, and incentives. A healthy urban tree canopy is vital for a high quality of life and economic vitality. Trees make important contributions to society and are an important component of our city's infrastructure, even increasing in value as they age. Trees also can help address many pressing environmental issues, such as water and air pollution and greenhouse gases. It has been estimated that for every dollar we invest in trees, we receive two to three dollars in benefits. In 2001, it was estimated that the City received over one hundred million dollars in services and benefits from the urban forest. The results are clear. Investing in our community forest makes sense.

Implementation of the Community Forestry Strategic Plan is a long-term endeavor. It will take many years to make a measurable increase in canopy cover. It will require the participation of public and private property owners. While this might seem daunting, it is important to begin this work so that future generations might benefit from our actions today. There is an old proverb:

***The best time to plant a tree was 20 years ago.
The next best time is now.***

—Chinese Proverb



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Appendix A

Community Forestry Advisory Committee (CFAC)



Committee Charter (October 10, 2011; revised June 21, 2012)

Committee Purpose

The City of Salem Public Works Director (Director) has identified a need for a Community Forestry Strategic Plan (Plan). The purpose of the Plan is to lay the foundation for a comprehensive community forestry program for the City of Salem. The Plan will address administrative, policy, educational, outreach, and management goals. The Plan will provide a clear set of prioritized recommendations to accomplish the goals, a proposed time-line for implementation and, where possible, estimate potential costs and funding. The Plan will include strategies for engaging the public in meeting the goals.

In order to assist the Director in developing the Plan and associated policies, the Director has directed the formation of a Community Forest Advisory Committee.

Committee Scope

The Community Forestry Advisory Committee has been formed to provide advice to the Public Works Director. Its purpose is to work closely with City staff to help develop a Community Forestry Strategic Plan. Its primary responsibility will be to review a draft Strategic Plan and develop recommendations for priorities and implementation. The goal is to complete the review and recommendations by the end of calendar year 2012. The Community Forestry Advisory Committee recommendations and insights will be used to develop a staff-recommended strategic plan to the Public Works Director. Staff anticipates that Community Forestry Advisory Committee members will propose feasible short- and long-term recommendations to improve and increase the city's urban tree canopy.

After review and approval of the draft recommendations by the Director, staff will provide the final recommendations and the Director will present the recommendations to the City Manager and City Council.

Meeting Procedures

- 1. Meetings are public meetings.** Meeting dates and agendas will be published in the Meetings of Interest calendar on the City's website. The public will be welcome to attend; however, the meetings are not public forums. As such, members of the public attending the meetings will be asked to refrain from participating in the Committee discussions. All meeting agendas will provide a brief time at the end of the meeting for the Committee members to hear from the public.
- 2. Meetings will be facilitated group discussion.** Meetings will be held during normal business hours at a City meeting room at times and locations to be determined. Meetings will follow a published agenda and will be facilitated by staff to maximize the input of members.
- 3. Decision-making process:** All committee members are expected to participate in discussions of policy issues and alternatives. Staff will seek consensus from the group on the topics discussed. If there is a split, or significant minority on a policy decision, staff will take this into account in developing a recommendation for the Director's review. Staff does not intend to ask for a vote on the policy issues to be discussed.
- 4. Discussion topics and agenda:** Discussion will follow the published agenda. Items not on the agenda will be included on the future topics list. If Committee members wish to discuss items that are not on the agenda, or if presentations and discussions elicit a request for additional information, staff will maintain a list of topics during the meeting for discussion at future meetings.
- 5. Assignments:** Members will be expected to review documents, respond to emails, come to meetings prepared, and work together to develop ideas, examples, and recommendations for policies and actions related to the Plan.

Deliverables

The Community Forestry Advisory Committee will provide draft and final recommendations to the Public Works Director for:

- Goals, objectives, and tasks for the Community Forestry Strategic Plan, including recommendations for an achievable range of canopy increase;
- Strategic Plan priorities for implementation; and
- Funding, outreach, and partnership opportunities.

Timeline

Committee members will be solicited and selected in October/November 2011. Meetings will begin in January 2012 with a December 31, 2012, deadline for recommendations to the Public Works Director.

Potential Stakeholder Slots:

Salem Shade Tree Advisory Committee

Salem Parks and Recreation Advisory Board

Chamber of Commerce

Homebuilders Association

Developer/Home Builder

Environmental

Neighborhood Associations (two)

Education

Utility Company

Transportation (ODOT)

Citizens-at-Large (three)

Government

Community Forestry Advisory Committee Meeting Schedule and Agendas



January-December 2012

Meeting #	Date/Location	Key Topics/Agenda
Meeting 1	January 11	Introduction of Stakeholders and their interests/concerns Background/Context for CFAC (studies, reports, City Council goal, draft strategic plan) Role and Scope of CFAC
Meeting 2	February 15	Should Salem set a tree canopy target or goal? Pros and cons of setting a goal Methods and examples of how to set a canopy goal GIS maps and tools –revised plantable areas and exclusion of areas outside city limits UTC Calculator demonstration
Meeting 3	March 14	Setting a tree canopy goal: examples of hybrid canopy goal setting methodologies
Meeting 4	April 18	Friends of Trees Presentation Neighborhood Land Use patterns, goal setting by neighborhoods Presentation given to Morningside Neighborhood Planning Committee
Meeting 5	May 16	Comments on draft Community Forestry Strategic Plan Suggestions for how to achieve goals of draft strategic plan <ul style="list-style-type: none"> • What specific actions can be taken to meet the goals? • Are these short or long term actions? • How can progress be measured? How can your organization help achieve the goals? What opportunities for partnerships exist?

Meeting #	Date/Location	Key Topics/Agenda
Meeting 6	June 27	<p>Presentations to Neighborhood Associations update</p> <p>Community Viz software update</p> <p>TCUSA Growth Award criteria</p> <p>Tree information/tree emails – who wants to receive?</p> <p>Continue Strategic Plan review:</p> <p>Comments on draft Community Forestry Strategic Plan</p> <ul style="list-style-type: none"> • How does it compare to other examples? See ftp site references folder for other strategic plans • Is there anything we should borrow from other strategic plans? Was anything missed or not necessary?
Meeting 7	July 25	<p>Continue Strategic Plan review:</p> <p>Goals 1 and 5:</p> <p>GOAL 1: Protect, Increase, and Enhance the Community Forest Canopy</p> <p>GOAL 5: Develop a long range Community Forestry Management Plan</p>
Meeting 8	August 22	<p>Continue Strategic Plan review:</p> <p>Comments on draft Community Forestry Strategic Plan</p> <p>Continued edits to draft strategic plan document Goals 2 and 3:</p> <p>GOAL 2: Education and Outreach</p> <p>GOAL 3: Develop support at political, management, and public levels</p>
Meeting 9	September 26	<p>Continue Strategic Plan review:</p> <p>Continued edits to draft strategic plan document Goal 4:</p> <p>GOAL 4: Improve City coordination, Communication, and Codes related to trees</p>
Meeting 10	October 31	<p>GOAL 6: Establish stable funding for Community Forestry Program</p>
Meeting 11	November 28	<p>Review of CFAC priority rankings and draft Recommendations of CFAC</p>
Meeting 12	December 19	<p>Presentation of recommendations and Strategic Plan to Public Works Director</p>

Table A. Meeting Schedule and Agendas.

Appendix B

Salem Community Forestry Strategic Plan Goals, Objectives, and Actions

The table on the following pages (Table B) breaks down each of the six goals of the Community Forestry Strategic Plan into a set of actions. The priority ranking by members of the advisory committee, estimated cost, staffing demand, partners, and status of each action is also given.

Priority Ranking*		Potential Project Partners (listed alphabetically by abbreviation)	
Rank	Recommended Timeframe	Symbol	Description
Very High	Immediately	BD	Builders and developers (private)
High	Immediately to three years	CAC	Citizen Advisory Committee
Medium	Within three to ten years	COL	Local colleges (Willamette U., Chemeketa, etc.)
Low	Within five to ten years or as budget, staffing, and other resources allow	COS	City of Salem
		COU	Marion and Polk Counties
Very Low	Only as opportunity arises	ENG	Engineers (private)
Cost		HBA	HomeBuilders Association
Symbol	Estimated Cost Range	MEDIA	Local media (newspapers, television, radio)
\$\$\$\$	Greater than \$50,000	NAS	Neighborhood associations
\$\$\$	\$20,000–\$50,000	NS	Nurseries (private)
\$\$	\$10,000–\$20,000	ODOT	Oregon Department of Transportation
\$	Less than \$10,000	ODF	Oregon Department of Forestry
N/A	Not Applicable	PGE/SE	Portland General Electric/Salem Electric
Staffing Demand		PO	Property owners
Symbol	Description	SKSD	Salem Keizer School District
H	Additional staff or consultant needed to complete task	SELC	Straub Environmental Learning Center
		STAC	City of Salem Shade Tree Advisory Committee
M	Existing staff but new task in workplan	TCP	Tree care providers/Arborists (private)
L	Existing staff can accomplish under current workplan	WC	Watershed councils
* Priority rankings are those designated by voting members of the CFAC. The number in each priority rank column denotes the tally of votes submitted by CFAC members. (Not all CFAC members voted.)			

Table B-1. Key to Symbols and Abbreviations Used in Table B-2.

	Actions	VERY HIGH	HIGH	MEDIUM	LOW	VERY LOW	Cost	Staffing Demand	Partners	Status
GOAL 1	Goal 1 Protect, Increase, and Enhance Salem's Tree Canopy									
1.1	Preserve Existing Wooded Parks and Natural Areas; plant trees in parks, natural areas and other public open spaces to improve overall tree canopy									
1	Set future canopy goal with Tree Board, Citizens and/or Technical Advisory Committees and public involvement- establish process and framework.	1	6		3		N/A	M	CAC, COS	COMPLETED
2	Develop specific canopy goals for parks, natural areas, and public open space at the neighborhood level.	1	6	3	1		N/A	L	CAC, COS	
3	Incorporate existing trees, groves, and canopy goals into parks masterplans.	1	4	5	2		N/A	M	COS, STAC	
4	Prioritize potential property acquisition, planting opportunities, and outreach using a prioritization methodology and baseline information for all City owned properties.		3	5	3		N/A	M	COS	
5	Develop natural area management plans to maximize tree canopy and ecosystem services.			8	2		\$	M	COS	
6	For new park design projects, include canopy targets on the park master planning process. Encourage incorporation of tree planting as a funded element in first phase park construction.	1	6	3	2		N/A	M	COS, STAC	
7	Retrofit existing parks and public spaces by planting trees and shrubs, using native vegetation where appropriate, in riparian areas and hard to mow or underutilized grassy areas.	2	2	5	4		\$\$\$	H	COS, STAC	
8	Allow for planting of "memorial" trees and tree groves that could be purchased for installation by City with care by donor.		1	3	7		N/A	H	COS	
9	Partner with other public agencies (e.g. State of Oregon DAS, ODOT, DOC) for tree canopy preservation, enhancement, and tree plantings on other publicly owned properties		4	5	2		N/A	M	COS, ODOT, DAS	
10	Work collaboratively with utility companies to ensure health and safety of public trees in utility right of ways (e.g. PGE, Salem Electric, NW Natural Gas)	1	6	2	2		N/A	M	COS, PGE, DAS, SALEM ELECTRIC	
11	Upgrade City-owned parking lots by planting trees to maximize shade and minimize runoff.		1	1	3		\$\$\$	M	COS	
1.2	Promote tree preservation and tree planting to maximize future canopy while recognizing infrastructure and site limitations.									
1	Establish stakeholder advisory committee to consider setting a canopy goal and to draft a strategic plan.	1	7		2	1	N/A	L	COS	COMPLETED
2	Use Urban Tree Canopy analyses and stakeholder advisory committee to assist in framing tree canopy goal discussions.		7	1	2	1	N/A	L	COS, CAC	COMPLETED
3	Establish a citywide canopy goal, with accompanying targets by land use type and neighborhoods.	1	7	2	1		N/A	L	COS, CAC	
4	Develop a tree planting campaign to reach a goal.		4	3	3	1	\$\$	H	COS, NAS, NGO, COL, MEDIA, ODOT, DAS, WC, SKSD	
5	Recruit neighborhood associations for tree planting projects and outreach.	3	5	3			\$\$	M	COS, NAS	
6	Do a neighborhood association competition/challenge to meet tree canopy goal.	1	2	6	2		\$	M	NAS	
7	Enlist a non- profit group to spearhead a tree planting campaign (e.g. Friends of Trees).	1	4	1	4	1	\$\$\$	M	NAS, COS, SKSD, NGO	
8	Use canopy analyses to prioritize low canopy neighborhoods for tree outreach and plantings.	2	2	4	2		N/A	L	COS, NAS	
9	Use strategic planting along public Right of Ways to reduce future conflicts (safety, signs, visibility, ice).		4	5	2		N/A	L	COS, PGE, ODOT	
10	Plant publically owned vacant lands for canopy benefit, while recognizing potential future site development.			6	4	1	\$\$\$\$	M	COS, DAS, ODOT	

	Actions	VERY HIGH	HIGH	MEDIUM	LOW	VERY LOW	Cost	Staffing Demand	Partners	Status
11	Implement a pilot project at a block or neighborhood level. Develop prioritization criteria for selecting project locations.		4	4	3		\$\$\$	H	COS, SKSD, NAS	
12	Work with Oregon Department of Transportation and local utility companies for site specific tree planting strategies and locations.		4	5	2		N/A	M	COS, PGE, ODOT, SALEM ELECTRIC	
13	Encourage planting of conifers in appropriate areas for species diversity and stormwater benefits		3	5	3		N/A	L	COS, WC	
14	Contact churches and schools for tree planting opportunities as they often have large lots.		6	3	2		N/A	M	COS, NAS, SKSD, NGO, WC	
15	Prevent unnecessary tree removal on residential lots through property owner education.		3	3	4		\$	L	COS, NAS, PO	
16	Continue and increase programs to plant trees throughout the City.		3	5	2		\$\$	M	COS	
1.3 Develop and offer incentives to encourage the preservation and planting of trees and tree groves on private property										
1	Increase awareness of existing City grant programs that could be used for tree plantings (e.g. Salem Parks Improvement Fund, Watershed Protection Grant, Neighborhood Enhancement Fund)	1	7	3			\$	L	COS, STAC, WC, MEDIA, NAS	
2	Bolster the Heritage Tree program for more nominations and recognition of program		3	3	5		\$	L	COS, NAS, NGO	
3	Establish another tree category for "Special" or "Trees of Interest" with nominations from the public			3	7	1	N/A	L	COS, STAC	
4	Develop a recognition award for tree preservation, tree planting, tree champion. Coordinate award with Arbor Day events.		3	3	3	1	\$	L	COS, STAC, SELC	
5	Continue and expand free tree and street tree programs to meet canopy goals		4	4	3		\$\$	M	COS, WC	
6	Provide coupons or discounts for pruning, not removing trees			2	8	1	\$\$\$	M	COS, TCP, HBA	
7	Provide tax breaks for high percent tree cover		1	1	6	3	\$\$\$\$	M	COS	
8	Investigate funding opportunities for tree preservation and planting incentives	1	6	2	2		N/A	L	COS, WC, NAS, HBA	
9	Develop opportunities for applying for larger grants at community or neighborhood level		5	4	2		N/A	L	COS, STAC, NAS, NGO	
10	Partner with a non-profit/non governmental organization for tree planting or outreach (e.g. Friends of Trees or Friends group)		4	2	4	1	\$\$\$	M	COS, NGO, WC, SELC, HBA	
11	Set up tree fund that is designated for tree plantings. Fund through grants, donations, etc. Investigate whether donations can be tax deductible.	1	7	1	2		N/A	L	COS, STAC	COMPLETED- Tree Preservation Fund set up in CD
12	Have approved geographic areas for tree plantings using the tree fund, preferably within same watershed or neighborhood.		5	2	3		N/A	L	COS, WC, PO, SKSD, DAS, ODOT	
13	Identify barriers to tree canopy expansion on industrial properties. Develop best management practices to mitigate for these barriers. Develop pilot project with industrial partnership.		1	6	4		\$\$\$	H	COS, PO	
1.4 Promote street tree plantings to maximize future tree canopy coverage while recognizing infrastructure limitations										
1	Use canopy analysis to identify street tree planting opportunities. Verify locations on ground to ensure appropriate species and minimize future infrastructure conflicts.	1	6	4	1		\$\$	M	COS, PGE, ODOT, SALEM ELECTRIC, NAS	
2	Update and distribute a street tree selection guide and interactive website.	1	3	6	1		\$	M	COS, MEDIA, SELC	
3	Work with neighborhood associations or other groups to conduct volunteer neighborhood tree plantings. Encourage low canopy neighborhoods to participate.		8	3			\$\$	M	COS, NAS, SKSD, NGO, WC	
4	Develop street profiles that create more tree planting opportunities in the right of way.		4	4	3		N/A	M	COS, ENG, HBA, PGE, ODOT	

	Actions	VERY HIGH	HIGH	MEDIUM	LOW	VERY LOW	Cost	Staffing Demand	Partners	Status
5	Work with local tree nurseries to expand street tree selection.		4	2	5		N/A	M	TCP, COS	
6	Engage volunteers in care of newly planted street trees.		2	8	1		\$	H	COS, NAS, SKSD, NGO, WC	
GOAL 2	Increase education and outreach about tree benefits, community forestry program, tree regulations, and incentives.									
2.1	Develop outreach and education material for website, articles, events, workshops etc.									
1	Provide educational materials about tree codes and regulations to reduce ambiguity about tree requirements.	2	5	3	1		\$	M	COS, STAC, HBA, PO, MEDIA, NAS	
2	Develop information about the value and benefits of trees, tree valuation, ecosystem services, value of big trees.	3	4	4	1		\$	M	COS, WC, SELC, NGO	
3	Increase the public knowledge about: the benefits of trees, the Salem tree canopy studies, the Riparian Action Plan, the Community Forestry Program, and how trees can help the City meet its obligations under the Clean Water Act.	1	5	4	2		\$	M	COS, NAS, STAC, SELC, WC, MEDIA	
4	Develop information about trees and Salem's community forestry program in a "welcome packet" for new property owners and residents in newly annexed areas.		3	4	4		\$	M	COS, WC, NAS, HBA	
5	Educate about how to manage trees for health and reduced risk (e.g. No Topping, Right Tree/ Right Place, watering, proper pruning techniques). Provide information about how to manage and care for trees (pruning, watering, selection etc).		6	3	2		\$\$	M	COS, TCP, HBA, PO, NAS	
6	Educate public and tree grove owners about benefits of groves.		4	4	3		\$	L	COS, PO, WC, NAS, SELC, WC	
7	Provide a planting template for different size lots to engage property owners of all size properties to plant trees.		3	2	6		\$	M	COS, COL	
8	Use a software program such as "Community Viz" as outreach tool to help people to visualize their street/neighborhood/lot with trees and canopy growth over time.		5	3	3		\$	M	COS, NGO, COL	
9	Provide a variety of ways for public to access information about trees (e.g. Statesman Journal/ Salem Weekly press releases and articles about trees, website, social media, podcasts, U-Tube, utility inserts, events, CCTV, KMUZ 1230).		5	4	3		\$	H	COS, MEDIA, SELC, COL	
10	Improve and increase website presence – add more links to information, more interactive maps and activities. Develop a visual presentation about what work is being done in City on trees, benefits of trees, "Community Viz" etc. Use on CCTV, You Tube, Facebook.	1	4	4	2		\$	M	COS	
11	Investigate potential partnership with Oregon Dept. of Forestry and their urban forestry program. Increase exposure of Arbor Day/week/month activities.		7	3	1		\$	L	COS, SELC, ODF, WC, NGO, NAS, SKSD, TCP	
12	Conduct a post-strategic plan online survey to gauge public preferences, knowledge and interest in trees and response to the community forest strategic plan		3	2	3	2	\$\$	H	COS, SELC, COL	
13	Institute a tree photo challenge with online voting for favorites through city website or Statesman Journal ("Special places and special trees").		3	1	5	1	N/A	M	COS, MEDIA, SELC, COL	
2.2	Utilize other programs, events, and festivals for outreach and education about Salem's community forest									
1	Establish an award event for tree champions to be awarded during volunteer recognition event.			6	3	2	\$	M	COS, SELC, WC, NAS	
2	Host an art event that emphasizes trees			3	6	2	\$\$\$	H	COS, SELC, NGO	
3	Develop "Tree walk" information for downtown or neighborhoods (virtual or real)		2	4	5		\$\$	M	COS, NGO, COL, NAS	
4	Have a tree booth at local events with handouts about tree benefits and forestry programs (e.g. Public Works Day, Farmers Market)		1	6	4		\$	H	COS, SELC, WC, NAS	

	Actions	VERY HIGH	HIGH	MEDIUM	LOW	VERY LOW	Cost	Staffing Demand	Partners	Status
5	Encourage local college programs specializing in horticulture, natural resources, environmental science, or landscape architecture to conduct site assessment and inventories of street trees, natural areas or tree groves.	1	7	1	2		N/A	M	COS, COL, SELC	
6	Encourage continued training of volunteers and public in conjunction with other existing events (e.g. Chamber of Commerce events)			7	3		\$\$	M	COS, NAS, WC, NGO	
2.3 Provide opportunities for volunteer involvement										
1	Provide opportunities for tree planting, tree care, and neighborhood tree planning through combination of city programs, non profits, and other community organizations.	1	6	5	1		\$\$	M	COS, NAS, WC, NGO, SELC, COL, SKSD	
2	Enlist and train neighborhood volunteers do a street level inventory with consistent and basic information, assist in research, outreach and public involvement.	1	2	3	5		\$\$	H	COS, NAS, WC, NGO, SELC, COL, SKSD, PO	
3	Use school science classes to monitor, inventory, plant, maintain, photo-document and identify trees.		2	4	5		\$\$	H	COL, SKSD, NAS	
4	Create a tree maintenance program involving Americorps, students, and property owners for summer watering and tree care (i.e. "Adopt a Tree").		1	3	8		\$\$\$	H	COS, NAS, COL, SKSD, PO	
2.4 Promote Professional development opportunities										
1	Coordinate specific workshops for targeted stakeholders related to tree management, health, site design (e.g. landscapers, developers, engineers).			5	6		\$\$	H	COS, SELC, COL, TCP, ENG, HBA, PO, NGO	
2	Develop a tree steward program and provide training/education as a prerequisite (e.g. Neighborwoods, Friends of Trees programs).		2	5	5		\$\$\$	H	COS, NGO, NAS, SELC	
3	Host or support workshops/webinars for Continuing Education Credits for professionals.		1	5	5		\$\$	M	COS, SELC, NGO, COL, ENG, HBA, TCP	
GOAL 3 Develop Support at political, management, and public levels										
3.1 Engage City Council and Community leaders in support of Community Forest Strategic Plan										
1	Adopt citywide tree canopy goal through adoption of a strategic plan by City Council.	3	6	2	1		\$	M	COS	
2	Inform City Council and other decision makers of the Community Forestry Strategic Plan, benefits of trees, and state of the City's community forest.	1	8	1	1		\$	M	COS, NAS, WC, PO	
3	Provide updates to department heads and City Council at key milestones and regular intervals.		6	3	2		\$	M	COS, NAS	
4	Expand participation and recognition of Tree City USA activities.		6	3	2		\$	L	COS	
5	Provide opportunities for community leaders and decision makers to be involved in tree events (e.g. Arbor Day event or neighborhood planting)		5	5	1		\$	M	COS, SKSD, NAS	
6	Recognize work of individuals and groups towards preserving, increasing and enhancing the city tree canopy.		3	7	1		\$	M	COS, NAS, SELC	
7	Work with Polk and Marion Counties to manage for tree preservation in future annexations into city limits.		2	7	2		\$	H	COS, COU, WC	
8	Use Neighborhood Associations as means to communicate with decision makers	1	6	2	2		\$	L	NAS, PO	
9	Invite decision makers to meetings about trees (e.g. neighborhood association, tree advisory committee meetings).		7	2	2		\$	L	STAC, CAC, NAS	
10	Utilize industry print publications and presentations to increase awareness of Salem's urban trees (e.g. HBA, Chamber of Commerce, Business Weekly, SEDCOR, Realtors, Nurseries, tree services, landscapers, Rotary, other service organizations, Salem/Keizer School District, Habitat for Humanity, Health Care professionals).		4	5	2		\$	H	MEDIA, SKSD, COS, WC, TCP, SELC, SALEM HOSPITAL	

	Actions	VERY HIGH	HIGH	MEDIUM	LOW	VERY LOW	Cost	Staffing Demand	Partners	Status
3.2	Continue as Tree City USA									
1	Continue meeting the Arbor Day Foundation Tree City USA requirements.		9	1	1		\$	L	COS	
2	Work towards "Sterling City" designation by achieving 10 Growth Awards (Salem has 6 as of 2011).		5	4	1	1	\$\$	M	COS	
3	Provide and encourage professional training opportunities for forestry staff and volunteers to meet Tree City USA criteria.			9	1		\$\$	L	COS, TCP, NAS, SELC	
3.3	Develop a Community Forestry Outreach Plan.									
1	Develop specific outreach presentations, methods, and materials for a variety of audiences (e.g. Neighborhood Associations, schools, Chamber of Commerce, Spanish speakers, and other interest organizations).		3	2	6		\$\$	H	COS	
2	Develop specific outreach for neighborhoods and schools. Assess each neighborhood and school's plantable area.		5	2	4		\$	M	COS, NAS	
3	Develop "branding" of tree planting campaign for program recognition.			2	9		\$\$	M	COS	
4	Establish potential partnerships with other stakeholder organizations or groups.		5	6			\$	M	COS	
5	Support a K-12 tree curriculum.			6	4	1	\$\$	M	COS, SELC, SKSD, NGO, WC	
GOAL 4	Improve city coordination, communication, and codes related to trees									
4.1	Promote tree friendly development and land use practices									
1	Develop a Community Forestry Strategic Plan.	2	7	3			\$	M	COS, CAC, STAC	
2	Evaluate tree and vegetation codes to reduce ambiguity and streamline review and application process. (e.g. tree planting requirements are unclear to developers, responsibility for replacement trees, etc.)	1	6	4	1		N/A	M	COS, CAC	
3	Assess if further revisions to Salem Revised Code are warranted to increase urban canopy (e.g. more protection for tree groves, reduce ambiguity about street tree requirements, equitable tree replacement formula, fee in lieu fund). Propose revisions to code if warranted after Unified Development Code adopted.		5	4	1	1	N/A	M	COS, CAC, STAC	
4	Increase protection for significant tree groves. Look to acquire significant groves.			7	4		\$\$\$\$	H	COS, NGO	
5	Explore the use of alternative sidewalk materials, structural soil cells, root paths and structural soils where appropriate to reduce conflicts between trees and sidewalks.	1	6	2	3		N/A	M	COS, ENG, HBA, PGE, ODOT	
6	In partnership with Public Works, develop street profiles that create more opportunities for tree planting in the public right of way. Evaluate and adopt design standards and specifications for best practices regarding tree protection, tree pit and soil volumes, plant and planting specs etc., according to ANSI standards. Include innovative standards to provide adequate soil volumes to enable successful tree planting and long term tree health while minimizing interference with utilities/infrastructure.		5	5	1		\$	M	COS, ENG, HBA, PGE, ODOT, DAS	
7	Assess new utility line placement to minimize impacts to trees. Encourage root tunneling in lieu of utility trenching in areas of existing tree plantings unless impacts to tree roots are minimal, does not result in an increase in public safety hazard, and appropriate post construction mitigation is provided.		4	4	3		\$\$	M	COS, PGE, ODOT, SALEM ELECTRIC, ODOT	
8	Ensure earliest review of proposed development plans to promote tree preservation in site development. Increase thoroughness of tree plan review.		7	3	1		\$	M	COS, COU	

	Actions	VERY HIGH	HIGH	MEDIUM	LOW	VERY LOW	Cost	Staffing Demand	Partners	Status
9	Encourage the development community to design for tree preservation, as opposed to on site or off site mitigation, as the preferred alternative. Explore the use of development credits or transferable right to facilitate tree preservation. Allow for payment into Tree Fund for mitigation (to be used to preserve/acquire existing groves or enhancing canopy) inside the Urban Growth Boundary. Have a payment in lieu process for tree replacements.		4	6	1		\$	M	COS, HBA	
10	Review tree planting plans for species selection, biological diversity, and largest species appropriate for the planting location to maximize tree benefits.		6	3	2		N/A	M	COS, COU	
11	Train City inspectors in tree protection and tree installation reviews.		4	5	1	1	\$\$	H	COS	
4.2	Incorporate Tree Canopy Goals into City Projects, Initiatives, Plans, and Policies									
1	Continue City Tree Team and include members of Public Works, Community Development, Urban Development, and others as needed.		9	1	1		N/A	M	COS	
2	Use the Tree Team to promote tree programs and reach other City goals (e.g. City's Environmental Action Plan, Riparian Action Plan, MS4 permit).		8	2	1		N/A	M	COS	
3	Consider revisions to roles and responsibilities of the Shade Tree Advisory Committee to allow for sub-committees when needed.		6	3	2		N/A	M	STAC	
4	Incorporate tree canopy goal, tree preservation, and tree planting into other city master plans, Capital Improvement and urban development projects, and Low Impact Development guidelines. Include tree goals in next Comprehensive Plan and neighborhood plan updates. Encourage substantial tree planting as a funded element in first phase park construction.		8	2	1		N/A	M	COS	
5	Assess park properties and other city lands to prioritize tree planting sites in terms of greatest demand for additional vegetation and lowest existing canopy coverage. Increase tree and shrub planting on city-owned properties as appropriate within the context of current/intended use of each site.		4	4	3	1	\$\$	M	COS	
6	Assess and retrofit existing parks and public spaces by planting trees and shrubs in hard to mow or under-utilized grassy areas as a means to reduce long term maintenance cost while expanding canopy coverage. Encourage the use of native plants in these areas.		3	5	3		\$\$\$	H	COS, NAS, WC	
7	Use Community Forestry program actions as means of meeting existing regulatory requirements. Consider how it may address future requirements (e.g. air quality). Integrate tree canopy goals into City's National Pollution Discharge Elimination System and Total Maximum Daily Load permit compliance strategies		4	6	1		N/A	L	COS	
8	Protect trees in street Right of Ways to maximum extent feasible (e.g. "bumpouts", meandering sidewalk, etc).		5	4	2		\$\$	M	COS, ENG, ODOT	
9	Review plans to ensure new tree plantings are appropriate location and species ("right plant, right place") to minimize future infrastructure conflicts and maximize canopy coverage.		8	2	1		\$	M	COS, COU	
10	Coordinate with Public Works and Community Development to identify and address tree related infrastructure conflicts through code and/or design standards and specifications.		7	2	1		N/A	M	COS	
11	Establish a system and database to improve tracking of tree removal and tree planting for City projects and tree planting by volunteers.	1		5	5		\$\$	H	COS	
12	Identify approved geographic areas for tree plantings to be used to mitigate for tree loss within same watershed or neighborhood.		4	4	3		N/A	M	COS, WC, NAS	
13	Establish permanent easements to protect tree plantings where feasible.		1	6	4		\$\$\$	M	COS	
14	Promote inter and intra-departmental staff training and education for common understanding of tree issues and management practices	1	5	3	2		\$	L	COS	

	Actions	VERY HIGH	HIGH	MEDIUM	LOW	VERY LOW	Cost	Staffing Demand	Partners	Status
15	Include City trees in asset management database for potential Capital Improvement Project funding.		5	4	2		N/A	M	COS	
16	Investigate funding opportunities for tree preservation and planting incentives.	1	6	2	2		N/A	M	COS, NAS, WA, NGO	
17	Improve public notification of proposed street tree removals, tree advisory board meetings and results of board decisions (similar to traffic change notification process).		5	1	5		\$\$	M	COS	
18	Determine process for establishing viable Tree Canopy Preservation Fund or other donation fund specifically for trees. (Tree Mitigation Fund)		6	3	2		N/A	L	COS	
19	Use tree planting for neighborhood enhancement. Focus limited street tree planting resources toward low and moderate income neighborhood, accessing Community Development Block Grants if available/appropriate.		2	4	4	1	\$\$	H	COS, NAS, NGO	
20	Conduct a demonstration/pilot project, implementing a variety of green infrastructure practices and provide public education opportunities	1	1	6	3		\$\$\$\$	H	COS, NAS, NGO	
GOAL 5	Develop and implement a Community Forestry Management Plan									
5.1	Develop a Community Forestry Management Plan to promote long term enhancement of canopy, tree maintenance, and hazard reduction.									
1	Establish a sub-committee under the Shade Tree Advisory Committee to assist in developing and vetting a comprehensive Community Forestry Management Plan with the Urban Forester.		4	4	3		\$	M	STAC	
2	Use the Management Plan to establish industry appropriate best management practices, standards, and protocols for tree care, risk and hazard reduction, and storm/hazard tree response, removal and replanting.		6	3	2		N/A	L	COS	
3	Develop criteria and definition of "significant grove".		5	3	2	2	N/A	M	COS, STAC	
4	Update the Community Forestry Management Plan on a regular periodic basis or as needed to adjust to changing circumstances.		1	6	3		\$\$	M	COS	
5.2	Implement data management and data analysis to better understand the composition, character and health of the urban forest.									
1	Develop GIS tools for tracking canopy over time. Conduct a GIS canopy analysis at least every census year using comparable method to previous studies.		4	3	4		\$\$\$	H	COS	
2	Reevaluate canopy goals after each canopy analysis to reflect changes in canopy coverage. Consider conducting analysis on a 5-year basis.		3	3	5		\$\$\$	H	COS	
3	Assess tree inventory software applications and develop data collection protocol to maximize efficiency and accuracy (e.g. "TreeWorks" software)		2	8	1		\$\$	M	COS	
4	Establish data needs, gaps, and updates for use in program development (e.g. street tree inventory, canopy updates, underground utilities GIS layers).		5	5	1		N/A	M	COS, STAC	
5	Enhance species and age diversity of urban forest. Encourage the planting of broad canopy deciduous and coniferous trees where possible to maximize diversity, shade, and stormwater interception benefits.		7	3	1		N/A	M	COS, COU, ODOT, DAS, PO, NAS, SKSD, PGE	
6	Adopt and utilize a tracking system to evaluate number of trees approved for removal and planting through development process.		2	5	4		\$\$	M	COS	
7	Review and revise current approved list of street trees, incorporating, where appropriate, additional large canopy, evergreen, and native trees.	1	7		3		N/A	M	COS, STAC, ODOT, PGE	
8	Update GIS layers to include Heritage trees, significant trees, groves etc.		5	3	3		N/A	M	COS	
GOAL 6	Establish a stable funding for Community Forestry Program									
6.1	Establish mechanisms for funding through City processes									

Table B-2. Salem Community Forestry Strategic Plan Goals, Objectives, and Actions.

	Actions	VERY HIGH	HIGH	MEDIUM	LOW	VERY LOW	Cost	Staffing Demand	Partners	Status
1	Dedicate Departmental funds for tree programs		3	4	4		\$\$\$	L	COS	
2	Ensure Capital improvement project budgets include tree costs		6	3	2		\$\$\$	L	COS	
3	Solicit tax deductible donations through utility bills as part of tree planting campaign. Include bill "round-up" and automatic payment options.		4	4	3		\$	M	COS	
4	Establish a memorial and honor tree program funded by fees and donations that covers costs of planting, maintenance, and replacement.		1	4	6		\$	H	COS	
5	Investigate establishing a municipal wood products policy for high quality wood repurposing ("value added", e.g. Corvallis "Trees to Treasures" program).		3	4	3	1	N/A	M	COS, TCP	
6	Establish a dedicated fund for tree plantings. Fund through compensatory payments, environmental fines, payment in lieu, and donations.		5	5	1		N/A	M	COS	
7	Establish a policy to provide tax breaks for high percent tree cover.			5	5	1	\$	M	COS, COU	
6.2	Utilize external sources of funding									
1	Develop a comprehensive funding strategy for the community forestry program. Seek short and long term funding opportunities through partnerships, grants, and tax-deductible donations. Seek traditional and non-traditional foundation, non-profit, and federal grants opportunities (e.g. Forest Service grants, community livability, public health, environmental justice grants).	4	6	2			N/A	M	COS, STAC, NGO, SELC	
2	Work with corporate sponsors to contribute funding for tree and maintenance activities.	2	5	3	1		N/A	M	COS	
3	Investigate carbon trading mechanism to increase and fund tree plantings and preservation.		1	3	7		N/A	M	COS	
4	Support private foundations and non-profits to solicit funds and direct fund raising activities for trees (e.g. Salem Parks Foundation, Friends of Trees).	1	1	7	2		\$	H	COS, NGO, SELC	
5	Seek to establish a program with nurseries and the "green" industry that provides coupons and discounts for the purchase and/or installation of new trees.		2	5	4		\$\$	M	COS, TCP	

Appendix C

FOR COUNCIL MEETING OF: August 12, 2013
AGENDA ITEM NO.: _____
PUBLIC WORKS FILE NO.: _____

TO: MAYOR AND CITY COUNCIL
THROUGH: LINDA NORRIS, CITY MANAGER
FROM: PETER FERNANDEZ, P.E., PUBLIC WORKS DIRECTOR
SUBJECT: ADOPTION OF THE *COMMUNITY FORESTRY STRATEGIC PLAN*

ISSUE:

Shall Council adopt the *Community Forestry Strategic Plan*?

RECOMMENDATION:

Staff recommends Council adopt the *Community Forestry Strategic Plan*.

BACKGROUND:

Salem's public and private trees form the City's community forest. Trees, in particular urban trees, provide many benefits. Studies show trees reduce air pollutants, rain runoff volumes, urban temperatures, and capital costs associated with stormwater management. Trees also increase building energy efficiency, enhance property values, provide aesthetic value, create wildlife habitat, and enhance the overall quality of life in urban environments.

Trees are a common component in several City programs, including the Riparian Protection Program, the Environmental Action Plan, and the Total Maximum Daily Load Implementation Plan for temperature. Trees play an important role in meeting the requirements of the City's municipal stormwater permit issued under the National Pollutant Discharge Elimination System of the federal Clean Water Act.

A tree canopy assessment was conducted in 2010 as required by *Salem Revised Code*, (SRC) Chapter 68. The census-year canopy assessment is conducted "...for the purposes of measuring the effectiveness of this Chapter and other development-related ordinances in preserving and improving the amount of tree canopy area within the City or the Salem-Keizer Urban Growth Boundary" (SRC Chapter 68.150(d)).

The first canopy assessment was conducted in 2001. Between 2001 and 2010, Salem lost tree canopy in several areas of the city, but gained enough canopy citywide through growth of existing trees to add 0.1 percent to the 2001 value, with an overall tree canopy coverage of 18.3 percent in 2010. Canopy coverage varies across neighborhoods (Attachment A) and among land use zoning categories.

The Public Works Department is incorporating trees into a citywide, cost-effective solution to address stormwater and water quality issues, while also improving the city's overall quality of life. The Public Works Director identified a need for a *Community*

Forestry Strategic Plan (Strategic Plan), which was to be developed with stakeholder input.

In January 2012, a 15-member Community Forestry Advisory Committee was formed. The committee assessed the current and future tree canopy, established a canopy goal, and developed six broad strategic goals, with 145 potential actions. The committee focused on non-regulatory voluntary efforts, education, and incentives to achieve the proposed Strategic Plan's goals.





The draft Strategic Plan was completed in December 2012 (Attachment B) and was presented to Council as an informational report January 14, 2013. The draft Strategic Plan has been posted on the City's website for public comment, and numerous public presentations were given to stakeholder groups and neighborhood associations (Attachment C). The Strategic Plan was well received and several groups officially support it (Attachment D).

FACTS AND FINDINGS:


If adopted, the Strategic Plan does not amend, or supplement, the City's Comprehensive Plan, nor does it authorize expenditures of funds. The Strategic Plan is consistent with the Salem Area Comprehensive Plan, specifically Goal J (Transportation), Policy 19 (Neighborhood Livability), Policy 20 (Aesthetics and Landscaping), and Policy 24 (Environment); and Goal K (Open Space, Parks, and Recreation), Policy 6 (Heritage Trees).

The six goals and seventeen objectives of the draft Strategic Plan are:

Goal 1. Protect, increase, and enhance Salem's tree canopy.

-  Preserve existing wooded parks and natural areas; plant trees in parks, natural areas and other public open spaces to improve overall tree canopy.
-  Promote tree preservation and tree planting to maximize future canopy while recognizing infrastructure and site limitations.
-  Develop and offer incentives to encourage the preservation and planting of trees and tree groves on private property.
-  Promote street tree plantings to maximize future tree canopy coverage while recognizing infrastructure limitations.

Goal 2. Increase education and outreach about tree benefits, community forestry program, tree regulations, and incentives.

-  Develop outreach and education material for website, articles, events, workshops, etc.

- ✿ Utilize other programs, events, and festivals for outreach and education about Salem's community forest.
- ✿ Provide opportunities for volunteer involvement.
- ✿ Promote professional development opportunities.

Goal 3. Develop support at political, management, and public levels.

- ✿ Engage City Council and community leaders in support of Community Forestry Strategic Plan.
- ✿ Continue as Tree City USA.
- ✿ Develop a Community Forestry Outreach Plan.

Goal 4. Improve City communication, coordination, and codes related to trees.

- ✿ Promote tree friendly development and land use practices.
- ✿ Incorporate tree canopy goals into City projects, initiatives, plans, and policies.

Goal 5. Develop and implement a Community Forestry Management Plan.

- ✿ Develop a Community Forestry Management plan to promote long-term enhancement of canopy, tree maintenance, and hazard reduction.
- ✿ Implement data management and data analysis to better understand the composition, character, and health of the urban forest.

Goal 6. Establish stable funding for Community Forestry program.

- ✿ Establish mechanisms for funding through City processes.
- ✿ Utilize external sources of funding.

In addition to establishing the Strategic Plan's goals, objectives, and specific actions to achieve those goals, the advisory committee also estimated rough costs and staffing demands for each action. The committee then ranked the actions to provide direction to staff on implementation priorities. Potential partners were also identified for each action.

One of the key recommendations from the advisory committee was to increase Salem's citywide canopy from 18.3 to 23 percent. The 23 percent canopy goal is based on the 75th percentile calculation, whereby all the neighborhoods were listed in order by percent canopy, and the 75th percentile record was used to set the canopy goal. By this method, 25 percent of the neighborhoods are already meeting or exceeding the goal and 75 percent will need to increase their canopy to meet the goal (Attachment E).

Several actions have already resulted from the outreach for the draft Strategic Plan: Morningside Neighborhood has incorporated a tree canopy goal into their new Neighborhood Plan; Northeast Salem Community Association had a school and park tree planting event co-sponsored by the City, Friends of Trees, and Hoover Elementary School; and the City received a Tree City USA Growth Award for the work on the Strategic Plan.

NEXT STEPS

If adopted, the Strategic Plan will provide a framework for short- and long-term actions that can be undertaken by City staff, community decision-makers, business owners, agencies, schools, non-government agencies, and general public to meet the goals over a multi-year implementation timeline. The Strategic Plan will also be instrumental in obtaining outside funding through grants, donations, and partnerships.

Robert D. Chandler, Ph.D., P.E.
Assistant Public Works Director

Attachments:

- A. Tree Canopy by Neighborhood map
- B. City of Salem Community Forestry Strategic Plan (Draft December 2012)
- C. Outreach Summary
- D. Letters of Support
- E. Reaching the Canopy Goal by Neighborhood map

Ward All

July 26, 2013

Prepared by Patricia Farrell, Natural Resources Specialist