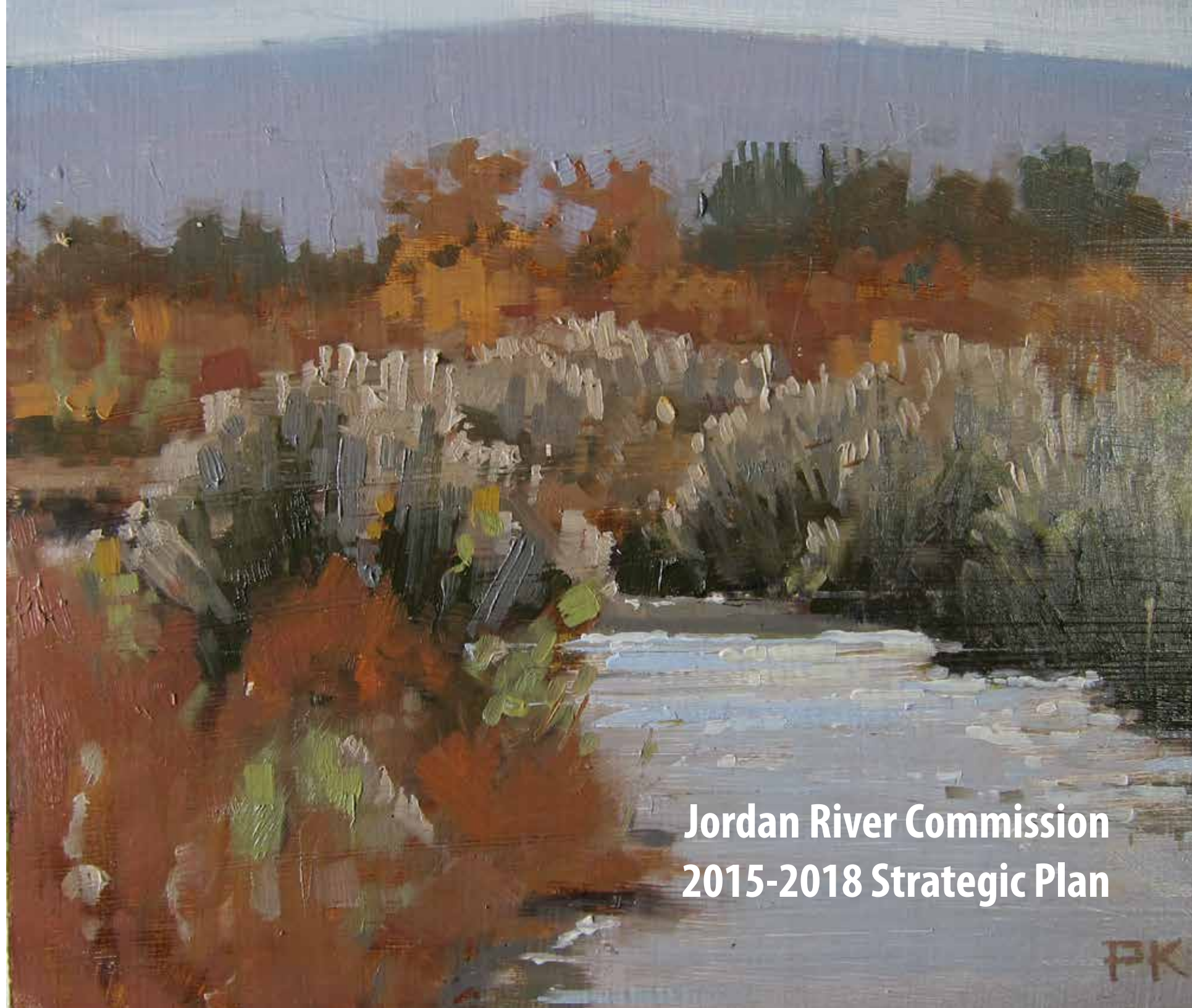




JORDAN RIVER
COMMISSION

June 2015



**Jordan River Commission
2015-2018 Strategic Plan**

PK



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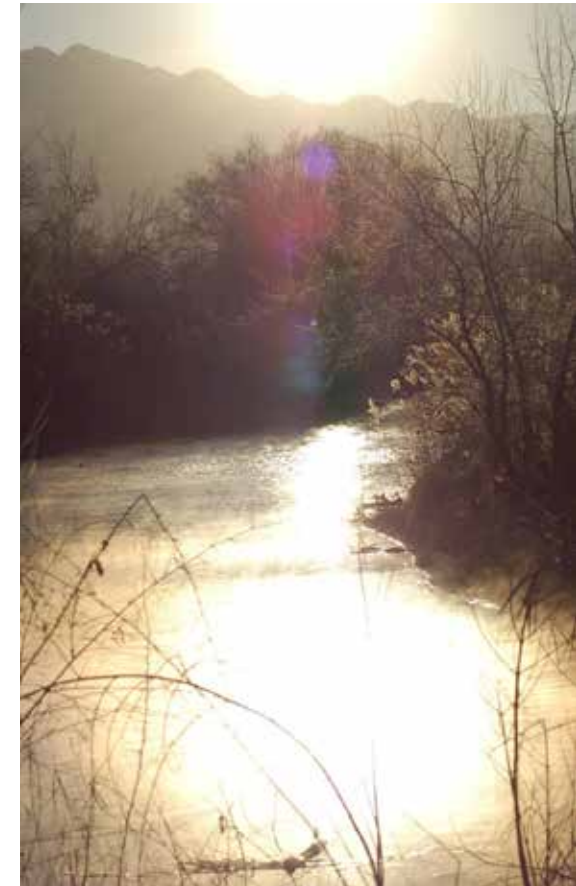
Painting by Patricia Kimball





Photograph by Niel Franti
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2015 - 2018	



Photograph by Van Hoover



The Jordan River Commission (JRC) is a voluntary cooperation of state, city, and county governments as well as non-governmental community partners working together to improve, restore, protect and enhance the Jordan River corridor.

The JRC was established by an interlocal cooperation agreement under the State of Utah's Interlocal Cooperation Act. The JRC's primary charge is to facilitate the implementation of a long-range, community-driven vision for the river corridor, called the Blueprint Jordan River. Recognizing the challenging task of implementing the vision across a river corridor managed by multiple stakeholder, the Blueprint called for the creation of a governmental agency spearhead the effort.

The Commission was created through the initial partnership of five local governmental agencies in August 2010. Now in its fourth year, the JRC has grown to include 11 cities, three counties, two special districts, two state departments, and eight non-governmental community partners. Membership continues to grow each year.

HISTORY OF THE RIVER

The Jordan River flows 50 miles through Utah's most densely populated region. It originates at the freshwater Utah Lake and eventually empties into the saline Great Salt Lake. The river is fed by several streams flowing from the Oquirrh and Wasatch Mountain Ranges into the river as it makes its way north. The Jordan River watershed is comprised of these water bodies, as well as the largely developed uplands that produce storm water runoff. The water quality of the river is dependent upon the quality of water flowing into it. Protecting and restoring the watershed is essential to the health of the river and its riparian corridor.

The Jordan River is a hydrologic remnant of the ancient Lake Bonneville, which covered most of the state of Utah approximately 16,000 years ago. Over time the lake receded and the river formed in the loose sediment of the lake bed. Historically the river was a shallow, gently meandering stream with a very wide flood plain. Over time, the river has been reduced in size by diversions to irrigation canals, deepened and straightened by flood control activities. Prior to settlement the river corridor provided approximately 12,500 acres of wetland habitat for fish and wildlife. Today the river retains a handful of critical wildlife preserves and approximately 3,500 acres of publicly-owned open space. The river has been disconnected from much of its historic floodplain, and consequently most of the wetlands have dried up and have now been developed.

For thousands of years native peoples utilized the river for its resources to survive, and many cultural artifacts have been found along its banks. In recent history settlers arrived in the mid 1800's and began to use the river to irrigate land in the valley. The river was then named by Mormon settlers who were reminded of the Jordan River located in Israel. It too runs North from a fresh water source and terminates in the salty Dead Sea.

The river was used for irrigation, drinking water, and industrial use. From mass development, agriculture run off, and industrial waste the river has suffered greatly from pollution. Development, which has required many parts of the river to be straightened, as well as water pollution, have had a large impact on the quality of the river's ecosystem and riparian habitat. Over time much of the river has been changed, while it may not be possible for it to be fully returned back to its natural state, much of it can be restored. Through restoration the river will provide wildlife habitat, as well as recreational activities for the community.

The environment provided by the connected water bodies of the Jordan River, the Great Salt Lake and Utah Lake has been identified as the most critical nesting and breeding ground to migrating birds in the state of Utah. Approximately 42% of Utah's avian species rely on the Jordan River as a breeding ground.

Today people of the valley are building a new appreciation for the river and the benefits it has to offer. This has inspired many restoration efforts, and the creation of organizations dedicated to helping this important resource. Through the Jordan River Commission, a diverse set of stakeholders are now coming together to collaborate on implementing an ambitious future vision for the river corridor and all its inhabitants and visitors.



Photograph by Brian Tonetti



Photograph by Julie Brown

INTRODUCTION

THE BLUEPRINT JORDAN RIVER



In 2007 Envision Utah conducted a regional visioning process for the Jordan River corridor. The process involved dozens of workshops, stakeholder group meetings, surveys, and other outreach exercises. The resulting report is a visioning document called the Blueprint Jordan River. To create the Blueprint, Envision Utah held an extensive public process to collect information and ideas from the community, businesses, and local governments. Over 3,000 public comments were contributed through the planning effort. The final document is intended to capture the collective imagination of the region and communicate the community's vision for this unique natural resource.

The final Blueprint Jordan River vision:

- Lays out an overall **Vision Statement** for the river corridor and three (3) common themes from the public outreach: Environment, Recreation, and Building Community
- Specifies 10 **Guiding Principles** that encapsulate the Blueprint Jordan River Vision:
 1. Preserve and rehabilitate natural river features and functions to the greatest extent possible.
 2. Establish buffers between the river and the built environment.
 3. Restore riparian and in-stream habitats.
 4. Replace structural water conveyance devices with alternatives that allow for flood management plus improvements for water quality, recreation, and habitat.
 5. Reduce the use of hardscapes and impermeable surfaces in and near the corridor.
 6. Manage storm water on site.
 7. Balance needs for development, recreation, and public access with river protection.
 8. Incorporate the river's natural and cultural history into designs for riverfront features, public art, education, and signage.
 9. Apply design standards for complementary development and redevelopment in the corridor to support increased visibility and recreational use of the river.
 10. Encourage regional transportation planning to connect communities to the river corridor, emphasizing non-automobile travel.

- Provides an **Action Plan** to implement the vision, which includes over 100 goals and recommendations for the entities and organizations working along river corridor to implement the Vision.
- And finally, outlines an **Implementation Framework** for making the Vision a reality. The Blueprint Jordan River concludes with the listing of five (5) key goals to accomplish the vision:
 1. The bulk of the remaining open space along the river must be protected.
 2. Water quality must improve, which will entail improved water treatment and stormwater management practices.
 3. The trail must be completed through the 15 municipalities without gaps and the water way must be convenient to navigate with no hazardous obstructions.
 4. An overarching entity must be formed to ensure that the Blueprint is implemented.
 5. There must be a variety of dedicated funding sources for capital projects, maintenance, and open space acquisition.

THE JORDAN RIVER COMMISSION

Dozens of meetings were held over the two years immediately following the completion of the Blueprint to discuss its implementation. The decision to create the interlocal government agency was made and many dedicated community leaders worked to establish the foundational documents to make the Jordan River Commission a reality.

The Commission was officially created when an Interlocal Cooperation Agreement was signed by five local government: Davis County, Salt Lake County, Utah County, Sandy, and West Valley City. Soon after, many other local governments and agencies signed on, and West Valley City Councilman Corey Rushton was appointed as the Commission's first chair.

The Commission hired its first Executive Director in March 2011. Since that time, the Commission has continued to expand its membership, establish a Technical Advisory Committee, pursue grants and fundraising efforts, and begin to undertake efforts to facilitate implementation of the Blueprint Jordan River vision.

INTRODUCTION

THEME: ENVIRONMENT

In both the mapping exercises and the surveys, participants identified environmental and natural components of the river as very significant issues. Nature preserves and wildlife areas dominated the maps, while wildlife-compatibility and ecosystem health and preservation were quite prominent in the survey results. Based on this public priority, environmental and wildlife impacts should be carefully considered when thinking about other aspects of use for the Jordan River.

- Blueprint Jordan River, 2008

THEME: RECREATION

Another common public theme was a preference for recreational activities. The maps featured boat launches, trail connections, and other references that promoted developing the river corridor for pedestrians, bikers, equestrians, and aquatic recreation.

The survey results also showed a significant preference for developing a multiuse trail along the corridor, connected with the rest of the region through a network of trails. There was also agreement that the public feels safe using the river and trail.

- Blueprint Jordan River, 2008



THEME: BUILDING COMMUNITY

Finally, the maps and the survey results bring to light the public's vision of utilizing the river's natural assets as a regional quality-of-life amenity. Participants felt that preserving the river corridor would best support long-term community and economic development. Residents strongly supported regional activity centers along the river that take advantage of natural resource and wildlife appreciation and recreational opportunities to increase the area's economic base. Economic development may be the by-product of environmental preservation and support of recreational activities, key areas of focus for the Jordan River's future.

- Blueprint Jordan River, 2008

All renderings by Envision Utah

INTRODUCTION



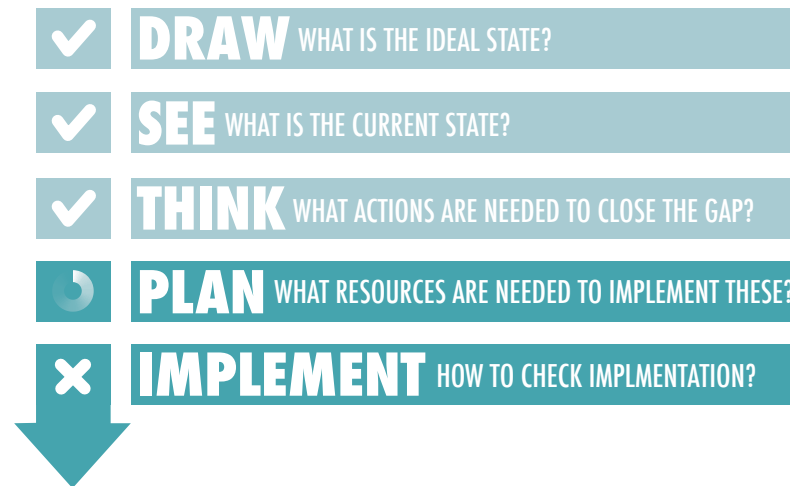
Painting by Paul Brown

WHAT IS STRATEGIC PLANNING ?

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. In order to determine the direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue a particular course of action.

The Blueprint Jordan River vision provides a long-range vision, or the ideal future state for the Jordan River. It identifies the current state of the river corridor, and the actions (guiding principles, land use policies, and Action Plan) to close the gap. The next steps are to outline the resources the Jordan River Commission needs to implement these actions, and then to implement them. This Strategic Plan is intended to provide an overview of the resources available to the Jordan River Commission today, and to map out an approach to implementing the many recommendations of the Blueprint Jordan River.

THE STRATEGIC PLANNING PROCESS



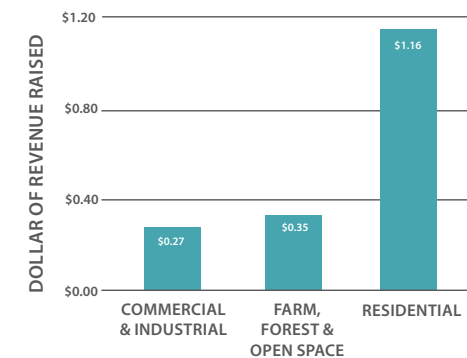
LINEAR NATURE PRESERVE

The "centerpiece" of the Blueprint, the Jordan River Natural Corridor is a linear nature preserve, stretching over 20 miles and encompassing hundred of acres of open space and natural parks. It illustrates the importance of the entire corridor; with unique opportunities along its length. This linear nature preserve would be a monumental achievement and a natural wonder to rival the Wasatch Mountains as a draw for recreation, relaxation and enjoyment of our State's natural beauty. It also has the potential to be an economic development driver in our region.

High quality open space can be much more valuable to communities than residential development, paying its own way through ecological services, attracting tourists, and by raising property values.

- Blueprint Jordan River, 2008

THE MEDIAN COST TO PROVIDE PUBLIC SERVICES TO DIFFERENT LAND USES PER DOLLAR OF REVENUE RAISED



Note: N = 98 communities
Source: Crompson, 2004



INTRODUCTION

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The Jordan River Commission is comprised of governmental members, technical advisors, and staff. Governmental members represent their communities and bring ideas and projects for the river to the Board for consideration and support. The technical advisory committee works with the governmental members to aid them in their efforts to better the river corridor. Along with governmental members and technical advisors, the Commission is also comprised of ex-officio members who represent either themselves, or an organization. They too have a vested interest in the well being of the Jordan River and work along side the governmental members and commission staff on projects and river management.

ORGANIZATIONAL STRUCTURE

GOVERNING BOARD

The Governing Board meets monthly to discuss projects along the Jordan River, to set policy for the organization, and to consider agenda items brought before the Board. It is the role of these individuals to act as liaisons for their communities. The Board is comprised of 2/3 Governmental Members and 1/3 Ex Officio Members (non-governmental or community partners). As the governmental membership in the Jordan River Commission grows, the number of Ex-officio positions available on the board increases as well.

The governmental members representing cities and counties on the Board are required to be elected officials, however, they may send a staff alternate to meetings occasionally. Additional governmental Board members included a member of the State Legislature, and appointed representatives from the Governor's office, the Department of Natural Resources, and the Department of Environmental Quality, the Jordan Valley Water Conservancy District, and the Utah Transit Authority.

The Ex-officio members of the Board may represent an organization or be an individual. Ex-officio positions are filled by the Board through a vote after an application and interview process. Ex-officio members are generally selected to represent the following stakeholder voices:

- Recreation
- Environmental
- Education
- Utilities or Infrastructure
- Landowner
- Business
- Fundraising and Development

TECHNICAL ADVISORY COMMITTEE

Members of the Technical Advisory Committee (TAC) serve at the pleasure of the Jordan River Commission, and the TAC generally responds to directives from the Commission's Governing Board. From time to time the TAC may make suggestions to the Commission. The overall purpose of the TAC is to support the Commission in implementing the goals and objectives outlined in the Blueprint Jordan River visioning document.

The TAC's primary objectives are to:

1. When asked by the Commission or a representative of the Commission, to provide technical assistance on proposed actions or developments within the Jordan River Corridor to minimize adverse impacts and maximize the benefits of the project on the river corridor.
 2. To develop tools and resources (e.g. model ordinances, technical trainings, best practice toolboxes, etc.) to share with member municipalities and other member organizations.
- * The TAC is not, and will not become, a political action group.

JORDAN RIVER COMMISSION SUBCOMMITTEES

Members of the Governing Board and Technical Advisory Committee work together on specific projects through their participation in the following subcommittees:

- Executive Committee - comprised of up a subgroup of the governmental members of the Board and directs the day-to-day work of the Commission staff
- Budget and Finance Committee - comprised of up a subgroup of the governmental members of the Board and develops the draft budget and financial policies of the Commission.
- Project Specific Committees - A number of other rotating and informal committees may be created as needed to oversee project-specific efforts, legislative or funding initiatives.



Photograph by Van Hoover

ORGANIZATION



Photograph by Van Hoover

COMMISSION STAFF

The Commission was officially created in August 2010, with the signing of the Interlocal Agreement by five communities. Since then the organization has begun to progressively organize, start grant writing and fund raising efforts, and has expanded to include new membership and partnerships. It has also begun to implement projects along the Jordan River corridor that support the Blueprint Jordan River vision. As the commission continues to grow it plans to expand the staff to further properly manage the projects and the health of the river.

EXECUTIVE DIRECTOR

The role of the Executive Director is to run all administrative aspects of the Jordan River Commission including budgeting, monthly meetings, technical committees, public involvement, fund raising, marketing, staff management and stakeholder partnerships. The Director manages the work of all Jordan River Commission staff and volunteers. The main tasks for the Executive Director include working with local governments along the River, coordinating planning efforts, facilitating Commission meetings and Technical Advisory Committee meetings, long-range organizational strategic planning, grant writing, project management, and fund raising, and policy development. The Director's role is envisioned as a full-time steward and champion of the Jordan River, and the individual tasked with keeping the Commission's mission and the vision of the Blueprint active and at the center of all Commission activities.

PROGRAM AND POLICY COORDINATOR

The individual appointed to this position will oversee and manage the Commission's educational programs. This may include the Best Practices for Riverfront Communities Training Series, speaking engagements at conferences and public forums, and coordination of projects with other educational partners. This individual will assist in conducting research and the development of educational materials, studies and reports that help to further the Commission's mission and the vision of the Blueprint Jordan River. This person also helps to maintain and promote the availability of a comprehensive library and calendar of grant and funding opportunities potentially available to Commission members.

In addition, the Program and Policy Coordinator assists the Governing Board and Director in developing plans and objectives as well as strategies for implementing

the Commission's Strategic Plan. They provide necessary liaison support to committees and stakeholders as well as oversee work of contract personnel, volunteers, and interns to ensure results consistent with Commission standards. Finally, this individual will help monitor and research ongoing legislation while compiling information and figures for special reports.

VOLUNTEER AND OUTREACH COORDINATOR

The Volunteer and Outreach Coordinator will be responsible for community outreach and volunteer coordination for the Jordan River Commission. This individual helps to maintain the website and other social media updates. They provide a monthly newsletter, plan community events, and coordinate volunteer events for the Commission. The coordinator assists in planning and logistical coordination of the annual Get Into the River Festival, and any other special events hosted or co-hosted by the Commission. This person assists in implementing the communications plan of the Commission by helping to update the website and social media, provides content and support for newsletter, periodic news releases, and events. They will also help coordinate communications and support Commission membership. They may attend meetings and events of organizations that support mutual Jordan River interests.

ADMINISTRATIVE ASSISTANT

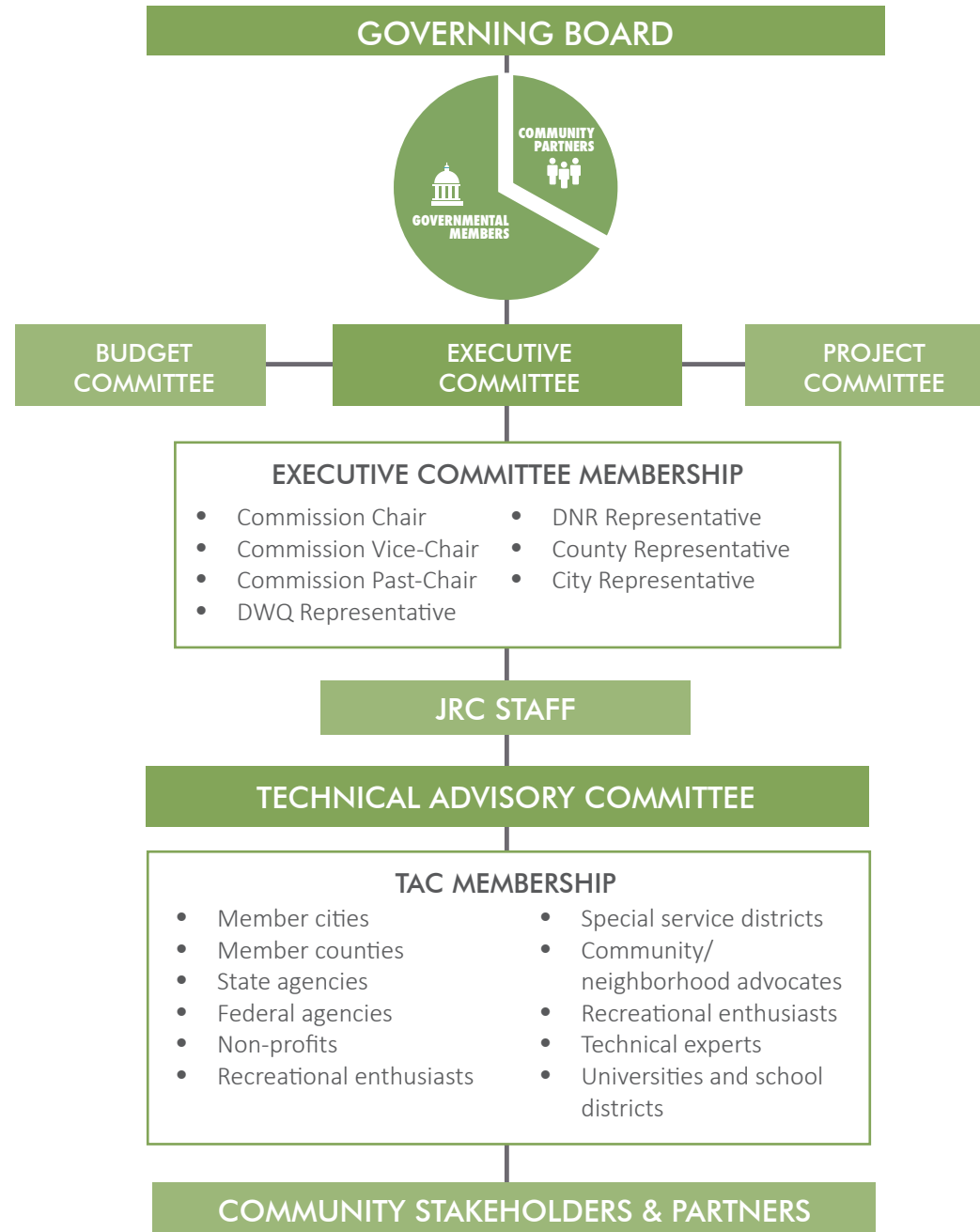
This individual helps to prepare agendas, publish public notices, assist with bookkeeping and general office duties, and ensure the Commission complies with all relevant state statutes.

POTENTIAL FUTURE STAFF POSITIONS

Development Director - This individual would assist the Executive Director in fund raising for specific projects and will work to build the Commission's network of supporters. This may include grant writing, assistance in securing sponsorships for JRC events, and leading all other fund raising campaigns.

Conservation Director - This individual will have a strong technical background in watershed and riparian ecology and restoration. They will provide technical restoration assistance to the Commission's members and partners when requested, conduct research on restoration techniques, and will direct all Commission restoration project work and manage any future JRC property or conservation easements.

JORDAN RIVER COMMISSION ORGANIZATIONAL CHART



ORGANIZATION



Photograph by Van Hoover

ORGANIZATION

TOP SWOT ANALYSIS RESPONSES

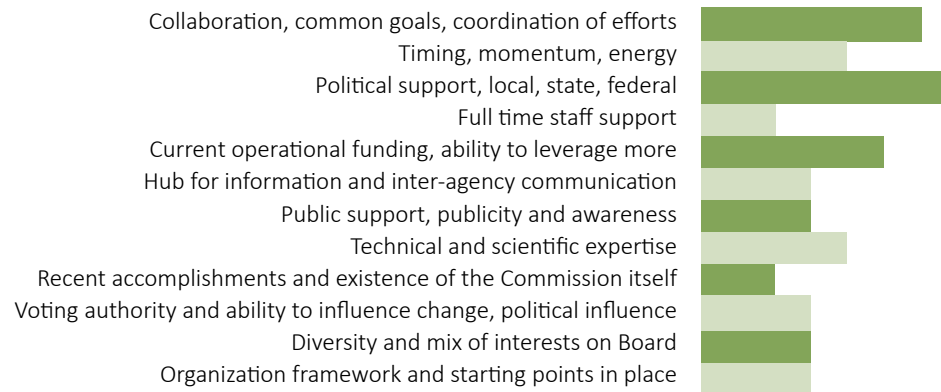
- S** Broad political support, unifying entity and hub for information
- W** Lack of dedicated, long-term funding
- O** Greater public outreach and education, positive image for river
- T** Uncertain future funding, lack of long-term funding

The Jordan River Commission is working to build upon its strengths, embrace opportunities, to address its weaknesses, and protect against internal and external threats.

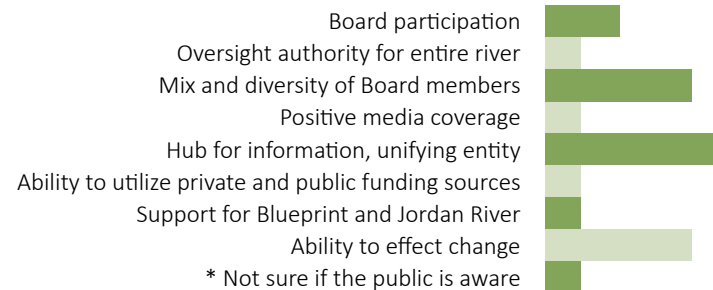
ORGANIZATIONAL RESOURCES

In October 2011, the Jordan River Commission and its Technical Advisory Committee met for a strategic planning retreat. The participants were asked to conduct a SWOT Analysis to identify what they believed to be the Jordan River Commission’s strengths, weaknesses, opportunities and threats (S, W, O, T). The results of the analysis are summarized below.

WHAT DO YOU SEE AS THE STRENGTHS OF THE JRC?



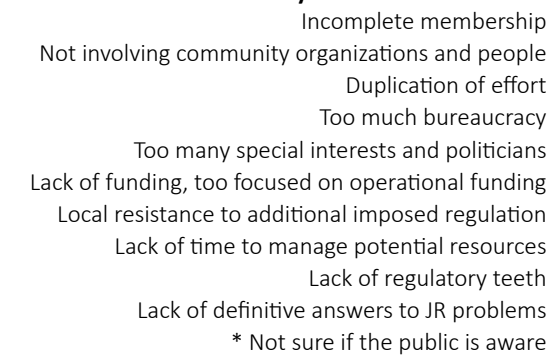
Community’s View of Strengths



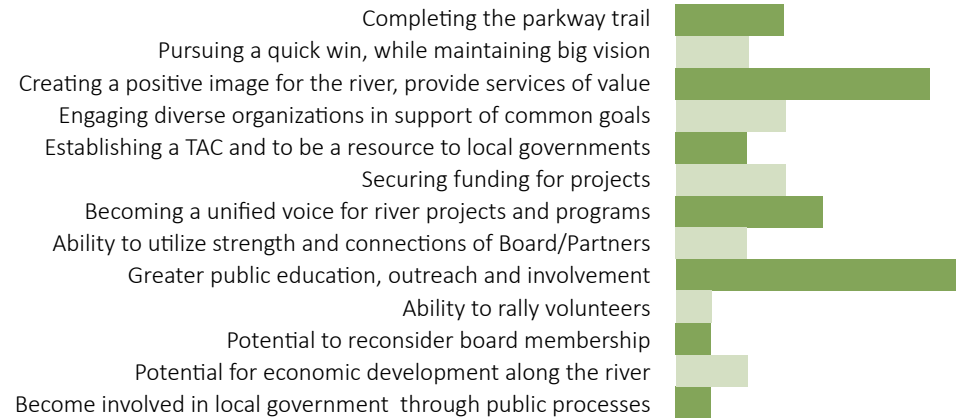
WHAT DO YOU SEE AS THE WEAKNESSES OF THE JRC?



Community’s View of Weaknesses



WHAT DO YOU SEE AS OPPORTUNITIES FOR THE JRC?



WHAT DO YOU SEE AS THE THREATS TO THE JRC?



Painting by Paul Brown



OUR WORK

MISSION & VISION

The mission of the Jordan River Commission is to preserve and improve the overall quality and integrity of the Jordan River corridor for current and future generations.

The vision of the Jordan River Commission is to facilitate implementation of the Blueprint Jordan River through projects, technical assistance, education, outreach, fund raising, and strategic partnerships.

CORE VALUES & OPERATING PRINCIPLES

- 2.1 Encourage and Promote Multiple Uses of the River.
- 2.2 Foster Communication and Coordination.
- 2.3 Promote Resource Utilization and Protection.
- 2.4 Maintain and Develop Recreation Access.
- 2.5 Monitor and Promote Responsible Economic Development.
- 2.6 Identify and Secure Funding for the Acquisition of Critical Habitat and Open Space.
- 2.7 Engage in ongoing planning for the Identified Jordan River Blueprint Study Area.

The Jordan River Commission's Interlocal Cooperation Agreement lists the following seven purposes for the organization:

2.1 ENCOURAGE AND PROMOTE MULTIPLE USES OF THE RIVER.

The Commission shall balance access, use, development, ecological value, preservation, restoration and economic benefits in accordance with applicable laws, rules and regulations, and consistent with the fact that the ownership of the river and its adjacent lands and areas are owned or governed by various public and private entities.

2.2 FOSTER COMMUNICATION AND COORDINATION.

The Commission shall coordinate communication among agencies and organizations regarding all aspects of land use, water use, water rights, river and river ecosystem protection, recreation, public facilities, and natural resource planning and management that affect the Jordan River and cooperate with state, federal, local governments, as well as private landowners and organizations to implement the purposes and goals of the Commission as adopted in the Jordan River Blueprint as determined by the Board and the "best management practices" developed by its Technical Advisory Committee. The Commission shall coordinate with agencies and entities having jurisdiction over the tributaries of the Jordan River so that the overall health and well being of the River is considered in the activities of those agencies and entities.

2.3 PROMOTE RESOURCE UTILIZATION AND PROTECTION.

The Commission shall promote the conservation, restoration and protection of the river's natural resources, including fish and wildlife, riparian habitat, water quality, environmental concerns, and open space.

2.4 MAINTAIN AND DEVELOP RECREATION ACCESS.

The Commission shall encourage the enhancement of public access to recreational opportunities on and around the river in accordance with the purposes of the Commission and the guiding principles outlined in the Jordan River Blueprint and education and outreach efforts in furtherance thereof.



WHAT WE DO

- Preserve and improve the overall quality and integrity of the Jordan River corridor for current and future generations

WHY WE DO IT

- To facilitate implementation of the community's vision for the river corridor
- To educate the community about the benefits of river corridor preservation and restoration
- To promote resource utilization in harmony with the vision

HOW WE DO IT

- Through education, collaboration, training and technical assistance, public outreach, volunteerism, demonstration projects, and strategic partnerships

OUR WORK



Photograph by Niel Franti
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2.5 MONITOR AND PROMOTE RESPONSIBLE ECONOMIC DEVELOPMENT.

The Commission shall monitor and promote responsible economic activity along the river and in areas affecting the river to promote efficient and orderly development that harmonizes with the aforementioned purposes of the Commission and is in accordance generally with the principles outlined by the Jordan River Blueprint.

2.6 IDENTIFY AND SECURE FUNDING FOR THE ACQUISITION OF CRITICAL HABITAT AND OPEN SPACE.

The Commission will actively seek public and private funding to be used to acquire critical habitat and open space and to restore vital functioning of the riparian corridor. To that end it may partner with public entities, foundations and other private sources to secure and protect necessary river resources. The Commission shall be authorized to spend Commission and other private and public funding for projects directly benefitting the River regardless of whether those projects are in the Jordan River Study Area.

2.7 ENGAGE IN ONGOING PLANNING FOR THE IDENTIFIED JORDAN RIVER BLUEPRINT STUDY AREA.

The Commission will engage in a continuing planning process that involves the Members, the Ex Officio Members, other governmental entities and the community to guide development of the river and public and private facilities within the Jordan River Blueprint Study Area.

AREAS OF WORK

The work of the Jordan River Commission is grouped into three types of efforts:

1. **Projects** - These efforts include physical, on-the-ground projects as well as the development of documents or tools. The Jordan River Commission often works as a collaborator or partner on efforts within the jurisdiction of a local or state government. The Commission may also lead projects that have a more regional focus or cross jurisdictional boundaries.

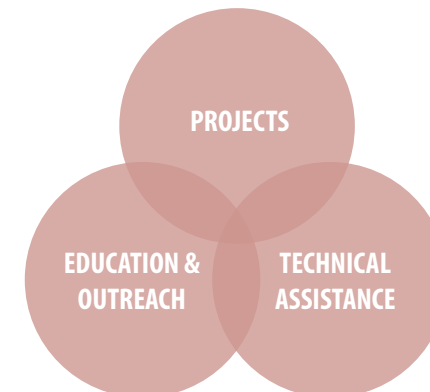
2. **Education and Outreach** - These efforts take place at two levels:

- One level is focused on elevating the public perception of the Jordan River, raising awareness of individual actions to improve water quality, and generally building public support for the river.
- The other is focused on inter-governmental communication and coordination. This includes monthly Board meetings as well as helping to share and promote success stories along the river to help inspire and jump start additional river-focused projects.

3. **Technical Assistance** - These efforts focus on assisting local governments and other Jordan River stakeholders in making decisions and designing projects that protect and enhance the Jordan River corridor. The Jordan River Commission has no regulatory authority, and does not initiate technical project reviews outside of standard public comment processes. However, a local government or other stakeholder may request technical assistance from the Commission at any time.

Like a three-legged stool, the Jordan River Commission sees all three areas of work as being critical to ensure the organization's long-term sustainability. For this reason, the organization will work to simultaneously advance efforts in all three areas, and many efforts will address more than one focus area at a time.

AREAS OF WORK



PROGRAMS

The Commission's work can be organized under four (4) informal programs:

OUR RIVER - OUR FUTURE (Education and Outreach)

The Jordan River Commission works with several community partners to promote conservation science as well as to raise public awareness of Jordan River issues. The Commission works to help produce research and collect data to inform better decision-making and planning for the river corridor. This is accomplished through partnerships with universities, research institutions and local non-profits. Public awareness is raised through the annual Get Into the River Festival, citizen science programs, volunteer events, participation at community fairs and through broad community river awareness and stewardship campaigns. The Commission also works to expand awareness of Jordan River issues and opportunities through environmental education partnerships with local non-profits and schools.

RECREATION & RIVER RESTORATION (On the Ground Projects)

Open space and agricultural land preservation, river corridor restoration, and expansion of recreational opportunities are key elements of the Blueprint Jordan River. The Commission's efforts under this program include fund raising to support open space preservation and the restoration of lands within the river corridor, and helping to coordinate restoration efforts among project partners. Through partnerships with local non-profits, governments and the general public, the Commission helps to bring together partners, volunteer labor, technical expertise and funding sources to accomplish preservation and restoration goals. This includes grant writing, soliciting public donations, technical restoration assistance and land management assistance, and establishing strong partnerships between land managers and the community.

The Commission offers small matching grants to its members and partners to help expand the number of entities working to implement the Blueprint Jordan River goals. The Commission helps to facilitate ongoing planning within the Blueprint study area through participation in local planning processes and collaborations with state agencies. Expanding recreation access and opportunities is done through fund raising efforts for trail completion, collaborations to remove navigational hazards for boaters, and through projects that enhance the recreation experience (signage, trail amenities, puncturevine management, trail map, etc.).

RIVERFRONT COMMUNITIES (Technical Assistance)

Land use and community design has a significant impact on the current and future potential of the Jordan River corridor. Promoting the land use and community building messages outlined the Blueprint Jordan River is one of the Jordan River Commission's primary purposes. We keep the vision for the Jordan River alive and in front of the public and community leaders through community outreach, presentations and partnerships with the media. The Commission works to help local decision-makers and stakeholders implement the Blueprint vision through tools that help explain how and where to apply the recommendations, such as the Best Practices for Riverfront Communities toolbox, a volume of Storm Water Best Management Practices and model designs developed in partnership with the University of Utah, model ordinances and local government trainings.

The Jordan River Commission exists as a technical resource to local governments and is available to provide review, recommendations, and help brainstorm solutions for projects with the potential of impacting the river. In addition, the Commission helps to promote success stories to inspire others and raise awareness of the myriad efforts taking place to improve the river corridor.

REGIONAL COORDINATION AND PUBLIC POLICY

Until the creation of the Jordan River Commission, no current entity existed to serve a coordinating role for the entire, multi-jurisdictional Jordan River corridor with the political support and participation of elected officials and community leaders. The Commission provides a monthly forum for the sharing of ideas and discussion about the issues facing the Jordan River. The Commission has positioned itself as a hub for information about the river, and works to foster collaboration and communication across agencies and stakeholder groups.

The political support behind the Jordan River Commission allows it to be effective in lobbying for legislative changes, helping to advance local initiatives, and effect operational changes affecting the river. The Commission is also working to assist and encourage local governments in developing and adopting ordinances and regulations that guide development patterns along the river.



MyJordanRiver.org is a web app that turns the Jordan River Parkway into a nature center without walls, and a place to share announcements, events, and personal stories and experiences inspired by the river.

JORDAN RIVER COMMISSION PROGRAMS



Building a foundation for community stewardship and ownership

- Get Into the River Festival
- MyJordanRiver.org
- Volunteer Stewardship Program
- Reawakened Beauty Educational Curriculum
- Community outreach - tabling events, speaking, media outreach
- Research and Citizen Science Collaborations



Community design assistance that embraces and protects the Jordan River

- Blueprint Jordan River
- Best Practices for Riverfront Communities
- Storm Water Best Management Practices Guidance and Model Designs
- Technical Project Design Assistance
- Development Review Assistance
- Best Practices for Riverfront Communities Training Series



Bringing partners together to protect and enhance the places that matter the most

- Grant Writing and Fund Raising Assistance
- JRC Small Matching Grants Program
- Corridor Management Planning and Coordination
- Recreation Access and Facility Enhancement and Coordination
- Restoration Project Technical Assistance and Planning
- Trail map and recreational resource information sharing



Fostering communication, collaboration and good decision-making

- Regional Trails Funding Campaigns
- Legislative Lobbying
- Riparian Protection Ordinance Guidance
- Stakeholder Communication and Facilitation
- JRC Governing Board and TAC meetings



BEST PRACTICES FOR RIVERFRONT COMMUNITIES

A guide for consistent, but flexible, management of the Jordan River environment.

JUNE 2013



America's Great Outdoors Fifty-State Report, published by the Department of the Interior in October 2011, lists the Jordan River Parkway as one of the two projects in Utah that represent the nation's best investments to reconnect Americans with the natural world and to create jobs through travel, tourism and recreation.



THE JORDAN RIVER COMMISSION
 OUR RIVER—OUR FUTURE

It's a simple notion. Give young people the opportunity and time to explore the river in their backyards, and they are more likely to become future stewards of it.

THE JORDAN RIVER COMMISSION AND THE CENTER FOR DOCUMENTARY EXPRESSION AND ART "REAWAKENED BEAUTY" PROJECT

Produced By The Jordan River Commission
 With The Assistance Of A Best Bottle Creek Reclamation Grant From The Utah Division Of Water Quality.





Photograph by Eric McCulley



The following Goals and Objectives will guide the work and direction of the Jordan River Commission. Goals have a ten to fifteen-year horizon (2015-2025), while the Objectives have a three-year horizon (2015-2018).

GOAL 1: Strategically identify and plan for the current and future activities of the JRC, and work towards bolstering the JRC’s ongoing revenue stream to ensure that the JRC can fulfill its purposes and, with its partners, can implement the most ambitious recommendations of the Blueprint Jordan River.

OBJECTIVE 1.1: *Hold an biannual strategic planning retreat to discuss options for the future roles and activities of the JRC.*

OUTCOME 1.1: Strategic planning retreat held each odd numbered year, and updates made to this Strategic Plan made as needed.

OBJECTIVE 1.2: *Evaluate a variety of potential mechanisms for securing a consistent revenue stream to support the Jordan River Commission’s efforts to implement the Blueprint Jordan River, and select the option(s) that have the most support.*

OUTCOME: 1.2: A summary of possible revenue sources developed and reviewed at each strategic planning retreat.

OBJECTIVE 1.3: *Initiate focused discussions and undertake the preliminary steps necessary to establish a secure/expand the most appropriate revenue stream for the Jordan River Commission.*

OUTCOME 1.3: An approach is decided upon at strategic planning retreat for the next two years, and preliminary steps are taken to initiate it.

GOAL 2: Expand Jordan River Commission’s base of political and community support through expanded membership, partnerships, and community outreach.

OBJECTIVE 2.1: *Reach out to local governments not yet participating in the Jordan River Commission and encourage their participation.*

OUTCOME 2.1: At least one new government joins the Jordan River Commission each year until full representation is reached.

OBJECTIVE 2.2: *Strategically recruit local non-profits, businesses, and community members to serve as Ex-officio members of the Governing Board.*

OUTCOME: 2.2: One new ex-officio member joins the Jordan River Commission for every two new governmental members, per Bylaws.

OBJECTIVE 2.3: *Continue to build partnerships with other community partners to expand the capacity of both the Jordan River Commission and those partners to undertake projects that help implement the Blueprint Jordan River.*

OUTCOME 2.3: At least one new community or local governmental partnership established. Partnerships may be built through JRC Small Grant awards, around a federal or state grant funded project, or other project-specific collaboration.

OBJECTIVE 2.4: *Continue to encourage community members to learn about the Jordan River corridor, participate in volunteer stewardship efforts, and use the corridor for recreation.*

OUTCOME 2.4: Volunteer program is operational, the Jordan River Commission staff and Board members are active community speakers and presenters, and community members are engaging with the Jordan River through the annual Get Into the River Festival, www.MyJordanRiver.org, and through social media.



Photograph by Van Hoover

GOALS



Photograph by Adriaan Boogaard

GOAL 3: Assist member governments and partners in implementing the goals and projects outlined in the Blueprint Jordan River.

OBJECTIVE 3.1: *Apply for grants, solicit donations, and build partnerships to undertake the specific projects identified in the Blueprint Jordan River. JRC support may be in the form of technical assistance, JRC Small Grants, lobbying or fund raising support, research or case study examples, model projects, volunteer labor coordination, grant writing assistance, and project design or review assistance.*

OUTCOME 3.1: Two projects are initiated each year by the JRC - either as the lead agency or as a strategic partner. See the Work Plan for a list of current projects.

OBJECTIVE 3.2: *As additional opportunities arise, evaluate the timing and potential of each effort, and determine whether or not the JRC has the capacity to undertake additional efforts.*

OUTCOME 3.2: Additional projects undertaken as opportunities, funding and personal resources arise.

GOAL 4: Promote awareness of the long-term vision for the Jordan River and actively work to expand the public appreciation of the Jordan River, focusing particularly on youth.

OBJECTIVE 4.1: *Increase the amount of positive discussion about the Jordan River by hosting the annual Get Into the River Festival, promoting restoration efforts through traditional and social media, and marketing the river corridor as recreational destination.*

OUTCOME 4.1: The Get Into the River Festival is held annually and grows in size and impact each year. A press release is distributed for each of the JRC's new projects. Strategic partnerships are built to brand and market the river corridor's natural and developed amenities.

OBJECTIVE 4.2: *Inspire a new generation of stewards for the Jordan River through partnerships with formal programs like CDEA's Reawakened Beauty and the Sorenson Unity Center's Jordan River Ambassadors.*

OUTCOME 4.2: At least 200 new students are engaged in restoration efforts and Jordan River focused education each year by the JRC and its partners.

OBJECTIVE 4.3: *Widely promote www.MyJordanRiver.org, the Best Practices for Riverfront Communities toolbox and other outreach materials developed by the Jordan River Commission and its partners.*

OUTCOME 4.3: At least 5,000 visits to www.MyJordanRiver.org are received each year. At least 50 Best Practices Toolboxes have been distributed each year at speaking engagements, community tabling events, and training workshops, etc.

GOAL 5: Promote a balance among the land uses in the river corridor, including recreation, economic development and redevelopment alongside preservation and restoration of the open lands within the corridor.

OBJECTIVE 5.1: *Establish a formal process for assisting in local planning and design efforts for the Jordan River corridor, including a recognition program for exceptional projects. Encourage private parties, local governments and other stakeholders to use these resources to elevate the quality of all projects (restoration, parks, development) within the river corridor.*

OUTCOME 5.1: The JRC has adopted the Riverfront Communities Design Assistance Checklist as a tool available to both its member governments and river corridor landowners. Exceptional projects are celebrated through a "River Friendly" recognition program.

OBJECTIVE 5.2: *Encourage adoption of riparian protection ordinances at the local level and that are based on the Best Practices for Riverfront Communities toolbox, through a “River Friendly Community” recognition program.*

OUTCOME 5.2: The Jordan River Commission has adopted a process for the recognition of local efforts to protect and enhance the river corridor, and at least one local government has initiated the process to adopt a riparian corridor protection ordinance each year.

OBJECTIVE 5.2: *Work towards permanent protection and preservation of undeveloped open spaces along the river through strategic partnerships with local land trusts and conservation organizations.*

OUTCOME 5.2: Through partnerships with local land trusts, The JRC has initiated the process to establish a conservation easement on at least one parcel of open space within the river corridor each year.

OBJECTIVE 5.3: *Encourage the implementation of the Best Practices for Riverfront Communities recommendations by providing technical training courses for land managers, decision-makers, and project managers.*

OUTCOME 5.3: Hold at least two technical workshops each year as part of the Best Practices for Riverfront Communities Training Series.

OBJECTIVE 5.4: *Assist the Utah Division of Forestry Fire and State Lands with the development of a Jordan River Comprehensive Management Plan (CMP).*

OUTCOME 5.4: The Jordan River Commission is a key stakeholder and partner in the process to develop the CMP, by working as a liaison between the State of Utah and the local governments, and by providing technical assistance and input into the plan and planning process.



Photograph by Niel Franti
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Photograph by Niel Franti
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The Jordan River Commission is fortunate to have a financial contributions from each of its members that provide a base operating budget for the organization. Despite these contributions, virtually all projects undertaken by the Commission must be supported or funded entirely by grants and private donations. Similarly, the Commission is fortunate to have a small staff to help accomplish its goals.

With both limited manpower and financial resources, the Commission must prioritize the projects it seeks to undertake. For this reason, the Jordan River Commission has developed a Work Plan to record and track progress towards its goals.

The Work Plan, has been divided into five sections:

- Completed JRC Projects
- Completed Member/Partner Project Support
- 2015-2018 JRC Projects
- 2015-2018 Member/Partner Project Support
- Future Projects

The projects listed in this Work Plan were identified by the:

- Blueprint Jordan River,
- Jordan River Commission Board,
- Jordan River Commission Technical Advisory Committee,
- Jordan River Commission Educational Plan, or by
- Other Jordan River stakeholders and partners

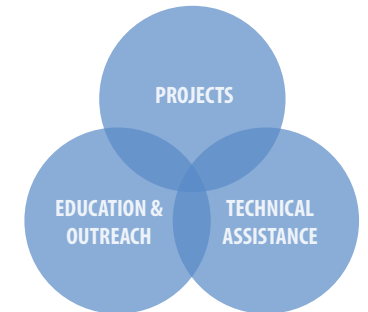
Progress towards completion of each project will be tracked. Projects will be periodically moved between sections as new projects are undertaken or are completed. The Work Plan should always include a variety of project types to ensure that all three areas of the Jordan River Commission's work focus are being advanced (Education and Outreach, Technical Assistance, and Projects), as well as strengthening the Commissions four programs.

Recognizing that the Jordan River Commission has a small staff, it is imperative that each project be spearheaded by a volunteer "Project Champion," in order to maintain momentum and progress on multiple items simultaneously. These project champions may be members of the Governing Board, the TAC or another community partner.

PROJECT EVALUATION, PRIORITIZATION & IMPLEMENTATION CONSIDERATIONS

- 1 WHAT IS THE ROLE OF THE JRC ON EACH PROJECT?
- 2 WHAT IS THE ROLE OF OTHER STAKEHOLDERS?
- 3 WITH LIMITED RESOURCES, WHAT SHOULD BE DONE FIRST?
- 4 WHAT HAPPENS WHEN ONE IDEA CONFLICTS WITH ANOTHER?
- 5 WHAT DOES EACH PROJECT COST, AND HOW WILL IT BE FUNDED?
- 6 WHAT ARE THE STEPS NEEDED TO ACCOMPLISH THIS PROJECT?

STRATEGIC WORK AREAS



PROGRAMS

OUR RIVER - OUR FUTURE

RIVER RESTORATION & BLUE-GREEN TRAILS

RIVERFRONT COMMUNITIES

REGIONAL COORDINATION & PUBLIC POLICY




Photograph by Adriaan Boogaard

WORK PLAN




Photograph by Niel Franti
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The assignment of individual project numbers is simply for tracking purposes and in no way represents a ranking of priority or order for implementation.

#	PROJECT TITLE		GOAL	STATUS	NOTES
COMPLETED JRC PROJECTS					
1	Jordan River Parkway Trail Map	E, P	2	Completed	Grant Funded
2	Promotional DVD	E, P	2	Completed	Grant Funded
3	Storm Water Best Management Practices and Model Designs - University of Utah	E, P, A	3 & 4	Completed	Partnership
4	Comprehensive Jordan River Informational Website and Library	E, A	2, 3, & 4	Completed	JRC Staff Supported
5	Volunteer Jordan River Parkway Trail and River Clean-up Program	E	2	Ongoing	JRC Staff Supported
6	Annual Jordan River Commission Awards Gala	E	2	Ongoing	JRC Staff Supported
7	Best Practices for Riverfront Communities Toolbox and Ordinance Guidelines	E, P, A	3, 4 & 5	Completed	Grant Funded
8	Educational Our River - Our Future Newspaper Insert	E, P	2 & 4	Completed	Grant Funded
9	MyJordanRiver.org Digital Trail Guide and Community Outreach Tool	E, P	2 & 4	Completed	Grant Funded
10	Best Practices for Riverfront Communities Training Series	E, P, A	2, 3, 4 & 5	Ongoing	Grant and JRC Staff
11	Annual "Get Into the River" Festival	E	2	Ongoing	Partnership
12	Jordan River Volunteer Pocket Field Guides	E, P	2	Completed	Grant Funded
13	Jordan River Commission Small Grants Program	P, A	2, 3, & 4	Ongoing	JRC Staff Supported
14	Jordan River Environmental Educational Program - with Center for Documentary Expression and Art	E	2	Ongoing	Grant Funded & JRC Small Grant
15	Puncturevine Management Strategy, Education and Outreach	E, P, A	2 & 3	Ongoing	Grant Funded
16	Comprehensive Grant and Potential Funding Source Spreadsheet and Calendar for Jordan River Projects	E, P, A	3 & 5	Ongoing	JRC Staff Supported

COMPLETED MEMBER AND PARTNER PROJECT SUPPORT					
MP - 1	Funding for Jordan River Parkway Trail Completion - SLCO Parks and Trails Bond - with Salt Lake County	P, A	2 & 3	Completed	JRC Staff Supported
MP - 2	Funding and Design for 9000 South Pedestrian Tunnel - Legislative Lobbying, Engineering Design - with West Jordan, Sandy, Salt Lake County	P, A	2 & 3	Completed	JRC Staff Supported
MP - 3	Funding for 8200 South Pedestrian Bridge - Rotary Club Donation - with West Jordan, Salt Lake County, Midvale	P, A	2 & 3	Completed	JRC Staff Supported
MP - 4	Funding for Winchester Boater Hazard - Legislative Lobbying - with FFSL, Salt Lake County, and Murray	P, A	2 & 3	Completed	JRC Staff Supported
MP - 5	Funding for 4500 South Pedestrian Bridge - with Taylorsville and Murray	P, A	2 & 3	Completed	JRC Staff Supported
MP - 6	Jordan River Corridor Wetland Delineation and Cultural Survey - with Saratoga Springs	P, A	2, 3, 4, & 5	Completed	JRC Small Grant
MP - 7	Carlisle Riverfront Small Area Master Plan - with South Salt Lake	P, A	2, 3, 4 & 5	Completed	JRC Small Grant
MP - 8	Redwood Ranger Program - with TreeUtah	E, A	2 & 3	Completed	JRC Small Grant
MP - 9	Pioneer Crossing Park Master Plan and History Granary Relocation - with West Valley City	A	3	Completed	Grant and JRC Staff
MP - 10	Big Bend Habitat Restoration, Research and Community Education - with West Jordan	E, P, A	3	Completed	Grant Funded

#	PROJECT TITLE		GOAL	STATUS	NOTES
2015-2018 JRC PROJECTS					
17	Jordan River Commission Strategic Plan	E, P	1	In Progress	JRC Staff Supported
18	Complete an inventory of all lands within the Jordan River corridor - open space status, zoning, ownership, etc.	E, P, A	5	In Progress	JRC Staff Supported
19	Jordan River Parkway Invasive Species Management Plan	E, P, A	3	In Progress	Grant Funded
20	Jordan River Parkway Signage Plan - with Salt Lake County, West Jordan, and NPS RTCA	P, A	3	On Hold	Seeking Funding
21	MyJordanRiver.org Education and Promotion	E	2	In Progress	JRC Staff Supported
22	Riverfront Communities Design Assistance Process and "River Friendly" Recognition Program	E, P, A	4 & 5	In Progress	JRC Staff Supported
23	Lower Jordan Restoration and Community Education - with Salt Lake City, North Salt Lake, Davis County	E, P, A	2 & 3	In Progress	Grant Funded
24	Jordan River Corridor Preservation Strategy Development - with Utah Open Lands	E, A	5	In Progress	JRC Staff Supported
25	Jordan River Flow Experiments: Effect of Water Flow on Dissolved Oxygen - with Utah Division of Water Quality and River Network	E, A, P	3	In Progress	Grant Funded

2015-2018 MEMBER AND PARTNER PROJECT SUPPORT

MP - 11	Jordan River Comprehensive Management Plan - with Utah Division of Forestry Fire & State Lands	P, A	3 & 5	In Progress	Partnership
MP - 12	3300 South Stormwater Pond Restoration - with West Valley City	E, P, A	3	In Progress	Grant Funded
MP - 13	Jordan River Boathouse - Riversports Competition and Storage Facility - with Wasatch Rowing Foundation	E, A	3	In Progress	JRC Staff Support
MP - 14	Pioneer Crossing Park Invasive Vegetation Management, Phase I - with Salt Lake County and West Valley City	P, A	3	On Hold	awaiting grant award
MP- 15	Citizen Science Bird Monitoring Program - with Tracy Aviary	E, A	3 & 4	In Progress	JRC Small Grant
MP- 16	Three Creeks Park Planning and Youth City Afterschool Curriculum - with Salt Lake City	E, P	3 & 4	On Hold	awaiting grant award
MP- 17	Phragmites Management along Jordan River - with Riverton City	A, P	3	On Hold	awaiting grant award
MP - 18	Sorenson Unity Center - Jordan River Ambassadors Program	E, P	4	In Progress	JRS Small Grant

WORK PLAN



Painting by Paul Brown



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getintotheriver.org