

SALEM COMMUNITY FORESTRY STRATEGIC PLAN GOALS, OBJECTIVES, AND ACTIONS - Updated July 2017

	Actions	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.	COMPLETED. Canopy Goal set at 23%
2	Develop specific canopy goals for parks, natural areas, and public open space at the neighborhood level.	Current focus is on parks in low canopy neighborhoods
3	Incorporate existing trees, groves, and canopy goals into parks masterplans.	On-Going
4	Prioritize potential property acquisition, planting opportunities, and outreach using a prioritization methodology and baseline information for all City owned properties.	Planting opportunities identified along riparian areas. Sensitive Areas Management Plan needs to be updated with new parks.
5	Develop natural area management plans to maximize tree canopy and ecosystem services.	Stormwater-Natural Areas lead
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.	On-Going
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.	On going with parks and stormwater and work with FOT
8	Allow for planting of "memorial" trees and tree groves that could be purchased for installation by City with care by donor.	
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	Strategize with FOT
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)	
11	Upgrade City-owned parking lots by planting trees to maximize shade and	

	Actions	Status
	minimize runoff.	
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.	COMPLETED
2	Use Urban Tree Canopy analyses and stakeholder advisory committee to assist in framing tree canopy goal discussions.	COMPLETED
3	Establish a citywide canopy goal, with accompanying targets by land use type and neighborhoods.	COMPLETED
4	Develop a tree planting campaign to reach a goal.	
5	Recruit neighborhood associations for tree planting projects and outreach.	NESCA, Lansing, Morningside, SCAN, NEN, NOLA
6	Do a neighborhood association competition/challenge to meet tree canopy goal.	
7	Enlist a non- profit group to spearhead a tree planting campaign (e.g. Friends of Trees).	Salem contracts with FOT beginning in 2013
8	Use canopy analyses to prioritize low canopy neighborhoods for tree outreach and plantings.	On going
9	Use strategic planting along public Right of Ways to reduce future conflicts (safety, signs, visibility, ice).	On going
10	Plant publically owned vacant lands for canopy benefit, while recognizing potential future site development.	Dependent on future development and master plans
11	Implement a pilot project at a block or neighborhood level. Develop prioritization criteria for selecting project locations.	NESCA, Lansing, Morningside, SCAN, NEN, NOLA
12	Work with Oregon Department of Transportation and local utility companies for site specific tree planting strategies and locations.	FOT Strategic Plan
13	Encourage planting of conifers in appropriate areas for species diversity and stormwater benefits	Conifers included in multiple park plantings
14	Contact churches and schools for tree planting opportunities as they often have large lots.	FOT contract. An MOA with SKSD for planting efforts at Judson MS was signed in 2017.
15	Prevent unnecessary tree removal on residential lots through property owner	

	Actions	Status
	education.	
16	Continue and increase programs to plant trees throughout the City.	Tree fund established by code. Funds used to support tree planting. Tree violation payments directed into Urban Forestry program.
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)	On going
2	Bolster the Heritage Tree program for more nominations and recognition of program	
3	Establish another tree category for "Special" or "Trees of Interest" with nominations from the public	
4	Develop a recognition award for tree preservation, tree planting, tree champion. Coordinate award with Arbor Day events.	Several Salem people have received Oregon Community Tree Awards
5	Continue and expand free tree and street tree programs to meet canopy goals	The free tree program turned into the FOT contract. City provides low cost trees to individual Home Owners. The City Continues to work with neighborhood groups to provide guidance and Trees.
6	Provide coupons or discounts for pruning, not removing trees	
7	Provide tax breaks for high percent tree cover	
8	Investigate funding opportunities for tree preservation and planting incentives	Promotion of the City's Watershed Protection and Preservation Grant
9	Develop opportunities for applying for larger grants at community or neighborhood level	SPIF Grants can include tree plantings
10	Partner with a non-profit/non governmental organization for tree planting or outreach (e.g. Friends of Trees or Friends group)	FOT comes to Salem 2013
11	Set up tree fund that is designated for tree plantings. Fund through grants, donations, etc. Investigate whether donations can be tax deductible.	COMPLETED- Tree Preservation Fund set up in CD

	Actions	Status
12	Have approved geographic areas for tree plantings using the tree fund, preferably within same watershed or neighborhood.	
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.	FOT Strategic Plan
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.	On going through park and neighborhood FOT plantings
2	Update and distribute a street tree selection guide and interactive website.	Part of new Administrative Rules
3	Work with neighborhood associations or other groups to conduct volunteer neighborhood tree plantings. Encourage low canopy neighborhoods to participate.	Through FOT contract
4	Develop street profiles that create more tree planting opportunities in the right of way.	
5	Work with local tree nurseries to expand street tree selection.	
6	Engage volunteers in care of newly planted street trees.	
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.	New permit process and information developed as part of revised SRC
2	Develop information about the value and benefits of trees, tree valuation, ecosystem services, value of big trees.	86

	Actions	Status
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.	
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.	Natural Resource Outreach Specialist to develop
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).	Part of new Administrative Rules
6	Educate public and tree grove owners about benefits of groves.	
7	Provide a planting template for different size lots to engage property owners of all size properties to plant trees.	
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.	City no longer has this program license
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).	Treemail and FaceBook updates
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.	City website changed. City creating tree story map for GIS online interactive map.
11	Investigate potential partnership with Oregon Dept. of Forestry and their urban forestry program. Increase exposure of Arbor Day/week/month activities.	City and FOT conduct annual Arbor Day event and Proclamation at Council
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	

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13	Institute a tree photo challenge with online voting for favorites through city website or Statesman Journal ("Special places and special trees").	Tree City USA 40th celebration featured a tree photo contest
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.	
2	Host an art event that emphasizes trees	Tree City USA 40th celebration art contest and art show and tree painting events
3	Develop "Tree walk" information for downtown or neighborhoods (virtual or real)	Capitol Walk July 11, 2016 with ODF
4	Have a tree booth at local events with handouts about tree benefits and forestry programs (e.g. Public Works Day, Farmers Market)	FOT at PW Day 2014, 2015, and 2016, Earth 411 April 2015, EcoFest June 2017, and Minto Bridge opening
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.	Willamette U seniors theses on NESCA street trees and determining significance of groves
6	Encourage continued training of volunteers and public in conjunction with other existing events (e.g. Chamber of Commerce events)	Creating tree inventory methodology for volunteers
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.	In progress with FOT and Crew Leader training
2	Enlist and train neighborhood volunteers do a street level inventory with consistent and basic information, assist in research, outreach and public involvement.	SELC street tree inventory citizen science class Summer 2014, 2017
3	Use school science classes to monitor, inventory, plant, maintain, photo-document and identify trees.	

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4	Create a tree maintenance program involving Americorps, students, and property owners for summer watering and tree care (i.e. "Adopt a Tree").	
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).	
2	Develop a tree steward program and provide training/education as a prerequisite (e.g. Neighborwoods, Friends of Trees programs).	FOT annual Crew Leader training in Salem 2014-2017
3	Host or support workshops/webinars for Continuing Education Credits for professionals.	Hosted Silva Cell workshop in Public Works
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.	COMPLETED. Adopted in 2012
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.	COMPLETED. Adopted in 2012. Update to council 2017
3	Provide updates to department heads and City Council at key milestones and regular intervals.	
4	Expand participation and recognition of Tree City USA activities.	TCUSA 40th celebration with 12 months of tree related activities
5	Provide opportunities for community leaders and decision makers to be involved in tree events (e.g. Arbor Day event or neighborhood planting	Councilors are notified of tree planting events in their wards.
6	Recognize work of individuals and groups towards preserving, increasing and enhancing the city tree canopy.	Nominations for Oregon Community Tree awards submitted
7	Work with Polk and Marion Counties to manage for tree preservation in future annexations into city limits.	

	Actions	Status
8	Use Neighborhood Associations as means to communicate with decision makers	
9	Invite decision makers to meetings about trees (e.g. neighborhood association, tree advisory committee meetings).	
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).	

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3.2	Continue as Tree City USA	
1	Continue meeting the Arbor Day Foundation Tree City USA requirements.	On Going.
2	Work towards "Sterling City" designation by achieving 10 Growth Awards (Salem has 6 as of 2011).	Salem is a "Sterling City" and has achieved 11 Growth Awards to date
3	Provide and encourage professional training opportunities for forestry staff and volunteers to meet Tree City USA criteria.	On Going Safety Training and Professional Development - (Aerial Rescue - July'17, New Equipment & Technique Training June '17
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).	City works with FOT for Spanish language event notices and outreach
2	Develop specific outreach for neighborhoods and schools. Assess each neighborhood and school's plantable area.	Working with SKSD on planting opportunities
3	Develop "branding" of tree planting campaign for program recognition.	Tree City USA logo potential brand
4	Establish potential partnerships with other stakeholder organizations or groups.	SELC, Boys and Girls Club, Audubon Society, REI, SKSD (via MOU)
5	Support a K-12 tree curriculum.	
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.	COMPLETED
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.)	2016 SRC 86 Revised for Trees on City Owned Property

	Actions	Status
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.	SRC 86 Revised, new Administrative Rule adopted for City owned trees
4	Increase protection for significant tree groves. Look to acquire significant groves.	A significant grove defined as having at least 0.5 acre of continuous canopy. Hard to find.
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.	Optional alternatives
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.	Tree protection standards for City-owned trees part of SRC 86 and Admin Rule.
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.	New Administrative Rule
8	Ensure earliest review of proposed development plans to promote tree preservation in site development. Increase thoroughness of tree plan review.	

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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.	New/redeveloped impervious area requiring SW treatment is reduced through the preservation and planting of trees (2014 SW Design Standards - p.6)
10	Review tree planting plans for species selection, biological diversity, and largest species appropriate for the planting location to maximize tree benefits.	On going - Urban Forestry staff for street trees
11	Train City inspectors in tree protection and tree installation reviews.	PW inspectors and project engineers attended meeting on SRC 86 and Administrative Rule
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.	
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).	
3	Consider revisions to roles and responsibilities of the Shade Tree Advisory Committee to allow for sub-committees when needed.	Shade Tree Advisory Committee duties now under Salem Parks and Recreation Advisory Board. Subcommittees allowed under bylaws.
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.	Comprehensive Parks System Master Plan references.

	Actions	Status
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.	On going
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.	On going. Coordinating with riparian enhancement and green infrastructure as site appropriate.
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	Riparian areas are being planted for temperature reduction as per TMDL Program.
8	Protect trees in street Right of Ways to maximum extent feasible (e.g. "bumpouts", meandering sidewalk, etc).	New Administrative Rule
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.	New Administrative Rule
10	Coordinate with Public Works and Community Development to identify and address tree related infrastructure conflicts through code and/or design standards and specifications.	New Administrative Rule
11	Establish a system and database to improve tracking of tree removal and tree planting for City projects and tree planting by volunteers.	City developing a "storymap" through GIS online. The City will is moving to ISP work order software to track tree locations and service provided.
12	Identify approved geographic areas for tree plantings to be used to mitigate for tree loss within same watershed or neighborhood.	
13	Establish permanent easements to protect tree plantings where feasible.	
14	Promote inter and intra-departmental staff training and education for common understanding of tree issues and management practices	
15	Include City trees in asset management database for potential Capital	

	Actions	Status
	Improvement Project funding.	
16	Investigate funding opportunities for tree preservation and planting incentives.	
17	Improve public notification of proposed street tree removals, tree advisory board meetings and results of board decisions (similar to traffic change notification process).	Part of new Administrative Rule and SRC 86 revisions
18	Determine process for establishing viable Tree Canopy Preservation Fund or other donation fund specifically for trees. (Tree Mitigation Fund)	COMPLETED - managed by CD
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.	On going. Focus FOT in low - canopy neighborhoods.
20	Conduct a demonstration/pilot project, implementing a variety of green infrastructure practices and provide public education opportunities	To be included in Stormwater Retrofit projects in parks with pilot project initiated in Woodmansee Park in 2016
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.	
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.	
3	Develop criteria and definition of "significant grove".	
4	Update the Community Forestry Management Plan on a regular periodic basis or as needed to adjust to changing circumstances.	

	Actions	Status
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.	2020 next required canopy assessment
2	Reevaluate canopy goals after each canopy analysis to reflect changes in canopy coverage. Consider conducting analysis on a 5-year basis.	2020 next required canopy assessment
3	Assess tree inventory software applications and develop data collection protocol to maximize efficiency and accuracy (e.g. "TreeWorks" software)	
4	Establish data needs, gaps, and updates for use in program development (e.g. street tree inventory, canopy updates, underground utilities GIS layers).	Work has been initiated to update the 2009 Riparian Tree Inventory and Parcel Prioritization.
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.	Canopy trees and conifers incorporated into planting areas where no visibility and infrastructure conflicts
6	Adopt and utilize a tracking system to evaluate number of trees approved for removal and planting through development process.	
7	Review and revise current approved list of street trees, incorporating, where appropriate, additional large canopy, evergreen, and native trees.	Part of new Administrative Rule
8	Update GIS layers to include Heritage trees, significant trees, groves etc.	

	Actions	Status
GOAL 6	Establish a stable funding for Community Forestry Program	
6.1	Establish mechanisms for funding through City processes	
1	Dedicate Departmental funds for tree programs	Parks Planning and Stormwater quality contracts with FOT
2	Ensure Capital improvement project budgets include tree costs	On going
3	Solicit tax deductible donations through utility bills as part of tree planting campaign. Include bill “round-up” and automatic payment options.	
4	Establish a memorial and honor tree program funded by fees and donations that covers costs of planting, maintenance, and replacement.	
5	Investigate establishing a municipal wood products policy for high quality wood repurposing (“value added”, e.g. Corvallis “Trees to Treasures” program).	The City of Salem continues to its utilization of wood from public trees. All the chips are used in the Parks’ trail system, salvable wood is sold to various mills, with the money being returned to the program, and the rest of the wood given to the Marion County Youth Services where they process it for lumber and firewood.
6	Establish a dedicated fund for tree plantings. Fund through compensatory payments, environmental fines, payment in lieu, and donations.	Tree fund established by SRC 86
7	Establish a policy to provide tax breaks for high percent tree cover.	
6.2	Utilize external sources of funding	

	Actions	Status
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).	FOT has extensive partner program to supplement Salem work
2	Work with corporate sponsors to contribute funding for tree and maintenance activities.	FOT
3	Investigate carbon trading mechanism to increase and fund tree plantings and preservation.	
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).	FOT
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.	

	Actions	Status
	LEGEND/ACRONYMNS	
	FOT Friends of Trees	
	ODF Oregon Department of Forestry	