

CAMPUS PARK

STEWARDSHIP & SUSTAINABILITY PLAN

Friends of Campus Park (FOCP)

“To improve the quality of life of Oxnard's diverse community by providing enjoyable and inspiring places through connections with people, nature, and by promoting wellness, creating educational opportunities and environmental awareness.”

An interconnected framework for stewardship, community participation, programming, financial sustainability, and long-term care of Campus Park.



A living civic landscape where nature, learning, wellness, recreation, and civic life continuously overlap.

01 / ORGANIZATIONAL VISION

Organizational Vision

The Friends of Campus Park (FOCP) exists to help transform Campus Park into one of Oxnard’s most active, inspiring, and community-connected public landscapes—a place where nature, learning, wellness, recreation and civic life continuously overlap.

At its heart, this effort is about redefining what a public park can be. Not just open space, but a living civic environment where people not only visit, but participate—through walking, volunteering, learning, gathering, and caring for the land together.



A park that feels alive every day of the week, not only during special events.

FOCP’s role in achieving this vision is intended to develop incrementally. Rather than assuming responsibility for the entire park at one time, FOCP proposes a phased stewardship model in which defined responsibilities are undertaken only as organizational, financial, volunteer, and professional capacity are demonstrated.

NATURE	LEARNING	WELLNESS
A landscape cared for with ecological intention.	Hands-on environmental and outdoor education.	Walking, recreation, gathering, and healthy living.

02 / PURPOSE & PUBLIC VALUE

Purpose & Public Value

FOCP was formed to strengthen the long-term success of Campus Park **while supporting the City of Oxnard** in sustaining a large and dynamic public space.

Rather than replacing city operations, FOCP enhances them—bringing community energy, volunteerism, programming support, fundraising capacity, partnerships, and supplemental stewardship resources into the park system in a way that improves both experience and long-term sustainability.

The deeper purpose is civic: to help create a park that builds pride, strengthens neighborhood identity, supports environmental literacy, and becomes a shared place of belonging for the entire community.

The proposed partnership should also create measurable public value for the City by increasing positive park activity, leveraging private and philanthropic resources, expanding volunteer participation, supporting supplemental maintenance and beautification, and developing programming that the City would otherwise have to fund or administer directly.

ENVIRONMENT Environmental stewardship and habitat care	VOLUNTEERS Volunteer-driven maintenance support and civic engagement	EDUCATION Educational programming and outdoor learning	CULTURE Cultural and community activation
BEAUTY/SAFETY Beautification and visitor safety and experience enhancement	ACTIVITY A park designed to feel alive throughout the week	BELONGING A shared civic place for the community	



03 / PARTNERSHIP MODEL WITH THE CITY

Partnership Model with the City

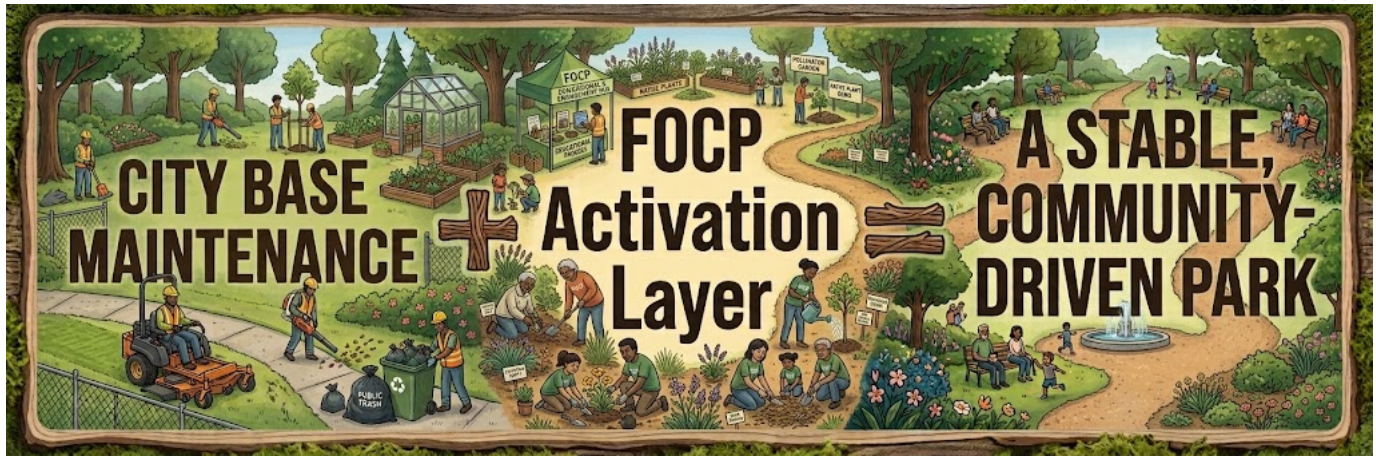
Campus Park remains owned by the City of Oxnard, with FOCP serving as a long-term stewardship partner. FOCP's stewardship begins with a small, defined portion of the park and expands over time as FOCP demonstrates successful management and secures the financial, volunteer, administrative and professional resources needed to take on additional areas.

Within an initial designated pilot area, FOCP proposes to assume specifically identified supplemental stewardship, programming, community-engagement, beautification, and operational responsibilities pursuant to a written agreement with the City. The City will continue providing its normal baseline municipal park maintenance and core infrastructure services, including responsibilities such as utilities, irrigation systems, tree maintenance, lawn care, trash removal, public-safety services, major infrastructure repair, regulatory oversight, and other responsibilities retained by the City under the partnership agreement.

To help support a strong partnership, the responsibilities of FOCP and the City should be expressly identified in a Scope of Services and Responsibility Matrix so that there is no ambiguity regarding who performs, funds, authorizes, supervises, or responds to each operational function.

This progressive model allows FOCP's responsibility to grow alongside its demonstrated capacity, while preserving the City's foundational role in maintaining Campus Park.

Expansion into additional park areas would occur only after mutually agreed performance benchmarks have been met and the City has determined that FOCP possesses the capacity to assume the additional responsibilities.



04 / CORE PHILOSOPHY

Core Philosophy

Pillar 1: Visitor Experience- The Civic Ecosystem (People & Safety)

- **Activity Creates Safety:** Consistent public presence—walking, learning, and gathering—acts as our core safety strategy, naturally increasing visibility. We recognize that community presence supplements, rather than replaces, professional city law enforcement and emergency response.
- **The High-Quality Experience Matters:** Clean, beautiful, and thoughtfully programmed spaces communicate respect and build a sense of belonging. This experience is actively maintained through measurable standards for cleanliness, landscape appearance, rapid maintenance reporting and a focus on high-quality customer service.

Pillar 2: Stewardship and Partnerships- Shared Stewardship (Community Empowerment)

- **Participation Creates Stewardship:** True success is built on shared ownership rather than passive visitation. When community members actively volunteer and engage, the park becomes a piece of their lived identity, inspiring them to protect the space, their community and environment.
- **The Vital Role of the Volunteer Corps:** Our dedicated **Volunteer Corps** serves as the backbone of the park's operational success. Volunteers are deeply integrated into daily life, driving hands-on execution of:
 - *Stewardship & Maintenance:* Executing planting, landscape care, and regular clean-ups.
 - *Hospitality & Education:* Serving as park ambassadors and docents to welcome, guide, and educate the public.
 - *Eyes and Ears for Safety:* Acting as an essential feedback loop, reporting problematic issues like vagrancy or graffiti directly to professional city public safety teams.
- **Partnerships Multiply Impact:** Campus Park's greatest potential is realized through intentional collaboration. We bring together diverse groups, organizations, and institutions to rally around shared civic goals.

Pillar 3: Environment and Learning- Living Innovation (Education & Design)

- **Intentional Nature Inspires Discovery:** The park is a balanced landscape where ecological systems and thoughtful design work together. This is not unmanaged nature, but a curated environment built to support both environmental health and meaningful human interaction.
- **Innovation is Productive, Not Reactive:** Campus Park serves as a hub of innovation. Through educational partnerships, demonstrations, and hands-on workshops, young minds and community members experience learning in real time rather than simply discussing it.
- **The Living Laboratory:** We actively integrate advanced scientific principles and green technologies into the park's fabric, including:
 - *Green Infrastructure:* Smart, weather-synced irrigation, solar-integrated architecture, and advanced stormwater filtration systems.
 - *Agricultural Science:* Hydroponic systems, sustainable soil management, and regenerative farming techniques.
 - *Data-Driven Learning:* Opportunities for schools and universities to study urban ecology, pollinator health, and climate resilience on-site.

Pillar 4: Health & Wellness (Body, Mind, & Soil)

- **Nourishing Body and Mind:** We view the park as a vital health resource where interaction with natural, botanical elements actively restores mental and physical well-being.

- **Sustainable Agriculture & Organic Food:** The garden features food production rooted in organic principles. By showcasing sustainable or innovative farming techniques, we demonstrate how communities can grow clean, accessible food.
- **Non-Toxic Land Stewardship:** We prioritize the health of our visitors and pollinators by implementing best practices that eliminate or minimize the use of synthetic pesticides and harmful chemicals, proving that urban spaces can be both beautiful and ecologically safe.

Pillar 5: Sustainability (The Long-Term Vision)

- **Sustainability is Environmental, Social, and Financial:** True longevity requires a three-pronged approach:
 - *Environmental:* Demonstrating responsible water conservation, native landscaping, and ecological systems.
 - *Social:* Cultivating deep roots so the community participates in and cares about the park's future.
 - *Financial:* Developing appropriate sponsorships, programming, and revenue-generating opportunities to fund long-term stewardship.



05 / CAMPUS PARK EXPERIENCE

Campus Park Experience

A multi-layered civic landscape

Campus Park is envisioned as an integrated civic landscape where recreation, environmental learning, gardens, trails, and community gathering spaces work together as a unified system. Rather than functioning as separate amenities, the park is designed as an interconnected network that supports daily use, education, wellness, recreation, and long-term stewardship.



The physical development of these amenities is subject to City approval, available capital funding, permitting, design review, environmental requirements where applicable, and the demonstrated operating capacity necessary to maintain each improvement after completion.

TRAILS Movement and exploration, Inspiration, Thematic Gardens	COMMUNITY GARDEN Education and Stewardship Hub, Event Space	LEARNING Alternative Education, Innovation, STEAM, Environmental Studies	RECREATION Mental, Physical and Community Wellness
HEALTH Healthy Eating, Environmentally Responsible Practices	COMMUNITY Cultural sharing, Identity, Pride and Ownership	EVENTS Culture, Festivals, Art, Music, Community Gatherings and appropriately scaled Private Uses.	LEAVE NO TRACE Stewardship, Sense of Ownership, Civic Responsibility

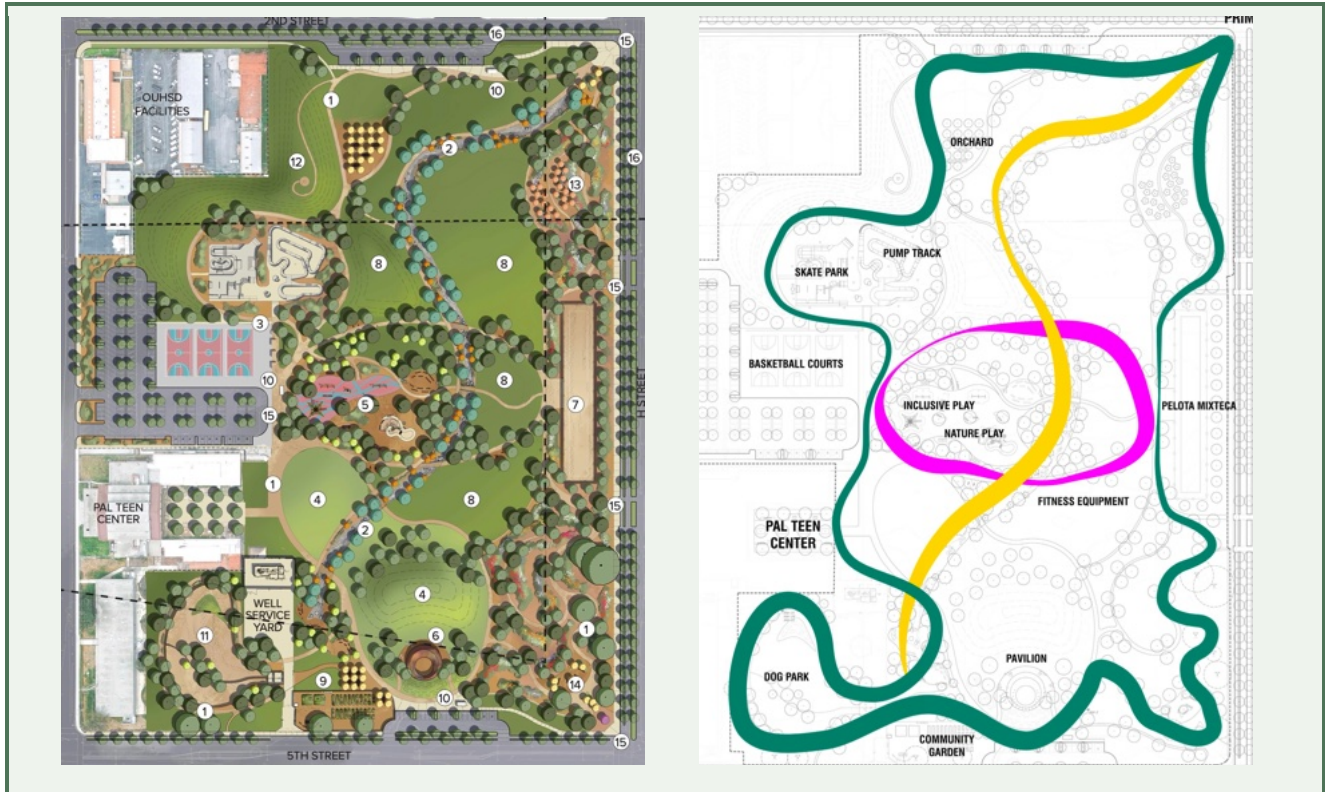
05A / PHASED PHYSICAL DEVELOPMENT

The emerging concepts for Campus Park include:

- 1-mile loop trail
- 1/2-mile creek trail
- 1/4-mile exercise loop
- Community Garden / Garden Commons
- Event space / pavilion
- Pump track
- Skate park
- Renovated basketball courts
- PAL and youth recreation partnerships
- Fitness and wellness programming

These elements represent a long-range park vision rather than a commitment by FOCP or the City to construct all improvements. Each project should be evaluated individually for capital cost, maintenance responsibility, operating cost, insurance implications, permitting requirements, funding sources, and long-term sustainability.

A capital project should not move forward solely because construction funding is available; an identifiable funding and maintenance plan should exist for its long-term operation.



Multi-Trail Network

- A 1-mile loop trail serving as the primary circulation spine connecting all park areas. This trail can also provide thematic garden spaces or garden destinations designed in phases throughout the trail.
- A 1/2-mile creek trail with interpretive and educational signage.
- A 1/4-mile exercise loop around the children's play area for family activity and fitness.

Community Garden/ Garden Commons — Learning + Stewardship Hub

- Environmental learning and workshops
- Farm-to-table and healthy eating education
- Volunteer stewardship activities
- Native plant propagation for park-wide use
- Events: Workshops, Meetings, Weddings, etc.

Events Space/Pavilion

- Cultural Events
- Private Events
- Festivals

Western Recreation Zone

- Pump track
- Skate park
- Renovated basketball courts
- Programming partnership with PAL (Police Activities League)
- Fitness and Health

Community Garden/ Garden Commons

Food • Health • Education



The **Community Garden**, or more appropriately, **Garden Commons**, functions as a **central anchor** within Campus Park’s ecosystem. In addition to traditional gardening, it may serve as a hub for environmental education, farm-to-table programming, workshops, volunteer organization, native-plant propagation, small events, agricultural innovation, and public-information programs.

ENVIRONMENTAL EDUCATION Hands-On Learning, School Partnerships	FARM-TO-TABLE Programming Focused on Nutrition and Healthy Eating	WORKSHOPS Demonstrations, Cooking, Organic Foods, Cultural Gatherings	VOLUNTEERS Volunteer Corps., Meetings, Training
PLANT PROPAGATION Campus Park Nursery, Park Planting, Educational Propagation, Potential Plant Sales, New Farming Techniques	EVENT SPACE Nonprofit Programs, Music, Meetings, Arts, (Appropriately Scaled Private Events where authorized by the City)	FARMING INNOVATION Education in Farming, Sustainability and Agricultural Advancements	PUBLIC INFORMATION City Workshops, Recycling, Water Wise Programs, Environmental Education, Community Wellness

The Garden Commons creates a direct connection between land stewardship, environmental education, and community wellness. The Garden Commons also supports park-wide ecological development by producing plants to be grown along the trail system as thematic garden areas.

Community Partnerships and Programming

The Garden Commons also provides an opportunity for FOCP to build relationships with mission-aligned nonprofit organizations, schools, community groups, educators, and City departments. These partners may contribute workshops, educational curriculum, volunteer opportunities, cultural programs, demonstrations, and other activities that expand the use and educational value of the Commons.

FOCP's role would be to help coordinate and facilitate these partnerships, working in collaboration with the City and within the approved stewardship framework for Campus Park. This approach allows the Garden Commons to become a shared platform where organizations can contribute their knowledge, resources, volunteers, and programming to the broader community.

Community Media and Creative Learning

Given FOCP's experience in video production, communications, social media, and community outreach, the Garden Commons also presents an opportunity to function as a community media and creative-learning environment.

With appropriate infrastructure and City approval, portions of the Commons could support the creation of educational videos, livestreams, interviews, demonstrations, talks, podcasts, cooking programs, workshops, and other multimedia experiences. Outdoor spaces, garden areas, and potential kitchen or classroom environments could provide flexible settings for organizations, educators, community groups, and the City to share information and create content for audiences both within and beyond Campus Park.

This capability could extend the educational reach of programs taking place at the Commons, allowing a single workshop or demonstration to become a recorded or live educational resource, while also helping community organizations promote their programs and missions.

FOCP may, where appropriate and authorized, provide or coordinate media-production and communications services associated with these activities. Such services could represent an additional earned-revenue opportunity for the park while furthering the educational, community-building, and public-information purposes of the Garden Commons. Any space rental, plant-sale, concession, fee, or commercial activity conducted on City property would be subject to the partnership agreement, applicable City policies, permitting requirements, and an approved fee and revenue-retention structure.

➤ GARDEN COMMONS → VOLUNTEERS → PROPAGATION → PARK-WIDE PLANTING → EDUCATION → COMMUNITY CONNECTION



Visitor Experience & Park Identity

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The success of Campus Park is ultimately defined by the experience it creates for visitors. From the moment of arrival, the park should communicate care, activity, and intention. Visitors should recognize a landscape that is clean, maintained, and actively used by the community. The desired daily experience includes:

- Families engaging in recreation and learning
- Volunteers caring for gardens and natural areas
- Park ambassadors welcoming visitors
- Individuals walking, resting, and experiencing nature
- Youth participating in organized recreation
- Fitness users walking or running trails
- Local nonprofits providing appropriate programming

Signage & Wayfinding

- Trail, zone, and access wayfinding
- Educational signage
- Ecological and cultural interpretation
- Stewardship messaging
- Leave No Trace principles

This layered activity creates a sense of vitality that strengthens both safety and belonging.

Park Ambassadors

Park ambassadors purpose:

- Welcoming and informing the public
- Tour guides
- Helping Communicate with the City of Oxnard public safety departments
- Helping maintain cleanliness

This layered activity creates a sense of vitality that strengthens both safety and belonging.

Design Language & Long-Term Visual Identity



A consistent and unified design language is essential to the long-term success of Campus Park.

All park elements—including signage, seating, shade structures, gardens, and recreational infrastructure—are intended to follow a cohesive design framework rooted in natural materials and botanical-inspired aesthetics.

This consistency ensures that the park develops a strong and recognizable identity over time, reinforcing its role as both a civic space and a destination landscape.

09 / PROGRAMMING, MULTI-USE SPACES & COMMUNITY ACTIVATION

Programming, Multi-Use Spaces & Community Activation

Programming is a key driver of activation and long-term sustainability. FOCP prioritizes consistent, recurring programming that integrates seamlessly into the park's physical environment. These include volunteer days (planting, weeding, cleanup, etc.), workshops, wellness activities, educational programming, cultural events, and small community gatherings.

Partnerships with like-minded non-profits, schools or other institutions are key to keeping the park consistently active with diverse programming and education.

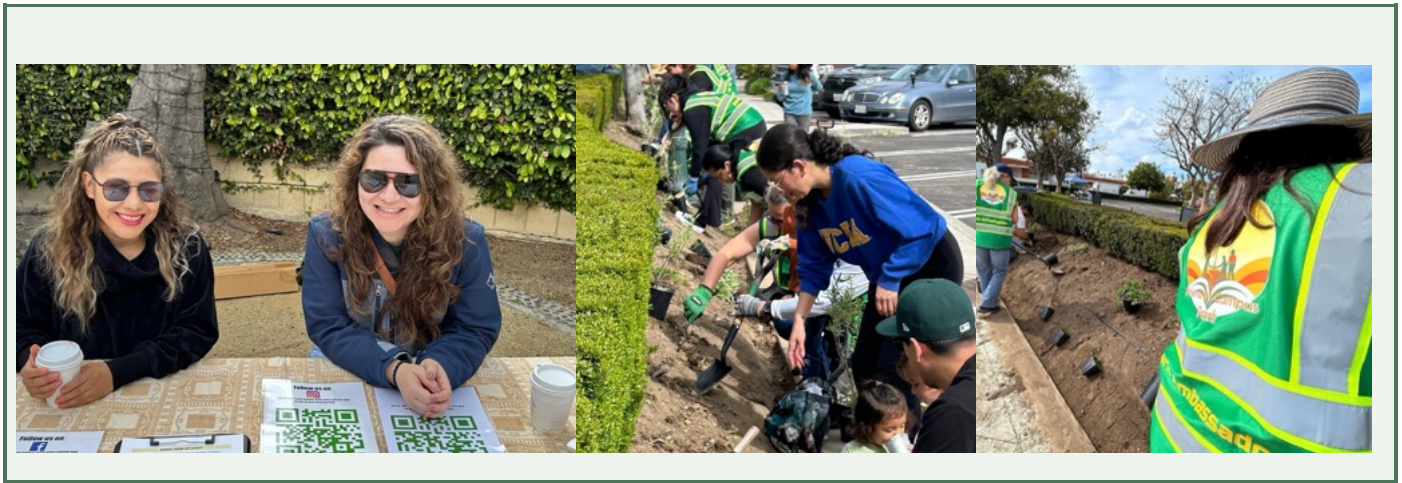
Park areas are intentionally flexible, allowing spaces such as the community garden, trail nodes, and open lawns to shift between:

- Educational programming
- Volunteer stewardship
- Community events
- Small-scale rentals
- Non-profit partner events
- Private Events

This flexibility increases community access and activity while strengthening long-term financial sustainability.

10 / VOLUNTEERISM & COMMUNITY STEWARDSHIP SYSTEM

Volunteerism (Volunteer Corps.) & Community Stewardship System



Volunteer participation, through FOCP's focus on a well-established Volunteer Corps, is a foundational component of Campus Park's long-term success. FOCP currently engages a growing base of community members who participate in planting, maintenance, cleanup, the park ambassador program and event support activities.

To strengthen participation and accessibility, FOCP is developing a **Volunteer Points System**, where participants earn points for hours of volunteer service. These points can be redeemed for benefits such as workshop access, plant sale or event discounts or reservation of picnic and BBQ facilities during high-demand days, helping incentivize volunteer work and ensuring equitable opportunities for park use.

Creating a strong volunteer group identity will instill pride in FOCP volunteers. Events meant to show appreciation for volunteers will be essential to the success of the program.

- Expand equitable access to park programming
- Encourage ongoing volunteer engagement
- Strengthen long-term stewardship culture
- Build a direct relationship between participation and access

11 / PARTNERSHIPS & COLLABORATIVE NETWORKS

Partnerships & Collaborative Networks



FOCP works in collaboration with a broad network of partners including nonprofits, schools, environmental organizations, cultural groups, and recreation-based organizations such as PAL.

These partnerships support programming across recreation, education, gardening, and cultural activation, and help ensure that Campus Park serves as a shared civic platform for multiple community needs.

The network also supports a highly active park that will inspire visitors to participate, support and continue visiting the park.

12 / REVENUE & FINANCIAL SUSTAINABILITY MODEL

Revenue & Financial Sustainability Model

Campus Park will remain a publicly accessible space. However, long-term sustainability requires a diversified and mission-aligned revenue structure.

DIVERSIFIED REVENUE SOURCES:

GRANTS

Foundation and startup support

DONATIONS/MEMBERSHIPS

Community and philanthropic giving and membership opportunities

PROGRAMMING

Workshops and educational activities

PLANT SALES

Native plant production and distribution, Proposed Gift Shop

RENTALS

Private events in multi-use spaces and Garden areas

SPONSORSHIPS/ENDOWMENT

Thematic gardens and public spaces

RECOGNITION

Naming opportunities and memorial plaques

PERMITS

Photography and filming

Expanded long-term opportunities include naming rights for gardens, trails, and recreation areas; memorial and donor recognition plaques; sponsorship of thematic garden zones and public spaces; photography and filming permits; event rentals, including cultural events and weddings; and membership programs supporting stewardship initiatives.

The community garden/garden commons will also support a production-based revenue model through the sale of native plants grown for both park restoration and community distribution. The community garden/garden commons could also be reserved as a venue for

private events. Therefore, its design should retain the botanic garden aesthetic, through beautifully manicured plants, botanic garden structures, amenities and landscape design to increase its appeal.

 **ALL REVENUE IS REINVESTED DIRECTLY INTO PARK STEWARDSHIP, PROGRAMMING, MAINTENANCE, PUBLIC SAFETY AND VISITOR EXPERIENCE IMPROVEMENTS.**

12A / FINANCIAL SUSTAINABILITY & ORGANIZATIONAL CAPACITY

Financial Sustainability & Organizational Capacity:

REVENUE REINVESTMENT

FOCP's long-term sustainability strategy is built upon a diversified revenue model designed to support stewardship, maintenance, programming, volunteer engagement, and organizational effectiveness while maintaining free public access to Campus Park.

PHILANTHROPIC REVENUE	EARNED REVENUE	COMMUNITY SUPPORT
Grants • Donations • Sponsorships • Naming opportunities • Foundation support	Educational workshops • Plant sales • Community events • Facility and space rentals • Photography and filming permits • Membership programs	Volunteer labor • In-kind donations • Partner-provided programming and events • Donated professional services • Fundraisers

This diversified structure reduces reliance on any single funding source while increasing long-term organizational resilience.

Revenue Reinvestment Strategy is Meant to Support:

- Garden and landscape stewardship
- Educational programming and workshops
- Volunteer coordination and training
- Visitor experience enhancements
- Supplies, tools, and operational equipment
- Community events and public engagement activities
- Administrative and organizational support functions
- Professional staffing necessary to manage and sustain operations

Organizational Capacity & Professional Staffing

While volunteer participation remains the foundation of FOCP's stewardship model, effective long-term management of a large and active public space requires dedicated organizational leadership.

As revenue and programming capacity grow, FOCP may support key professional positions such as an **Executive Director, Program Manager, Volunteer Coordinator, Horticultural Specialist**, or other mission-aligned staff positions.

These positions are intended to strengthen stewardship outcomes by providing professional oversight of fundraising, partnerships, volunteer management, programming, financial administration, and project implementation.

FOCP's goal is to create the organizational capacity necessary to maximize volunteer effectiveness and ensure long-term sustainability.

12B / LONG-TERM FINANCIAL MATURITY

Long-Term Financial Maturity

Volunteer Stewardship Value

Volunteer participation represents a significant community investment in Campus Park. As the Volunteer Corps expands, thousands of annual volunteer service hours may contribute substantial value through planting, maintenance, event support, education, and stewardship activities. This contribution provides meaningful operational support while strengthening community ownership, civic pride, and long-term care for the park.

Revenue Evolution

YEARS 1–2	Startup grants • Donations • Sponsorships • Volunteer-driven programs
YEARS 3–5	Expanded workshops • Plant sales • Community events • Rental opportunities • Membership growth
YEARS 5+	Mature earned-income programs • Expanded memberships • Long-term sponsorships • Recurring donor support • Continued grant opportunities

➤ **GROWTH OVER TIME: STARTUP SUPPORT → PROGRAM GROWTH → MATURE EARNED-INCOME + RECURRING SUPPORT**

This phased approach supports the gradual development of a financially resilient stewardship organization capable of providing lasting value to both Campus Park and the broader Oxnard community

13 / SAFETY, STEWARDSHIP & PUBLIC COORDINATION

Safety, Stewardship & Public Coordination (Park Ambassador Program)



Safety at Campus Park is understood as a direct outcome of visibility, activity, communication and coordinated response systems.

FOCP will establish a structured public safety liaison model through its park ambassador program with the City of Oxnard to ensure clear communication and rapid response to issues as they arise. This includes designated coordination roles (city liaison or Ex Officio), direct communication channels, and a shared process for reporting and resolving safety-related concerns.

The presence of recreation, volunteer activity, programming, and consistent stewardship across the park further strengthens safety by increasing visibility and positive use throughout the day.

Park ambassadors will serve to welcome, inform and provide visitors with information about the park and help create a safe and clean environment at the park.

A WELCOMING PARK IS A PARK THAT IS ACTIVE, CARED FOR, COORDINATED, AND CONNECTED TO ITS COMMUNITY.

This integrated approach ensures that Campus Park remains both welcoming and responsive, with safety supported through collaboration, communication, and active community presence.



Oxnard Parks Conservancy, operating as Friends of Campus Park (FOCP), is a tax-exempt 501(c)(3) organization.