

JACKSONVILLE TREE COMMISSION STRATEGIC PLANNING REPORT

October-November 2022

INTRODUCTION

The Jacksonville Tree Commission, established July 2017, is an advisory commission to the City of Jacksonville created “to study and make recommendations to the Council regarding the planting of trees and the health of the city’s tree canopy.”¹

More practically, the Commission was created to expedite planting of trees across Duval County to replace those lost or destroyed due to development and other causes. While the City’s tree mitigation fees had resulted in an ample fund to support new tree plantings -- \$21 million as of Feb. 8, 2018² -- the City was struggling to deploy those funds in a timely manner.

“Because the dollars are being paid into the mitigation fund at a much more rapid rate than they are being expended they are not fulfilling their intended purpose,” said then-Councilman John Crescimbeni during the first meeting of the Commission³. “We are gathering green but it’s green sitting in a bank account but it’s supposed to be green sitting on public property.... I anticipate an opportunity to... come up with some kind of plan that pushes in the direction to disperse those funds and get them out of the bank account and into the ground.”

Despite the best efforts of the Tree Commission, almost five years later challenges remain.

The Commission directs funds into four programs that not only allow the City to maintain existing trees on public property, but allow residents, city agents and public agencies, and community organizations to initiate planting of new trees on public property throughout Duval County.

Between 2019 and 2021, the Commission approved planting almost 9,000 trees (including about 900 that were replacements for sick or injured trees) at a cost of more than \$14 million⁴.

As of August 31, 2022, the City’s Tree Funds held \$33.6 million,⁵ with about \$15 million allocated to the four programs and the remaining \$18 million unallocated.

The businesses, developers and others who have paid tree mitigation fees have a reasonable expectation that the funds be used responsibly and in a timely manner.

Moreover, the City’s expanded efforts to address resiliency and mitigate climate change and sea-level rise will require greater attention to the urban forest and, in all likelihood, accelerate strategic efforts to expand the tree canopy.

Mindful of these, and other, challenges, the Tree Commission conducted a series of workshops in fall 2022 to better understand the current circumstances and causes, and to develop strategic recommendations to address them.

This report lifts up nine issues confronting the City and the Tree Commission, and potential remedies.

¹ Ordinance 2017-397, attachments to minutes of Tree Commission meeting Jan. 9, 2018.

² Jaxtreemitigation.coj.net as of Feb. 7, 2018, attachments to minutes of Tree Commission meeting Feb. 8, 2018.

³ Minutes of Tree Commission meeting Jan. 9, 2018.

⁴ Tree Commission presentation to City Council November 2021.

⁵ Tree Commission Combined Financials, Minutes of Tree Commission Sept. 21, 2022.

JACKSONVILLE TREE COMMISSION – DUTIES

(Sec.94.106, *Ordinance Code*)

TO DEVELOP AND MAINTAIN A TREE CANOPY AND EXISTING TREE INVENTORY.

Research & Data	To conduct research studies, collect and analyze data and prepare maps, charts and plans for the accomplishment of [the Commission's] purposes.
	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.
Planting & Maintenance	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 Mayor's Office.
	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.
	To review expenditure proposals and plans for planting projects.
	To identify issues relative to the health and protection of public trees and recommend solutions to the problems identified.
Community Outreach & Education	To assist in the establishment of educational and outreach programs to encourage proper management and maintenance of trees on private property within the City.
	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.
Administration	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.
	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 Mayor's Office and City Council.

THE TREE COMMISSION SEEKS FOR DUVAL COUNTY
 A REPLENISHED, EXPANDED AND RESILIENT TREE CANOPY THAT IS EQUITABLY
 DISTRIBUTED, MITIGATES FOR CLIMATE CHANGE AND IS BEAUTIFUL AND HEALTHY.
 WITH THE SUPPORT OF AN INFORMED PUBLIC, A ROBUST URBAN FOREST
 CAN CONTRIBUTE TO SUSTAINABLE DEVELOPMENT, ECONOMIC HEALTH
 AND QUALITY OF LIFE IN OUR COMMUNITY.

Jacksonville Tree Commission and community partners

November 2022

IMMEDIATE GOALS

Accessing resources to adequately staff the work of the Commission.	Improving the quality of data that informs the Commission’s decisions.	Obtaining an Urban Forest Master Plan to guide future actions.
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SHORT TERM GOALS

Maintaining or increasing current levels of tree planting; ensuring adequate funds for maintenance of those trees.	Taking a pro-active, data-driven approach to tree plantings.	Monitoring development of the Urban Forest Master Plan.	Building and maintaining constructive relationships with policymakers.
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LONG TERM GOALS

Increasing the community voice in support of the urban forest.	Preserving and enhancing the tree canopy that exists on private land throughout the city.
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IMMEDIATE GOALS

(To be accomplished before year-end 2023)

GOAL #1 – Accessing resources to adequately staff the work of the Commission.

BACKGROUND: The Tree Commission has seven members – five are community volunteers, all with full-time obligations outside of their work for the Commission; two are agents of the City: a City Council representative and a representative of the City Public Works Department.

While tree planting is the most visible of the Tree Commission’s duties, it is not the only duty. Moreover, the task of enhancing or accelerating tree planting across Duval County requires many ancillary tasks, among them:

- ✓ Engaging community organizations and stakeholders who can advance ideas, adopt projects or advocate for tree canopy growth and maintenance;
- ✓ Collaborating with other City initiatives, such as resiliency, parks development, neighborhood development and others, to maximize benefits and avoid duplication of effort;
- ✓ Educating the public about the benefits of trees, teaching homeowners how to maintain a safe canopy around the home, growing the next generation of citizens who appreciate the importance of the urban forest, fostering a community culture that respects and works to preserve the tree canopy;
- ✓ Commissioning research to monitor the health of the tree canopy over time and guide the distributive planting of trees.

However, the only funds available to the Commission are those in the City’s Tree Funds, which are strictly limited to supporting planting and maintenance:

Charter Fund 15(N) is “exclusively for the planting or replanting of mitigation trees, and for their maintenance...”⁶

Ordinance Fund (15F) funds “shall be expended for providing trees and incidental landscaping and maintaining trees... The funds... may also be used to pay the salary and benefits of one City Arborist position. The City Arborist... shall be exclusively focused on the planting of trees and other activities directly supporting planting projects in the City which utilize monies from this trust fund.”⁷

To fulfill its duties and responsibly serve the City of Jacksonville, the Tree Commission needs adequate staff support. This could be achieved through the hiring of additional permanent staff to the Urban Forestry Program of the City of Jacksonville, through the hiring of contract personnel, or both.

Funding for staffing additions could come from:

- ✓ The City General Fund;
- ✓ The Tree Funds;
- ✓ Revised mitigation fees that provide funds in addition to and independent of the amount associated with the tree mitigation fee calculation.

⁶ Minutes of Tree Commission meeting Jan. 9, 2018.

⁷ Ibid.

STRATEGY #1: The Tree Commission will work with the Mayor’s Office, City Council, the General Counsel’s Office and others to secure adequate staffing to support the full scope of duties of the Commission.

- A. Build awareness of Commission work among City Council.

Commissioners will develop a set of talking points about the Tree Commission, the Urban Forest and opportunities to strengthen the work of the Commission.

During calendar 2023, Commissioners will meet with City Council members, with special attention to those newly elected in 2023, and the new mayor and, as appropriate, his/her transition team.

- B. Take appropriate steps to provide additional financial support for the work of the Commission through the Tree Funds.

- C. Advocate for additional staff to support the Commission’s work.

Commissioners will work with the City Public Works Department to draft a job description for additional staff and include additional staffing no later than for fiscal 2024 (starting Oct. 1, 2023).

- D. Encourage the City to enhance the salary/benefits being offered for the existing Urban Forestry Manager vacancy to attract more candidates.

GOAL #2 – Improving the quality of data that informs the Commission’s decisions.

BACKGROUND: Two important streams of data guide the decisions made by the Tree Commission:

Financial data – specifically the revenues that go into the Tree Funds, the expenses incurred through tree planting projects (and support of the arborist), and the net amount available for future projects, both on a monthly and year to date basis.

Through the years, changes in the selection of data reported and the format of financial reporting have contributed to a lack of transparency about Tree Fund finances.

Tree Canopy Data – specifically the changes to the tree canopy over time, by development area, council district and census block. While there is an excellent report (An Assessment of Urban Tree Canopy in the City of Jacksonville) prepared in 2017 using 2015 data, the data has not been updated, making it impossible to accurately measure changes over time.

The fact that the Commission has planted almost 9,000 trees is of limited use without a contextual understanding of canopy shifts over time. Additionally, there is no readily available data on the cumulative loss of trees through development. The fact that the Tree Funds have grown robustly suggests a high volume of tree loss.

STRATEGY #2: The Commission will work to Improve the quality and availability of data related to finances and tree canopy available to the Commission.

- A. The Commissioners will work with the City Arborist and City accounting staff to develop and implement a standardized method of reporting Commission financials on a monthly and YTD basis and develop historical financial perspectives as necessary.
- B. The Commissioners will work with the City Arborist to develop and implement a standardized method of reporting Tree-Fund-funded tree plantings on a monthly and YTD basis and develop historical perspectives as necessary.
- C. The Commissioners will decide what benchmark they wish to use to monitor changes in the tree canopy over time, develop or identify the baseline data for that measure and develop a plan to update the data regularly.
- D. The Commissioners will formally request data from the City Planning Department regarding the loss of mitigated trees since 2017 by location and permit date; and develop a plan to coordinate to continue to receive the data quarterly.

GOAL #3 – Obtaining an Urban Forest Master Plan to guide future actions.

BACKGROUND: The Tree Commission has several excellent studies that provide assessments of the current state of the tree canopy and the benefits of protecting and growing the urban forest. Most of those studies recommend development of a comprehensive Urban Forest Master Plan to guide decision making and investments going forward.

The resiliency goals of the City include tree planting, and the resiliency report states the City should “set ambitious goals and implement a major plan for tree planting to effect stormwater, heat index and beautification.” -- *The Report of the Special Committee on Resiliency*, Jacksonville City Council.

[The City should] “develop an urban forest management plan to provide a shared vision.... [and] relate urban forestry efforts to greater citywide initiatives and priorities.” – *An Assessment of Urban Tree Canopy in the City of Jacksonville, Florida*, Plan-It GEO.

[The City should] “develop an Urban Forest Management Plan (UFMP) for the city.... A UFMP details a vision for urban tree canopy. It meshes local government and community interests to proactively manage the urban canopy and provide long term benefits. The city should develop an UFMP which describes the condition of the urban forest, the current maintenance costs, and the urban tree canopy coverage goals and methods to achieve them.” -- *Trees to Offset Stormwater, Jacksonville, Florida*, Green Infrastructure Center, Inc.

The University of Florida offers a guide to Urban Forest management that states:

“...in the current environment, urban forest management tends to involve short-term decision-making reacting to immediate needs (safety, tree hazards, etc.), principally driven by rapid land-use change and local economic concerns. It tends to address the symptoms of the problem rather than the problem itself (reactive vs. proactive). As a result, decisions and actions are often redundant, inefficient, and sometimes have to be completely redone as other priorities are identified later. What is needed is a longer-term perspective that puts forest management within the broader context of the city’s infrastructure and does not leave it as an afterthought.”

Urban Forest Management: A Primer to Strategic Planning for Municipal Governments
University of Florida, Institute for Food and Agricultural Sciences

STRATEGY #3:

The Commission will work with the City staff, grant writers, community partners and others to define, access funding for and contract for an Urban Forest Master Plan for Duval County.

- A. The Commissioners will work with the City Arborist, community partners (including the Florida Forest Service) and others to describe and define what they seek in an Urban Forest Master Plan.
- B. The Tree Commission will establish a relationship with the City’s Grants Department in preparation for timely applications for grant funding to support its functions.
- C. The Commissioners will work with the City Arborist to pursue appropriate funding opportunities to secure and contract for an Urban Forest Master Plan.

SHORT-TERM GOALS

(To be accomplished before year-end 2025)

GOAL #4 – Maintaining or increasing current levels of tree planting and ensuring adequate funds are available for maintenance of those trees.

BACKGROUND: Roughly 9,000 trees have been planted across Duval County during the life of the Tree Commission, through four different tree planting programs:

Remove & Replace – removes damaged, diseased or dead trees on public property and replaces them.

630-City – plants trees on public rights of way at the request of adjacent property owners.

Level 2 Tree Planting Program – responds to requests from individuals or organizations, public or private, to plant trees on public property.

Level 3 Tree Planting Program – provides grants to local community and not-for-profit organizations for the design, management and implementation of tree planting projects on publicly owned land.

The Tree Commission intends to work toward maintaining and increasing this level of tree-planting in the coming years.

As the inventory of trees on public property increases (it is believed that most of the tree losses throughout the county occur on private property and plantings from mitigation funds are only on public lands), so does the burden for maintenance of those trees. Maintaining healthy trees is preferable to replacing diseased or damaged trees as mature trees provide the most benefits to the environment and limit tree damage to infrastructure.

At present, the Tree Fund contributes to the tree maintenance budget of the Public Works Department an amount not to exceed 25% of the maintenance budget.

STRATEGY #4-1: Work with City Arborist and community partners to advance tree plantings.

- A. Maintain and advance relationships with key community partners and City agents to encourage tree planting projects enabled through the existing four programs.
- B. Explore marketing opportunities to build public awareness of the 630-City program, being mindful of the City's ability to respond to increased demand.

STRATEGY #4-2: Work with City Arborist and Public Works Department to advocate for adequate tree maintenance budgets.

- A. In meetings with City Council and Mayor's office representatives, build understanding of the role the Tree Fund plays in maintaining the existing tree canopy and the way additional resources added to that program increases its benefits.
- B. Pay particular attention to the maintenance needs of trees less than 20 years old, ensuring strong survival rates for the community's recent tree investments.

GOAL #5 – Taking a pro-active, data-driven approach to tree plantings.

BACKGROUND: Since its creation, the Tree Commission has responded to requests for tree plantings from City departments, other public entities (such as the Duval County School Board) and community organizations. Consequently, its work has been almost exclusively reactive.

The Commission, however, has a wealth of research that has been funded by others identifying the ways in which tree plantings can be used strategically to address/positively affect environmental and public health concerns, such as stormwater retention, air quality, heat island reduction, energy conservation, wildlife corridors, etc. Some of that research identifies areas of the county that have extraordinary needs as well as opportunities for plantings.

To date the Commission has been focused on establishing the processes associated with awarding projects to its partners. This effort is nearing completion, however, and the Commission may now focus on using the available data to prioritize and lead project selection.

STRATEGY #5: During the next 12 months, the Commission will work with the City Arborist and community stakeholders to identify and fund a Commission-initiated, data-driven tree planting project.

- A. Relying on existing research as a guide, the Commissioners will select three priority tree-planting purposes (i.e. stormwater retention, shade/comfort/heat island, wildlife connectivity, etc.).
- B. Working with the Arborist and/or invited key partners (i.e. Greenscape, Scenic Jacksonville, St Johns Riverkeeper, etc.), the Commission will select a tree-planting project that fits within those priorities, determine the appropriate programmatic home (i.e. Level 2, Level 3) and approve the project.
- C. The Commission will carefully track the progress of the project, and monitor its impact over the next three years, with the goal of applying lessons learned to future endeavors.

GOAL #6 – Monitoring development of the Urban Forest Master Plan.

BACKGROUND: The Tree Commission has important relationships with City agents, community organizations and experts in the forestry field. Those relationships can be useful to consultants as they develop an Urban Forest Master Plan.

The Urban Forest Master Plan will be of maximum use to the community if it is:

- ✓ Shared with the community;
- ✓ Championed among policymakers and community leaders;
- ✓ Implemented in a faithful and timely manner.

The Tree Commission can play a role in each of these activities.

STRATEGY #6: As the Urban Forest Master Plan is prepared, the Commission will stay updated on progress and guide and offer assistance as appropriate.

- A. The Commission will request regular updates on the development of the Urban Forest Master Plan from the selected consultant and provide direction as appropriate to ensure the Plan best reflects the goals established for the urban forest.
- B. The Commission will support the presentation and roll-out of the master plan and develop a process for sharing it with the public and policymakers.

GOAL #7: Building and maintaining constructive relationships with policymakers.

BACKGROUND: For the foreseeable future, the Tree Commission's work and effectiveness will be closely tied to public policies affecting land use, resiliency and the quality of life in Jacksonville and the elected and appointed individuals who draft and enforce those policies. If the Tree Commission is to effectively serve the people of Jacksonville, it is critical that the Commission members and the staff who support it have constructive working relationships with public policymakers.

These relationships must be nurtured and maintained over time, as election cycles come and go and the community landscape evolves and changes,

STRATEGY #7: Establish an annual plan for meeting with policymakers, sharing the work of the Commission and identifying areas of mutual interest.

- A. Identify the individuals and/or positions whose public responsibilities are relevant to the work of the Commission.
- B. Annually prepare a report on the work of the Commission to be shared with all policymakers and to build support for the urban forest with those relevant to the work of the Commission.
- C. Meet regularly with identified policymakers and influentials to share information about the Commission's work and learn about policymakers' interests.
- D. Work with community partners to anticipate emerging issues and be prepared to respond appropriately.

LONG-TERM GOALS

GOAL #8 -- Connecting with potential and existing urban forest supporters and increasing the community voice in support of the tree canopy.

BACKGROUND: A healthy, thriving urban forest relies upon the support of the people who live and work around and within it. Their respect for, their willingness to preserve and support and their vocal championship of the forest create the environment that offers the best chance for the forest to provide optimal community benefits.

As Jacksonville continues to grow in population and as the effects of climate change create new and significant challenges, the urban forest could be caught between the pressure to remove trees and the pressure to retain trees for environmental benefits. In such tumultuous times, it will be critical for Jacksonville to have an informed body of stakeholders who can advocate wisely for the urban forest in the context of contemporary circumstances.

STRATEGY #8: Build an expansive network of stakeholders who can support the urban forest.

- A. Identify strategies to communicate with the public about the importance of the urban forest and the good work of the Tree Commission, using City public affairs officers, allies such as the JEA and other resources.
- B. Maintain connections with known existing stakeholders.
- C. Identify potential stakeholders who are not yet at the table.
- D. Connect with those residents who request trees through 630-city via email and social media.
- E. Develop a network of urban forest experts outside of Jacksonville and remain informed about work happening in other communities.
- F. Identify strategies to expand education about the importance of the urban tree canopy in general, throughout Jacksonville and within specific communities.

GOAL #9 -- Advocating for changes that would help preserve the existing tree canopy on private lands throughout the city.

BACKGROUND: Most of Jacksonville's urban forest exists on private property. Recognizing this and supported by citizen referendum, Jacksonville policymakers established ordinances to protect trees on private property from demolition, requiring that those who removed mature trees during development activities must either replace them or pay a mitigation fee.

Since implementation of the ordinances, removal of trees from a development site remains the most common outcome. An unintended consequence of this outcome is the removal of trees from private property with mitigation-funded planting occurring on public property, thereby increasing the burden of maintaining the urban forest on the public. Other consequences of this outcome include the removal of trees from one area of the City with mitigation-funded planting occurring in another and the replacement of established, older tree canopy with a significantly younger tree canopy.

STRATEGY #9 – Review the outcomes resulting from the application of the current policies, procedures and laws to determine if they best support the urban tree canopy and recommend revisions as necessary to address undesirable outcomes of the current regulatory environment.

- A. Work with the development community to understand impediments to retention of trees on a development site such that there is a reduction in the use of mitigation fees.
- B. Suggest changes to the landscape code that would increase the incentives for retention of existing trees within residential and non-residential developments, making it more advantageous for developers to preserve trees than to pay mitigation fees.
- C. Evaluate opportunities that encourage preservation of the existing tree canopy such as tree mitigation banks (like wetlands), conservation easements and use restriction easements. Consider expansion of the use of tree mitigation funds to include incentives such as compensation for voluntary restrictions for approved locations/projects.
- D. Educate tree maintenance companies about regulations with the goal of reducing unauthorized cutting on private lands. Explore the impact of increased fines for violations.
- E. Advocate for enforcement of existing ordinances

APPENDICES

RELEVANT RESEARCH

CITY COUNCIL SPECIAL COMMITTEE ON RESILIENCY – FINAL REPORT 2021

Addresses a broad range of resiliency issues, including the strategic importance of the urban forest.

Makes recommendations for tree planting to affect resiliency goals, make extensive use of the tree mitigation funds and set standards for minimum tree coverage in development areas.

TREES TO OFFSET STORMWATER CASE STUDY 2019

Shows land cover for the city and more detailed to each watershed.

Shows street canopy coverage.

Shows locations for stormwater infiltration and canopy optimal tree planting locations for retention.

Highlights potential planting areas across the city.

TREE INVENTORY 2019

Conducted a random sample of city streets and the city trees within those road segments.

Covered 3.435% of total city street miles then data was extrapolated to represent entire city.

Highlighted number of trees, condition, sizes, and ecosystem functional values.

ASSESSMENT OF URBAN TREE CANOPY 2017

Shows city land cover.

Shows city urban tree canopy and potential planting area.

By development boundaries (beaches, downtown, urban, etc.....)

By City Council District

By land use

By Census Block Group

Shows criteria for air quality, energy conservation, stormwater retention, heat islands, wildlife connectivity, social equity.

STRATEGIC PLANNING WORKSHOP #1 -- COMMUNITY INPUT

The initial Strategic Planning Workshop (Oct. 4, 2022) was devoted to receiving community input.

Eight public and private partners were invited to make formal presentations to the Commissions. Another XXX community stakeholders were invited to the session and given the opportunity to participate in Q&A and make public comments. XXX community stakeholders attended.

Those making formal presentations were:

City of Jacksonville Chief Resiliency Officer, Anne Coglianese

City of Jacksonville Parks & Recreation Department, Jil Enz, Chief of Natural and Marine Resources

Northeast Florida Builders Association, Austin Nicklas, Director of Government Affairs

Scenic Jacksonville, Nancy Powell, Executive Director

The Public Trust for Conservation, John November, Executive Director

Greenscape, Lisa Grubba, Executive Director

Jacksonville Electric Authority, Joe Anderson, Urban Forester

Liberty Landscaping, Mike Zaffaroni, owner.

Those making formal public comments were:

Tracey Arpen, Scenic Florida

Fred Pope, landscape architect

Susan Kelly, Downtown Investment Authority

Themes that emerged from community presentations and comments:

Partnerships are important to informing and encouraging citizens and policymakers of the value and importance of the tree canopy, and to meeting the demands of planting increasing volume of trees across the county.

Public education, public awareness, and public advocacy are necessary to build the public will and support needed to grow and preserve Duval County's tree canopy.

While trees provide many tangible benefits to a community (air quality, energy conservation, stormwater retention, heat islands, wildlife connectivity, social equity among them) the aesthetic beauty and pleasurable qualities of trees should not be overlooked.

Adequate urban forestry staff is needed at the City of Jacksonville to efficiently and effectively manage and grow the county's urban forest.

The City needs a professional Urban Forest Master Plan and the commitment and resources to follow the plan.

STRATEGIC PLANNING WORKSHOP #2 – OPPORTUNITIES FOR ACTION

The second Strategic Planning Workshop (Oct. 13, 2022) built on the themes identified in the initial session and developed:

A description of the type of urban forest the commission envisioned:

The tree commission seeks for Duval County a stable, well-maintained, resilient tree canopy that is equitably distributed, mitigates for climate change and is supported by an informed public.

A list of potential actions the Commission could take to advance toward that goal. Those actions included (in no particular order):

- ✓ Secure funding for an urban forest master plan
- ✓ Build a coalition of like-minded stakeholders – increase the volume of the voice – to encourage more tree planting and tree preservation
- ✓ Identify potential stakeholders who are not yet at the table
- ✓ Establish a data benchmark to enable the commission and the community to accurately monitor the changing state of the tree canopy
 - Should we update the tree canopy report?
 - What about interim data? Data that appears between official measurement periods?
 - There are many sources available – what is the most accurate and efficient (and consistent and accessible) source?
- ✓ Suggest changes to the landscape code that would encourage developers to plant more trees rather than opt for paying mitigation fees.
- ✓ Establish a tree mitigation bank (like wetlands) and look at encouraging conservation easements.
- ✓ Initiate focused planting projects (level 2) on a larger scale.
- ✓ Advocate for additional urban forestry staff
- ✓ Educate tree companies about regulations in hopes of reducing unauthorized cutting on private lands
- ✓ Advocate for enforcement of existing ordinances
- ✓ Connect with those residents who request trees through 630-city via email, social media
- ✓ Educate newly elected officials and candidates about the importance and state of the tree canopy
- ✓ Build a staff structure to support the TC, a la Tourist Development Council, Historic Preservation Commission etc. Need an executive direct, staff, funding.
- ✓ Change the limitations on the Tree Funds monies to enable support for ancillary functions.
- ✓ Fill some staff needs through consultants and contract services
- ✓ Improve TC financial reporting and make it consistent
- ✓ Increase the City's maintenance fund, allow TC to devote more \$\$\$ to maintenance.

Attending Workshop #2 were:

Tree Commission: Chris Flagg, Susan Fraser, Michael Robinson, Steve Long

Staff: Cindy Chism

Advisors: Justin Gearhart, City Arborist; Susan Grandin, Office of General Counsel

Community:

Jameka Smith, COJ

Susan Caven, Scenic Jax

Tracey Arpen, Scenic Florida

Mike Zaffaroni, Liberty Landscape

Kelly O'Leary, Liberty Landscape

Lisa Grubba, Greenscape
Nancy Powell, Scenic Jax
John November, Public Trust
Fred Pope, Landscape Architect
Lad Hawkins, Scenic Jacksonville
Dave McDaniel, COJ
Brooks Andrews, Greenscape
Barbara Ketchum, Scenic Jacksonville
Tina Nichols, Jacksonville Climate Coalition

STRATEGIC PLANNING WORKSHOP #3 – DEVELOPING GOALS AND STRATEGIES

In the third and final Strategic Planning Workshop (Nov. 2, 2022) Commissioners and community partners discussed and made recommendations to draft goals and strategies for the Commission.

The results of those conversations are represented in the Strategic Plan included in this report.

Attending Strategic Planning Workshop #3 were:

Tree Commission: Chris Flagg, Susan Fraser, Michael Robinson, Rhodes Robinson, Steve Long

Staff: Cindy Chism

Advisors: Justin Gearhart, City Arborist; Susan Grandin, Office of General Counsel

Community:

Jameka Smith, COJ

Susan Caven, Scenic Jax

Mike Zaffaroni, Liberty Landscape

Kelly O’Leary, Liberty Landscape

Lisa Grubba, Greenscape

Nancy Powell, Scenic Jax

John November, Public Trust

Fred Pope, Landscape Architect

Tanya McCoy

Sarah Gumbayan, Planning Department

Maryann Salas, Late Bloomers Garden Club

Susan Kelly, DIA