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Second Quarter 2017 **Focus: Structure Set Up**	2017 - Q2	**Form Canopy Team** through invitations and one-on-one conversations.	-	X		X	X	X	X	X	X	X	X	X	X
	2017 - Q2	**Form Canopy Team Working Groups.** Suggestions for groups include corporate engagement, fundraising, city management, neighborhood engagement, development impacts, outreach & educaiton. Consider determining a chair for each group before the first Canopy Team meeting.	-	X		X	X	X	X	X	X	X	X	X	X
	2017 - Q2	**Explore changes in TreesCharlotte/City partnership.** Summarize existing partnership, define potential roles based on recommendations. Set a meeting with partners to review the existing and proposed partnership plan together (should be done before first canopy team meeting)	City Management	X	X	X								X	X
Third Quarter 2017 **Focus: Kick Off Work**	2017 - Q3	**Define UTC Analysis Scope.** Craft thoughtful scope for comprehensive tree canopy assessment update and change analysis to ensure next assessment results in findings valuable for making policy change decisions.	City Management Development Study			X	X				X				
	2017 - Q3	**Approach potential partners for UTC study.** Partnering with Mecklenberg County or regional councils of government could create economies of scale in a canopy assessment, thus sharing costs.	Fundraising				X								
	2017 - Q3	**Decide how to develop management plan** - in house or with consultant expertise. Secure funds accordingly.	City Management										X	X	X
	2017 - Q3	**Decide how to complete inventory** - in house or with consultant expertise. Secure funds accordingly. Consider incorporating future tree plantings sites into data collection.	City Management										X	X	X
	2017 - Q3	**Host first Canopy Team planning meeting** (team) to kick off effort. Agenda to include review of plan, mission and goal of team, progress benchmarks, team organization and working group formation, development of a roll-out plan, schedule, and tree planting goals. See Action Step 1 for more detail on agenda items.	-	X		X	X	X	X	X	X	X	X	X	X
	2017 - Q3	**Define neighborhood or geographic working areas.** Coordinate city management (tree management and NBS) with neighborhood engagement boundaries.	City Management Neighborhood Engagement			X						X	X	X	X
	2017 - Q3	**Make any TreesCharlotte/City partnership changes official** (if applicable)	City Management		X										

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	2017 - Q4	**Develop a UTC RFP** (Request for Proposal) for the canopy assessment based on data and analysis needs.	Development				X				X				
	2017 - Q4	**Perform an audit of existing communications avenues** and effectiveness. Identify gaps in communication and get recommendations for specific communiication strategies for movement as a whole. Consider utilizing expertise of PR firm at outset.	Outreach & Education			X		X				X		X	X
	2017 - Q4	**Set a meeting to discuss a city identity campaign.** Multiple players in the city and community are involved in city branding. Review the current brand, plans for future efforts, and other relevant details to examine what is possible.	City Management Outreach & Education					X		X		X			
	2017 - Q4	**Explore further use of social media.** Explore the availability of online outlets for communications, especially NextDoor technology (for use by TreesCharlotte or the city). Consider utilizing expertise of PR firm at outset.	Outreach & Education			X						X			
	2017 - Q4	**Craft messaging** that will work for use by all stakeholders. Be sure to include ties of tree canopy to quailty of life in Charlotte. Quality of life (not the trees themselves) is a big factor in economic success of any city. Utilize marketing expertise, either from Canopy Team or through hired firm.	Outreach & Education					X				X			
	2017 - Q4	**Develop a roll-out strategy for plan**. Identify all audiences and craft strategies to reach each one in a targeted manner. Utilize consistent messaging or already developed taglines.	Outreach & Education	X		X				X		X			
	2017 - Q4	**Identify neighborhood champions** to serve as main contacts at local levels.	Neighborhood Engagement Outreach & Education			X									
	2017 - Q4	**Write an initial position description** for a Community Urban Forester (CUF).	Outreach & Education						X			X			
	2017 - Q4	**Meet with the State Urban Forestery Coordinator to discuss CUF position.** Include TreesCharlotte and the local extension office director to discuss the feasibility and housing of Community Urban Forester position.	Outreach & Education						X			X			
Fourt Quarter 2017	2017 - Q4	**Determine funding required for CUF position.** Explore funding options available to meet those needs.	Fundraising Outreach & Education						X			X			

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Focus: Full Plan Tasks Underway	2017 - Q4	**Develop concept for financial assistance program** to provide funding for tree preservation on private lands. Determine form of program (individual or neighborhood grants? an additional service from an existing program?).	Corporate Engagement Neighborhood Engagement Outreach & Education Fundraising						X	X		X			
	2017 - Q4	**Corporate Outreach.** Start to explore team's corporate connections to learn what each corporation is interested in and where missions align. Or conversley, identify the needs related to implementation of this plan, and approach the business community with options on how they can get involved.	Corporate Engagement							X					
	2017 - Q4	**Provide access to existing UTC data** on TreesCharlotte and/or City web site.	Outreach & Education			X	X		X			X			
	2017 - Q4	**Define formal management** plan based on agreed upon geographic areas. This should be done before mini neighborhood planning process is started, so all are aware of where they fit within the city process. Include clear planting strategy.	City Management										X	X	X
	2017 - Q4	**Determine financial resources needed to implement recently formalized city management plan.**	City Management										X	X	X
	2017 - Q4	**Review TreesCharlotte and City web sites** to determine missing information based on most commonly asked questions by public, and solving issues causing frustration. Consider utlizing expertise of PR/marketing firm.	Outreach & Education			X			X			X			
	2017 - Q4	**Decide on central hub web site (TreesCharlotte?).** Based on recommendations, determine the central hub site and update accordingly. Be sure to include the list of action steps (and link to master plan) and access to canopy data.	Outreach & Education			X			X			X			
	2017 - Q4	**Update City web site.** Based on recommendations, update the city web site. Include a full explanation of the ongoing management/care cycle, schedule of work by management area (albeit general), dicsussion of this urban forestry master plan, and access to tree canopy data.	Outreach & Education			X			X			X			
	2017 - Q4	**Plan for Survey in 2018.** Consider an annual survey or other mechanism of feedback to evaluate effectiveness of tree canopy movement after one year of implementation.	Outreach & Education			X						X			

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2018	2018 - Q1	**Initiate UTC and detailed analysis.** Goal is to have this study underway sometime in 2018. Release results to public when available.	Development				X				X				
	2018 - Q1	**Intiate work to complete inventory** and identify future planting sites.	City Management										X	X	X
	2018 - Q1	**Begin implementation of formal city management plan.** Promote via web site and city press release.	City Management Outreach & Education									X	X	X	X
	2018 - Q2	**Initiate Mini Master Plans for neighborhoods.** Once neighborhoods and champions are identified and data is made available, then work on setting goals and a plan of action for each area.	Neighborhood Engagement Outreach & Education			X						X			X
	2018 - Q3	**Canopy Team Meeting #2.** Measure progress after one year of plan outreach & implementation: what we found, what we need to do, how to get involved/next steps. Use agreed-upon benchmarks to gauge progress to date.	-	X		X	X	X	X	X	X	X	X	X	X
2019	2019 - Q1	**Regular check-ins with neighborhoods.** Once neighborhood plans are in place and implementation is underway, schedule annual check-ins (via meeting or annual event) to evaluate progress to date and make any adjustments.	Neighborhood Engagement Outreach & Education			X						X			
	2019 - Q2	**Adjust Tree Protection Policies & Codes.** After studies and analyses are completed, review findings and identify potential policy changes that will affect the greatest change in canopy losses. Pursue any adjustments to tree protection policy based on study findings.	Development				X				X				
	2019 - Q2	**Revisit and Improve Community Urban Forester position.** Once the position is created, funded and filled, revisit and reevaluate the position description every 6-12 months to examine where calls come from, what types of questions are asked, and how much this resource is being used. Review of the questions and challenges facing residents can continually inform the Canopy Team on future needs.	Outreach & Education						X						
	2019 - Q3	**Canopy Team Meeting #3.** Measure progress to-date: what we found, what we need to do, how to get involved/next steps. Use agreed-upon benchmarks to gauge progress to date.	-	X		X	X	X	X	X	X	X	X	X	X
2020	2020 - Q3	**Canopy Team Meeting #4.** Measure progress to-date: what we found, what we need to do, how to get involved/next steps. Use agreed-upon benchmarks to gauge progress to date.	-	X		X	X	X	X	X	X	X	X	X	X

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2021 - Five Year Mark	2021 - Q2	**Start reassessment process (5-year mark).** Reassess Charlotte's urban forest by having each team member assess performance levels of the matrices on the Trees, Players and Management Approach to measure progress and re-evaluate tasks/steps. Have results for discussion at Canopy Team meeting #5.	-	X	X	X	X	X	X	X	X	X	X	X	X
	2021 - Q3	**Canopy Team Meeting #5.** Measure progress to-date over last 5 years: what we found, what we need to do, how you can get involved/next steps. Use agreed upon benchmarks for past year and past five years. Review results of self assessment process. Develop revised plan for next 5 years.	-	X		X	X	X	X	X	X	X	X	X	X