

**Jacksonville Tree Commission
Strategic Planning Session # 2
October 13, 2022
10 AM**

I. Introduction and Welcome - Chris Flagg, Tree Commission Chair

II. Response to Questions Raised in Session 1:

- a. Do we know an order of magnitude, year by year, for how many trees have been removed, how many planted, how much money came into the Tree Fund, how much went out?
- b. The possibility of hiring a consultant to assist with developing a Master Planting Plan, perhaps through grants?
- c. Where do the recovered funds go for vehicle accident damaged trees? To one of the Tree Funds or the General Fund?
- d. What is required or how do we amend the restrictions to the Tree Fund Ordinances?
- e. With the current level of staff how many Level 2 Projects per month can be done successfully?
- f. What can the Tree Commission do to encourage enforcement of the City's Tree Protection and Landscape regulations with regard to illegal tree topping, missing trees, trees removed with no replacement and/or mitigation; buffer hedges missing.
- g. How can the Tree Commission encourage volunteer plantings.
- h. How can the Tree Commission encourage interdepartmental coordination especially for CIP projects. Perhaps a policy to ensure staff review at an early stage in the design process.
- i. Is Plan-It GEO the best platform for an integrated database; short term and long.

III. Materials Circulated by Partners

Chris Flagg – Introduction & Welcome (Attachment A)
Staff Perspective on Data – Justin Gearhart (Attachment B)
Scenic Jacksonville – Nancy Powell (Attachment C)
Greenscape – Lisa Grubba – (Attachment D)
Liberty Landscape – Mike Zaffaroni (Attachment E)
Tree Commission Duties – Susan Grandin – (Attachment F)

Boston's Urban Forest Plan, September 2022 <https://content.boston.gov/departments/parks-and-recreation/urban-forest-plan>

IV. Facilitated Discussion between Commissioners and Staff

- a. What We Know
- b. Articulating the Desired State
- c. What the Commission can do in the Next Phase

V. Public Comment

VI. Adjourn – The final Strategic Planning session is scheduled for November 2, at 10am in the Ed Ball Bldg., 10th Floor, conference room 5.

Jacksonville Tree Commission
Strategic Planning Session # 2 Minutes
Thursday, October 13, 2022 - 10 AM
Approved November 16, 2022
Via Zoom Platform & In Person

Commissioners Present:	Chris Flagg, Chair Mike Robinson, Vice Chair Susan Fraser Steve Long	Public:	Mary Cress-Littlepage, KBT Assoc. Lad Hawkins, Scenic Jax Nancy Powell, Scenic Jax Kelly O'Leary, Liberty Landscape Mike Zaffaroni, Liberty Landscape Jameka Smith, COJ John November, Public Trust Lisa Grubba, Greenscape Dave McDaniel, COJ Susan Caven, Scenic Jax Fred Pope, Scenic Jax Tracey Arpen, Scenic Jax, Greenscape Brooks Andrews, Greenscape Barbara Ketchum, Scenic Jax Tina Nichols, Jax Climate Coalition
Advisors:	Susan Grandin, OGC Justin Gearhart, City Arborist		
Staff:	Cindy Chism		

I. Introduction and Welcome - Chris Flagg, Tree Commission Chair

Those who attended last week know it was a listening session. The presentations we heard were highly valuable for all of us to understand perspective and missions. We are appreciative of the time the presenters took for us. Today we will begin to transcribe some of what we've heard, ask some questions, continue to gather data, and then make an assessment. In the 3rd meeting we will come back with some targets, some opportunities to plan for and work from there.

Those who attended the Great City Symposium last night, it was wonderful to see leadership with vision and political will. Nancy Powell and Susan Caven both did a great job putting that together, it was very inspiring and motivating. It was great to see obstacles overcome and results from a visionary leader. Preservation is key and part of our commission mission is to preserve and enhance as best we can not only the tree canopy but everything that is culturally revered within our community. I hope we can become a great city that our leadership can go to other cities and talk about what we accomplished here. That is a goal worth striving for.

A raised hand icon as well as waving at the screen will be acknowledged for those attending via Zoom. For those attending in person, let Ms. Chism know you would like to speak and she will alert the Chair.

II. Response to Questions Raised in Session 1 – Susan Fraser

These questions are part of a context of the conversation of the moment and if we don't write them down, we will forget them and then next year, we are asking the same questions again. The questions were posed in Session 1, we are hopeful there might be some answers, but it's only been a week so it's logical to say no we have no answers yet but are continuing to track them. They will either be answered in this process, or they will become part of our future actions to answer these questions. We may find they are

important to decisions we will make or its information we want to start tracking so in a few years we have data to help us make informed decisions.

I don't want to dwell on any of these unless anyone has an answer and wants to provide it. Otherwise we will continue to incorporate these into some of our recommendations.

- a. Do we know an order of magnitude, year by year, for how many trees have been removed, how many planted, how much money came into the Tree Fund, how much went out?
- b. The possibility of hiring a consultant to assist with developing a Master Planting Plan, perhaps through grants?
 1. Ms. Fraser said Ms. Grubba, through Ms. Chism, sent an email which listed Federal Grant funding for Municipalities to create Urban Forestry Master Plans or update them, but the application is due November 14th. If we find that is an application, we want to investigate our eligibility for, we may want to give that some thought now. It's USDA through the Florida Forest Service. Ms. Grandin will investigate.
- c. Where do the recovered funds go for vehicle accident damaged trees? To one of the Tree Funds or the General Fund?
- d. What is required or how do we amend the restrictions to the Tree Fund Ordinances? – Susan Grandin
- e. With the current level of staff how many Level 2 Projects per month can be done successfully?
- f. What can the Tree Commission do to encourage enforcement of the City's Tree Protection and Landscape regulations about illegal tree topping, missing trees, trees removed with no replacement and/or mitigation; buffer hedges missing?
- g. How can the Tree Commission encourage volunteer plantings?
- h. How can the Tree Commission encourage interdepartmental coordination especially for CIP projects? Perhaps a policy to ensure staff review at an early stage in the design process?
- i. Is Plan-It GEO the best platform for an integrated database, short term and long?
- j. Ms. Gubba asked for a question to be added: how to make a Level 3 Project move this mission forward?
 1. Mr. Arpen said part of the obstacle was the rules were so in flux when we were trying to advance a project, Staff was revising the rules in the middle. Like City Staff, non-profit staff are just as limited, the process that is in place now maximizes protection for the City but frankly, Greenscape Staff could spend their time much more productively by going after grants from other sources considering the amount of time involved in the Level 3 Application with the City.
 2. Ms. Littlepage clarified the concept that exists today, have those issues been resolved so the Applicant knows what to do, whether you like it or not?
 3. Ms. Grubb said the process and documents have not been finalized. Ms. Grandin replied she thought they were. Mr. November added, the instructions were completed but the Agreement needed a few minor adjustments and still needs to be approved by the Commission. Ms. Grandin believes it's finished and will send it out.
 4. Mr. Arpen said no matter what the process is, the non-profit still must make the determination if that is an efficient use of their time and resources. Ms. Littlepage pointed out that there are 2 issues, clarity, and confidence in the process itself and then whether the process, in an of itself is an obstacle. Ms. Grubba said, I agree with Mr. McDaniel. He has pointed out this process should be something which supplements his Staff and not take his staff's time, how do we make sure that this process does that.
 5. Mr. November added, we have worked so hard on this process, I would hate for it to change now. I'm confident Greenscape will decide it's worth it in the end. Now that the process is set. The Public Trust is planning on moving forward with projects under the current process.

Now that there is clarity, we are in a good place. The problem before was the change of the game now the game is set, let's play.

6. Mr. Gearhart added with the new Agreement and Contract, we have laid out everything they need. It's very clear what we expect so there are no hidden surprises. For instance, if a neighborhood organization is considering a Level 3, after looking over the requirements for submission, they may determine it is more than they are prepared for.
7. Mr. November added having some type of checklist of documents required, perhaps a template. I'm going to spend some time as I'm doing this first project putting something like that together. Yes, it is complicated now, but I believe once we get a couple of projects down the road, the kinks should be mostly worked out.
8. My perception, said Ms. Fraser, is 90% of our comments are going to relate back to lack of staff. What Mr. November is saying about forms, if there was a fully staffed department, they would create those forms. All of this allows us to substantiate the need for certain skills in staff, a certain quantity of staff.

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Ms. Powell pointed out that a key part of Boston's urban forestry plan is staff. They announced at the same time as implementing the plan the addition of staff. This plan is not just about replenishing the trees from where they were removed. They used tree equity scores and social equity scores to grow back better, we could use the heat island data, in this same way.

Mr. Flagg pointed out that their first goal of Equity First and their second of Proactive Care and Preservation, in my opinion should be switched. Ms. Fraser continued Equity First was defined as focus investments and improvements in under-canopied, historically excluded and socially vulnerable areas. The second was Proactive Care and Preservation; ensure trees/tree canopy are proactively cared for. Third was Community-Led; ensure community priorities drive urban forest decisions and management. Fourth was Prioritize and Value Trees; increase awareness and buy-in regarding the importance of trees in Boston across the public and private sectors.

IV. Facilitated Discussion between Commissioners and Staff (Attachment G)– Mary Kress-Littlepage

a. What We Know

1. It's important to summarize in our minds what we know about the urban forest and what we know about the Tree Commission. Because at the end of the day all you can do is control what the Tree Commission does. While your activities are aimed to help and support and enhance the urban forest, we need to be mindful of the work that can be accomplished by this group.
2. Under the Tree Commission heading, it must be acknowledged that this Commission knows how to plant trees, 8,000 trees were planted in the last 3 years. That is very positive, maybe

- more would have been better, maybe less palms trees and crepe myrtles but there is a process which can get trees in the ground in an effective way.
3. We also know that what gets done at this stage relies on requests from others. That the Commission itself does not orchestrate, direct or instigate new plantings. Individuals come to the Commission through the homeowner program, organizations, schools, etc., then the non-profits.
 4. There is a lot of research available which is not used on a day-to-day basis, whether that's because it's not useful or because an effort is not being made to use it but there is research available.
 5. There are a lot of financial resources to plant trees, but none are available to do anything else. The City, through Mowing & Landscape Division is thinly resourced.
 6. There are a lot of community partners which show up month after month, week after week to sit through these meetings to comment, be engaged and care deeply. While they are all friends and know each other's work, has there been a concerted effort to bring those voices together and create a choir which sings the same song at the same time on behalf of the canopy and the work the Commission is doing.
 7. On the Canopy side we know it is not distributed evenly across the community.
 8. We know general data, some specific community data about where the canopy was at one point in time but we don't understand a lot about how the canopy has changed over time. There have been questions about how many trees have come down, what is the best way to measure trees that have come down, is the money we bring in from the loss of the trees sufficient to cover the cost of replacing a tree. All of these questions around change are not well understood or well answered.
 9. We know a lot about the threats to the urban forest. Not just climate change, disease, lack of care, development, all of the pressures and yet more we would like to know. There are places where that data is incomplete or out of date, 5-10 years old.
 10. We know that the systems protecting trees from removal are somewhat limited. The systems for ensuring compliance to existing codes to protect trees are not as aggressively enforced as they could be.
 11. Are there any other issues in these to categories that have not been mentioned?
 12. Ms. Grandin asked what everyone's definition of urban forest is; the forestation of downtown is a lot different than the forestation of the deep westside. Jacksonville is such a large area, unlike Boston, which is all urbanized like our downtown. Mr. Gearhart said in general the loose term urban forest is used to describe trees within the entire City. Each City is different. Our urban forest and urban forest needs are considerable different than Boston. It's how we determine what's important. The entire urban forest is every tree we have; whether it's planted maintained, private, or public; that is the City's urban forest. But where we should focus within that urban forest that's where it differs.
 13. Ms. Littlepage clarified as the stormwater research discusses the uses of trees, whether it's for stormwater protection or heat islands, there are strategies to plant trees by their benefits or by geography, such as downtown, the urban core or rural outlying areas. You could do a matrix with uses on this axis and geography on this axis so downtown we may want to focus on X whereas in the rural areas where there are already a lot of trees our activity may be lower and focused on something different. Mr. Gearhart continued, typically urban forest plans encompass the entirety of the City but there are particular areas which a specific strategy is focused, equity or stormwater, etc. Just because there are exterior rural areas, planting may not be the focus, but preservation or conservation may be the focus. Not every area will be equal, there should be an overall urban forest canopy plan and then specific plans for urban, urban core, whatever the breakdown of the City is.

14. Mr. Arpen asked if there was anything which could be done in the structure and organization of the Tree Commission and how it operates which would move the ball further along. Right now the reliance is on a handful of volunteers to serve as Tree Commissioners to do all of the work in terms of reviewing proposals and things like that. Is it possible to model the structure more like DDRB which has a separate group of volunteers which reviews plans and makes recommendations to the larger group. Some way to ease the burden on the Tree Commissioners and facilitate the approval and planting of trees. Ms. Littlepage clarified that we would add that the Commissioners are volunteers and don't have a lot of Staff supporting them.
15. Ms. Fraser clarified that the requests from others to instigate tree plantings can also mean City Staff.
16. Ms. Powell pointed out there is general support for trees and Ms. Littlepage added there is little top-down leadership support for trees. Ms. Fraser continued, there is no champion for trees. Mr. Lad Hawkins asked for a map of Jacksonville which shows which street tree plantings are maintained by the City and which are maintained by FDOT. Mr. Long clarified on the City's GIS system, the information is listed under a tab called road maintenance, City roads are shown as blue, FDOT's are green and private roads are shown as grey. Mr. Hawkins pointed out that who maintains the trees on which road is not noted in the GIS. Mr. Long agreed.

b. Articulating the Desired State

1. Ms. Littlepage said when you think about the urban forest that we have defined it will exist for years and years and evolve and change and grow and thrive. That is a long-term trajectory. We need to be mindful of where we are and where we are acting. What is the ideal state for the urban forest? We need to think about where we're trying to go before, we can begin thinking about what the steps are to get there. Share some thoughts, definitions, descriptions of what you would like the urban forest to look like at the end of the day, qualities, characteristics, what kind of community supports it or doesn't, what is that long-term vision for this forest?
 - i. Mr. M. Robinson said a well-managed, proactive maintenance with a varied tree species mix, both native and introduced, Florida Friendly.
 - ii. Ms. Fraser added the actions we take today must look forward to the changing climate so we are not making investments in species or locations which may make them inappropriate in the future. Ms. Littlepage clarified so it must be well-suited to the future climate changes.
 - iii. Mr. Flagg said preserve what we have, build on the positives of what we have. The canopies which currently exist. Do everything we can to preserve those. Then build on that in a fashion which enhances the character of the existing canopy.
 - iv. Mr. Long said at Hodges and JTB several acres were clearcut. It appears most of our trees come from private developers which need to replace trees which they have cut down but everything that must be done has to be done in public rights-of-way, public parks, we need something to allow us to do more on private property. There isn't enough room on publicly owned property to offset the loss of trees. Ms. Littlepage suggested better balance between private and public land use. Would you also like a culture where the development community has a greater investment in preservation?
 - v. Mr. Gearhart suggested not only mixed species but mixed age groups as well. Everything shouldn't be planted in the same year. It is easier on maintenance and wildlife habitat.
 - vi. Ms. Fraser said we should be looking at the urban forest as investment, more than just green side up. If we see challenges, we should direct our resources to flood mitigation, stormwater uptake, not just aesthetics. Ms. Littlepage added, a forest that

works, working on stormwater, working on heat islands, other issues, clean air, habitat, etc.

- vii. Ms. Littlepage asked what about location? Ms. Fraser asked if it was a goal to have canopy percentage equity or not? Ms. Littlepage asked would all communities have equal access to forest? Ms. Fraser said within walking distance to green space, high proximity to residential. For commercial areas its more about heat island effects, mitigate that parking lot, for residential its more about access and use.
- viii. Mr. Gearhart suggested ensuring public buy-in. Though it's not directly related to the tree itself, if we have an invested public, it makes the goals, we want to reach easier, and it means people will help take care of this widespread public/private canopy. Ms. Littlepage pointed out that reflects on what we know, the qualities of the forest itself and the qualities of the community culture that enjoys, supports, nurtures, or fights the canopy. Mr. Gearhart continued, if the urban forest reflects what the community wants it reflects needs, wants, wills, etc. Ms. Fraser added it also reflects our ability to educate the public about benefits they might not be aware of otherwise. Mr. Gearhart added that if we have a City-wide initiative, there will have to be some type of education on the benefits.
- ix. Ms. Littlepage asked what type of public infrastructure would be desirable to support this vision? Ms. Fraser suggested well-maintained and pro-active maintenance by City staff. Mr. M. Robinson pointed out that the urban forest be maintained on a proactive cyclical basis.
- x. Ms. Fraser suggested we try to figure out how to do more or influence what is done on private land, with support for the long-term health of that environment through HOAs. Mr. M. Robinson added that as you do the aerial urban forest survey, it doesn't differentiate between public or private.
- xi. Mr. Hawkins pointed out that in 50 years, the sea rise will be 4 ft 6 in. That is the high end of the projection. NOA's projections are 2030 6", 2040 13", 2050 26", 2060 40", and 2070 54". We need to think about where the trees are being planted. The resiliency team should be mapping out where these areas are. Somehow we need to deal with this.
- xii. Ms. Powell reminded everyone of the slide from her presentation of Greenville, SC showing a canopy of street trees in urban corridors, enhancing the walkability and comfort on a human scale.
- xiii. Mr. Arpen summarized the last picture as a stable, maintained resilient canopy that is equitably distributed around town and mitigates for climate change. In addition, educating the public on the benefits of trees which far outweighs the risks. The insurance companies, hurricanes and the tree cutting companies have folks believing that if they have a tree in their yard, they should cut it down.
- xiv. Mr. Flagg agreed and said Mr. Arpen delivered our future mission statement with his first sentence. This encapsulated every aspect of what we should be striving for.
- xv. Ms. Fraser added "and supported by an educated public" at the end of the sentence.
- xvi. Mr. Pope said what many cities do is establish a percentage of canopy they try to achieve. Because Jacksonville is so large, perhaps there should be different canopy goals for each type of development whether its urban or rural. But to make this happen, because there is so much private property which impacts the canopy its self, the way most cities handle that is through regulations including public support. Where it needs to end up is with Staff who can make recommendations that have authority to guide the developers into preserving a certain percentage of the tree canopy. There needs to be a real commitment for tree preservation from the City as

well with policies and procedures incorporating preservation within the landscaping in the process of design and construction, ours is hit or miss right now. Most cities which are successful have a very streamlined and effective system of review and development. Without those 2 things not much will happen. There are 3 parts: 1) getting the support of the public, 2) implementing these policies and procedures which have regulatory influence and then enforcement.

- xvii. Ms. Grandin clarified you must have education, procedures in place, regulation, and then enforcement. The other thing mentioned was what percentage of the canopy so we need to quantify what percentage we want. 10% or 60% or maybe different amounts in different areas. You may be able to organize it on the development areas which are outlined on the comprehensive plan. Ms. Littlepage pointed out that the tree canopy report uses the development areas as well as census block. That research gives us the data at all those levels. It doesn't tell us what it should be just what it was in the 2017 report based on 2015 data.
 - xviii. Ms. Powell suggested the tree equity scores may be more recent so should be evaluated on what was used. That report was issued in 2022 from American Forest.
 - xix. Ms. Littlepage said one of the things to keep in mind when tracking things over time, you need to have a consistent set of data. To use the tree canopy report from 2015/2017 and compare it to the American Forest report, though it may be useful, it is certainly not consistent. The other thing required is accessibility.
 - xx. Mr. Arpen said the Landscape Ordinance has been on the books for 30-35 years essentially unchanged. It doesn't reward, incentivize, or require a good tree canopy. The Landscape Ordinance needs to be evaluated for its effectiveness. Ms. Littlepage added so in an ideal state the policies and procedures would reflect the current state of things and be enforced.
 - xxi. Mr. November said it is a shame Curtis Hart is not here. He really does believe we can do better when it comes to the tree canopy. The Tree Commission taking this on is too much, but a subcommittee comprised of people from the development community who care about Jacksonville to determine how to do a little better, incentivize a little more. One of the problems is stormwater, the property must be leveled out, if not there are big problems. Ms. Littlepage added, the development community should be a part of this conversation, not only because their actions have such an influence but also because the challenges in affordable housing. All the focus on trees and tree canopy ultimately adds to the price of housing. How does all that balance out.
 - xxii. Ms. Fraser suggested one of the further goals is have continuing dialog about what is appropriate.
 - xxiii. Mr. Andrews said please use the recommendations made in the report adopted by the City Council by special committee on resiliency regarding trees. The data has begun to be released from Dr. Rosenblatt's heat study; this should be considered when making decisions. Community education is critical for an informed public that appreciates and supports the expansion of our tree canopy. If the Commission could dedicate some of the funding to community education if possible.
- c. What the Commission can do in the Next Phase
- 1. Ms. Littlepage asked what can the Commission do in the next 2-3 years to advance to the desired state? Think about the 4 categories of the scope of duties: Research & Development, Planting & Maintenance, Community Outreach and Education and Administration. Also think about things which can be completed within that 2-3-year window. There may be other things which can be begun as first steps to longer term work.

- i. Ms. Fraser suggested applying for and securing funding for an Urban Forestry Master Plan.
- ii. Mr. Flagg asked how do we embellish the Community Outreach and Education? How could we employ some of the stakeholders to assist with the education? Is there a supplement to the Tree Commission to make recommendations. Which would alleviate some of the reliance on Staff. Ms. Littlepage clarified, the goal is to build a coalition of like minded stakeholders. Mr. Flagg continued, it could be an advocacy group, education, political advocacy group, we need to increase the volume of the voice.
- iii. Ms. Fraser suggested expanding the stakeholders we know to stakeholders who don't yet know us; City-wise and other non-profits. A short-term goal may be to identify an expanded pool of stakeholders which have a reach which we don't currently have.
- iv. Mr. M. Robinson asked Ms. Grandin if the Commission could use Tree Mitigation Fund monies to sponsor outreach programs such as the Project Learning Tree, through the schools?
- v. Ms. Grandin said, no those funds may not be used for that. It's even pushing it to use the Tree Funds for a big plan but not the outreach.
- vi. Ms. Littlepage asked if there were any obstacles to the Tree Commission seeking funds elsewhere and how would that work? Ms. Grandin said typically Commission at the City don't fund raise. Some years ago, during the Preservation Project, the Mayor's office stated a 501(3)(c) to do just that. The idea was people would be happy to donate funds to the Preservation Project. It was a complete failure. It would have to be a non-profit organization. Ms. Littlepage asked if there was an obstacle to Mr. Flagg approaching an organization and asking for funding? Ms. Grandin said no, that is what we did to hire Ms. Littlepage.
- vii. Ms. Fraser reminded Ms. Grandin that there is an Ordinance which says Commission's can ask for funding from the City Council. Ms. Grandin said yes, for budgetary purposes, when the budget is put together, Commissions can ask for funding. Ms. Fraser continued, we are too late for this year, but for next year, we would have to have a sponsor take it to the Council. Ms. Grandin said it is presented to the Mayor's office, who puts the budget together, then that goes to Council.
- viii. Mr. Pope said in many City's Community Outreach is done by a Staff person. It should be a goal to have some who specializes in that.
- ix. Ms. Littlepage asked about R&D. Ms. Fraser said, we have the old tree canopy data, we've been seeking supplements to that data through the Planning Department's permit records to give us an idea where trees have been lost, short-term action is to incorporate that data into Plan-It GEO.
- x. Ms. Littlepage asked what the benchmark was for tracking change in the tree canopy over time? What tool, what data set that informs that. Mr. Gearhart said Plan-It GEO however it doesn't track the canopy over time because it's only really being updated for additions and the removals done through the Remove & Replace Program. Ms. Littlepage pointed out that overlooks a big portion of tree loss that came through silviculture and other things. Mr. Gearhart agreed there is no visible data set on a map. It is something which is being collected through various departments but not unified. Ms. Littlepage clarified the 2017 tree canopy report is based on a 2015 aerial observation. Mr. Gearhart agreed. Ms. Littlepage continued, could that be replicated, could you pick up 2020 data which would give you a 5 year, that was then this is now. Mr. Gearhart agreed, having some sort of cyclical renewal of that type of data collection and then analysis but currently we have nothing like that. Ms. Littlepage

asked if it was important? Mr. M. Robinson and Mr. Flagg responded yes. Mr. Flagg continued a benchmark and accountability are necessary. Ms. Grandin opined that even Curtis Hart would agree.

- xi. Ms. Fraser said would the goal then be to spend the funds every 5 or 7 years to re-inventory by an outside party of the aerial data? In that interim between that fund do we say it's good enough to know where the trees are coming out by permit, Staff knows where trees have been planted because it is being entered manually, could that be a surrogate in between and is it necessary. Or do we just say we will only rely on aerial data rectified every 5 years; we don't care how we got here. Ms. Littlepage said there are 2 questions which must be combined, what you care about and what you can do. It maybe you care about all of this but there is no realistic avenue to do it or if maybe we care about it so much, we want to push to make it happen.
- xii. Mr. Hawkins said it must be by aerial photo because the City does not track how many trees are removed, they only track 3 ft. circumference trees which are protected on 80-90% of the properties. All the other trees no one knows anything about, and they just come down, pine trees are not protected except long leaf. There is no way to know what's being removed even looking at the permit. We will only know that by aerial photo.
- xiii. Ms. Fraser said the dilemma is if we only do a check every 5 years with the full-on data there's a lot of development producing a lot of revenue for us. By not knowing that a particular area of the City is hot for development and a lot of trees are coming down, but if we can see trends that say, all the permits are being pulled, the canopy in that district is being removed at a rapid pace. if we only touch that every 5 years, is that enough? Ms. Littlepage asked how much the aerial inventory cost? Mr. November replied \$50,000. Mr. Hawkins suggested this amount should be in the City budget.
- xiv. Ms. Powell said since its been 7 years since 2015 an immediate step would be to do this study now. The next question is do you do it every 5 years and plan for it? In other Master Plans from other cities there are ways of tracking their own trees that our Master Planning Process should look at to help determine what we should do. Just because we can't do it today does not mean it isn't possible in the future. We must have an order of magnitude, we don't have a full picture of how bad the crisis is because we have none of this data, we don't know how much we've lost over the last 20 years. Is it enough to have planted 8,000 trees in the last three years. Or do we look at this Tree Equity Score data, if someone else is tracking it, and it's a good methodology, maybe we don't have to spend the \$50,000, we can depend on American Forest to do it. There is data out there but it is a project to figure out what is the ongoing plan, if we like that methodology then we should repeat that, so we can compare apples to apples.
- xv. Mr. Arpen said he agrees with Mr. Hawkins that the only realistic way to do it is by canopy because we don't have a mechanism to accurately track trees lost to development or other causes. Especially has development moves outside the beltway, taking over pine plantations, etc., there is so much exempt which isn't being tracked. The thing we want to be concerned about is the canopy and canopy loss rather than trying to track individual trees or inches of trees lost, even inches of trees lost doesn't necessarily correlate to overall canopy. You'll only get it every 5 years but 5 years over time will show you a trend.
- xvi. Mr. November said we worked with Greenscape on the coordination of that initial study. A major component of that study was something called iTree Canopy. It's a

tool we can use that's free that doesn't cost \$50,000 that Staff will appropriate funding could do without spending that money. I don't see that amount coming from the budget and frankly when you plan with the tool on Plan-It GEO currently, if you plant 25,000 the percentage of tree canopy cover only goes up 1%. We are talking about a massive City where I would rather see out time spent planning on how to best get trees in the ground and projects on how to get trees in the ground. That 2015 data provides a nice starting point. It isn't necessary to do it every 5 years, maybe every 10. 8,000 trees is not moving the needle very much. 10 times that will barely move the needle as well on the Plan-It GEO software it's disheartening, the City is so massive. I'd rather spend the \$50,000 on additional staffing. Ms. Powell asked if it's because a new tree doesn't have any canopy and it will take it 50 years to have some? Mr. November agreed, that's 1 reason, it's just the nature of environment, there are a lot of trees and it's a big City. Play with the tool on Plan-It GEO; there is something called Canopy Planner it allows you to plan how many trees it would take in each district to grow the canopy a certain percentage and what it will cost. Do we need another tool to tell us where trees are being removed, we have a good idea on all the hot development portions of town, southside, northside, let's focus on planting trees there. Use iTree, it's there.

- xvii. Mr. McDaniel said there is only so much space to plant trees on public property. We can't plant on private property. It's difficult to get the canopy we desire with that limitation. Ms. Grandin said the mitigation requirements say you are supposed to replant the trees you cut down, the inches, on the site. There are 14 different criteria which must be met to pay into the Tree Fund. But developers say there is not enough room on my site to replant. There would be if they didn't have as many a parking places, or square feet of retail, as many lots, or as many apartment units. It's a matter of taking the regulations which are already in place and enforcing them. Mr. Hawkins asked if the regulations also say if an excessive number of trees are removed the mitigation may be doubled? Ms. Grandin said it says something about if there are more than X 24" inch DBH trees removed in a certain area. It's much to easy to pay into the mitigation fund. We wouldn't have all this money if the trees were planted back on the properties from which they were removed.
- xviii. Ms. Fraser said so the default could be something like no more than 10% of your trees removed can be mitigated and 90% must be restored or left on the property.
- xix. Mr. November said the Ordinance that monitors that is the minimal landscape requirements for each lot. Ms. Grandin said, no that's separate from the mitigation requirements. There are the mitigation requirements, you're supposed to put the trees back on the site, and in addition you have landscape requirements.
- xx. Mr. Pope suggested just starting from scratch: there is a canopy percentage requirement for each lot, each tree has a certain size planting area. You get points for how big the tree is when it's installed. The developer would have the option of saving a bunch of trees and getting points for that or he can remove them all and plant new ones if he ends up with the same percentage of canopy coverage. That would simplify the process and give a lot of flexibility. The problem right now is the detailed requirements are not sufficient; a live oak can be planted in a 5ft area.
- xxi. Ms. Fraser said the big picture for us is to evaluate the code to reduce mitigation as an option.
- xxii. Ms. Littlepage asked what is the Commission's role in changing the rules around mitigation? Ms. Grandin said we can suggest changes to the Landscape Code. Mr. Hawkins said what we want to do is reduce the loss of mature trees, so we need to

- figure out some way to encourage people to save the trees already on the property. Ms. Fraser said we need to tie our objective of canopy trees and urban canopy to the requirements to make that happen. Mr. Pope added the percentage could be based upon the type of zoning. There are number of ways to approach it, so the canopy requirement varies depending on what type of development it is. Ms. Fraser asked if there would be bonuses for density increases to cluster or there's more open space.
- xxiii. Ms. Grandin said Alachua County's (maybe?) landscape code requires an aerial of the property before development and then after development, allowing 5 years for the trees to mature. Ms. Littlepage clarified, it sounds like one of the things the Commission would like to do is recommend changes to the Landscape/Mitigation code to encourage replanting on side as opposed to just paying into the Tree Fund.
- xxiv. Ms. Fraser said we are not getting the outcome we want because we are incentivizing the wrong thing, cut and write a check. We would prefer save what we have, we need a study to determine what is the code doing we don't like, what incentives can we change so the code does what we like, before we try to change it.
- xxv. Mr. Arpen said through accommodation of the way the Landscape Ordinance and Tree Protection laws are written and the way they are enforced is incentivizing cutting everything down and paying. The amount required for payment per inch has been unchanged for 22 years, pay the lesser of \$85/inch or current cost of whatever the replacement is through a nursery. If the objective is for the developer to mitigate the loss he's causing, the requirement isn't even close. The other way we are incentivizing removal is requiring Staff to look at 14 criteria on a tree removal permit, it's unrealistic with the level of Staff. It's partly ordinance and partly enforcement.
- xxvi. Mr. Gearhart said one thing to keep in mind, conserving the trees on a property, depending on the scale of the development going on, even with the barricades around the tree, with all the underground work, it's likely that some if not all, trees will die 5 years down the line. There is some benefit to mitigation, whether it's setting aside a piece of land for conservation, away from the core of the development or something along those lines.
- xxvii. Ms. Nichols said as an outsider listening to the conversation, it seems like historically the developers have gotten off easy, they can clear their lots, get their plans approves, they put some money in the tree fund and then it becomes the Tree Commission and the City's burden to take over the problem of the trees being eliminated. Somehow the burden needs to be shifted back to the developers, have it remain as much their problem as it can. If they want to clear a lot for development, let them determine the solution for replacing the trees they have removed, whether they must replant a certain percentage of trees on that development itself or plant them somewhere else. It's not sustainable to continue to have the burden on the Tree Commission and the City to determine the solution to the loss.
- xxviii. Ms. Littlepage asked if the planting programs we have now need changes or are there suggestions and/or goals to help move forward? Ms. Fraser said the genesis of the whole discussion was to be more proactive. The Commission needs to either generate categories of projects or identify projects we sponsor. Do we have a plan to focus on a specific category of project this year and we will find projects that fit that remit. Ms. Littlepage asked what the Commission could do to change that?
- xxix. Mr. Flagg said there is a lot of connectivity to that effort. We need to build an alliance to assist us to be proactive. Ms. Grandin said if we had a Master Urban Forestry plan, then the Commission could look at the plan and set yearly priorities. Mr. Flagg continued, so we need a plan; how do we fund it and how do we procure it

and then how do we select. Then we administer that plan getting done, how is that managed. Ms. Fraser asked how big Mr. Gearhart's plate is? Mr. Flagg agreed and said there is the early comment Staff shortage. I'm hoping all of this will accelerate the conversation of increase Staff.

- xxx. Mr. Long pointed out that though the City does have Grant Writers, for a Plan it may be better to go through the Planning Department. We ask them to lead that charge, with a consulting firm to do that type of study once we got funding. Mr. Flagg asked if they could lean on Staff and the Commission for input into an RFP to ensure the description is right? Mr. Long said, yes, I believe they would. They should be in these meetings already, but we would have them as part of the development of the scope of the RFP before it was advertised. They do studies all the time on various things, so it sounds doable. Mr. Flagg would like the Commission to be part of the review process, have the consultant or applicant report to us and give us the status on the project and we give them the direction. We help choose, we are the committee that makes those decisions.
- xxxii. Ms. Littlepage said so everything for the Urban Forestry Master Plan will clearly take some time. In the meantime, there are 3 existing planting programs are there any suggested changes in those programs? Ms. Fraser asked if we make no changes are we saying until the Urban Forestry Master Plan is completed, we expect what we are getting, which is a couple of projects a month, the bank account increasing, are we saying there are no actions to take before the Master Plan is completed?
- xxxiii. Ms. Fraser continued if we took the areas listed in the Green Infrastructure Report, issue an RFP or RFQ which says we have a project with a maximum budget of X dollars, request ideas from consultants. We don't have Staff, but we have funds. Perhaps we just do 1 of those while we wait for the Urban Forestry Plan. Something which accelerates what we are doing. Identify 1 priority, the scope of a project, get it on the street. Mr. Flagg agreed that is a good idea. Mr. Long pointed out the Planning Department could produce a map which shows where each development has occurred yearly for the last 5 years, since most developments are paying into the fund, it may help to identify those areas with shortfalls if plantings have not been done already, it may be a good place to start. Mr. Pope suggested using consultants to identify these project locations. Ms. Grandin said the farther we get away from using the funds for a specific project, the harder it is to justify it to a judge. Mr. Pope continued, no that would just be the first phase, identifies a list of projects, brings them to Tree Commission for approval, the second phase is he does the detail for each site, it's just part of the process. Staff would still have to manage the consultant, inspect what they do then assist with the construction administration. Mr. M. Robinson asked so instead of a Level 3 Project from a non-profit it's from a for-profit consulting firm? Ms. Grandin agreed. Mr. M. Robinson said he didn't like it much.
- xxxiiii. Ms. Powell said there is nothing on the whiteboard to enhance or expand the staffing. The Commission should recommend to Mayor and City Council to expand the Urban Forestry Staff to X number of people with X qualifications because none of this will work without it. This Urban Forestry Plan needs to be kept with the subject matter experts. Ms. Fraser reminded the Commission there is an unfilled position within the Urban Forestry Staff. Is the reason we are having so much trouble filling the position due to the low salary being offered? Is there anything we can do about that? Mr. Gearhart said the open position is for Urban Forestry Manager which deals more with maintenance and finances than tree planting. This position is not a significant contributor to getting trees planted.

- xxxiv. Ms. Littlepage said we have determined we need to advocate for more Urban Forestry staff which takes us to Outreach. If we can amplify the voices, then the chorus gets louder. Are there actions the Commission could take which would help with Community Outreach and Education? Ms. Fraser said I heard 2 kinds of outreach, 1 to amplify what we are doing and then outreach about urban canopy education. Ms. Littlepage said it is both plus people who can help you advocate for the change whether it's additional staff, funding for something or whatever. You want to sing the song of the good work that you are already doing, and the opportunities present and sing the song of the long-range vision of the Urban Forest. But then there is also just some down & dirty advocacy, let us make the changes in procedure or access the funds or hire the people, that kind of advocacy.
- xxxv. Mr. Pope said to educate the public it needs to be mass exposure. Ms. Fraser suggested sending an email to anyone who requested a tree through the 630-CITY program. Mr. Long suggested Mr. Gearhart discuss this type of thing with Ms. Berry in the Director's office. Mr. M. Robinson suggested providing a 1 page document for 7 second elevator speech for the incoming new Council members. Ms. Fraser suggested the personal touch, a very short meeting with the projects done in their district highlighted. Perhaps we need a program where a Council member has a meeting once per year about the Tree Commission. That way, when we ask for more staff, they know who we are. Ms. Grandin pointed out that CM Salem said if the first time a Council member is meeting you is when you are asking for something, that is not good. A very good lobbyist told me when he is putting a bill through, he meets with every Council member 3 times. It's a lot of meet & greets. Ms. Littlepage asked if the volunteer members of the Commission willing to take on some of that responsibility?
- xxxvi. Mr. Flagg asked what other cities are doing to manage their Urban Forestry Plans? Imagine us being a similar model to a City Council. Why not have paid positions within the Commission with dedicated accountability then we hear the problems and must act. We are volunteers and show up because we are passionate about the subject. There are a lot of things here which warrant a dedicated effort. How do we get that? Ms. Fraser suggested we will have talking points at the completion of the Strategic Planning Sessions. Perhaps we partner with Scenic Jax and/or Greenscape and go to Council as a group, with our list of duties and we can only get to this point without more resources.
- xxxvii. Ms. Powell said it's not possible to meet with 19 City Council members 3 times each to get anything done for the volunteer Tree Commission to do that and with 1 or 2 people in the Urban Forestry Staff. Other cities have more staff and more general funding. They don't have a tree fund; they use general funds and why is that not even on the table yet. Why aren't we advocating for more general funds to do some of these things. Because cities do this, whether some is the benchmarking piece, which is a consulting study in and of itself, some of us may be able to help with that but there it still has its limitations. The elephant in the room is the staffing. The Resiliency Committee kept requesting a CRO and they finally got one.
- xxxviii. Ms. Grandin said it's kind of like the TDC, The Tourist Development Council, they get bed tax. The Tourist Development Council is different than this Commission because this Commission doesn't actually have to ability to say where the money goes, it goes to the Mayor's office. But they have an Executive Director, an administrative person, who has staff. Part of her job is to meet with the 19 Council Members. The TDC is funded.

- xxxix. Mr. Arpen asked if anyone could picture the Environmental Protection Board or the Historic Preservation Commission, all these volunteer boards, functioning if they had to do all the work themselves with no staff? It's amazing they think the Tree Commission is supposed to do all of this with no staff. Especially with the amount of funding available which is much more than some of the other volunteer commissions. Ms. Craven pointed out the bottom line is the attitude of the leadership of the City. If the leadership says we value our tree canopy, then it will be valued. Perhaps we need a coalition to go to the candidates and say what is your position and what will you do about the tree canopy.
- xl. Ms. Nichols pointed out Ann Cognialese got hired as CRO, she isn't a figurehead, she has authority to act, she has a budget and has hired her consultant and assembled her committee of supporters and sounding board. That needs to happen with the Commission as well. There needs to be a central unifying person, Chief Tree Office. To start, get a plan underway, through a grant or whatever, the plan itself needs to call for the staffing requirements. So, it starts from the center and works its way out instead of trying to find staffing everywhere to come in and create the main thing. It must start at the core, funding for a plan and have the plan include all the elements.
- xli. Mr. November said we can have the idealist thoughts but how can we get there now? Yes, we want a CTO, but no budgets went up this year. Unless we can do it from the Tree fund, change the ordinance to do so, how can we do it now. Ms. Littlepage asked what his first 3 steps would be? Mr. November said 1) would be to change the ordinance to allow for another staff person and anything else staff needs. We need more staffing, and we are not going to get it from the general fund. If everyone agrees this person will be working towards planting trees and protecting our canopy, it's a good use of the fund.
- xlii. Mr. Arpen pointed out that protecting trees is not tree mitigation. The judge said it's valid because you are taking money for a tree which has been cut down and using that money to plant a tree in the ground. If it is used for anything other than planting a tree in the ground it risks the whole scheme.
- xliii. Ms. Fraser asked how to reconcile the ability for impact fees to have an administrative percentage? When a transportation impact fee is levied, 2% can go for administration of the fund, management of the accounting, which is upheld everywhere, that a percentage can be used for someone to administer the program. Using a transportation impact fee for projects, all the project management is staffed and that's all funded. If the Commission is the project managers for the projects, they are administrative function of the fund. Mr. Arpen replied, this wasn't set up as an impact fee; in Jacksonville impact fee is the dirtiest word in the book. Ms. Grandin agreed it is an impact fee, just like mobility is an impact fee. Ms. Fraser said there is a lot of case law which states you must administer the money you've got. We've shown with the funds we've collected, and the limited staff funding allowed, we cannot do it. The bank account increases every month.
- xliv. Mr. November said make the job description narrow enough for the staff role to address Mr. Arpen's concerns. Hiring another person from the tree fund if we can define exactly what it is within the requirements of the law. Mr. Arpen said if they can prove in hindsight that's all they did, no outreach, nothing but putting trees in the ground. Ms. Littlepage asked if the new staff person would be in the Urban Forestry area or staff for the Commission? Mr. November replied for all things tree planting as long as it's within the rules, staff or the Commission.

- xliv. Ms. Fraser suggested going to Council with the proposal that 80% of this person's paycheck can be from the tree fund, could you fund 20%? Mr. Arpen said, you must be able to track and show how the time is spent.
- xlvi. Mr. Pope pointed out the tree fund is used for maintenance of trees as well. There is a backlog of trees planted in the last 20 years which have gotten no attention whatsoever. It could be justified a person to only do maintenance of the newly planted trees. Increasing the percentage from the tree fund for maintenance could also be justified. Mr. Gearhart said it doesn't seem to be an easy process to increase that percentage. The percentage is a very small amount of the fund. Keep in mind, we are talking as if the tree fund will never run out, conserving more trees on the lots, and adding a staff person. That's great short term but not sustainable long-term.
- xlvii. Ms. Powell pointed out that other cities don't have tree funds, they fund their tree programs out of the general fund. Ms. Fraser added, thank goodness we have money for trees, we are only missing funding for administration. Other cities need money for trees AND administration. Mr. Pope pointed out the percentage is of the maintenance budget if the maintenance budget were to get increased, then the amount of the percentage would go up exponentially.
- xlviii. Mr. Zaffaroni said the tree fund money should be spent on planting trees. That what the developers paid into it for. If the fight needs to go to City Council or Mayor's office for more maintenance funds, it is a very legitimate concern. The tree fund money is not never ending. However, the addition of one staff member does seem reasonable, but not maintenance. There is not enough money allocated to maintain the trees in an 840 square mile city; we are letting the general fund off the hook.
- xlix. Mr. Long asked how much has the tree fund gone up or down in the last 3 years after planting the 8,000 trees? Ms. Grandin said it is essentially the same. Ms. Littlepage recommended the financial reports be standardized so it can be tracked. Currently there is no way to compare last year to this year.

V. Public Comment

Mr. Arpen said a reason not to be all your eggs in the Tree Fund basket is, it's not always going to be this full. If the right kind of planning is done, the funds will go down. The only reason there is so much now because there has been no comprehensive sustained program to spend it.

Ms. Caven asked about the trees planted on the Riverwalk, did the Commission have any input into what types of trees were planted? The initial plan had a lot of canopy trees but now they are mainly palm trees. Ms. Fraser pointed out when it came to the Tree Commission the plan had changed from shade to palm trees and was told, those were the appropriate trees, and it was voted on and approved. Ms. Caven continued; it the point is to use tree fund money to plant canopy trees then tree fund money should not have been used for this project. Ms. Grandin said we would have to change the code. Mr. Zaffaroni added what has just been finished on the Riverwalk is called Phase 1. Parks is working on Phase 2 and possibly Phase 3. Where the trees were planted were in some extremely challenging conditions; it would have been a poor decision to plant most other trees other than cabbage palms in jetty style rocks. There were live oaks added to the project.

Mr. November said this session discussed staffing however I was hopeful that we would move the ball more forward in a concrete way. I'm really worried about the Commission if the staff support doesn't appear. It's too burdensome on the volunteers. I was hoping for an agreement of all parties that for session 3 we would be determining what that additional staffing looks like, within the law, if we can't get

it all from the tree fund, we need to get it from somewhere. We can't wait until next budget, October, the Commission needs it now. What can we do now to move things, take responsibilities from staff to get more staffing. Ms. Fraser asked staff at a consulting firm could be hired to do our administrative tasks? Ms. Grandin said the ordinance would have to be amended to hire another person. Ms. Fraser agreed and added, but that person could be a consultant contracted to only do work for the Commission and must keep track of their time.

Mr. Flagg pointed out that this is a 3-step process, we will not have all the answered today but this issue has been highlighted. This is something we must try to figure out. It will become one of our action items and we will have to identify a process to make that happen. Our next step is to figure out an action plan and how to do it legally. Mr. November added that staff must tell us what they want. Mr. Flagg asked Mr. McDaniel and Mr. Gearhart if there was an end of year strategic plan or a plan for next year? Mr. McDaniel said it is based on what the administration has laid out. Mr. Long added when the budget process begins, we can ask for enhancements which we do every year. The enhancements can be staffing, additional contract dollars, additional maintenance dollars, CIP, equipment, etc. In our final meetings, the Mayor's office pares it down to what can fit within the budget for the year. We could talk to the administration, and this could be one of our enhancement requests and then we could lobby for it. If we had the ability to tell them the Tree Commission could fund 50% of the cost of staff, that may make it a stronger request. Mr. Flagg said it sounds like we are back to amplifying the voice. Ms. Cognialese probably gets a higher place in line than we do when she's asking for funds. Now that she's in place with staff and consultants and moving forward. Ms. Littlepage pointed out there was a constituency in favor of creating her group before she got here, that's one of the challenges this group faces, knitting together those people and institutions in the community that care about the tree canopy and can help you amplify that voice. Mr. Flagg agreed, we need a louder voice and bigger platform so we can go to the administration.

Mr. Hawkins pointed out CM Salem is the Council representative on the Tree Commission. Why isn't he here and can we make sure he will be at the next session? Mr. Hart as well. Mr. Flagg asked if Ms. Chism had heard from either the Council member or Mr. Hart. Ms. Chism said no she had not heard from either of them.

- VI. Adjourn – The final Strategic Planning session is scheduled for November 2, at 10am in the Ed Ball Bldg., 10th Floor, conference room 5.

WHAT DO WE KNOW?

TREE COMMISSION	TREE CANOPY/URBAN FOREST
<p>Has multiple programs that can effectively facilitate the addition of trees to the tree canopy -- 8,000+ planted in last 3 years.</p> <p>Relies primarily on requests from others to instigate tree plantings.</p> <p>Has research that could guide toward more strategic tree plantings, but use is limited.</p> <p>Has ample financial resources to underwrite tree plantings; has minimal resources to support research, staffing or other non-planting activities.</p> <p>Has many community partners and supporters, but collaboration and mutual advocacy is limited.</p> <p>City staffing and funding resources (outside of the tree funds) dedicated to trees are limited.</p>	<p>Tree canopy is not equitably distributed across Jacksonville.</p> <p>While the average tree canopy cover in Jacksonville was 55% in 2015, changes to the city-wide average and sub-area canopy cover since 2015 attributed to the loss of trees is not understood.</p> <p>The urban forest is vulnerable to threats from climate change, development, disease/pests, lack of care, limited space and growing conditions.</p> <p>Data on the whole urban forest is incomplete.</p> <p>Systems for protecting trees from removal are limited.</p> <p>Systems for insuring compliance with codes related to tree planting, pruning and removal are not fully implemented.</p>

2022 Strategic Plan



WHAT ARE THE CIRCUMSTANCES WE DESIRE LONG-TERM?

What kind of urban forest?

What kind of culture/systems to support that urban forest?

WHAT CAN THE TREE COMMISSION DO IN THE NEXT THREE YEARS TO ADVANCE TOWARD THIS VISION?

<p style="text-align: center;">JACKSONVILLE TREE COMMISSION – DUTIES (Sec.94.106, <i>Ordinance Code</i>)</p>	
<p>TO DEVELOP AND MAINTAIN A TREE CANOPY AND EXISTING TREE INVENTORY.</p>	
<p>Research & Data</p>	<p>To conduct research studies, collect and analyze data and prepare maps, charts and plans for the accomplishment of [the Commission’s] purposes.</p>
	<p>To help coordinate the maintenance of an inventory of the urban tree canopy with an emphasis on historic trees, exceptional specimen trees and other unique, environmentally significant trees within the City.</p>
<p>Planting & Maintenance</p>	<p>To formulate a recommended priority project list, including an estimated implementation cost for each item, for tree planting and canopy maintenance, and to thereafter annually review the priority project list and report recommendations to the Mayors Office.</p>
	<p>To prioritize, with input from the District Council Members, proposed planting projects based on established criteria for recommendations to the Council, and, when requested, the Commission may also make recommendations on other proposed tree planting projects.</p>
	<p>To review expenditure proposals and plans for planting projects.</p>
	<p>To identify issues relative to the health and protection of public trees and recommend solutions to the problems identified.</p>
<p>Community Outreach & Education</p>	<p>To assist in the establishment of educational and outreach programs to encourage proper management and maintenance of trees on private property within the City.</p>
	<p>To act as a coordinator for programs, projects and activities related to planting projects and the health of the tree canopy between all public and private entities.</p>
<p>Administration</p>	<p>To recommend and help develop opportunities for the City's grant writing office for grants and solicitation of donations to support the City's tree canopy.</p>
	<p>To perform an annual audit of funded projects, the status of the inventory and tree permits submitted to the City to be included in an annual report to the Mayors Office and City Council.</p>

Data Questions from meeting:

- What percent of land area in Duval County is public land?
- How has the tree canopy changed over time?
- The revenue to the tree fund represents the loss of how many trees?
- Do we earn enough on the loss of a tree to pay for its replacement?

Benefits of Trees:

- Air Quality
 - Energy Conservation
 - Stormwater Retention
 - Urban Heat Island
 - Wildlife Connectivity
 - Social Equity (minority, underserved and vulnerable populations)
 - Shade & Comfort
 - Erosion Protection
 - Safety (buffers)
 - Beauty & Aesthetics
 - Public Health
 - Walkability
 - Shoreline Stabilization
 - Improving Surface Water Quality
 - Enhancing Property Values
-
- Original List
- Suggested During Meeting

Combined:

1. Air & Water Quality
2. Energy Conservation
3. Stormwater Retention
4. Shoreline Stabilization and Erosion Prevention
5. Urban Heat Island
6. Wildlife Connectivity
7. Beauty & Aesthetics
8. Public Safety & Walkability
9. Property Values
10. Social Equity

- Apply/secure funding for u.f. master plan
- Build coalition of like-minded stakeholders - increase volume of voice
 - ↳ identify potential stakeholders
- Know what funding options are
- Establish data benchmark
 - Update tree canopy report
 - what about interim data?
 - Do we already have the tool?

analyze code, visitations, fund outreach

Recommend changes to landscape code to → more trees planted vs paid for (compensate)

Tree mitigation bank (at lowlands) conservation easements

- Initiate focused planting project (Level 2) on larger scale

Strategic Plan

Urban Forest

R&D Planting Outreach Admin

- Advocate for additional U.F. staff
- Educate tree companies
- Advocate for enforcement
- Email, social media connections w/ tree requesters
- Education of new elected officials & candidates
- Tree Admission Structure: need extra dir + staff for that (Pres, TDC, etc)
- Change coding w/ re tree fund (allow fee for impact fees?)
- Hire TC staff funded thru Tree Fund (consider behavior planting / consider consultant (also add staff to Justin))

A stakeholder equity for support

- Fin
- ?

aesthetically enhancing/walkability

forest is equitably distributed

a forest that works → stormwater
treat

proactive
public support
infrastructure

well maintained ← also mixed age
groups

Mixed species - native + non
(Florida friendly)

Stable, maintained
resilient canopy
supported by
Educated public

Well suited to climate change / sea level rise
(resilience)
sites for climate change

focused on preservation

better balance betw public + private land use

developers' invest in preservation

engage
development

a forest that works heat infrastructure

well maintained

also mixed age groups

Mixed species - native + non
(Florida friendly)

Stable, maintained

resilient

equity

canopy

distrib.

supported by

educated public

mitigates for climate change

well suited to climate change / sea level rise
(resilience)

focused on preservation

better balance betw public + private land use

developers' ^{interest} in preservation

public buy-in - community support

forest reflects community's desire

↳ education

on private land - institutional / community support

enforcing policies + procedures / will

↳ updated to reflect changing times

engage development community

Strategic
Plan

Urban Forest

A stable, well-maintained,
resilient tree canopy, that is
equitably distributed, mitigates
for climate change, and is
supported by an educated public.

LD Planting Outreach Admin

Advocate for additional
staff

Educate tree companies

Advocate for enforcement

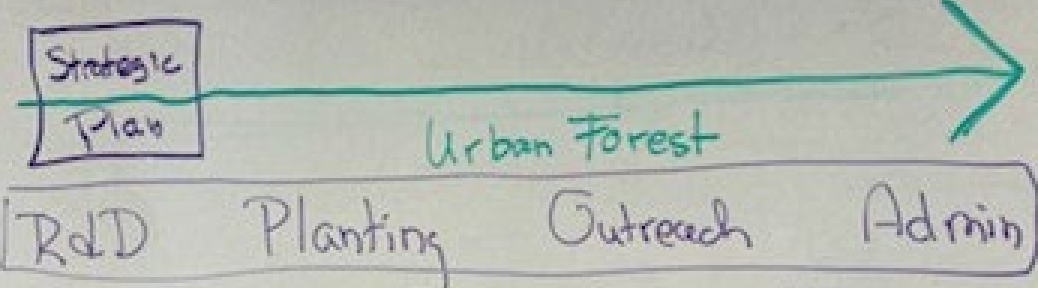
, social media connections w/
tree requesters

Education of new elected officials
& candidates

- Tree Commission Structure:
need exec dir + staff
per Atty Pres, TDC, etc.
- Change ordinance re. tree fund
(admin fee for impact Pres?)
- Hire TC staff funded
thru Tree Fund exclusively for
planting / consider consultant
(also add staff to Justin)

- Financial reporting
- Increase Maintenance
Fund

a. master plan
 ability of 12 reminded
 address - increase volume
 identify potential stakeholders
 funding options are
 data benchmark
 update tree canopy report
 what about interim date?
 do we already have the tool?
 and change to landscape
 → more trees planted
 & paid for (Carragee)
 migration bank (at law networks)
 preservation easements
 focused planting
 at (Level 2) on larger
 scale



A stable, well-maintained
 resilient tree canopy, that
 equitably distributed, and
 for climate change and
 supported by community education

- Advocate for additional W.F. staff
- Educate tree companies
- Advocate for enforcement
- Email, social media connections w/ tree requestors
- Education of new elected officials & candidates
- Tree Commission Structure: need exec dir + staff for Hist Pres, TDC, etc.
- Change ordinance re tree fund (admin fee for impact fees?)
- Hire TC staff funded thru Tree Fund exclusively for planting / consider consultant (also add staff to Justin)
- Financial reporting
- Increase Main Fund