

SALEM COMMUNITY FORESTRY STRATEGIC PLAN-IMPLEMENTATION UPDATE - FEBRUARY 2021

	Actions	Status
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% in 2015. Updated to 28% in 2020.
2	Develop specific canopy goals for parks, natural areas, and public open space at the neighborhood level.	
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.	For Parks Acquisition
5	Develop natural area management plans to maximize tree canopy and ecosystem services.	IPM in process, on-going
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.	Ongoing: Two- three yearly plantings events with FOT through Clean Streams program
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	ODOT IGA for 2020 Salem Parkway tree planting with Treecology
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)	

	Actions	Status
11	Upgrade City-owned parking lots by planting trees to maximize shade and 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 (2015)
2	Use Urban Tree Canopy analyses and stakeholder advisory committee to assist in framing tree canopy goal discussions.	COMPLETED (2015)
3	Establish a citywide canopy goal, with accompanying targets by land use type and neighborhoods.	City-wide goal set 2015 (23%) and 2020 (28%).
4	Develop a tree planting campaign to reach a goal.	
5	Recruit neighborhood associations for tree planting projects and outreach.	NESCA, Lansing, Morningside, SCAN, SESNA have all done tree planting projects.
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).	Ongoing. FOT contract with Salem beginning 2013. Currently, 7-8 events occur annually in parks and along streams on City property.
8	Use canopy analyses to prioritize low canopy neighborhoods for tree outreach and plantings.	Ongoing. Tree plantings focused on low canopy neighborhoods and streets.
9	Use strategic planting along public Right of Ways to reduce future conflicts (safety, signs, visibility, ice).	Ongoing. Treecology and Urban Forestry.
10	Plant publicly owned vacant lands for canopy benefit, while recognizing potential future site development.	Ongoing. Perimeters of undeveloped parks (e.g. Fisher Road Park) planted with trees prior to park development.
11	Implement a pilot project at a block or neighborhood level. Develop prioritization criteria for selecting project locations.	Ongoing. Using tree inventory and tree plotter maps to prioritize plantable areas.
12	Work with Oregon Department of Transportation and local utility companies for site specific tree planting strategies and locations.	2019 IGA/2020 planting with ODOT for planting along Salem Parkway.

	Actions	Status
13	Encourage planting of conifers in appropriate areas for species diversity and stormwater benefits	Conifers being planted through Treecology contract for ROW.
14	Contact churches and schools for tree planting opportunities as they often have large lots.	Morningside Elementary, Hoover, McKay HS on Hollywood planted with FOT.
15	Prevent unnecessary tree removal on residential lots through property owner education.	Tree benefit brochure 2020 and 2021 tree questionnaire about barriers and incentives for trees on private property.
16	Continue and increase programs to plant trees throughout the City.	Enhanced Street Tree planting begun 2018. Contract with Treecology. \$\$ from Salem Tree Fund to plant street trees. Watershed Grant program can be used for tree-planting projects. Reinstated Free Tree Program in FY 2019/20.
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)	Ongoing. SPIF grants allowed for tree plantings in parks. Watershed Grant program is promoted annually and is available for tree-planting programs.
2	Bolster the Heritage Tree program for more nominations and recognition of program	Urban Forestry updating this process.
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	Treecology contract begun 2018 for 5 years. Riparian free tree program was reinstated in FY 2019/20 after 10 years of absence. Additionally, 20 streamside property owners in low to moderate shaded areas are provided additional outreach each year.
6	Provide coupons or discounts for pruning, not removing trees	

	Actions	Status
7	Provide tax breaks for high percent tree cover	
8	Investigate funding opportunities for tree preservation and planting incentives	
9	Develop opportunities for applying for larger grants at community or neighborhood level	
10	Partner with a non-profit/non governmental organization for tree planting or outreach (e.g. Friends of Trees or Friends group)	Ongoing: FOT contracted by 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. Violation payments going into dedicated Salem Tree Fund.
12	Have approved geographic areas for tree plantings using the tree fund, preferably within same watershed or neighborhood.	UF inventory documenting potential planting locations.
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.	
1.4	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.	Tree Plotter mapping tool being used to prioritize areas. Street tree inventory identifying plantable spots.
2	Update and distribute a street tree selection guide and interactive website.	Street Tree list update in 2020. Administrative Rule update in 2021.
3	Work with neighborhood associations or other groups to conduct volunteer neighborhood tree plantings. Encourage low canopy neighborhoods to participate.	FOT projects target low canopy neighborhoods. Outreach sent to surrounding neighbors.
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.	Urban Forestry working on outreach to adjacent owners of new street trees.

	Actions	Status
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.	Door hangers developed regarding tree work and where to find information about City trees and regulations. Stream temperature information on city website for TMDL.
2	Develop information about the value and benefits of trees, tree valuation, ecosystem services, value of big trees.	New tree brochure (English and Spanish) in 2020.
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.	First Annual Tree Report in 2018 provided to Council. Annual report. Council work session about trees October 2020. Conducted a year of Tree City USA events for 40th to increase awareness about the special award and the benefits of trees. 2021=TCUSA 45th year events planned.
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.	SPRAB tree committee action area
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	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.	

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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. Tree brochure 2020.
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.	Draft ArcGIS Online for interactive map being developed 2020.
11	Investigate potential partnership with Oregon Dept. of Forestry and their urban forestry program. Increase exposure of Arbor Day/week/month activities.	Arbor Week Proclamation each April. Arbor Day Booster grant in 2020.
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	City survey in FY20/21.
13	Institute a tree photo challenge with online voting for favorites through city website or Statesman Journal (“Special places and special trees”).	Tree photo contest as part of TCUSA 40 year celebration 2016.
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	40th TCUSA poster contest.
3	Develop “Tree walk” information for downtown or neighborhoods (virtual or real)	Willson Park tree walk with ODF as part of 40th TCUSA events.
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 2014-2020.
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)	Ongoing: FOT Crew Leader training in Salem each year. 37 as of 2020.

	Actions	Status
2.3	Provide opportunities for volunteer involvement	
1	Provide opportunities for tree planting, tree care, and neighborhood tree planting through combination of city programs, non profits, and other community organizations.	Ongoing: In progress with FOT since 2013.
2	Enlist and train neighborhood volunteers do a street level inventory with consistent and basic information, assist in research, outreach and public involvement.	Straub Environmental Learning Center street tree inventory citizen science class Summer 2014.
3	Use school science classes to monitor, inventory, plant, maintain, photo-document and identify trees.	
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).	Ongoing: FOT Crew Leader training in Salem each year. 37 as of 2020.
3	Host or support workshops/webinars for Continuing Education Credits for professionals.	Silva Cell workshop for City Engineers 2016.

	Actions	Status
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.	23% Adopted in 2012. New goal set in 2020 for 28% by 2030.
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.	Annual tree report begun in 2018. Council Work Session October 2020.
3	Provide updates to department heads and City Council at key milestones and regular intervals.	First Annual Tree Report to Council in 2018.
4	Expand participation and recognition of Tree City USA activities.	Documented in annual tree reports. Received 2020 Arbor Day Booster grant from Oregon Community Trees.
5	Provide opportunities for community leaders and decision makers to be involved in tree events (e.g. Arbor Day event or neighborhood planting.)	Councilors Hoy and Andersen have participated in tree planting events. Annual Mayor's Proclamation.
6	Recognize work of individuals and groups towards preserving, increasing and enhancing the city tree canopy.	
7	Work with Polk and Marion Counties to manage for tree preservation in future annexations into city limits.	
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).	

	Actions	Status
3.2	Continue as Tree City USA	
1	Continue meeting the Arbor Day Foundation Tree City USA requirements.	Ongoing. 2021 is 45 years as TCUSA.
2	Work towards "Sterling City" designation by achieving 10 Growth Awards.	Achieved and ongoing: Salem is a "Sterling" TCUSA. 2020 will be 13th award.
3	Provide and encourage professional training opportunities for forestry staff and volunteers to meet Tree City USA criteria.	Ongoing. Now 4 ISA certified arborists on staff.
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).	
2	Develop specific outreach for neighborhoods and schools. Assess each neighborhood and school's plantable area.	
3	Develop "branding" of tree planting campaign for program recognition.	Completed: Benefits of trees logo developed. Stickers, pint glasses, and tote bags printed with logo.
4	Establish potential partnerships with other stakeholder organizations or groups.	SELC, Boys and Girls Club.
5	Support a K-12 tree curriculum.	

	Actions	Status
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 first version in 2015.
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.)	SRC 86 Revised.
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 Revisions pending in 2021 related to violations, assessments of fees, and mitigation plans.
4	Increase protection for significant tree groves. Look to acquire significant groves.	Parks acquired Fisher Road Park addition with grove in 2020.
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.	
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.	Administrative Rule adopted in 2016. To be revised in 2021 for new references to ANSI standards.
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.	Incorporated into Administrative Rules.

	Actions	Status
8	Ensure earliest review of proposed development plans to promote tree preservation in site development. Increase thoroughness of tree plan review.	Staff trained to review Bluebeam applications for impacts to city trees.
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.	Payment in lieu program allowed. Money goes to Salem Tree Fund.
10	Review tree planting plans for species selection, biological diversity, and largest species appropriate for the planting location to maximize tree benefits.	Street tree plans now being reviewed as part of Development Services review process.
11	Train City inspectors in tree protection and tree installation reviews.	
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.	Ongoing. Natural Resource Work Group meeting quarterly.
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).	On going. Natural Resource Work Group meeting quarterly.
3	Consider revisions to roles and responsibilities of the Shade Tree Advisory Committee to allow for sub-committees when needed.	STAC discontinued. SPRAB-initiated tree subcommittee in 2019.
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.	Canopy goal included in Comprehensive Plan update 20/21.

	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. Trees added to parks through master plans and FOT work.
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.	Mayors Monarch pledge and pollinator habitat program.
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	In next MS4 permit renewal. To be included in Climate Action Plan.
8	Protect trees in street Right of Ways to maximum extent feasible (e.g. “bumpouts”, meandering sidewalk, etc).	Alternatives analysis required under Administrative Rules
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.	Plan review now done at Development Services & Urban Forestry.
10	Coordinate with Public Works and Community Development to identify and address tree related infrastructure conflicts through code and/or design standards and specifications.	Part of Administrative Rules. Alternatives analysis.
11	Establish a system and database to improve tracking of tree removal and tree planting for City projects and tree planting by volunteers.	UF inventory input into GIS Salem Maps online system 2020.
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 Improvement Project funding.	UF inventory input into GIS Salem Maps online system 2020.

	Actions	Status
16	Investigate funding opportunities for tree preservation and planting incentives.	Survey on tree planting incentives in FY 20/21.
17	Improve public notification of proposed street tree removals, tree advisory board meetings and results of board decisions (similar to traffic change notification process).	On going. Posting of street tree removals part of Administrative Rules and SRC 86.
18	Determine process for establishing viable Tree Canopy Preservation Fund or other donation fund specifically for trees. (Tree Mitigation Fund)	Tree Preservation Fund established in CD for donations.
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. Tree plantings focused on low canopy neighborhoods and streets.
20	Conduct a demonstration/pilot project, implementing a variety of green infrastructure practices and provide public education opportunities	

	Actions	Status
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.	Staff to begin UF Management Plan in 2021.
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.	
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.	Tree Plotter software 2020. New canopy study 2019. UF staff inventory data into GIS Salem Maps Online.
2	Reevaluate canopy goals after each canopy analysis to reflect changes in canopy coverage. Consider conducting analysis on a 5-year basis.	2019 canopy assessment completed. New canopy goal of 28% by 2030 set.
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).	Street tree inventory begun in 2018 and 2019 (sample) and continued by UF 2020.

	Actions	Status
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.	On going. Part of Treecology's contract. Draft update to Street Tree list in 2020. Changes to Admin. Rule in 2021.
6	Adopt and utilize a tracking system to evaluate number of trees approved for removal and planting through development process.	IPS system being implemented to include tree assets 2021.
7	Review and revise current approved list of street trees, incorporating, where appropriate, additional large canopy, evergreen, and native trees.	Draft update to Street Tree list in 2020. Changes to Admin. Rule in 2021.
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	New enhanced street tree planting contract for five years in CIP 2019-2023 @\$100,000/yr. plus continuing contract 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.	Tax deductible Oregon oak donation by Mahonia Nursery 2019 (Woodscape Park).
4	Establish a memorial and honor tree program funded by fees and donations that covers costs of planting, maintenance, and replacement.	COVID-19 memorial tree to be planted in 20/21. Hiroshima Peace Tree planted in 2020 at Pringle Park.
5	Investigate establishing a municipal wood products policy for high quality wood repurposing ("value added", e.g. Corvallis "Trees to Treasures" program).	Wood donated to Marion County programs for repurposing.
6	Establish a dedicated fund for tree plantings. Fund through compensatory payments, environmental fines, payment in lieu, and donations.	Fund for donations, payment in lieu funds collected if replanting not feasible. Violation funds collected for Salem Tree Fund.
7	Establish a policy to provide tax breaks for high percent tree cover.	
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).	
2	Work with corporate sponsors to contribute funding for tree and maintenance activities.	Occurs through FOT events.

	Actions	Status
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, American Forests, Cities4Forests
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
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