

White Rose Forest
A healthy landscape and forest strategy
in West Yorkshire using forest and woodland



Outline Strategy



Policies & Strategies in Urbanised Forestry

TEMPUS: Training, networking and capacity building for sustainable forestry in Povolgie

project seminar, November 2007

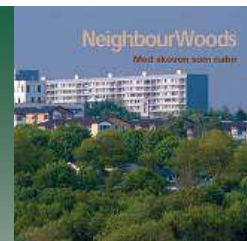
Dr Cecil C. Konijnendijk
cecil@woodscape-consult.com



"A tree on your doorstep is a forest in your mind!"

Contents

- **Why a vision?**
- **Vision, strategy and policy**
- **Elements of a good vision & strategy**
 - **Communicative vision**
 - **Connect to bigger picture**
 - **Different levels**
 - **From general to specific**
 - **Resources**
- **Process of developing a vision & Strategy**
- **How to get it right**



Visions

- **Ambition and desired *destination***
- **A vision statement: *concise* & focus on general issues rather than individual topics**
- **Potentially a very powerful piece of *communication***
- **For *internal* and *external* strengthening**
- **Connected to a *mission statement***



Vision for an Organisation



- *EFI is the leading institution conducting and advocating forest research and facilitating forest research networking at the pan-European level.*
- *It is an acknowledged provider of and a major contact point for unbiased, policy-relevant information on European forests and forestry.*



Why are Visions Needed?

Focus on urbanised forestry

- Need for longer-term thinking in urbanised forestry
- Urban areas: many competing issues
- Linking to key issues and challenges
- Finding agreement on direction to take with partners
- **KEY QUESTIONS:**
 - What do WE want?
 - What do we have?
 - Where do the two meet? Where not?
 - How do we get what we want? (When? Which activities?)



Vision, Strategy, Policy

- **Vision:**
 - overall ambition, 'ideal' situation x years from now
- **Strategy:**
 - how do we get there?
 - Composed of a set of policies
- **Policy:**
 - Definite course of action selected from among alternatives and in the light of given conditions and usually determining present and future decisions (Webster's)
 - Phases:
 - Problem definition and agenda setting (from problem to issue)
 - Policy formulation: objectives, alternatives
 - Policy adoption
 - Policy implementation
 - Policy evaluation



Forest Policy

- **Forest policy arena**
- **Forest policy process**
- **Forest policy outcome:**
 - Policies, programs, plans
- **Forest policy actors (stakeholders, interest groups, networks, interactions)**
 - **Stakeholder (FAO):** an individual, social group or institution that expresses a specific interest in a resource or service.
- **Forest policy instruments**
 - Financial, legal, extension/communication, research and education, organisation, ownership



Characteristics of a Good Vision & Strategy

- **Connect with relevant issues and policies (the 'bigger picture')**
- **Develop a communicative vision**
- **Develop visions & strategies for different levels**
- **From general & visionary to specific & measurable**
- **Commit sufficient and appropriate resources**



A ‘Communicative’ Vision / Strategy

- Simple, clear message
- Brief Vision Statement
- Use the appropriate ‘language’ for the target groups involved
- Communication strategy for implementing the vision



“Green Ring” of Roskilde, Denmark



Linking to Relevant Agendas

- What are the important local/regional policies and issues?
- Opportunities e.g., in land-use planning, sustainable urban development / Local Agenda 21
- Social, cultural, economic agendas/policies
- Urban-rural interface policies



Illustration by Bill Tidy, English Community Forests

The Urban Forest for Multiple Benefits

The Fun Forest
The Classy Forest
The Healthy Forest
The Wild Forest
The Forest Forever
The Forest 4 Change
The Forest for Us
The Forest for Florins





Greenways in Vancouver are linear public corridors for pedestrians and cyclists that connect parks, nature reserves, cultural features, historic sites, neighbourhoods and retail areas



Greenways expand opportunities for urban recreation, provide alternate ways to move through the city and enhance the experience of nature, community and city life.

<http://vancouver.ca/engsvcs/streets/greenways/index.htm>



Addressing the Regional or City Level

- **Develop a Forestry Strategy for a City or Region**
- **National perspectives, forest act etc.**
- **Link forests and urban green structure planning**
- **What are the qualities, roles of the woodland and other urban forest resources within the city/region?**



England's Community Forests



Source: England's Community Forests



Creating better places

‘Mainstreaming’ of tree issues

Long-term view

Partnerships

Multifunctional landscapes

Different concept of ‘Forest’



Strategy for the Forest Park Zone (FPZ) of St Petersburg

Priorities:

- *Protect and expand* the 142,000 ha FPZ in line with growing demands, threats
- Enhance *multifunctionality*
- Continued special legal status at Federal level
- More clarity about responsibilities
- Diversification of funding
- Develop monitoring, information base (GIS), demonstration areas



The National Forest (UK)

www.nationalforest.org



The Forest Vision

A living model of sustainable development, The National Forest will enrich the environment, create new habitats and encourage wildlife.

It will bring new business opportunities and jobs to the whole area. Its beautiful surroundings and leisure facilities will provide enjoyment for local people and visitors alike...

The Forest will bring a radical change to the landscape and embrace many differing land uses. ... forestry and all other activities will be woven into the existing landscape character.

A Recognisable Forest

A Working Forest

A Welcoming and Accessible Forest





Kuala Lumpur (KL) as Tropical Garden City



KL wants to profile itself further as a *World-Class, Tropical Garden City*

Vibrant city in a garden/farm/forest setting

Urban concept developed to create a more efficient, liveable and humane living environment



Green space managers and foresters: how to contribute to this?



Addressing the Woodland Level

- Tradition: focus on this level, primarily through management plans
- Policy: visionary dimension to management planning
- Focus on goods and services to provide
- Linking up to policies/visions at higher level
 - What are the specific contributions of woodland X to the overall vision?



Contents: From General to Specific

- **Background; information on woodland resource, local community**
- **Overall objective(s)**
- **Immediate objectives**
- **Outputs**
- **Activities**
- **Inputs**



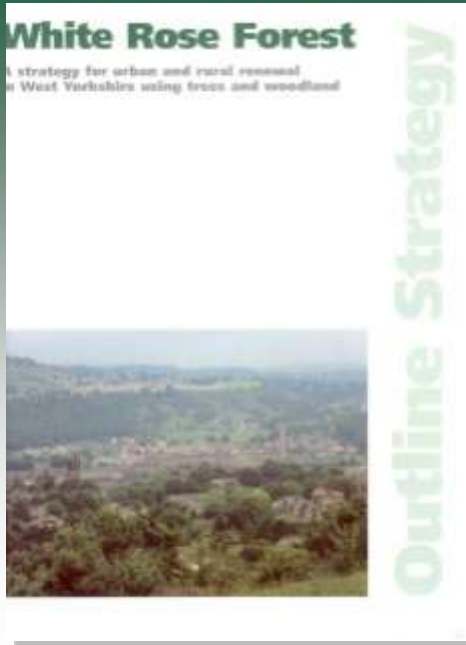
- Include time dimension (what delivered when?)



Levels and Objectives

- **Strategic – Tactical - Operational**
- **From overall objectives to specific targets**
- **Objectives should be SMART:**
 - **Specific**
 - **Measurable**
 - **Achievable**
 - **Realistic**
 - **Timely**





- **Foreword**
 - By local politician, 'champion'
- **Summary**
- **Introduction**
 - Background, context etc.
- **Urban and rural renewal**
 - Connecting to overall agendas
- **Aims**
 - Economic, social, environmental
- **Priorities**
 - Geographical, land use ('functions')
- **Key actions**
 - How and when to use what instruments
- **Conclusions**



From Policy to Management

- **STRATEGIC:** Urban forest policy gives overall plan.
- **TACTICAL:** In Urban Forest Planning policies are made more concrete and e.g., translated into management plans.
- **OPERATIONAL:** implementation via management: the actual interference in the urban forest resource base



Committing Resources

- **Policy instruments or means**
- **Examples of means or instruments:**
 - Finances, human resources, laws and regulations, extension, education, research, organisation, etc.
- **Combination within certain policy: “instrument mix”**
- **Use of instruments/means is dependent e.g. on local situation, traditions**



How to Develop a Vision or Strategy?

- **Process: from vision formulation to evaluation**
- **Information and tools for decision making**
- **Involve key actors in the policy arena**
 - Foresters, government, business, interest groups, public at large, science, media
 - Mobilise skills, knowledge, power
- **Generating political and public commitment**
- **Marketing; ‘sell’ your vision**



“How To Get it Right”

- **Clear set of objectives and outputs from the start**
- **Right amount of ambition and realism**
- **Based on local conditions, needs, knowledge**
- **Importance of real partnerships and mutual learning**
- **Strategy development + “on the ground” results**
- **Sufficient time and resources**
- **Feedback, evaluation and monitoring**



What is the Vision for Your Forest?