A COMMUNITY URBAN FOREST STRATEGY

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Abstract

The City of Glen Eira recognised it needed urgent action to increase its urban forest canopy cover. Community members engaged with council to improve their urban forest and a project finance approach was developed and applied to grass-roots community urban forestry. Modelling tree volumes, undertaking costings, informing budgets and implementation, and aggregation of more than 20 separate project components into financial planning ensured a successful commencement of the Urban Forest Strategy (UFS). Community input led to annual budgets and long-term financial plans being revised to deliver an expanded list of 65 actions. Funding for 2022/23 increased by $1.35 million for tree planting and replacement and $4 million for ongoing urban forest expansion. The UFS's success now underpins components of other strategies, including projects of the City's *Open Space Strategy Refresh 2020*, the *Community Wellbeing Plan 2020 – 2025* and the *Our Climate Emergency Response Strategy 2021–2025.*

Introduction

Glen Eira's suburbs cover 38.7 square kilometres of inner Melbourne. Tree canopy cover in 2002 was 25%, but by 2018 this has declined to below 12.5%. Glen Eira's population of approximately 151,000 residents in 2021 (.idcommunity 2022) had declined by 3,026 in the previous 12 months, reducing the City's population density to 4,011 residents per square kilometre. The City is landlocked and has limited provision of open space. Development and implementation of the City of Glen Eira's new UFS was built upon:

- a project approach (Pinto 2017) for UFS: governance (Schuppert 2015), policy, funding, implementation, and action plans.
- a community-written Master Plan and a UFS draft
- baseline audit
- community consultation/contribution, including in related local and state government plans and policy
- urban forest industry evidence
- legal, policy parameters and language
- embedded storylines - Lean Brand enablement (Frontify 2022)
- incorporation of the UFS within urban renewal initiatives and climate change strategies
- splitting the growth of the urban forest from business as usual
- adopting strategic adaptive management (Allen and Garmestani 2015).

A project finance approach is multifaceted and includes governance, risk success coverage, enablement, alignment branding, strategy and policy, legal, resources, layered politics, funding and finance, shareholders, guarantors, input supply, and measurable success factors. The approach to a UFS is similarly multi-layered with benchmarking, costs, assessments, evidence, assumptions, cash flow and success factors and these having many touch points (Figure 1). The UFS covers the entire City of Glen Eira, and for it to be most effective the council and communities must collaborate to carry out its objectives. The action plan adhered to the adage 'right tree, right place' and aimed to ensure high-quality planting to maximise the advantages for nature and people.

Comparing a project approach to an urban forest approach

Following local government elections in October 2020, the (New) Glen Eira Council undertook to address the 50% canopy loss of the previous two decades and to renew its urban forest. The Council considered its approach to increasing its urban forest from a project finance approach (Table 1) and has endorsed plans, actions and commitments for one-year, four-year and ten-year financing to regrow the urban forest.

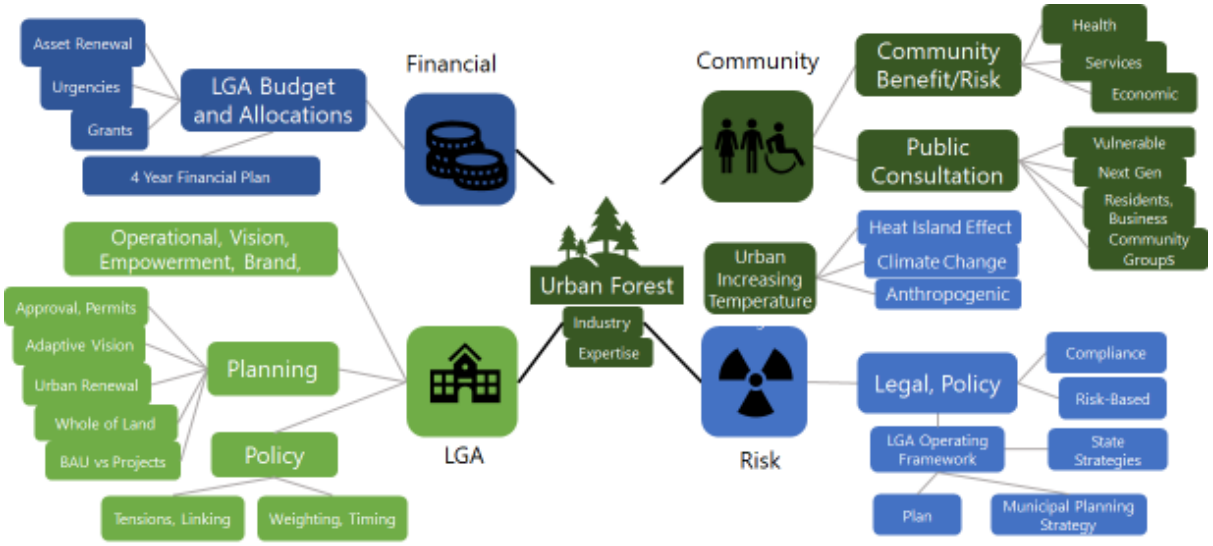

Figure 1. Urban Forest Project Approach Touch Points

Table 1. Comparison of project finance and urban forest approaches

Due Diligence of Transactional and Project Finance Approaches		**Urban Forest Approach**
Understanding the assumptions	→	Understand base-line & existing tree inventory, health, age, ULE, species concentration, canopy coverage
Assessment of assumptions	→	Study of base-line history, impacts and projections. Restrictions of planning policy framework, municipal planning strategy and Victorian planning provisions
Analysis of project cost	→	Separate project from BAU (management, support, UF training, resources, contractors, tree stock FOB, contract compliance, monitoring, contingency)
Sensitivity analysis	→	Tree palette, canopy development time, supply contract risks, tree risks, performance mapping, risk areas by zone.
Benchmarking with the industry	→	State government strategies, neighbouring LGA plans/ targets, urban density and population forecasts, housing and open space plans, landholders by type and area
Identifying the rights and liabilities	→	Landholders, insurance costs, legal risk, planning scheme and state govt. plan outcomes
Project implementation schedule	→	Legal, policy and action plans
Adequacy of liquidated damages, penalty payable	→	Corrective reviews, project risks, financial risks of non-performance, contract performance (don't pay for dead trees)

Glen Eira has a higher Land Surface Temperatures *and* Heat Vulnerability Index than neighbouring councils. Glen Eira has the lowest amount of open space of any local government in Melbourne, 833 kilometres of kerbs and channels, and 102 kilometres of Department of Transport (VicRoads) kerbs and channels. Glen Eira's old trees are stressed and reaching the end of their useful life.

"It is not the biggest, the brightest or the best that will survive, but those who adapt the quickest."
(Charles Darwin)

The *'*Community*'* (a collective including a finance industry manager, retired CSIRO scientist, state government planner, environmentalist, a retired local councillor and others) supported separate recrafting of The City of Glen Eira's first Urban Forest Strategy. As a result, the (new) Glen Eira Council has moved at speed to address the urgency of its declining tree canopy to support its climate change response.

The Action Plan of 65 actions (City of Glen Eira 2021) captured the community consultation. Visions and initiatives are contagious, as shown by the experienced candidates vying for desirable job opportunities in (the new) Glen Eira, including the authors of the 'Our Climate Emergency Response Strategy' and 'Glen Eira Open Space Strategy' and the 'Integrated Water Management Plan'.

Planning and Communication

Although Glen Eira's urban forest is not in the shape of other LGAs applying for Tree Cities of the World recognition (UN FAO and Arbor Day Foundation 2022), Glen Eira is committed to restoring its Urban Forest. The (new) Glen Eira is receiving positive accolades from residents for its commitment, its urgency of action to correct the past, for balancing policy tensions, and for its community engagement to create the new Urban Forest. The events or stages in the process to achieve this turnaround are summarised below.

Community - develop a master plan, an alternative UFS draft

The community put together two things: a Master Plan and a version controlled alternative UFS draft. Both living documents were updated weekly and marked-up versions circulated – recording the voyage of discovery. Then content of the community alternative UFS was extensive.

The Community version one UFS was printed and delivered to the (previous) Glen Eira following the 2019 TREENET Symposium and Environment Day 2019 when DELWP released: Living Melbourne - the Resilient Melbourne Strategy (Living Melbourne and The Nature Conservancy 2019). Version one UFS was an overview of the environmental, health (inc. heat island effect) and economic benefits of trees as well as a global perspective which compared city population densities with urban forest canopies.

DELWP supported the Community by providing a municipality-by-municipality percentage-based examination of tree canopy (horizontally and vertically). The Community presented hard-copy document allowed council staff to flip through, hold on to, and maintain topic presence, a reality that can be masked by electronic filtering. The Community understood global trends and the latest science so strategies could be written quickly. First versions were not perfect but the objective was to seek input and to update what was missing locally with its supporting evidence.

The Community presented the version one UFS and revisions to State and Federal Members of Parliament, asking for advocacy and support for Glen Eira's future UFS. Glen Eira's agreement to create a new UFS meant the Community had a limited time to influence the regrowing of the lost tree canopy.

Develop a base line audit

The Community asked the council: "*When was the last audit (or a strategy) of the Urban Forest*?" The Community then suggested that council engage a tree expert to provide a detailed summary of Glen Eira's tree assets' current condition and to identify tree health issues in the context of a reported decline in tree canopy.

Two paths

Two paths were developing: 1. The Community-based alternative UFS draft and 2. The council's study and tree audit in preparation for the council's UFS version.

The council path: a line in the sand – the inherited aspects – the rear-view mirror

The base line audit with professional tree knowledge and breadth of experience, the message was not good - the tree base stock had deteriorated and was declining at unheard-of rates. As a result, the audit advised numerous top-level management decisions. The base line strategy was presented at the ordinary council meeting and then made available for public consultation. The Community had extended consultation time because council elections caused a delay in the process.

The Community path: an alternative UFS - global studies – restoring canopy - looking forward

The Community's objective was to bring the two paths together to compare content and leverage the knowledge into one (New) Glen Eira UFS. The Community work-shopped across many facets including those listed in Table 2.

Table 2. The Community work-shopped to ensure many urban forest opportunities and challenges were considered and addressed in the urban forest strategy.

Urban Forests	Strategies, Legislation, LGA Plans/Strategies, Stakeholders and Measurements	Challenges
Comparing canopy Cover percentages across LGA's	Global city densities and Green View Index	Funding, results need cash flows earlier
Environment benefits	Urban heat island effect	Year on year, plantable land
Health benefits	Measuring tree mix and canopy height required for a hectare increase	Residential planning (zoning)
Carbon and climate change benefits	Measuring yearly planting of mixed height canopy trees	Calculating the amount of tree densification required
Stormwater benefits	Yearly budget and cash flows	Land ownership and other authorities
Air pollution benefits	Measuring the range of planting costs in open space, crown reserves and private land with proportionate WSUD	The whole of landscape integration planning and tree literacy
Business and economic benefits	tree asset values	Tree health, age and ULE + increasing temperatures
Marketing the city benefits	tree protection	Community consultation and education
Planting conditions		The stealth effect on the budget and urban forest balance
Species adaption to rising temperatures		Glen Eira microclimates

Community consultation – call to action

The Community used the public consultation period effectively. The four-yearly council elections gave additional time to engage the community. This included a community call to action after the (Previous) Glen Eira publicised its proposed UFS. Neighbourhood groups were contacted, and the need for the UFS received overwhelming support to uplift to canopy targets, cooling the city projects and detailed action plans.

The community used the alternative UFS draft to update groups *and* include their feedback to further update the UFS drafting. The Community canvassed council candidates for the "to be" (New)Glen Eira. On 15th December 2020, a community petition of 1,785 resident names, addresses and signatures was presented to the (New) Glen Eira to:

- Adequately fund the UFS and ensure that the Climate Emergency statement was also funded appropriately to achieve the goals of carbon neutrality by the dates set.
- Increase the tree canopy target to 25% by 2040 to align with the Living Melbourne targets for Glen Eira
- Produce amendments within six months for a Developer Contributions Levy, a Water Sensitive Urban Design, and an Environmental Sustainability Design policy.

Within the consultation period the Community submitted the alternative UFS draft. The alternative UFS contained local projects (chunks) that, in aggregate, surpassed the proposed municipality targets by identifying diverse planting opportunities (Table 3). These increased opportunities exceeded the proposed targets and allowed for contingencies.

Table 3. The Community UFS draft aimed to optimize tree planting associated with specific projects and other opportunities.

Parks – restore and densify	Rooftop gardens	Planted tree patterns and vertical timelines
Roads and streets	New Precincts – East Village and structure plans	VicRoads tree densification
Open spaces	School programs – planting and sponsor trees	Community projects and sports clubs
Tree avenues	School, hospital, kindergarten and sports areas	Local grants program
Greenline – railway landscapes	Car parks – shopping, train, school, RSLs	In Remembrance trees
Built development landscapes	Pocket parks, mews, laneways	Specific understorey tree project
Strip shopping centres	Caulfield Racecourse and precinct	Strategic growth areas

Evaluation of messaging

"Take nothing on its looks; take everything on evidence. There's no better rule."(Charles Dickens)

Glen Eira's previous narrative was that there was no space to plant trees. The reasoning between Tree Cities of the World's accomplishments in reducing urban heat islands and TREENET's support for and education on urban forest management, planting in ever-increasing urbanisation, and DELWP's Living Melbourne Strategy did not line up with the narrative. The Community evidenced:

1. future tree locations and documented the "tree state and tree places" by taking pictures. 102+ kilometres of Glen Eira's 465 kilometres of roads were mapped/walked and documented by the Community. Aggregated results spread photographs across 80 A3 pages.
2. the landscape with evidence and experiments. Google is not of the current year. It does not differentiate between live and dead trees or tree health, nor show aggregate vertical landscapes. Glen Eira accepted 700+ planning applications in the year before COVID, and the built forms of these sites (0.18 per cent of the municipality) had changed significantly, with multiple moon-scaped blocks.
3. Soil pH, moisture levels, soil type, and temperature heatwave differences across micro-climates, hard built surfaces and sport fields.

The evidence confirmed previous studies that reported a preference for smaller mature trees in residential streets over larger mature trees (Dilley and Wolf 2013). Residential street trees that were gravely

underperforming were partly a by-product of the operational and regulatory framework (Hall 2007). The evidence of the horizontal and vertical canopies confirmed that urban forest management, strategies, and the planning scheme were interlinked and failed to supply performing trees for the next generation. The cross-referencing of horizontal and vertical canopies revealed that while the protection of larger, more mature trees was slowly increasing, planting and planning for new trees to develop the increased canopy that will dominate the landscape in the coming generation was not considered - a common LGA thread reported in Watson (2015). In addition, after researching and understanding i-Tree's limitations (Kaspar *et al.* 2017; Parmehr *et al.* 2016), mapping via i-Tree identified canopy changes and other land uses.

Councillor consultation

Version two alternative UFS was developed within the community consultation period. This provided time to present examples and global best practice. To help introduce the annual budget and financial planning, the Community submitted letters to elaborate on the urban forest action and its sizable funding requirement. It also compared the previous yearly funding of Parks Services with rates revenue growth and contractual costs. Community meetings took place through any means, including coffee shops, phone/email conversations, zoom, and public speaking at events to spread the word about the opportunity to cool Glen Eira. The Community added to its alternative UFS further new chunks to justify and support additional tree planting (Table 4).

Table 4. The Community UFS aimed to justify additional tree planting across many disciplines, needs and opportunities

Urban forest strategy commonalities	Rare strategy inclusions
Urban Heat Island effect	First Nations practices and principles
Air quality and emissions	Hectare calculation by Buildings, Gardens, Road, Rail and paths, amenity space, water, pervious and non-pervious surfaces
Community cohesion and engagement	Increasing resilience
Biodiversity	Priority of tree, understorey and biodiversity landscape
Flood control and water quality	Applying WSUD
Carbon storage	Land surface temperature and microclimates
Landscape character, heritage and culture	Horizontal and the vertical landscapes
Economic benefits and tourism	A balanced risk-based approach
Funding, Monitoring and Delivering	Time-dated action plans
Physical and mental health and wellbeing	Legal support for tree deep soil, tree planter soil depth and volumes, tree plan dimensions on architectural plans with compliance controls

Engaged and Informed

Engagements added to the understanding of local micro-climates, thermal heat and heat island effects. The Community:

1. contacted government departments and larger landowners via Zoom meetings and sent a flood of emails confirming awareness, including Caulfield Race Course Management Trust regarding placement tree canopy, VicRoads (Department of Transport) regarding its tree Policy, Metro/Vic Rail for Greenline proposed plans that cross three LGAs, the Department of Education concerning integration of tree and biodiversity contribution with the climate change and wider environmental components of the curriculum.
2. consulted with developers on sustainability aspects of future planning applications.

3. participated in consultation for Victoria's infrastructure strategy for 2021 to 2050, responding to the risks of climate change and its recommendations including its aim for 30% tree canopy cover (Infrastructure Victoria 2021).
4. participated in the State Government Built Environment Climate Change Adaptation Action Plan 2022 DELWP consultation (Victoria State Government 2022).
5. contributed to DELWP's Building Better Apartment Standards upgrade from 2017 to 2021 to incorporate soil provisioning for canopy trees and water sensitive urban design (WSUD). By being integrated into LGA planning schemes, quantifiable standards have been transferred from objective standards to subjective legal meaning by Planning Scheme Amendment VC174 (20/12/2021).
6. submitted suggestions to Glen Eira's planning scheme re-write of landscaping and environmentally sustainable development (ESD).

Broad industry information

The Community's challenge was to:

1. capture the widest industry success factors, risks and linkages through participation in broader tree and environmental seminars and learning, and
2. complete collective understanding of local WSUD and stormwater issues.

Update UFS versions

The Community added "*chunk projects*" (small and large) with calculated canopy percentage, yearly costings and projections for ten years. A summary of the potential for UFS expansion, the level of interaction with various landowners, and the year-by-year budget included strategy administration and management. Estimated costs, contingency allowances and monitoring were included.

Ownership

Even though the Community was attached to the alternative UFS, it needed to be handed over. Council's strategy writers select and use the information they prioritise. The final strategy needed to be the council's strategy for the community. The Community's work, through the multiple alternative UFS drafts, had completed its mission. As the objective was to assist council to achieve the desired UFS outcome, the Community's task was to provide the council officers with the information they needed to deliver this.

Council officer meetings

The objective was to compare and reconcile the differences between the base-line council strategy and the Community alternative UFS. The Community met with council officers to examine the differences between the baseline and the Community alternative UFS. These meetings highlighted the available tree-planting options, approaches, and the requirement for a new strategy to sustain tree health. The (New) Glen Eira promoted increased transparency and community input and created action plans based on these discussions and the content of the Community's alternative UFS.

Obstacles

The Community:

1. was unaware of the internal costings (Table 5), processes, urban forest information availability or tree literacy of the council strategy writers, so promoting UFS revision was challenging, and
2. did not attempt to have all the answers but shared, interacted and promoted the (New) Glen Eira's Parks Services' expertise.

Persistent concern with the tree palette prepared decades before climate change, adaptation and mitigation needs were identified was another factor. With the redesign of the palette and planned substitution of species unsuited to the changing climate, the question of whether Glen Eira's trees will continue to perform under higher temperatures is being answered (Gonzalez-Orozco *et al.* 2016; Jewel 2016; University of Maryland 2022).

Table 5. Yearly Budget aligned to workflow, planting programs and priority timelines (Excludes other items under the existing management for Parks Budget and requires adjusting to actual *Procure + Plant + Maintain* subcontracting costs per tree/hectare. Note: The UFS figures below were the Community's cost estimation to promote costing conversations, comparisons and validation with the council and to scale/yearly strategy funding).

Yearly Budget	Existing cost of 2,000 trees a year + 3 year maintenance program (TBC)	UFS Tree Procurement and Planting and WSUD	UFS Action Plans: Time and Materials: Urban Forest Program Manager, Management Planning, Planning Schemes Changes, Bond System, Onsite Compliance and Permit Management, Audit, Planning, Training, Community Engagement	Yearly UFS Funding Budget
2021	$670,000	$0	**$270,000**	$940,000
2022	$690,100	$155,223	**$403,100**	$1,248,423
2023	$710,803	$703,310	**$380,578**	$1,794,691
2024	$732,127	$861,313	**$287,396**	$1,880,836
2025	$754,091	$845,946	**$219,742**	$1,819,780
2026	$776,714	$978,505	**$222,220**	$1,977,439
2027	$800,015	$1,485,067	**$241,331**	$2,526,414
2028	$824,015	$1,563,191	**$229,581**	$2,616,788
2029	$848,736	$1,571,965	**$234,474**	$2,655,175
2030	$874,198	$1,587,379	**$239,513**	$2,701,090

Outcome

The (New) Glen Eira Council's first UFS was presented to the council at the meeting of the 29th June, 2021. Council officer's notations in that agenda indicated that over 1,900 tree planting places had already been identified. The (New) Glen Eira voted unanimously to accept the UFS with its revised targets and, in the same meeting, voted on the council's Financial Plan with the financial support of $4M towards the UFS. In 2022 the Council committed additional funding of $1.3M. Additionally, a separate funding allocation was made for open space that, when the work is completed, will also provide space for trees in the planned open space and surroundings.

In 2018 Glen Eira's canopy cover was 12.5%, down from 25% in 2002. The (New) UFS has reset targets to the following, which will be achieved through a comprehensive, fully-funded Action Plan. From the UFS (City of Glen Eira 2021):

'On council-managed land, we will aim to achieve the following by 2040:

- tree canopy cover over roads and streets will increase from 15.6 per cent to 18 per cent
- tree canopy cover in parklands will increase from 14 per cent to 25 per cent
- tree canopy cover on council owned car parks will be at least 25 per cent
- no one species will represent more than 10 per cent of the public urban tree population
- Across the whole municipality, successfully achieving a higher canopy target will be the collective responsibility of the Community, council, State Government and other agencies. The aim is to increase the municipal tree canopy cover from 12.5 per cent to 22 per cent by 2040'

The Community corresponded with the Government of Victoria's Environment Minister's Office highlighting and complimenting the (New) Glen Eira on its UFS and its exceptional community consultation. The breadth of the actions identified to support delivery the UFS's targets through the *Urban Forest Action Plan* is apparent in the summary list below:

Maintain and protect

- Enable monitoring and tracking of the forest
- Include trees in asset register and enable a bond system based on the amenity value
- Update the tree Removal Policy and fees
- A proactive maintenance program on protection, structure and ULE
- Tree vandalisation correction program

- Embed UFS into council plan, environment and sustainability, climate change, active transport, community health and wellbeing etc.
- Annual street and park renewal program. Maximise the tree canopy
- Formalise tree technical guidelines – best practice tree planting, underground spoil requirements, species selection, maintenance, pruning, removal, renewal, root management, WSUD, structural soils, permeable paving, tree pits.
- Vehicle crossing permit standards
- Embed principles of the UFS in the Planning Scheme
- Provide directions in Planning Scheme to support/improve new canopy planting on private land
- Neighbourhood Character statements to reinforce environmental trees' character
- Classified tree Register and Local Laws
- Vegetation Protection mechanisms – planning overlays
- Tree protection policy
- Adequate resourcing to monitor, audit and enforce tree permits and conditions
- Annually record and analyse the number of tree permits, trees removed, and trees retained
- Develop strategic educational campaign: Neighbourhood sustainable garden program, tree planting days, nature next door citizen program
- Enforce the 12-month requirement to retain the trees on building sites before planning applications

Grow the urban forest

- Identify planting sites. Reset all sites within the asset management system and complete an audit
- Diversify species to maximise canopy to allow for larger canopies
- A park tree planting and renewal program
- Tree planting in adequate soil volumes, nutrients, water, space for canopy and root covering, reduce synthetic inputs.
- Understorey plantings program
- Tree canopy cover objectives in capital works projects and active transport projects
- Tree cover in design for asset renewal, local traffic management, school zones, vacant nature strips
- Local structure planning, place-making objectives, liveability improvements of greening, planting canopy trees, WSUD
- A future fund that collects fees/bonds from tree pruning and removals
- Infrastructure and developments green infrastructure – green walls, roofs and facades, WSUD, permeable paving, strata cells
- WSUD trials and rain gardens, tree pits
- Conditions on planning permits: protect and on-going care, maintain post-construction planted trees
- Guidelines on soil areas for deep soil for medium/large canopy trees
- Review resources, ensure resources and procedures enforce permit tree and landscape conditions
- Suitability of green factor tools assessing environmentally sustainable development
- Growing green guide for trialling green infrastructure
- Trial/adopt Council Alliance of Sustainability Built Environment’s Subdivisions Framework
- Co-operative Research Centre’s Water Sensitive Cities design for infill developments

Adapt to climate change and reduce urban heat

- Support/Include environmentally sustainable design policy into Planning Scheme
- Engagement with community, local landowners/occupiers/renters via Neighbourhood Sustainable Garden program
- Update the tree Palette – species and adaptability to rising temperatures
- Trial new species in streetscapes – monitor for adaption to soils and climate

- Support development of catchment-wide water mapping. Prioritise stormwater retention.
- Develop an irrigation plan, schedule supplementary watering
- Trial passive stormwater infiltration methods in streets and parks
- Prioritise tree canopy coverage in pedestrian zones where exposed to heat
- Consider biodiversity corridors
- Convert disused/underutilised public land into open space and vegetation
- Review materials for footpaths and roadways and trial pervious paving and stormwater filtration

Engage and collaborate

- Develop communication tools that reflect urban forest targets, vision and objectives
- Use media to celebrate wins for the urban forest, saved trees and newly planted trees
- Planners' information to pass on to developers
- Input UFS and open space objectives into capital works structure and asset renewal planning
- Establish key internal champions for communication and advocating outcomes across the community
- Establish community urban forest/climate and sustainability parks and gardens advisory committee
- Partner with landholders on tree protection and planting outcomes
- Community-run programs, planting days, support school gardens, grants programs for schools
- Advocate for state government data capture of vegetation
- Encourage the planting of native trees and vegetation species on nature strips to improve biodiversity
- Deliver nature next door citizen science program, surveying trees and fauna
- Support Treenet, Arboriculture Australia … support research and education to increase Urban Forests

Monitor and evaluate

- Report via annual urban forest audit report statistics on trees removed, planted, understorey, species diversification, ULE diversity
- Monitor tree species against preferred species palette
- Measure progress towards canopy targets
- Bi yearly condition surveys of street tree population and record in the asset management database
- Condition surveys of park trees every two to three years. Update health program and maintenance
- Check progress against actions every five years: 2025, 2030, 2035 and 2040

Conclusion

In the 16 years to 2018 tree canopy cover in the City of Glen Eira declined from 25% of land area to below 12.5%. Council listened to the community's dismay at this visible degradation of amenity and environmental quality and acknowledged that it needed to take urgent action to improve its urban forest and restore its canopy cover. Community members and council worked together to set ambitious targets in a revised urban forest strategy. They itemised the individual actions needed to increase tree planting and establishment. A project financing approach was developed and applied to the actions, to ensure adequate resources for project development and implementation. Community input led to annual budgets and long-term financial plans being revised to fund the delivery of the substantially increased tree planting and related actions. Modelling tree volumes, undertaking costings, informing budgets and long-term financial plans, implementation, and aggregation of project components into financial planning has enabled a successful commencement to delivery of the Urban Forest Strategy's goals and targets. The City of Glen Eira's Urban Forest Strategy now supports other works to improve community health and wellbeing, address urban heat island effects, and adapt to the changing climate and broader environmental changes. This case study has shown that increasing canopy cover is possible when the community and council are united in their vision and in their commitment to deliver it. An engaged and informed

community, an active and empowered council, and a shared vision are key to progress. It is hoped that this case study will inspire and inform other councils and communities to work together to achieve similar progress in restoring their urban forests in their towns and cities.

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