

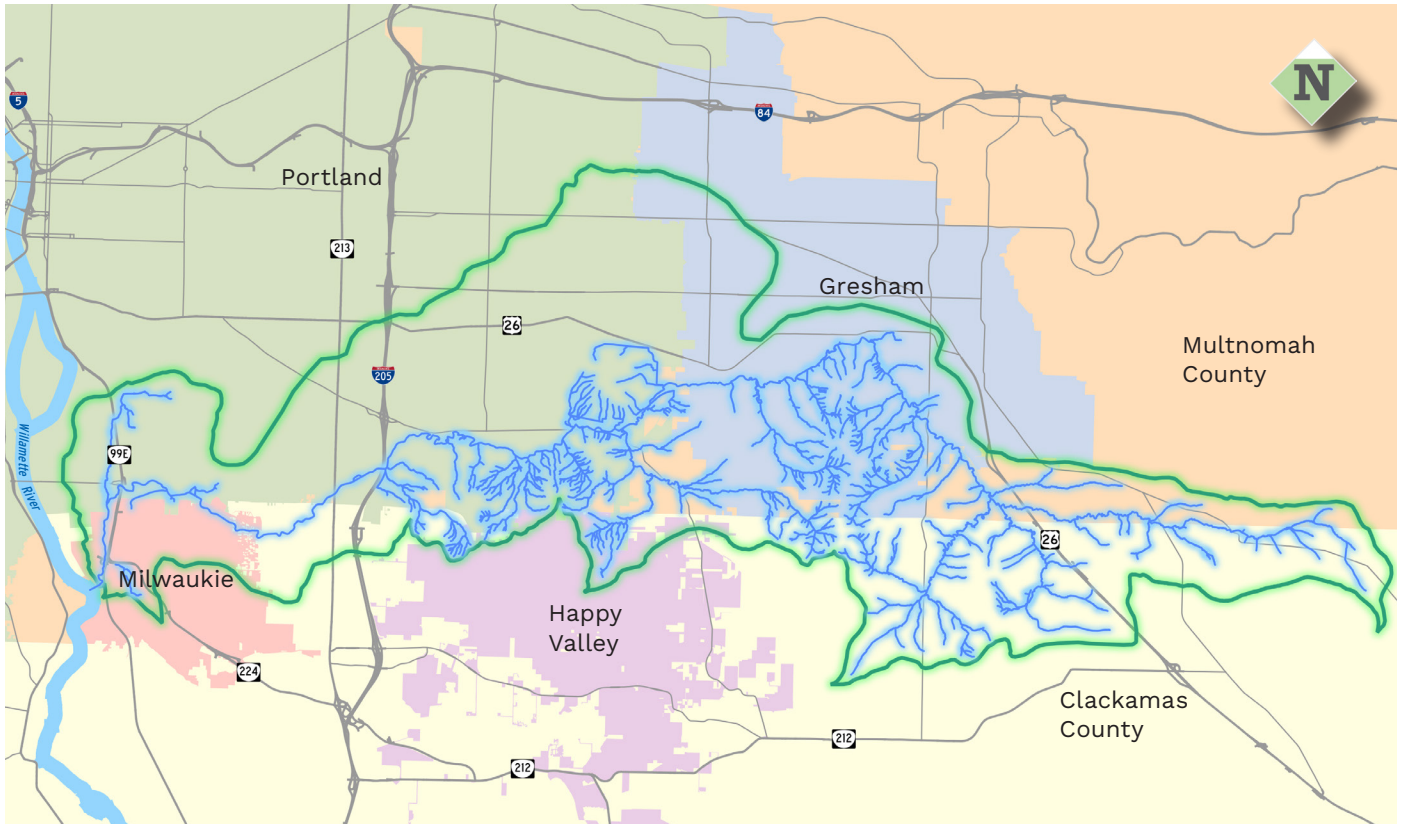
Johnson Creek Watershed Council



Strategic Plan 2023



Watershed Map



Johnson Creek Watershed



Johnson Creek
Watershed Council

- Johnson Creek
- Watershed Boundary
- City of Happy Valley
- City of Gresham
- City of Milwaukie
- City of Portland
- Clackamas County
- Multnomah County



Map by Kyung Lee

About Our Watershed

Our watershed is one of the most ethnically and racially diverse in Oregon. Johnson Creek Watershed Council welcomes ALL people who live, work, and play around Johnson Creek. We acknowledge there is a legacy of systemic inequalities within our watershed. The Council is devoted to doing our part to heal the legacy of systemic racism and inequality by enriching the lives of all people who touch Johnson Creek Watershed. Learn more about JCWC's equity work on our website: <https://www.jcwc.org/equity/>

Restoring a stream and its watershed is much more effective with community involvement. We feel pride and ownership in our local stream when our community members join us to plant trees, remove garbage and collect data that helps inform the restoration. Our programs also include removing fish passage barriers, improving fish habitat, riparian management and stormwater retrofits.

Johnson Creek is 26 miles long with its headwaters in Boring. It flows through Gresham, Happy Valley, Portland, and Milwaukie on its way to the Willamette River. The mainstem creek has many tributaries that feed it. The watershed encompasses 54 square miles in Multnomah and Clackamas Counties.

Johnson Creek Watershed Council was founded in 1995 by a group of local residents and agency representatives, with a goal of improving water quality and habitat for fish and wildlife.

Our mission is to promote restoration and stewardship of a healthy Johnson Creek Watershed through sound science and community engagement.



About Our Strategic Plan

The strategic plan was developed by JCWC staff and board with extensive input from community and government partners, and volunteers. We have chosen to create a brief plan that reflects our organizational values and provides a strategic framework for guiding our annual work plans and goals. Each year we will review our actions and impacts against this framework as a way of holding ourselves accountable.

The core of this plan is a series of goals, each with our commitments for realizing these goals.

Contact Johnson Creek Watershed Council

Address: 4033 SE Woodstock, Portland, OR 97202. We are on the second floor of All Saints Episcopal Church; more info at: www.jcwc.org/were-all-moved-in-how-to-find-us/

Email: info@jcwc.org

Phone: 503-652-7477

Online:

- Facebook: [@JohnsonCreekWC](https://www.facebook.com/JohnsonCreekWC)
- Instagram: [@johnsoncreekwc](https://www.instagram.com/johnsoncreekwc)
- Email: info@jcwc.org
- Monthly e-Bulletins: sign up on our website at www.jcwc.org

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Build & Sustain Collaborative Relationships

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Demonstrate Leadership Through Strong Public Sector Partnerships - Page 7

Strategic Plan Goals & Commitments

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Center Ecosystem Resilience
in Watershed Restoration

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To Ecosystem
Health - Page 8**

**Incorporate Climate-Forward Restoration
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**Incorporate Indigenous Per-
spectives - Page 9**

**Update Restoration
Action Plan - Page 9**

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Strengthen Organizational
Capacity for Sustainability
and Equity

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Belonging - Page 10**

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Employees - Page 10**

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Complete Work Plans - Page 11**

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1

Build and Sustain Collaborative Relationships

Move organizational approach toward building collaborative relationships and centering community values and voices. Relationships will be rooted in mutual benefit and shared understanding.



COLLABORATE WITH PARTNERS WORKING WITH UNDERSERVED COMMUNITIES

Expand and deepen partnerships with historically excluded groups, including Black, Indigenous, and People of Color (BIPOC), multilingual communities, people experiencing houselessness, and rural residents.

- Build partner capacity through fundraising, administrative, and programmatic support
- Develop culturally relevant programs and storytelling
- Listen and learning about community needs, including the voices of young people
- Collaborate on joint projects with community partners
- Offer and collaborate with partners on workforce development opportunities and support for technical education





CULTIVATE A MORE WELCOMING AND INCLUSIVE CULTURE

Community engagement approaches will be welcoming and inviting to diverse communities, addressing individual barriers to participation centered on community values and voices.

- Increase event and program accessibility, including language, mobility, visual aids
- Create story-based messaging that is inclusive and relevant to diverse communities
- Build on internal work, defining and practicing welcoming customs for external events with community members
- Offer more diverse types of events such as diverse levels of difficulty, languages, and educational topics
- Create opportunities to deepen a connection to the watershed
- Ensure communications and language is current and accessible to diverse communities

DEMONSTRATE LEADERSHIP THROUGH STRONG PUBLIC SECTOR PARTNERSHIPS

As a convener, and through coalition work, community engagement and stewardship, maintain strong jurisdictional partnerships focused on watershed science and land use impacts.

- Participate and lead Johnson Creek Inter-Jurisdictional Committee
- Partner with jurisdictions and organizations with shared interests on land use and development policies
- Advocate for interests of historically excluded communities



2

Center Ecosystem Resilience in Watershed Restoration

Watershed restoration and stewardship will be rooted in sound science, strengthening the connection between ecosystem resilience and environmental justice, and recognizing the impacts of climate change and other threats. An updated 10-year Action Plan will reflect this approach.

ASSESS AND ADDRESS THREATS TO ECOSYSTEM HEALTH

Develop science-based restoration strategies that consider all stressors and limiting factors.

- Continue assessment efforts to understand stressors and limiting factors
- Consider watershed restoration to include uplands as well as the riparian corridor
- Implement projects that repair historic and existing human-caused impacts to the stream

INCORPORATE CLIMATE-FORWARD RESTORATION DESIGN

Design of restoration work will consider and incorporate climate change impacts on the ecosystem and keystone species.

- Manage vegetation for ecosystem health and climate adaptation
- Mitigate for high stream temperatures for threatened and endangered fish
- Explore mitigation for heat in upland and developed areas to benefit both human and wildlife communities
- Implement best practices for infrastructure projects that include anticipated changes to hydrology





INCORPORATE INDIGENOUS PERSPECTIVES

Engage Tribes and other groups representing Indigenous people to collaborate on watershed restoration plans.

- Plan with Indigenous groups, for example, incorporate Traditional Ecological Knowledge and First Foods into restoration designs
- Provide opportunities for Indigenous people to participate in paid restoration implementation, especially in a workforce development context



UPDATE RESTORATION ACTION PLAN

JCWC will continue to provide leadership on restoring and repairing watershed health. By 2025 we will complete an updated 10-year Action Plan, which will serve as a guide and coordinating tool in our restoration and stewardship efforts. The plan will center around ecosystem resilience and environmental justice.

- Collect, analyze, and synthesize relevant monitoring data in preparation to inform the Action Plan update
- Engage jurisdictional partners and other stakeholders in planning process
- Select priority areas for projects and investment of resources and capacity

3 Strengthen Organizational Capacity for Sustainability and Equity

Organizational culture, practices, and policies will strive towards equity and inclusion, and ensure sustainable capacity and resources to fulfill our mission.

BUILD A CULTURE OF BELONGING

Internally create a welcoming culture with a sense of belonging for diverse staff, board, and volunteers, through inclusive practices and intentional outreach and relationship building.

- Define and practicing welcoming customs for Board, Staff, and committee meetings
- Invest to lower barriers for participation and to be welcoming to all board members, such as providing hybrid meeting access or food at meetings
- Provide new opportunities for volunteer participation
- Explore and implement new inclusive and culturally responsive approaches for recruitment of staff, board, and volunteers
- Energize committee engagement opportunities, including increasing non-board member participation
- Celebrate successes together
- Explore opportunities for equity and inclusion resources and education for staff, board, and volunteers

EQUITABLY INVEST IN EMPLOYEES

Develop equitable and inclusive HR infrastructure, such as conflict resolution policies and practices focused on employee retention and wellness, including professional development opportunities, increased compensation, and sustainable work plans.

- Offer trainings to help staff while working with partners and volunteers, and each other, such as trauma-informed practices and cultural responsiveness
- Engage in succession planning
- Provide competitive compensation package (salary & benefits) that reflects a living wage
- Allow flexible work hours
- Increase opportunities for team-building that include both Board & Staff
- Provide professional development for career interests and training opportunities
- Support sustainable work plan development to mitigate potential burnout and turnover
- Add capacity through strategic use of consultants and contractors



STRATEGICALLY SECURE FUNDING TO COMPLETE WORK PLANS

Focus on increasing multi-year grants and contracts, diversifying income streams, and building community culture through fundraising.

- Deepen relationships with funders to explore opportunities for multi-year funding and general operating support
- Create a development plan with a focus on cultivation of individual and corporate giving, including long-term funding through legacy donations and the endowment, on fundraising events, and a culture of appreciation for giving at all levels
- Collaborate with partners on fundraising

INFRASTRUCTURE PLANNING

Prioritize IT, communications, and facilities planning to meet the needs of the organization.

- Improve and simplify information management and IT platforms, including providing training in new and existing technologies
- Improve website and other communications forums to be usable and sustainable for staff
- Plan, identify and secure office and storage locations beyond 2024, the current end date, with consideration of accessibility needs
- Assess and plan for upgrades/new equipment, such as phones and technology for outreach, and a new truck



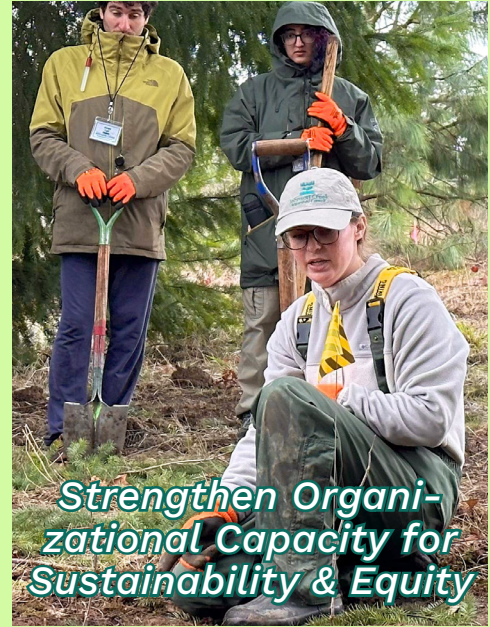
Johnson Creek Watershed Council's strategic goals for the next five years:



*Build & Sustain
Collaborative
Relationships*



*Center Ecosystem
Resilience in Watershed
Restoration*



*Strengthen Organi-
zational Capacity for
Sustainability & Equity*



Johnson Creek
Watershed Council

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