Strategic Initiatives

The Trust will focus its energy to support three overarching initiatives:

- Work collaboratively with the San Joaquin River Conservancy, local governments, and other public and private agencies to implement the San Joaquin River Parkway Master Plan, which includes identifying or creating operations and maintenance funding for new trails and river access points.

- Continue to implement the River Center Vision Plan, making the River Center a hub of operations for the entire San Joaquin River Parkway.

- Enhance multiple benefits of the San Joaquin River Restoration Program by participating in the San Joaquin River Partnership and other collaborative projects.
Goals and Objectives:

**Goal 1: Enhance River Center facilities and exhibits to increase visitor numbers and fee-paying events**

1.1 Complete a reserve study to identify costs and schedule for building and grounds repairs and replacements
1.2 Develop and implement a finance strategy to fund the reserve study targets
1.3 Develop and implement a business plan for the barn identifying activities, revenues and costs
1.4 Replace the barn
1.5 Continue working with Vulcan Materials on the eventual acquisition of land to link the River Center to the river
1.6 Update House Exhibits and construct elements of the Museum Without Walls to fulfill the River Center’s purpose as an interpretive center for the natural and cultural history of the San Joaquin River
1.7 Develop partnerships with Arte Americas, Fresno Art Museum, or other local museums to outsource rotating art exhibits
Goal 2: Begin phased implementation of the Madera River West Master Plan

2.1 Design a staffing/volunteer plan to provide maintenance and a presence on the site

2.2 Develop a signage and information system to connect users to trail amenities and to signal value and increase the image of the Trust

2.3 Conduct targeted outreach to the trail-user community about the potential for the new trail system

2.4 Raise $1.2 million (or other amount to be determined) to capitalize a 25-year commitment to operate and maintain this trail segment

2.5 Apply for grant funding to construct the trail and related amenities

2.6 Construct the trail and unveil it to the community
Goal 3: Enhance habitat throughout the river corridor to benefit wildlife and people

3.1 Continue phase 2 of the San Joaquin River Restoration Program (USBR) Invasive Weed Management and Jobs Creation Project

3.2 Develop a 25-year management plan for targeted invasive species on the San Joaquin River

3.3 Continue the Spano River Ranch Habitat Enhancement Project

3.4 Continue plant establishment and monitoring on the Madera Berm Repair Project

3.5 Develop and implement a vegetation management plan that improves habitat for pollinators and nesting birds while reducing the visual blight of common weeds

3.6 Begin implementation of habitat enhancement project at Jenco Farms property
Goal 4: Continue land acquisition and improvement projects throughout the Parkway

4.1 Continue to maintain relationships with landowners of key parcels and pursue land protection opportunities as they arise
4.2 Support the San Joaquin River Partnership in land acquisition projects
4.3 Complete improvements at Owl Hollow
4.4 Implement Community Supported Agriculture Project on Rice Road
Goal 5: Connect people to the Parkway through programs, targeted outreach, and service opportunities

5.1 Continue school field trips, river camp, nature walks, Respite by the River, River Tours and other programs to connect the valley’s diverse residents to the Parkway.

5.2 Increase the Trust’s visibility through the use of electronic and print communications.

5.3 Improve the Trust’s relationship with local elected officials through regular meetings.

5.4 Continue to recruit, involve, and support volunteers in their important roles of service for the Trust.

5.5 Use appropriate tools to keep the Trust’s Board Members informed and supported in their governance role.
Goal 6: Raise funds sufficient to achieve the goals of this plan

6.1 Garner public and private grants to implement projects and programs.

6.2 Increase the Trust’s membership base to a level that covers the annual facilities and general administration expenses.

6.3 Enhance the Trust’s capacity to raise major gifts through staff training and focused relationship development with donors that have the desire and ability to give.

6.4 Continue generating revenue through annual events such as Parties for the Parkway.

6.5 Increase the Trust’s fee-based revenue by increasing the quantity of participants in fee-based programs and facility rentals.

6.6 Create an operating reserve of $250,000 in order to reduce reliance on short-term bank financing.