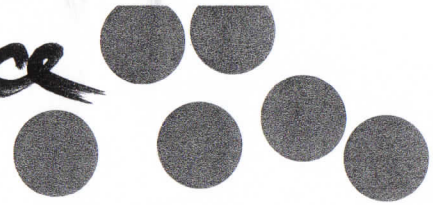


QUESTION 4

The U.S. Forest Service envisions Pittsburgh's urban forest master plan as a potential best practice template for cities around the country. What needs to happen to ensure that level of success? What are the existing assets that can be used, what resources are needed, and what processes should be used to manage the diverse range of partners who'll need to participate?

LONG-TERM Maintenance



THINK ABOUT
IMPLEMENTATION
NOW

NEED
STRONG DATA &
ECONOMIC ANALYSIS
OF BENEFITS, COSTS

Plan needs to include
strategy for
maintenance

NEED
Long-term plan for
maintaining all the new
trees that are being
planted.

Long-term monitoring
plan

Resources for maintenance
of trees need to be established
& made available

Incorporate ^{POLICY} plan into
City's Comp. PLAN
ELEMENTS ON ALL
LEVELS (Broken Down)

Robust Maintenance
Plan ●

DIVERSE STAKEHOLDER

'BUY IN'

ENGAGEMENT OF
A BROAD RANGE OF
COMMUNITY MEMBERS

Engage every
resident to participate
in implementation

think about
motivations to keep
people engaged
throughout

True municipal

buy-in
(with teeth)

Small working
group sessions
with key stakeholders

Large review
committee of
Local & National
Experts

Full support from City +
Planning

Broad participation
in
planning + implementation
(with niches made clear)

Role Identification and
Empowerment for each
partner

SPEND ~~0~~ 2000 MORE

DOLLARS -

"BIG BANG BUCK"

good steady \$
funding stream

MONEY
MINDS

\$

To ensure success:

Private driven or public
changing practices

No extra dollars

Biggest bang for buck

other cities will copy
if low cost

ex → stormwater utility & discom
downsault

Quant. Measurable Metrics — Standard!

Academia!
everyone else
runs risk of
getting burned by
reporting success
or failure

To ensure success:

Universities track success

(Give report cards

→ only group beyond reproach

EXISTING ~~ASST~~
TREE inventory
Stratum

UTC to DATE

PPUF data collection

Quantifiable + measurable
Metrics need to be
established

Sustainability

Develop
criteria to
measure plan
effectiveness

acclaim from
other cities +
experts

Need methodology
for tracking
plan progress

BE LEGALLY BINDING

Policy

Need =
Public + Govt.
buy-in

To ensure success:

Each partner signs up for
their part legally, not just
participate



legally binding

INVOLVED POLITICIANS/POLITICOS

Need:
Influential/
politically savvy
people

LOCAL GOVERNMENT
SUPPORT (NOT JUST
FINANCIAL BUT POLITICAL)

Political buy-in is needed.
Mayor, City Council,
State + Federal
representatives

Political will +
commitment

MAYOR AS
CHAMPION

CITY Council
with their
constituents

EDUCATION Campaign ● ●


MASSIVE, COORDINATED
EDUCATIONAL Campaign
for all sectors

EDUCATE CITY
COUNCIL Members
using their constituents
& ^{master} planning staff

STAKEHOLDER ACCOUNTABILITY

STAKEHOLDERS
MUST BE HELD
ACCOUNTABLE
REGARDLESS OF
CHANGING REPRESENTA
TIVES

INCENTIVE FOR ALL
STAKEHOLDERS TO
BE ACTIVELY
ENGAGED IN PLAN
& IMPLEMENTATION &
EXECUTION



Implementation
partners need to be
engaged early + tasked
with specific elements
of plan

CONCURRENT
PROCESS
Gov. level
COMMUNITY LEVEL
NEIGHBORHOOD
NON-PROFIT, over

Public forums

employ Good Will
of citizens &
funders

Need:

Strong public outreach
& education component

STAKEHOLDER
BUY IN

utilize expertise
of All Parties.

● PG+MEDIA WORKSHOP to get "ALL ON BOARD"

GOOD PUBLIC
COMMUNICATION/
MEDIA STRATEGY TO
ENGAGE / EDUCATE PUBLIC

Successful +
Widespread
Release

● Liberal use of
media

Great press

GET PPG^{media} ON
BOARD - ARTICLES
EDITORIALS /

Communication tools

ADEQUATE

\$\$

ENOUGH
CASH

Adequate
Funding

\$ for
Travel

Generous funding
to support
Deep engagement of
public + partners
in PLAN DEVELOPMENT

private foundations
in PbgH area on board
& supportive of process

\$
MONEY
\$

publicly based
dedicated
funding
stream(s)

Funding



\$ MONEY \$

Need \$ to make
it happen

As little as possible
and we will be world
famous

COALITION OF
FOUNDATIONS TO
"BUY" IN

fees or tax
incentives

An exciting campaign
to fund this unique
opportunity - big +
small \$\$\$'s

GOOD

PR + Communications

COMMUNICATION
SKILLS

ONLINE
TOOLS

GOOD
PR / MEDIA

BRILLIANT
MARKETING &
COMMUNICATIONS

USE WEBTOLS (EG. BASECAMP)
TO BUILD USABLE THREADS
OF INFORMATION - NOT RANDOM
POSTS OR BLOGS - FOR + AMONG
PARTNERS

good
branding
of what the plan does

MAXIMIZE GIS BY
COORDINATING MAPS + DATASETS -

- ① IS THIS POSSIBLE?
- ② WHO WOULD COORDINATE?
- ③ USING WHAT CRITERIA?

REGULAR ASSESSMENTS
OF PROGRESS, WELL
COMMUNICATED. (FREE
REPORT CARD CONCEPT)

ASSETS:

Pittsburgh's growing
reputation as city of
green innovation -
Better live up to it!

GOOD WEB SITE

COMMUNICATION

Excellent
outreach
materials

good web site

PUBLIC WEBSITE
FOR INPUT DURING
PLANNING PROCESS

Information
Sharing
[regular, standardized
process

OUTREACH PLAN
to STAKEHOLDERS

Web dissemination

Tracking Progress
via periodic reviews
(comprehensive)
Perhaps utilizing GIS or other form

Don't be afraid to
use social
media

BE INNOVATIVE

Innovation

good
marketing

PROCESS

MEDIA

Prioritization tools



TIE IN TO LOCAL PLANS

BUY-IN OF
PLAN & COMMITMENT
TO PLAN BY
STAKEHOLDERS

Can tie in with/
leverage city's
comprehensive planning
process

- coordinating
efforts

Could tie in to
strategic management
plan (+ context device?)

tied into
comprehensive
plan

ONE big
(easy to understand
and market) goal

work extra
hard to get
responses if hard to
reach communities

Consider differences
between ^{available people} - policies
"large city" vs
and
more rural places

Strong Public + Private Partnership.

LOCAL & NATIONAL
PARTNERSHIPS

Urban UEC
Ecology
Collaborative

USFS SUPPORT &
OPEN-
MINDEDNESS
TO COMMUNITY-
DRIVEN PLAN

ASSETS:

Great parks system
Innovative Public-Private
Partnership/Stewardship
framework.

ASSETS:

City's Urban Foresters
& Forestry Dept.

HAVE BUSINESSES
(CORPORATE)
BECOME
CHAMPIONS

targeted
CROSS disciplinary
forums
→

PROCESS - A COMBO OF
TOP-DOWN + BOTTOM-UP
(DATA) (people)
EFFORTS TO COLLECT +
PROCESS INFO

UNDERSTAND what
Forest Service has
"in mind"

Deep City Dept. Buy-In

PLAN PGH

COORDINATE WITH COUNTY +
STATE BEFORE + DURING
MASTER PLANNING

ensure buy-in from
city depts responsible for
public health, transportation
stormwater mgt.

NEED
City-wide vision
(PLAN PGH)

Make it an Eco Approach

PRACTICAL
KNOWLEDGE

NEED
Benchmarking, Best
Practices Research

Critical analysis
of work done so far,
and more biologists/
foresters involved in
Process.

Scientific method
Applied to a component.
Unit manq. Plus for existing
Assets. Rub.2 to manage
Partners

MP should be
more like a UMP
with heavy realign
on Biology/Forestry

GREEN
MOVEMENT
(MOMENTUM)

ENGAGED PUBLIC ●

Community
based
action teams

presence at
public
festivals

CDCs to
get into
neighborhoods
(monthly meetings)

excellent
community
engagement

engage many
people in implementation

responsiveness

Asset =
Green wave
hits Park!

PROCESS

OPEN + ENGAGING

COMMUNITY
ENGAGEMENT

Asset =
Engaged public
Tree Tenders +
Urban Eco stewards

FRIENDS LEAD THE CHARGE → "PROJECT" MGMT.

Process to manage:

Very creative, highly skilled,
motivated, well paid,
empowered city gov employee

Neutral convenor /
facilitator

YES

Guided by FPUF, but needs
to have real teeth @ highest
level

Friends of Psh Urban
Forest
should be coordinating
team

Single project manager
for plan implementation
WPC or FPUF

SIMPLE ; USER FRIENDLY ; ACCESSABLE PLAN ●

COOPERATION

MERGING OF
IDEAS

RESPECT

Universal

Simple
concepts/
mechanisms

Easy to understand
by the general
public

Visually / Graphically
conveys information

Leverage Pre-existing

Assets

— Plan PGH

Tree Inventory
STRATUM

Natural Areas
Study

assets: University research
+ publishing faculty

Existing assets
are the large number
of involved ~~organizations~~
organizations

Master Plans/Reports
from other cities,
Baltimore/DC ●

NON-PROFITS HAVE
STRONG COMMUNICATIONAL
TOOLS / NETWORKS TO
LEVERAGE

Community
Partners / NGOs

Clear Economic Benefits

CLEAR
GOAL(S)

A CLEAR VIEW OF
economic benefits
that could be gained

CLEARLY
DEFINED
CHALLENGES

CLEAR
INCENTIVES

FINANCIAL PLANNING AS MAIN PART

EXISTING ASSETS
FOUNDATIONS

Grants
Stimulus monies
Private Funding



Simultaneous
financial modeling
to check viability
of ideas
Create ~~WORK~~ PLAN
& implement

PA Spatial Analysis

Spatial analysis
lab at PSU, Pitt.
other PA universities
trained in UofVT analysis
procedures

UTC Assessment
using LiDAR & NAIP
imagery

GIS

Can city GIS team
be part of early
analyses so future
work is better understood
at local level.

GIS Analysis

CITY GIS Database

Quality ^{Need =} Base-
line data
UTC, UFORE, etc.

GIS analysis is needed for
determining "best use" metrics
1st & foremost
"Beginning"

NON POLITICAL

Objective - Not Politic

- Transparency
and cooperation
Between partners

Documentation of
process)

COOPERATION

good information
sharing

Openness

Broad range of input

TOPUF Leadership

FPUF

xtra support for
Danielle during
Planning process.
(there are only so many
hours in a day.)

STRONG, EFFECTIVE
CENTRAL LEADERSHIP
BY PUF

ASSETS

TREEVITALIZE - FPUF
WPC - City Planning
Partnership

FPUF

INFO TECHNOLOGY / DATA

Tree Vitalize ^{Exercise}
(programs needed)

clear ID / understanding
of "current state
of affairs in Pitts-
as well as future
desires.

need more
on the ground
data

Indigenous
Knowledge
Sources /
storytelling
EXISTING ASSETS

CURRENT GIS DATA

we have:
LIDAR, prelim
UTC, ~~AJAS~~, Natural
Areas Study RAD parks
STRATUM, St. tree inventory

Asset =
preliminary
data exists

INFO TECHNOLOGY

internet /
technology

Technological
Data Sources

RESOURCES NEEDED

MAPPING TECHNOLOGY

- LIDAR
- INFRARED
- ETC

Monitoring +
evaluation
tools needed

STRATUM

Analysis

- support from
USFS

Existing satellite imagery
(2005 Quickbird)

PA LIDAR

Plan needs to be based
on accurate + comprehensive
data - SNAP, PMS,
aerial photography, etc.

Good up-to-date
data

Standardize databases

good data, analysis,
* interpretation *
communication

Plan PGH & OTHER PLANS

PLAN PGH

ASSETS:

DATA gathered to d
by state, city

clearly define
plan chapters/
and elements
outline content.

PLAN PGH

Natural
Areas
Study

PGH GIS

Existing assets →

PGH SNAP

Regional Parks
Master Plan

EARLY, ACTIONABLE
PROJECTS THAT BUILD
CONFIDENCE + MOMENTUM
WHILE DEMONSTRATING
BENEFITS OF PLAN

EXISTING VP PLANS / BENCHMARK

Need to learn from forest planning experiences in other cities.

Use existing models & what they learned in their process

Synthesize ^(inventory) lessons, practices, programs, etc from other cities Need

Benchmarking

EXISTING ASSETS

OPEN SPACE COMP PLAN

Keep visiting / discussions alive w/ other cities

AT LEAST 5 "Urban Forest plans" come to mind.
UNDERSTAND what is being and has been done around country.

Existing asset:
Plan Pgh

Existing assets:

- Street tree inventory
→ ready for next one

Consider working with 2-3 other cities - San Fran.
- Kansas City
- Madison in development.

PGH Eco Collaborative

ACADEMIC /
RESEARCH
EXPERTISE

UTILIZE COLLEGE/UNIVERSITY
RESOURCES - BOTH HUMAN CAPITAL
(EXPERT, INTERNS) + INFORMATIONAL/
INTELLECTUAL (LIBRARIES + DATABASES)

ASSET - BODIES +
MEMBERS of ALL ENV. +
COMMUNITY nonprofits
inc. CDCS

Experts from Pittsburgh
and elsewhere frame topics
and use baseline data to
form foundations of MP.

DIVERSE GROUPS — DIVERSE ACTION ITEMS

DIVERSE ACTION
OUTCOMES FROM
PLAN - IMPLEMENTATION
BY DIFFERENT GROUPS

Grass Roots

EXISTING ASSETS

NEIGHBORHOODS/
RESIDENTS

To keep a diverse
group of partners
involved they must be
given something to do
or produce

Public comment/
input

To ensure success:

Every partner given small part
of big puzzle → measurable
timeframes Simple!

Include grassroots
efforts

Broad Buy-In / Coordination

BROAD-SCALE
PARTICIPATION

PUBLIC
INPUT

A UNITED FRONT OF
PUBLIC + PRIVATE
SECTOR LEADERS +
PARTNERS

ATTEMPT TO ~~GET~~ GET
BUY-IN FROM POLITICAL +
OPINION LEADERS

Regular multi-
disciplinary meetings

Organize
by Neighborhood

Outline
existing partners

Need

Cooperation, Collaboration
Communication

USE AN INTER-
ACTIVE WEBSITE
TO KEEP PARTNERS
INFORMED & ALLOW ONGOING
INPUT.

Buy-in & COORDINATION
AMONG PARTNERS TO
WORK ON PIECES OF
THE PUZZLE.

DON'T TAKE FOREVER

Need:

Money

Need:

Time

Dedicated Funding
(for plan)

Don't take forever.

K.I.S.S.

Understand how
Template will
be used/distributed

NEUTRAL FACILITATION

Need:

People who
listen well to
harder to reach
community

True collaboration
between professionals
+ community
members

- Professionally
facilitated
process
→ neutral
Democratic

Clear process, and
time frame, and
goals from
beginning
what are the goals?

hard work +
dedication

Comprehensive Consultant
Team

CURRENT INVENTORY

KNOWLEDGE OF
CURRENT TREE
POPULATION (ASSET)

Street tree
inventory

Already ASSETS
have lots of trees!
It's beautiful & people
enjoy our green
hillsides & parks

INVENTORY

STRATUM

EX. PWS + DATA
FROM ALL PARTNERS

Urban
Wilderness

REGULAR RE-ASSESSMENT
OF THE URBAN FOREY
RESOURCE.

UPDATED
INVENTORY
NEEDED

EXISTING ONE OUTDATED

Urban
Wilderness

RELEVANT TO THE USERS

Plan needs to set goals that are realistic, achievable, & market-based

Tree & Firm Professionals
- Buttlett
- Davay

Outreach
+
Education

2
Completed fast enough that people are still engaged. And slow enough that it is comprehensive and good.

relevant to the needs of the users

Make it easy somewhere to translate plan into action.

IDENTIFY THE PLAYERS → FOR ADVISORY / STEERING COMM.

UNIVERSITIES,
COMMUNITY ORG,
CHURCHES

Committed Partners

A blue ribbon panel
to provide input

STRATUM
TREE INVENTORY
FORESTRY
PHIPPS/ PENN STATE
TREE TENDERS.

IDENTIFY THE PLAYERS → FOR ADVISORY / STEERING COMM.

Use River Life
Task Force as
a model

START WITH CITY
GREEN ORGANIZAT-
IONS FOR SCOPE
(COMPONENTS)

Form A Steering

Committee

with Stakeholders

U of Pgh Graduate
School of Public
Health

assets

STEERING COMMITTEE

Need to reach out to populations that are harder to reach

Need:

Knowledgeable people

Need:

DIVERSITY
in who is listened to.

USE OF FACILITATOR / MODERATORS FOR ~~SEE~~ OUTSIDE PERSPECTIVE ON ISSUES PRESENTED + MANAGING THEREOF

Urban Forestry professionals

FNUF, TreeVitalize, City planning

one office

should be the lead w/ steering committee

Comprehensive community engagement

Strong, unified leadership will give best results

Develop committees for individual plan elements.

Best & most innovative working on the process

The Work Has To Be Accessible

TRANSPARENCY

Sharing of
Best
Practices

transparent

MAKE SURE FINAL PRODUCTS
(AND ~~PROCESSING~~ PROCESS PRODUCTS)
ARE AVAILABLE + ACCESSIBLE IN
VARIETY OF FORMATS

Work with
other successful
models

Transparency

UNIV. RESEARCH

results + data.
available to everyone
 asap.

Research Partnership
in place
Need =

EXISTING ASSETS

- UNIVERSITIES

~~UNIVERSITIES~~

ASSETS:

PITT / CMU

MULTIPLE LEVELS OF REVIEW

Multiple levels
of peer review

Process for
Generate comments/
review from
people around
U.S.

MISC

PROFESSIONAL
EXPERTISE

MASTER PLAN NEEDS
TO MATCH CITY'S/
COMMUNITY'S
VISION

AN ACHIEVABLE (+ VISIONARY)
IMPLEMENTATION
STRATEGY

BENCHMARK U.F.
MASTER PLAN W/
OTHER CITIES' PLANS
FOR BEST PRACTICES/
SUCCESS

include unique
items such as
wood reclamation

allow the plan to
change / be flexible