



Recommended Governance, Operations, and Management Plan for University Lakes and City-Brooks Park

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Commission*

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Introduction

The purpose of this memorandum is to establish a framework for a Conservancy to govern, manage, and operate the combined University Lakes and City-Brooks Park recreational area in Baton Rouge, Louisiana. The goal is for these sites to drive economic development, improve the quality of life for all, and champion excellence in environmental conservation in an urban environment.

While this plan does not constitute final agreements between the parties, nor does it define all the details of future agreements, it outlines a recommended approach by Sasaki, Trust for Public Land, and Westwood Professional Services based on a year of conversations with project partners, an analysis of opportunities and challenges, and case study research from similar projects across the country. Each of these three parties brings extensive expertise in public open space planning, design, and management. The recommendations outlined in the following document represent the best in industry standards and represent an unbiased opinion about what is ultimately best for the long-term stewardship of this public asset.

The Need

The need for this structure is urgent. With over \$80 million of investment in University Lakes improvements now coming online, the absence of a dedicated governance and maintenance structure risks a slow decline that could result in the long-term ecological failure of the lakes for a second time and the waste of taxpayer dollars in the capital investment that was made. City-Brooks Park has similarly been identified by the public as Baton Rouge's most important recreational asset, yet one that has suffered from a lack of sustained investment and maintenance. While the park currently receives maintenance attention similar to other BREC parks on a per-acre basis, City-Brooks Park's 400,000+ annual visitors mean that the maintenance dollars per visitor are much lower, an issue that will only be compounded with further investment in the park as outlined in the recent master planning effort. Because the public already perceives these two physically adjacent areas as a single, unified open space, the most effective way to provide consistent, high-quality experiences for all residents is to establish a single, unified entity responsible for the stewardship of the entire area. This will result in a more fiscally responsible, efficient, and effective management system. Furthermore, it constitutes a model that will ultimately provide more without burdening the taxpayer with higher cost.

The current disjointed oversight of these high-potential assets has limited their ability to thrive. Through public meetings, meetings of the steering committees¹, and outside consulting, a shared vision has emerged: establishing a separate 501(c)(3) nonprofit conservancy focused solely on the governance, operations, and management of the combined City-Brooks Park and University Lakes system.

It is important to note that the conversation around how to manage the Lakes has been active since the original 2016 master plan. Without a clear project champion, a Project Management Committee (PMC) was formed by agreement among LSU, the City Parish, the State, and BREC, under which the LSU Real Estate

¹ Members of the Special Committee assigned by the BREC Commission, also known as the "Steering Committee" include: Superintendent of BREC, Chair of the BREC Commission, Director of BREC Gulf, LSU Real Estate Foundation, Baton Rouge Area Foundation, Executive Director of the Knock Knock Museum, Executive Director of the Baton Rouge Gallery, BREC Foundation Representative, Board Member of the Knock Knock Museum, CEO of the Baton Rouge Area Foundation, BREC Foundation Board Member, and a Baton Rouge Mayor Appointment



Foundation was authorized as the designated manager of capital projects for the University Lakes system. The PMC has been active since 2020, with a focus on securing funding and executing detailed planning and design. The PMC was established to advance the project and complete the initial stages of construction, most notably dredging the Lakes system. Currently, this informal structure is intended to sunset, **with no clear path to sustain** the site over time.

Given the above timing and a renewed interest by BREC to update a City-Brooks Park master plan, a team led by Sasaki, who has also served as the Master Designer for the Lakes project since 2021, was hired to provide a master plan for City-Brooks Park, as well as recommendations for a potential governance model for the surrounding area. After conducting a year-long process of listening and analysis, the team has made recommendations outlined in this memorandum.

This memorandum sets forth the intent, a suggested outline, and potential process for developing future agreements regarding the governance of City-Brooks Park and the Lakes system; it is the foundation, not the completed plan. This memo does not represent any formal agreements; it simply outlines recommendations based on information gathered and discussions to date. The precise details of any legal agreements described here will need to be negotiated among the landowning partners. Additionally, some critical leadership positions and decision-making roles have yet to be filled. This document is intended to help stakeholders at the earliest stage look toward the future, catalyze necessary change, and chart a course for what will be the recreational jewel of Baton Rouge. With this in mind, the overarching goals of the recommended governance structure are outlined below.

Governance Goals

- Ensure public accountability for investment in and maintenance of this prized recreational asset.
- Provide for more diversified and sustainable sources of funding for both continued capital investment and ongoing operations.
- Create a management system that can provide greater levels of daily activation and programming across the area.
- Establish an entity that can provide the highest-quality daily maintenance, cleanliness, and security for the area.
- Establish an entity that is solely responsible for community and stakeholder engagement around this project.
- Create a phased framework for a unified, independent entity to govern, operate, and maintain University Lakes and City-Brooks Park.

What is a conservancy?

A conservancy nonprofit 501(c)(3) organization is recognized by the Internal Revenue Service (IRS) as an organization dedicated to environmental protection, historic preservation, or land stewardship. Their oversight can also include parks, museums, and cultural programming. This structure is not a solution for all parks. This recommendation is specifically tailored to this project because of the scale, complexity, and opportunity uniquely present at City-Brooks Park and University Lakes.

A major concern expressed throughout the development of this framework is the continued public oversight of the Park and Lake's assets. This is a valid concern, and one addressed directly in the nonprofit's establishment and overarching legal structures. As a non-profit focused on public stewardship, the



Conservancy should operate with a high level of transparency, including the publication of financial statements and voluntary alignment with public records practices.

Case Studies

Many communities have established similar entities to manage high-profile/high-impact public spaces, ensuring greater upkeep and investment. This report has used dozens of case studies from across the country to inform specific aspects of this recommendation. Several specific examples include:

- Herman Park Conservancy (Houston, TX)
- City Park Conservancy (New Orleans, LA)
- Audubon Nature Institute (New Orleans, LA)
- Overton Park Conservancy (Memphis, TN)
- Scissortail Park Conservancy (Oklahoma City, OK)
- Piedmont Park Conservancy (Atlanta, GA)
- Moncus Park (Lafayette, LA)
- Buffalo Bayou Partnership (Houston, TX)
- Waterloo Greenway Conservancy (Austin, TX)

What these case studies have in common is that they are cherished public parks and open spaces. The Conservancy is simply a mechanism to ensure long-term stewardship. These are not privatized parks **but fully public spaces that are better served when managed with fidelity by a single** focused entity. For more case study research, please see Appendix 8.

Immediate Actions to Proceed

Before a new entity can be established, the current landowners must make foundational decisions. These decisions should be made as the immediate next steps following a review and processing of the content of this memo. It is recommended that this begin immediately upon delivery of this report and conclude by Q1 of 2027 to align with the end of the warranty period for much of the University Lakes planting currently under construction.

1. **Solidify Financial Commitments:** BREC, LSU, and the City-Parish must determine an annual funding commitment to provide to the future overseeing entity. Generally, this amount should come from the annual budget that would otherwise have been dedicated to the landowner's property within the City-Brooks and University Lakes amenity.
2. **Solidify Uses For Each Contributing Source:** Confirm that basic, must-have operations can function under the future entity, including consideration of the existing "star" facilities (Golf Course, Knock-Knock Museum, Baton Rouge Gallery) and their relationship to the Conservancy. Their relationship with the overseeing entity should be defined at this stage.
3. **Agree on Structure and Incorporating Entity:** Determine the legal structure and select the entity that will serve as the incorporating body for the future Conservancy. Develop Board Composition and By-Laws.
4. **Determine Timeline for Establishing Overseeing Entity:** Set target timelines for critical milestones and success metrics.



Recommended Governance Structure

Governance, in this context, refers to the overarching legal agreements that establish roles and responsibilities for all aspects of the University Lakes and City-Brooks Park area, including funding, maintenance, programming, security, stakeholder engagement, capital investment, and asset operations. Prior to a "conservancy" structure becoming operational, several aspects need to be considered.

The Legal Agreements

As the current landowners, it is recommended that BREC, LSU, and City of Baton Rouge-Parish of East Baton Rouge enter into a single Cooperative Endeavor Agreement (CEA) with one another to support this initiative. This CEA would not transfer land, nor would it designate any one entity as "lead." Rather, it would:

1. Establish the necessity of a separate single entity (the Conservancy) for unified decision-making, and the mechanism by which that entity operates.
2. Outline roles and responsibilities for establishing the Conservancy.
3. Establish commitments for financial contributions, board oversight, and other specific elements.

Upon execution of the CEA, it is recommended that three separate lease/operating agreements be executed between each landowner and the new Conservancy. These agreements would designate the Conservancy as the single responsible party for funding, maintenance, programming, security, stakeholder engagement, capital investment, and operations of all land and facilities within the University Lakes and City-Brooks Park boundary, with full authority to execute contracts for maintenance, construction, events, programming, concessions, naming rights, and advertising within the confines of the lease.

It is recommended that each lease agreement have a minimum term of 25 years with unlimited renewal options to minimize the administrative burden and uncertainty of frequent renegotiation. Regular performance periods every **five years thereafter should be established for oversight, during which the Conservancy would report to each landowner on predetermined** benchmarks covering financial, maintenance, engagement, and programming performance. The rollout of the Conservancy will take time; it will not assume full operational responsibility on day one. See the Phased Implementation section of the memo for more detail.

Public Oversight and Accountability

The recommendations in this memorandum call for a system of transparency and accountability built into the initial organizational bylaws, with financial transparency established as a hallmark of Conservancy practice from the outset. This entity should follow, to the greatest extent possible, public information disclosure laws.

It is recommended that an outside entity (one not affiliated with BREC, LSU, or the City-Parish) serve as the incorporating entity to maintain balance among the landowning partners from the start and to broaden the partnership's base. Many times another leading community partner serves in the role. While it does not have any standing on the eventual operations, this is a critical first step.



It is recommended that a joint committee, composed of BREC, LSU, and City-Parish representatives, work with the incorporating entity and an outside consultant with national parks and conservancy expertise to draft the bylaws, so that this task does not fall to any single party. The bylaws should address roles and responsibilities, organizational structure, performance-period expectations, reporting requirements, financial management, voting and decision-making procedures, and board composition, building off the recommendations in this memo. Once complete, it is recommended that the Board of Directors publicize the bylaws to continue demonstrating responsiveness to the public will, along with the ongoing board meeting agendas and minutes.

Board Composition

The Board of Directors serves as the authority over Conservancy staff and should be involved in strategic, long-term decision-making — not day-to-day operations. A two-tier board structure is recommended, based on models used in comparable conservancies around the country².

Tier 1 - Executive Board Members

This **seven-member group** is responsible for direct oversight of executive staff, approval of legal agreements, and holds veto power over full Board votes. This tier should **meet at least quarterly** to review performance and make key decisions. Members should hold an authoritative role within the institution or governmental body they represent, be empowered to make binding decisions on that entity's behalf, and be able to designate an appointee for more frequent Tier 2 meetings. Members should serve terms commensurate with their institutional roles.

Recommended Membership Structure:

- Mayor-President of East Baton Rouge Parish, or Appointee
- Metro Council Member District 10, or Appointee
- Metro Council Member District 12, or Appointee
- BREC Commission Member
- Superintendent of BREC
- LSU President, or Appointee
- State Division of Administration Office Appointee

Tier 2 - Vested Interest Board Members

This sixteen-member group votes alongside Tier 1 on strategic decisions, financials, hiring, and capital improvements. Members should represent diverse vested interests in the project, including both those professionally connected to the site and those representing broader constituencies. This tier should meet **bimonthly** to discuss strategy and direct executive staff, joining Tier 1 quarterly for formal votes. Certain seats should rotate on **two-year terms, renewable once** for a maximum of four years, while others would be permanent.

Recommended Membership Structure:

² Source reference: Trust for Public Land, "Governing the Urban Park Conservancy" (cloud.tpl.org).



- Executive Director of the Knock-Knock Children's Museum (Permanent)
- Executive Director of the Baton Rouge Gallery (Permanent)
- Local non-profit/community partner focused on Philanthropy such as the Baton Rouge Area Foundation (Permanent)
- Local non-profit/community partner focused on Economic Development such as the Greater Baton Rouge Economic Partnership (Permanent)
- Director of Facilities and Construction at LSU (Permanent)
- LSU Foundation Representative (Permanent)
- City-Parish Public Works Representative (Permanent)
- LADOTD Representative (Permanent)
- Neighborhood Association- Old South Baton Rouge (Rotating)
- Neighborhood Association - East Lakeshore (Rotating)
- Neighborhood Association - Garden District (Rotating)
- Neighborhood Association - (Rotating)
- At-Large - Philanthropy Focus (Rotating)
- At-Large - Community Engagement Focus (Rotating)
- At-Large - Recreation Focus (Rotating)
- At-Large - Environmental Focus (Rotating)

Land Ownership

It is recommended that all land be retained by its existing ownership structure, with no changes to underlying zoning or land-use classifications. All land within the operating boundary remains public land, subject to existing zoning designations and protections. The Conservancy would have no authority to sell or lease land for any use other than recreation or cultural/civic facilities; any proposed change to underlying land designation or rights would revert to the underlying landowner and their governance structure.

Within this arrangement, each landowner grants operating authority to the Conservancy and would not be able to interfere within the bounds of the lease/operating agreement. For example, if the Conservancy pursues an improvement, such as a new walkway or building, consistent with the governing agreements and the adopted master plan, the underlying landowner would not be authorized to stop the project. However, it should also be noted that this recommendation would place responsibility for stakeholder and community engagement on the Conservancy, and any improvements with outside impacts would need to go through processes such as traffic impact reports, environmental reports, or construction permitting. See Appendix 2 for Existing and Proposed Land Control Diagrams.

Scope of Operations

The Conservancy's operating boundary is generally defined as running from "back-of-curb" inward toward the lakes or park space on all sides, including areas within public right-of-way. Where there is no street, the boundary stops at the private property line; where a street runs between two lakes or two stretches of park, the Conservancy is understood to be responsible for that connecting segment. This includes all of City-Brooks Park and all edges of the University Lakes system except Campus Lake, **as well as the**



Corporation Canal. See Appendix 2 for Existing and Proposed Land Control Diagrams. It is also recommended that a detailed legal description be developed for the final lease agreements.

Planning, Design, and Construction

The Conservancy would manage the planning, design, and construction of all capital projects within its boundary, including scoping, procurement, design and engineering, bidding, and construction, operating as a private entity that secures competitive bids outside the direct purview of the individual landowning partners. This includes completing remaining University Lakes work (pathways, landscape, lighting, and program areas such as Wampold Park, May Street, and the Lod Cook node) as the current Project Management Committee (PMC) sunsets and future City-Brooks Park improvements arising from the master plan. However, BREC is expected to complete the Baton Rouge Gallery expansion and the Knock-Knock Museum deferred-maintenance project prior to transition. It is also assumed that **these two entities would be deeply involved in** any planning or construction that would impact their facilities.

The Conservancy would maintain an up-to-date master plan and determine the sequencing of capital projects. For projects within public right-of-way, BREC property, or LSU property, the Conservancy would submit construction documentation to the respective landowner's staff for review. However, capital projects would follow the Conservancy's design standards rather than each landowner's. It is also recommended that the Conservancy take a proactive approach to regular engagement with stakeholders, including underlying landowners and others.

Maintenance

The Conservancy would manage all maintenance within its boundary, including lawn care, environmental and irrigation systems, horticultural programs, and other living systems such as lake hydrology. It may use Conservancy staff or contractors, and will also be responsible for hardscape, lighting, furniture, buildings, infrastructure, and signage. Maintenance practices should follow a plan approved by the Conservancy board, with minimum standards written into the lease agreements. It is recommended that BREC, LSU, and the City-Parish commit capital funding at the outset specifically for lakes-dredging and flood-control maintenance, including the Stanford flood-control gates, and that these commitments be written into the initial lease agreements. Final agreements may include additional partnerships for specialty elements, **such as flood control mechanisms and roadway infrastructure, including the May Street Bridge** and others.

Programming

The Conservancy would manage all hard and soft programming within its boundaries, coordinating a shared calendar with project partners without dictating the terms of individual partners' own events (hard programming refers to aspects of the project that are built and permanent while soft programming refers to activities that take place within flexible spaces). It would manage its own calendar of farmers markets, concerts, and activities such as yoga in the park, and would also be responsible for hard program elements,



including dog parks, community gardens, playgrounds, sports facilities, pools, recreation centers, and concessions. Some programs may be maintained directly, while others may be leased to private operators (restaurants, kayak and equipment rentals, and similar concessions). **While a balance of free and paid programming is expected, one of the Conservancy's foundational considerations is expanding public access to and use of the Lakes and City-Brooks Park.** Generating revenue is described further in the financials section below.

Clean and Safe

Increased activation and park use will require an active “Clean-and-Safe Program” that combines paid staff and volunteers serving as park ambassadors and park rangers. These individuals would manage litter, trash collection, and graffiti or vandalism correction and provide a uniformed presence that serves as a first line of response to non-sanctioned activity such as drug consumption or alcohol use outside designated areas, loitering, noise complaints, or vandalism. Most importantly, they will serve as stewards and ambassadors who connect with the community, answer questions, and support the visitor experience.

Existing Operating Project Partners: Star Facilities

Three operators currently sit within City-Brooks Park: the Knock-Knock Children's Museum, the Baton Rouge Gallery, and BREC's City Park Golf Course. Each has an existing Cooperative Endeavor Agreement (CEA) that will require further tailored analysis to determine how operations will proceed within the overarching Conservancy structure. It is recommended that no transition of current operations is expected in early years, leaving time to craft mutually agreed-upon terms. Each operator's long-term relationship with the Conservancy will be different; however, given that no land is being transferred, it is not necessary to undertake a fundamental restructuring of the existing agreements. Below are more specifics about each “star facility”.

City Park Golf Course

The City Park Golf Course remains a key programmatic feature and would continue to operate as is until the Conservancy is well established. **The long-term goal is for the Conservancy to assume full operational responsibility, with consideration given to a third-party private operator to grow revenue and to increase the quality of the course through increased player fees (reinvested in maintenance), expanded food and beverage, and complementary offerings such as pitch-and-putt.** This transition should be phased over several years to avoid service disruption, and any resulting revenue growth should support non-revenue-generating but critical park programs elsewhere in the Lakes and City-Brooks Park area. It is specifically recommended that adjacent residents and the broader golf community are continuously engaged throughout the design redesign process.

Knock Knock Children's Museum

The Knock Knock Children's Museum currently sits on BREC-owned land in a BREC-owned building; this structure should remain unchanged until the Conservancy assumes full responsibility for



City-Brooks Park. BREC should complete needed HVAC renovations prior to the Conservancy's transition into operational responsibility, as a follow-through on original construction deficiencies. Under the recommended structure, Knock Knock would retain responsibility for facility operations while the Conservancy would assume responsibility for the surrounding grounds. Future building capital improvements would eventually shift to the Conservancy. Knock Knock currently pays no rent, and it is recommended this continue in perpetuity unless the Museum adjusts its admission pricing to further support its own operations or has major capital needs. A future CEA between the Conservancy and Knock Knock should govern programming partnerships, including a proposed nature-play expansion with its own restrooms, event space, and concessions. This could be a joint venture and a revenue-generating opportunity for the Conservancy and the Museum.

Baton Rouge Gallery

The Baton Rouge Gallery is currently expanding into a new building under BREC's management, which will include partial demolition of the existing clubhouse. This should continue as planned. Further clubhouse renovation should be deferred until the Conservancy can evaluate the plans alongside a clearer long-term vision for golf operations and food-and-beverage offerings in this hub of the park. The eventual agreement would largely mirror the existing BRG/BREC CEA, with the Conservancy replacing BREC as counterparty. Programming terms should remain largely unchanged, with the Conservancy and BRG jointly developing a curatorial plan to expand art programming into additional park spaces over time. The Conservancy would assume the grounds maintenance, while BRG would retain responsibility for the building structure. Future building capital improvements would shift to the Conservancy instead of BREC.

Organizational Structure and Staffing

Executive Director

The most critical position to fill is the Executive Director, who will likely be the Conservancy's only full-time staff member for at least the first year. The Board must therefore be established before this recruitment begins. A national search is recommended given the number of credentialed professionals who have built careers in this field.

- Typical salary range: \$150,000–\$225,000, consistent with nonprofit industry benchmarks
- Common educational backgrounds include landscape architecture, urban planning, horticulture or forestry, and engineering – though none of these is a strict prerequisite
- Relevant professional organizations for the search: National Recreation and Parks Association, American Society of Landscape Architects, American Planning Association, American Public Gardens Association

- Preferred experience: prior work at another parks conservancy or similar organization; strategic thinking; relationship-building; public engagement and public speaking, fundraising and donor development; creative problem-solving

Director-Level Staff

Under the Executive Director, four director-level roles are recommended as the Conservancy's initial management team:

- Director of Development and Planning — oversees planning, design, and construction of capital projects; works with the Executive Director on fundraising and securing grants
- Director of Programming — oversees the programming calendar and builds community partnerships
- Director of Ecological Health and Landscape — oversees living systems: landscape, natural habitats, and water systems
- Director of Maintenance and Security — oversees built assets (buildings, hardscape, furniture, lighting) and Clean-and-Safe functions

These four roles are intended to eventually build out their own teams as funding allows. Staff expansion should occur conservatively, through a mix of contractors and full-time hires as determined by the Executive Director. Building out full Conservancy staff may take several years. There are some general rules of thumb associated with growth of administrative and managerial staff. For example, once the Conservancy reaches \$1M annually in philanthropic gifts, it is best practice to have a full-time fundraising staff in house. Additionally, as programming and maintenance needs increase, having an in-house person to manage either contract staff or in-house staff is critical. See the Phased Implementation section below for more information. Assumptions regarding staff hiring are also outlined in Appendix 6, Sources and Uses Model.

Daily Management

Staff and contractors performing day-to-day site work would be accountable to the relevant director, who reports to the Executive Director, who reports to the Board. Directors are charged with making appropriate staffing decisions within their purview to ensure performance benchmarks are met. The core benefit of the Conservancy model is a staff exclusively focused on this site. This way, maintenance issues that often go overlooked under diffuse ownership (weed growth, trash, broken facilities) receive dedicated attention.

As with any organization, the Conservancy will need human resources, accounting, and legal functions. Given the organization's scale, it is recommended that these be contracted to third-party vendors for at least the first five years to reduce administrative costs. The Conservancy should produce annual financial reports for Board approval at minimum, and it is best practice to make Conservancy financials publicly available on its website.

Volunteers

Conservancies typically manage a robust volunteer network, engaged either individually, through corporate sponsorship, or through a self-organized "Friends-of" arm. Volunteers can be important to both fundraising and physical site work. It is strongly recommended that the Conservancy use volunteers for trash patrol, seasonal weed-and-feed programs, and other horticultural efforts, as well as to support programming through community partnerships and business-sponsored events. Important to note that perennial "givers" often either donate time or money, but not always both. It would be in the best interest of the Conservancy to allow for both. Corporate volunteer groups are typically great for special project tasks (ie bench installation) and regular maintenance (ie pathway weeding), but are just often one-off and don't significantly impact maintenance goals. Community volunteers can be cultivated to provide consistent maintenance and programming support and are great for building local buy-in and ownership. It is also important to note that these "Friends-of" organizations should not have any formal oversight or role with the Conservancy, rather they are supplemental to specific and targeted activities and initiatives.

Project Financials

One of the primary benefits of the Conservancy model is the ability to draw on a diversified funding stream to support both capital investment and ongoing operations. The overall goal is to increase amenity offerings and quality without increasing cost to taxpayers. While a more detailed financial model will accompany the final deliverable; this section outlines conceptual categories, percentage ranges, and assumptions for illustrative purposes and should be treated as a general guideline rather than a finalized financial plan.

Financial Commitment of Base Operating Funding

The Conservancy model is predicated on a base level of spending by the individual landowning partners. BREC currently spends roughly \$1 million annually operating City-Brooks Park, inclusive of the golf course, Knock-Knock, the Baton Rouge Gallery, and parts of City Park Lake, May Street Park, and Wampold Park. The City-Parish spends under \$100,000 annually on specific sidewalks, lighting, and infrastructure within the study area. LSU spends less than \$100,000 annually on landscape areas along its property edges.

It is recommended that each partner provide a pro rata share of annual funding as a base level of commitment to the Conservancy. This pattern is consistent with comparable conservancies nationally, on the premise that a dedicated private entity can typically make the same dollars stretch further through operational efficiency. The recommended target is **\$1.6 million** in total annual base funding, split roughly 50% BREC, 25% LSU, and 25% City-Parish. This base commitment is most critical in the Conservancy's early years and may diminish over time as diversified funding sources mature.

Capital Costs

It is recommended that the Conservancy build a rolling five-year capital improvement plan to track and manage this investment over time, and that it be responsible for working with each partner entity to submit capital improvement requests.

Capital Funding Sources

- **Federal Grants** — In Louisiana, federal grants for environmental, flood-protection, or transportation projects typically come from the Environmental Protection Agency or US Department of Transportation (e.g., BUILD, FEMA Flood Mitigation Assistance (FMA) — the latter currently supporting Corporation Canal improvements). In Louisiana, less-utilized programs worth pursuing include the Land and Water Conservation Fund and the Outdoor Recreation Legacy Partnership program, administered under the National Park Service. All federal grant programs shift with federal administration priorities, though Louisiana has typically received funding under both parties.
- **State Funds** — University Lakes has already made significant use of State Capital Outlay dollars; continued pursuit is recommended, though heavy past utilization may limit near-term awards. Additional Louisiana Department of Transportation and Development mobility funding may also be available.
- **City Funds** — Local funds may be available for flood-management infrastructure and mobility/ADA improvements, including through MOVEBR.
- **BREC Funds** — Under the recommended structure, BREC would continue to play an active funding role for recreational program elements pursuant to its mission and in alignment with the 10-year strategic plan.
- **LSU Funds** — Under the recommended structure, LSU would take on a more active role funding beautification components such as landscaping, lighting, and signage as well as safety improvements for circulation particularly around the edges of campus and around the Lakes areas that serves as a front door experience for many people.
- **Philanthropy** — Private support for capital improvements may be secured through naming-rights campaigns for high-profile elements (e.g., Wampold Park improvements, a named Great Lawn), paired with focused capital campaigns. Local precedent for large-scale fundraising success includes the Tiger Athletic Fund. National philanthropic sources such as the Bezos Earth Fund (grants of \$10M or more for community quality-of-life projects) and the Land & Water Conservation Fund Coalition (up to \$15M for outdoor recreation) are also worth pursuing.
- **Value Capture** — should an Economic Development District (EDD) or special assessment district be established, and while revenue could primarily be used to fund ongoing operations, bond proceeds could help fund large capital projects. Under this structure, any operating budget surplus could also be reserved for capital use. Given recent expansion of other EDDs within the area it is noted that this is not a viable near-term source but should remain under consideration in the future given its ability to generate sustainable and substantial funding.

Operating Budget

Initial analysis suggests the Conservancy would begin with roughly \$1.5-2.0 million in operating costs in the early years, ramping to \$3–5 million at full operating capacity. This growth reflects an expanding scope of Conservancy responsibility over time and does not reflect increasing cost burden on the initial land owners. It should be noted that the initial year-one conservancy cost could be substantially lower at approximately \$500-600k which would include maintenance contracts for landscape areas and the salary of an executive director.

Sources

- **Earned Income** (~30% at full build-out) — Earned income sources may include concession revenue share (golf, food and beverage), event and space rental fees, corporate sponsorship, and recreational amenities and equipment rental. Individual and corporate membership program dues and recurring gifts.
- **Operations Endowment** (~20–40% of budget, if a major gift is secured) — To ensure the Conservancy's ability to fund ongoing operations, it is recommended that an Operating Endowment be established through a large gift or series of gifts generating recurring income; naming rights and dedication opportunities can support this ask. In most successful Conservancy models this is typically the largest source of operating funding.
- **Grant Programs** (5-15% of budget)— Individual projects and programs may be supported by smaller recurring grants from HUD, EPA, NEA, Louisiana Department of Wildlife and Fisheries, and private foundations for arts, community, and programming; Reliance on grant funding requires dedicated grant-writing capacity on staff.
- **Initial Partner Seed Funding** (~30% of budget) — Under the recommended structure, the landowning partners would fund a roughly \$1.6M base pro-rata commitment described above.
- **Value Capture** (~5-10% of operating cost, if established) — If authorized an EDD or TIF mechanism may be pursued only after the Conservancy has demonstrated effectiveness.

Uses

- **Administration** (~10–20%) — management salaries, HR, accounting, legal, and the core functions of fundraising, grant writing, maintenance oversight, capital planning, and strategic planning
- **Maintenance** (~40–60%, higher in early years) — the most visible and highest-priority use, directly responsive to the public's most consistent concern about the site
- **Programming** (~20–30%) — staff time and materials for events and activities, supplemented by volunteers and community partners
- **Clean & Safe** (~10–20%) — staff and/or contracted Park Ambassador and Ranger presence, plus minor equipment (golf carts, bikes, uniforms)



Long-Term Planning and Capital Projects

Strategic long-term planning should be revisited **at least every five years but at a minimum every ten years** to reevaluate priorities, demonstrate progress, and re-engage the public. Long-term planning activities include master plan updates, public engagement events, and capital project prioritization and implementation planning. It is the joint responsibility of the Tier 1 Board and the Executive Director to maintain a strategically prioritized list of capital projects for implementation as funding becomes available. Projects identified to date include, but are not limited to:

University Lakes Full Build-Out

Full build-out includes the development of pathways around the lakes and associated amenities (lighting, moments of pause, furniture, etc.), plus continued investment in larger active and passive program areas such as May Street, Lod Cook, and Wampold Park. Full build-out of these elements is estimated at \$50–95M depending on final scope.

Circulation Improvements (Pedestrian and Bicycle)

Public survey data identifies running and cycling as the top existing use of University Lakes. Circulation improvements should prioritize pedestrian and bike infrastructure alongside lighting, trash receptacles, benches, water fountains, and other safety measures encouraging safe, consistent use.

Wampold Park Improvements

Improvements and amenities include kayak rental and improved water access, playground equipment, pavilions, and concession or food-truck capacity. This node carries a high probability of philanthropic support and one of the strongest earned-revenue potentials in the system through rental facilities and concessions.

University Lakes Major Maintenance

Ongoing forebay dredging will be required to prevent the lakes from reverting to the shallow systems that caused their original ecological collapse, including dredging of City Park Lake roughly every 15–20 years and smaller forebays at least every five years. This represents approximately \$1 million dollars every 5 years and upward of \$17 million approximately every 20 years. Additionally, understanding when exactly this needs to happen will require advance monitoring and planning by the Conservancy.

City-Brooks Park Master Plan Improvements

New buildings and major facilities are to be completed in alignment with the City-Brooks Park Master Plan including the renovation of the Brooks Pool, a new recreation center, expansion of the Baton Rouge Gallery, and several concession facilities, along with major circulation, infrastructure, and passive-space



beautification improvements. These improvements are estimated at \$75–175M depending on final scope and quality level. A more refined cost estimate is being built with the final master plan process.

Dalrymple Corridor and Knock-Knock Grounds

Circulation and streetscape improvements along the Dalrymple Corridor, together with expansion of the Knock-Knock Museum grounds per the master plan, are recommended as priority projects for the Conservancy's Year 3–5 capital window (see Phased Implementation).

Phased Implementation

Building a fully operational, independent Conservancy will not happen overnight. While some needs are immediate, the long-term success of the model depends on a deliberate, staged build-out of scope, staff, and funding capacity. The table below provides a 10,000-foot view of that growth over time; a more detailed action plan will accompany the final deliverable.

Timeframe	Benchmarks to Accomplish
Years 0–3	Hire Executive Director; national search Finalize maintenance plan; execute interim maintenance contract Begin foundational fundraising, including founding membership program Establish long-term planning and capital project prioritization Determine progress benchmarks and measures of success Begin study of a future EDD/Assessment district value-capture mechanism
Years 3–5	Launch small-scale programming (kayak rentals, farmers markets, horticultural showcases, lawn events) Build volunteer program and "Friends-of" arm Additional fundraising, including grant applications Additional staff hires as funding permits Priority capital work: Wampold Park; Dalrymple Corridor; Knock-Knock grounds expansion Conservancy assumes maintenance of all of City-Brooks Park except the golf course Establish initial Clean-and-Safe program with small staff and volunteers
Years 5–7	Pursue at least one small-scale, high-priority capital project to completion Expand programming to multiple free and pay-to-play offerings Expand staff as funding permits Initiate critical Lakes maintenance (e.g., survey and maintain smaller forebays) Complete circulation systems around the full Lakes; establish higher maintenance standard along new paths

Years 7–10	Demonstrate capital-project delivery track record with closure of first high-priority project Initiate subsequent priority projects at a scale appropriate to developed capacity Additional staff hires as funding permits Bolster fundraising using the 10-year anniversary as an anchor benchmark; conduct master plan update Transition toward more in-house maintenance and programming staff
Years 10+	Regularly revisit master plan iterations Strategically plan, schedule, and fund capital projects in alignment with master plans and public engagement Expand and maintain beloved public programming Plan for major dredge maintenance efforts and finish original master-plan capital projects Decrease reliance on original partner contributions; shift toward earned income, value capture, and philanthropy as the primary funding base

Conclusion

The creation of a Conservancy to manage the combined asset of City-Brooks Park and the University Lakes system will provide a substantial and lasting benefit to the quality of life for all in Baton Rouge. This recommendation follows a tried-and-true pattern used successfully in many comparable communities and projects. While this memorandum does not constitute a final plan or agreements, it does represent the clearest recommendation as to how the project's leaders of BREC, LSU, and the City-Parish should move forward.

Determining more precise legal and financial details will follow once the Conservancy structure is agreed upon by stakeholders. This framework offers a comprehensive evaluation of the process to create a Conservancy, why and how it will succeed, and the steps local stakeholders must take to move forward with implementation.

This memorandum does not outline a dissolution process for the Conservancy. While that detail would need to be written into the governing legal agreements, at a high level, it is assumed that responsibility would revert to the underlying landowners in that scenario. It is the recommendation of this memo that stakeholders pursue the Conservancy with the expectation that it will exist in perpetuity, supported by the strategic planning undertaken now.

City-Brooks Park and the University Lakes are an unparalleled outdoor recreational asset, not just for Baton Rouge, but for Louisiana as a state. Short-term thinking has not served this space well in the past, limiting the economic, environmental, recreational, and quality-of-life potential these assets clearly possess. The Conservancy's purpose is to enact a hard reset for City-Brooks Park and University Lakes, ensuring they are deliberately stewarded and maintained for all.

Appendices

- Appendix 1 – Governance Organization Chart: Outline of Legal Relationships
- Appendix 2 – Land Control Diagrams: Land Ownership and Maintenance Boundaries
- Appendix 3 – Organizational Chart Over Time: Growth of Conservancy Staff
- Appendix 4 – Maintenance Diagrams and Schedule; Associated Best-Practice Memos
- Appendix 5 – Programming Diagram and Schedule: Soft Programming Zones
- Appendix 6 – Potential Sources and Uses Workbook (Excel, with summary charts)
- Appendix 7 – Phasing Schedule and Maps: Recommendations for Remaining Lakes Work
- Appendix 8 – Presentations, Case Studies, and Other Supporting Documents

Appendix 1 -Governance Organization Chart

Intent of this Appendix

This Appendix shows the governance organization described in the “Recommended Governance Structure.” This Appendix focuses on the structure before the conservancy is built, while Appendix 3 further describes the conservancy’s organizational build-out.

The following diagram shows the various organizations, legal agreements, and boards that make up the governance system for the new Conservancy. Existing landowners enter into a Cooperative Endeavor Agreement (CEA) to establish shared intent, and then each signs a lease and operating agreement with the new Conservancy to outline specific legal agreements. The Conservancy is then governed by bylaws and a two-tier board of directors. A more detailed description of the governance system is available in the chapter of “Recommended Governance Structure” in the memo.

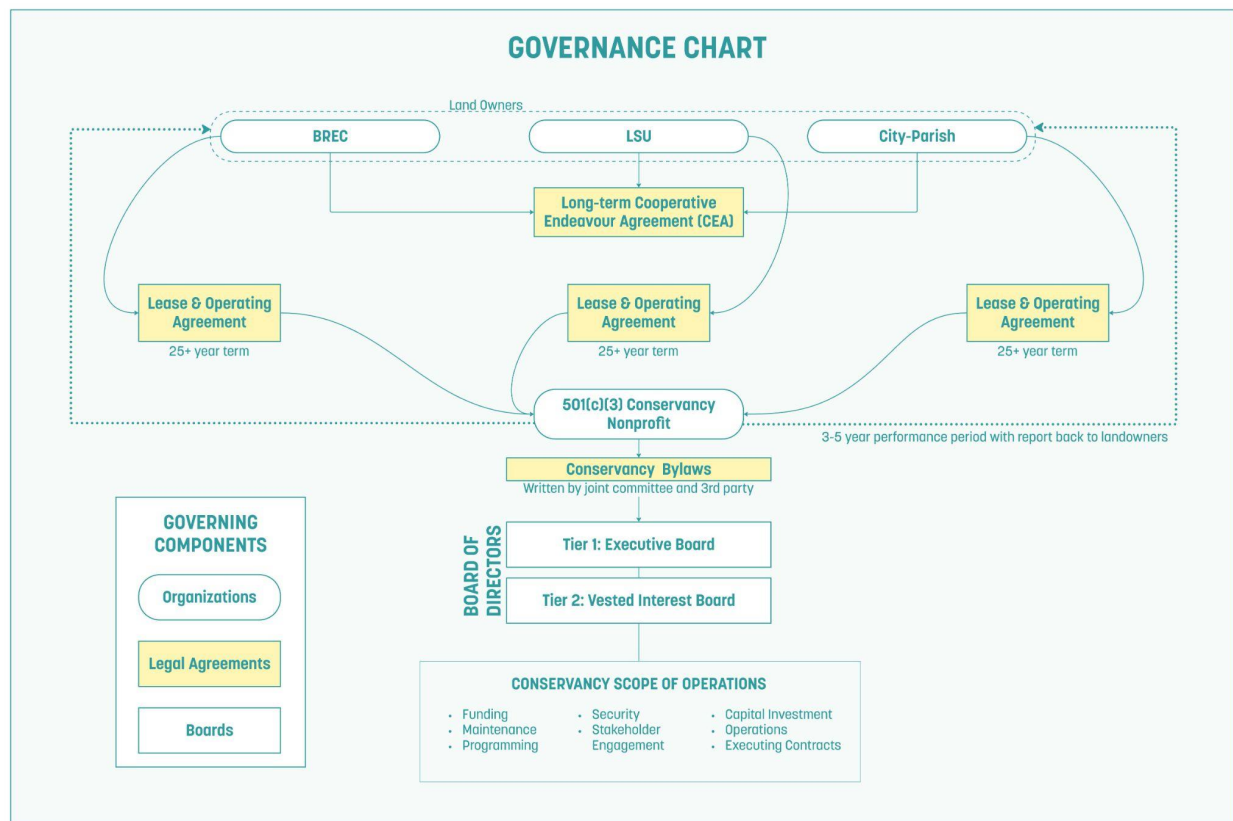


Figure 1.1: Governance Organization Chart



Appendix 2 - Land Control Diagrams

Intent of this Appendix

This appendix contains land control maps and enlargements showing ownership and Conservancy management boundaries. It is intended to give spatial definition to the boundaries described in the main memo so that responsibility for each area is clear on the ground. Ownership information is based on data provided by BREC and on our work for the University Lakes project. These maps are for planning purposes only; they are not a legal survey or title document, and boundaries should be verified by the parties during preparation of the Cooperative Endeavor Agreement.

Ownership & Conservancy Boundary Maps

The three diagrams show management boundaries together to illustrate a central point of the proposed structure: **underlying ownership does not change with the formation of the Conservancy**. What changes is who carries day-to-day operations and maintenance responsibility within the Conservancy boundary.

- **Existing Land Ownership Structure to be retained:**

Ownership as it exists prior to the start of University Lakes Project construction. In general, the City owns the shoreline and waterbody of City Park Lake and Lake Erie; LSU owns University Lake, Lake Crest, College Lake, and Campus Lake. The City owns the public rights-of-way, and BREC owns City-Brooks Park. These ownership interests are retained under the proposed structure.

- **Land Ownership Structure to be retained after construction:**

The same ownership structure at completion of the University Lakes Project. Ownership interests are unchanged; the extent of owned land expands as new shoreline is created on placed dredge material. These new shoreline areas require additional care during the plant establishment period, as described in the O&M memo.

These new shoreline areas require a higher level of care during plant establishment, and that period begins before the Conservancy has operational capacity. Establishment work would continue to be delivered through the existing maintenance structure and contractor warranties, with the Conservancy taking a leadership and coordinating role from the outset before assuming direct responsibility under the phasing described in the memo.

- **Proposed Conservancy Boundary over Land Ownership:**

The Conservancy's operating boundary overlaid on the ownership pattern. Within the boundary — City-Brooks Park, City Park Lake, University Lake, and Lake Erie — the Conservancy would be responsible for the full scope of operations and maintenance described in the memo and in



Appendix 4, regardless of which partner holds the title. Outside the boundary, current arrangements continue unchanged; LSU would continue to operate Campus Lake, for example.

Three waterbodies are not included at formation: Campus Lake, which lies within the LSU campus, and Lake Crest and College Lake, where the majority of the shoreline is privately owned. The roads highlighted in blue are the roads where responsibility is shared with the city.



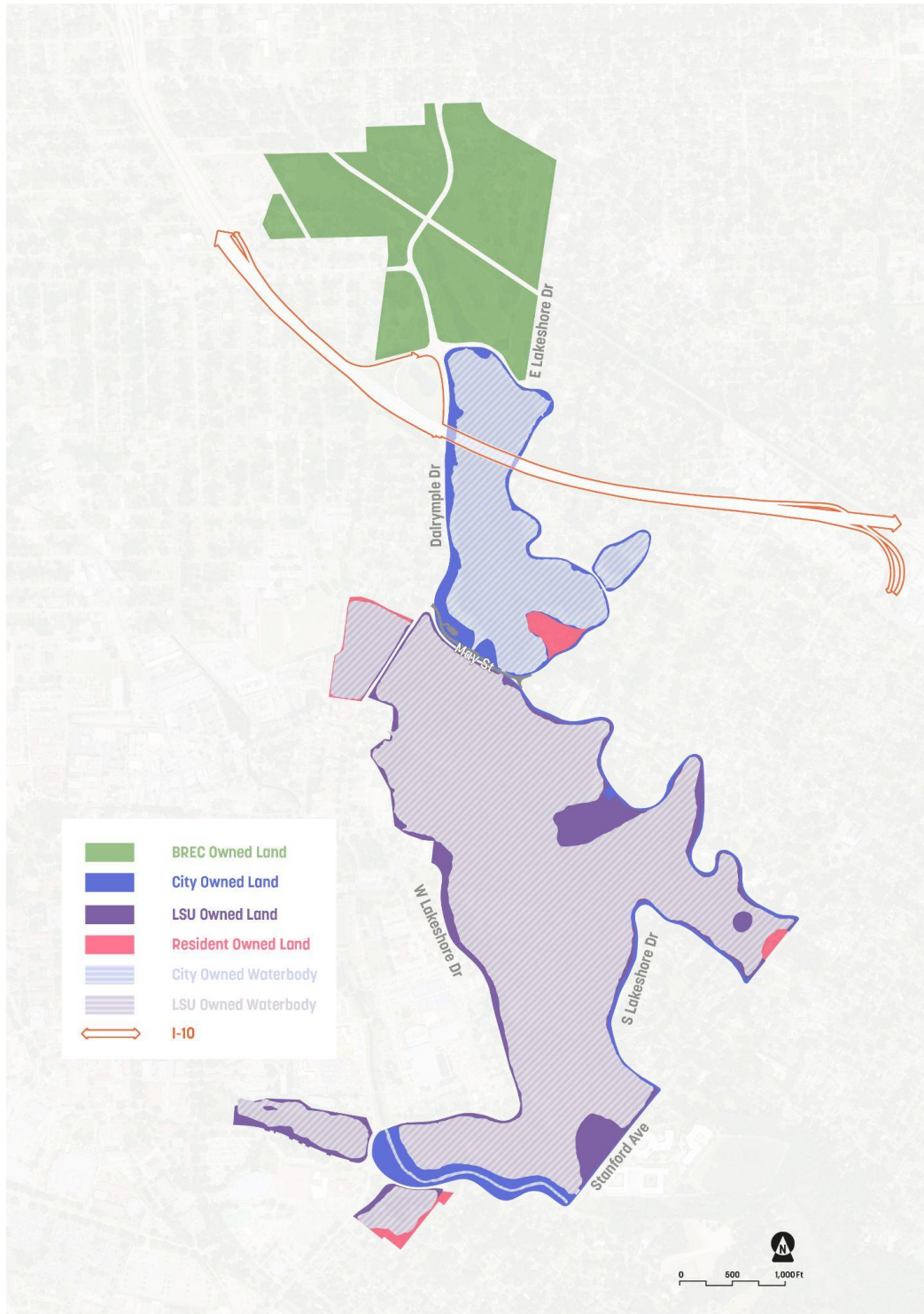


Figure 2.1: Existing Land Ownership Structure to be retained

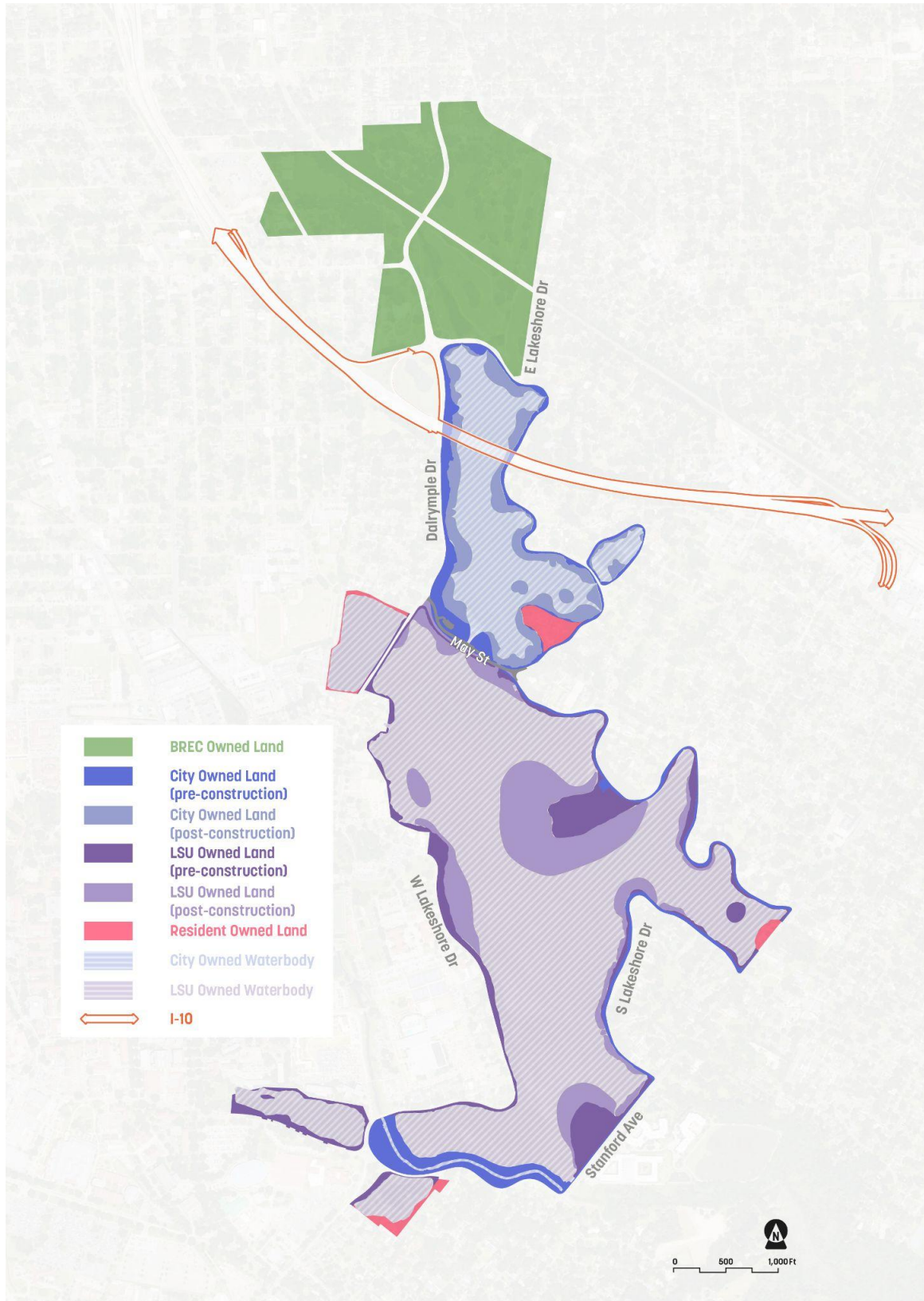


Figure 2.2: Land Ownership Structure to be retained after construction

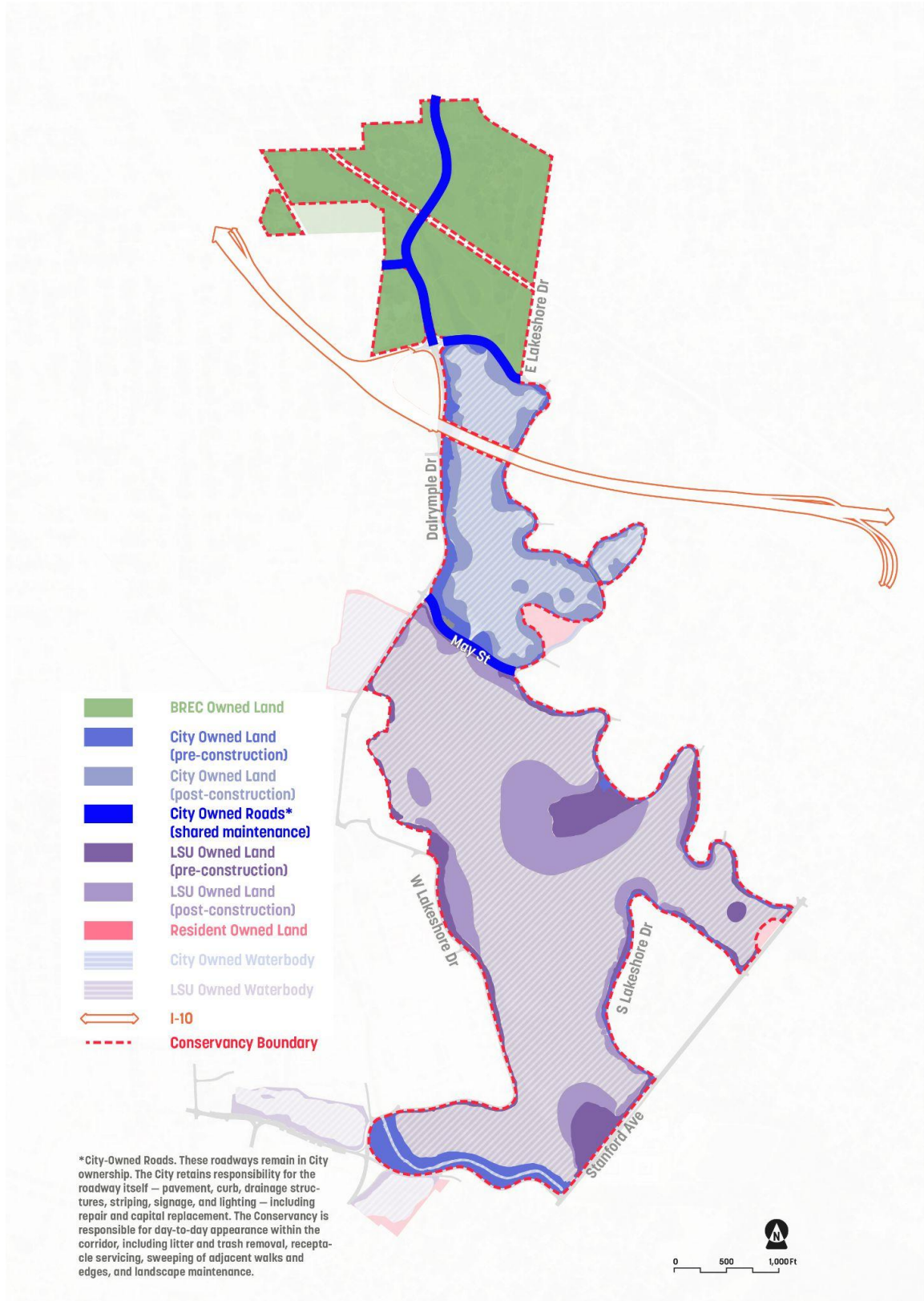


Figure 2.3: Proposed Conservancy Boundary over Land Ownership

Conservancy Boundary Enlargements

The enlargements below illustrate how the operating boundary is applied at street edges. Consistent with the Scope of Operations section of the memo, the Conservancy is responsible for all operations and maintenance from the **back of curb inward toward the lakes or park**, including the portion of public right-of-way that falls between the ROW line and the lake-side curb. The City retains ownership of the right-of-way throughout; the boundary describes maintenance responsibility, not a transfer of land.

The City continues to operate and maintain the roadways themselves. Certain roads, however, run through the Conservancy boundary with park or lake on both sides. These are shown in blue and include **May Street, the portion of Dalrymple Drive within City-Brooks Park, the segment of East Lakeshore Drive between City-Brooks Park and City Park Lake, and the portion of Lorri Burgess Avenue adjacent to City-Brooks Park**. For these segments, the memo recommends that the City and the Conservancy share maintenance responsibility, with the division defined by the type of work rather than by location:

- **The City** retains responsibility for the roadway as infrastructure: pavement structure and resurfacing, subgrade and drainage structures, curb and gutter replacement, bridge structures, traffic signals and signage, striping, and any work requiring lane closure, permitting, or capital appropriation.
- **The Conservancy** carries routine operations and maintenance of the corridor as public realm: litter and debris removal, sweeping of walks and shoulders, landscape and tree care within the corridor, pedestrian lighting and furniture, wayfinding and park signage, and the appearance and cleanliness of the corridor day to day.

For example, on May Street the Conservancy would maintain the planted edges, walkways, pedestrian lighting, and litter collection along the corridor and would program the street for events, while the City would remain responsible for the pavement, the curb and gutter, the May Street Bridge structure, and traffic control devices. The Conservancy would identify and report pavement or drainage deficiencies to the City rather than address them directly.

The specific division of routine and capital work for each corridor should be set out in the operating agreements, together with a protocol for notification, scheduling, and coordination where the two scopes meet. Where a corridor is the subject of a capital project – including improvements identified in the master plan – the responsible party should be established in the project agreement rather than by this diagram.





Figure 2.4: Conservancy Boundary Enlargements Key Plan



Figure 2.5: Conservancy Boundary Enlargement - E Lakeshore

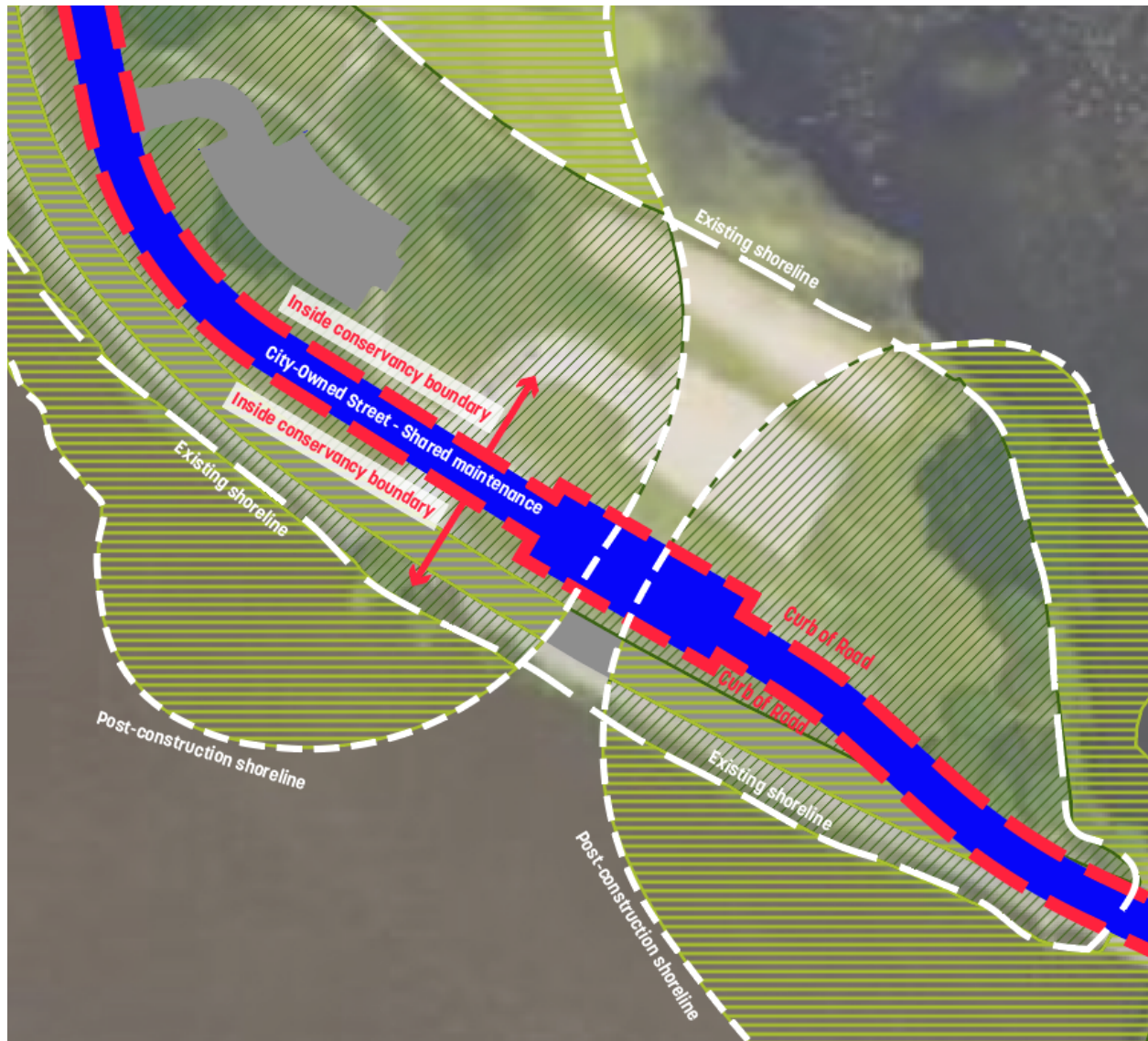


Figure 2.6: Conservancy Boundary Enlargement - May St



Figure 2.7: Conservancy Boundary Enlargement - Dalrymple Dr along City Park Lake



Figure 2.8: Conservancy Boundary Enlargement - LSU node

Appendix 3 - Organizational Chart Over Time

Intent of this Appendix

This appendix contains three organizational charts illustrating how Conservancy staffing is expected to grow from formation to maturity. It gives visual form to the staffing sequence described in the Organizational Structure and Staffing and Phased Implementation sections of the memo, distinguishing in-house positions from contracted and external support at each stage. The charts are illustrative of a recommended growth pattern, not a hiring plan or budget commitment; actual timing and structure will depend on funding capacity and Executive Director judgment. Staffing assumptions are carried into the Appendix 6 Sources and Uses model.

Year 1 Conservancy

The Conservancy at formation. The Executive Director is the only full-time position, reporting to the Board, with maintenance and legal support contracted. The PMC continues alongside the Conservancy during this period, carrying active capital projects while the new entity builds capacity.

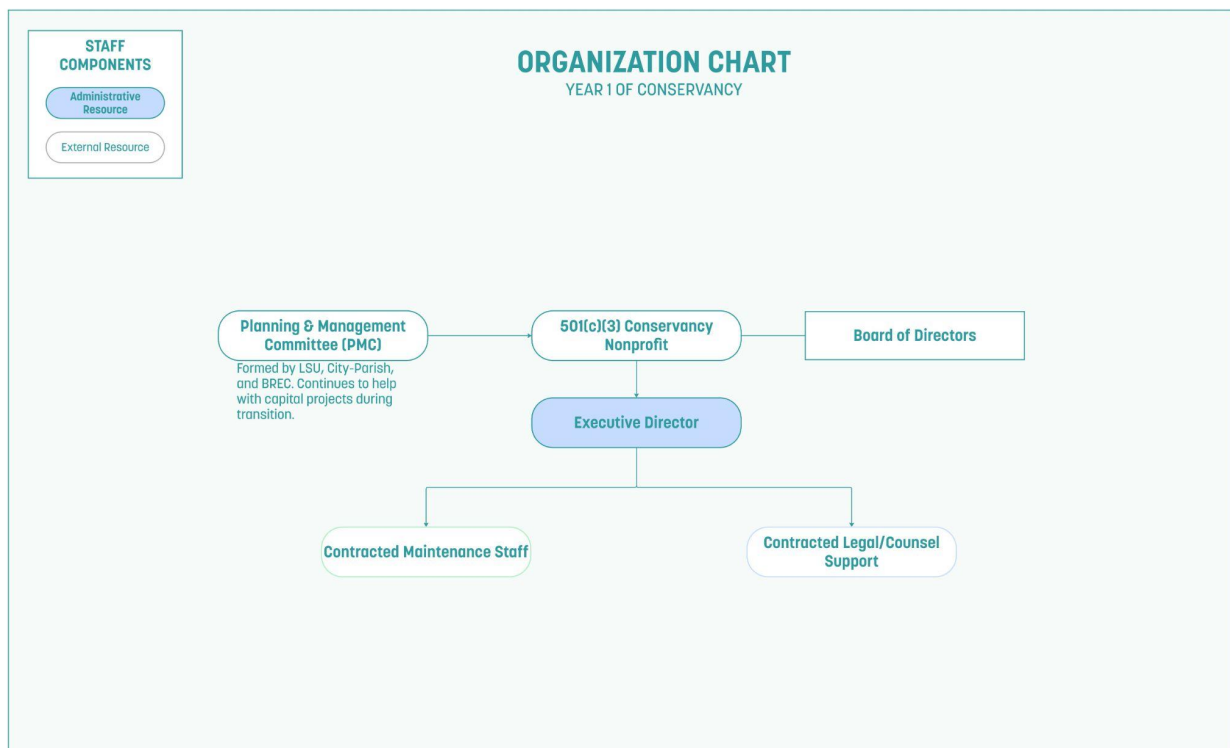


Figure 3.1: Year 1 Conservancy Organizational Chart



Year 5 Conservancy

Four director-level roles are in place, with Development & Planning and Maintenance & Security identified as high-priority early hires alongside an Admin/Finance Manager. Most site work remains contracted. The PMC transfers its remaining projects to the Conservancy and phases out during this period.

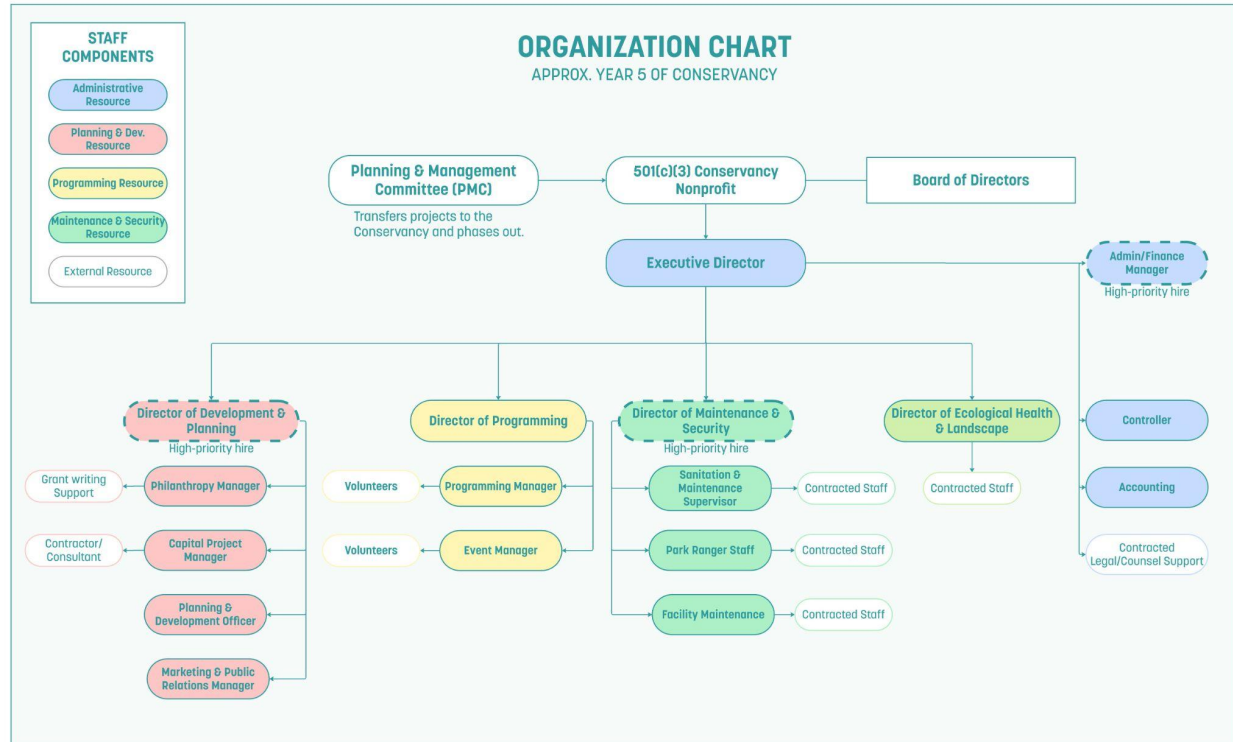


Figure 3.2: Year 5 Conservancy Organizational Chart

Conservancy Maturity

The Conservancy at full operating capacity. Each director carries a supporting team, with dedicated ecological staff — a horticulturist and wetland manager — reflecting the specialized care the lakes require. Staffing shifts toward in-house positions, with contracted labor and external professional services retained selectively.

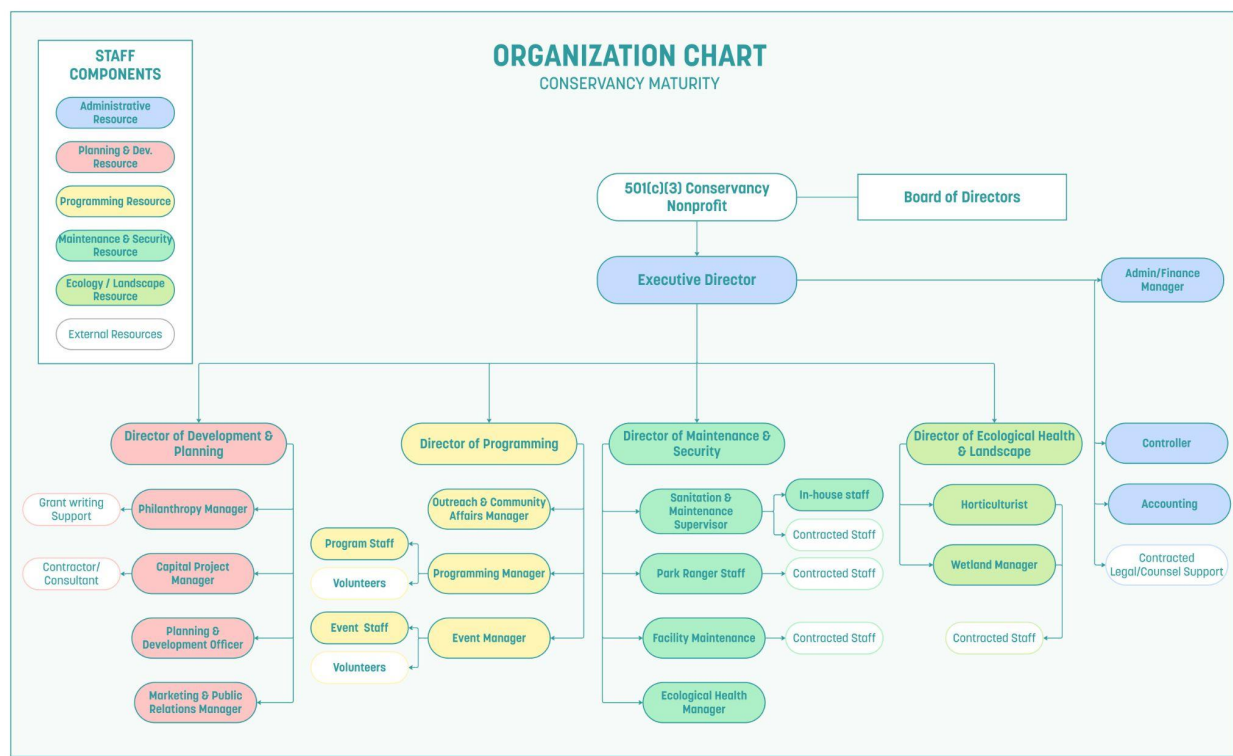


Figure 3.3: Conservancy Maturity Organizational Chart

Appendix 4 - Maintenance Diagrams and Schedule

Intent of this Appendix

This appendix sets out the level of care required to keep the University Lakes and City-Brooks Park landscapes performing as designed. It is organized by landscape and asset type so that standards can be applied incrementally as construction phases are completed and folded into annual operating budgets.

It is intended to support budgeting, staffing, and contracting decisions — not to serve as a technical specification or a contract document. It does not assign maintenance responsibility among the public partners, the Conservancy, or facility operators; those assignments belong in the operating agreement and in the facility-specific responsibility matrices referenced throughout.



Figure 4.1: Conceptual Perspective of a full build-out of University Lake Shoreline

Overview

As construction of the University Lakes system progresses and physical improvements to City-Brooks Park begin as funding allows, it is important to plan for the long-term management, operations, and activation of the park and lakes as a single system. This appendix provides maintenance guidance based on the different landscape typologies found across that system.

The maintenance standards in this appendix are based on:

- **City-Brooks Park** — City-Brooks Park Master Plan (2026)
- **University Lakes** — Constructed and under-construction interim landscape for City Park Lake and University Lakes (2024–2027); May Street Construction Documents (March 28, 2025); University Lakes Schematic Design, 30% (May 31, 2022)

It draws on BRV's O&M Framework Report, interim landscape best practices, Stantec's Hydrologic Modeling Report and FRRD Operation Presentation, and Sasaki's best practices for keeping landscapes performing well over time.

Maintenance best practices are organized into two sections: University Lakes and City-Brooks Park.

Levels of Service

Landscape maintenance and the level of service are directly correlated with the desired end goal. It is imperative that realized landscapes are correctly matched to the appropriate level of service to create a system that is predictable and self-sustaining. This section sets that reference point using the six maintenance modes published by the National Recreation and Park Association (NRPA). They are widely used in public park systems to provide stakeholders a common vocabulary for expected maintenance tasks and capital inputs. Mode 1 is the highest level of care and Mode 6 is the lowest. The modes describe intensity of care, not importance. A naturalized shoreline held at Mode 4 is not a lower priority than an event lawn held at Mode 2; it needs a different kind of attention, and more attention may actually work against it.

Mode	Level of care	What it looks like	Where it applies in this system
1	High-intensity	Daily care. Mowing is constant, litter is cleared several times a day, planting beds are manicured, and repairs are completed immediately.	Restrooms, playgrounds, and a small number of signature spaces still to be designated.
2	High to moderate-high	High-frequency care. Turf mowed and edged on a set cycle, restrooms and receptacles serviced daily, preventive maintenance scheduled rather than reactive.	Most of the public-facing park: event and high-use lawn, athletic fields, primary paths and plazas, boardwalks, the aquatic program, and any landscape in establishment.
3	Moderate — the industry baseline	Routine care. Turf mowed weekly to biweekly, functional weed control, trash removed several times a week, repairs largely reactive.	General park lawn, secondary paths, parking lots, sports courts.



4	Moderate-low	Basic upkeep. Mowing only as needed, litter removal periodic, facilities kept functional rather than polished.	Established native and restored landscape, interim seed mix, stormwater swales, low-use transition areas, the maintenance yard.
5	Low	Minimal touch. Work limited to safety and access — clearing fallen limbs, basic erosion control, seasonal brush clearing.	Bayou corridor away from trails, and other areas managed primarily for habitat.
6	Minimal	Preservation only. Severe safety hazards, boundary inspection, and legal liabilities.	Not used. Every area in this system is either open to the public or in active establishment.

Read as a whole, this appendix is written at Mode 2 for the public-facing park and Mode 4 for naturalized and back-of-house areas, with Mode 1 reserved for restrooms, playgrounds, and a short list of signature spaces. This intentionally sets a higher standard of care than the regional norm: the University Lakes plantings do not survive a Mode 3 program during establishment, and the restored shoreline is the largest single landscape investment in the project. It is not, however, a Mode 1 park. A Mode 1 variant for general park areas is being priced separately so the cost difference is clear rather than debated in the abstract.

These modes line up with the three-tier framework used elsewhere in this plan: Signature areas are maintained at Modes 1 and 2, standard park areas at Mode 3, and naturalized areas at Modes 4 and 5. Each typology in the sections that follow carries its assigned mode at the top, and the Mode column in the maintenance schedule repeats the assignment for tracking in one place.

Maintenance Schedule

The chart below summarizes maintenance practices by frequency across landscape and hardscape. It provides an overview of the level of care the completed system requires, not a complete specification. Refer to the University Lakes and City-Brooks Park sections that follow for species palettes, establishment requirements, key considerations, and facility-specific guidance. The Mode column assigns each zone or asset its maintenance mode; an arrow indicates a level that steps down as a landscape establishes, and a slash indicates different levels applied by use or location within the same type.

Zone / Asset	Mode	Daily	Weekly	Monthly	Seasonal	Annual	Event-Triggered
Landscape							



Sediment, Forebays, and Outfall Operations	2	—	—	—	Confirm the no-fertilizer buffer and the do-not-apply-before-rain rule are being held in adjoining turf and landscape areas	Check drainage outfalls and forebays — annually; this is the governing frequency Read forebay siltation gages and log accumulation between surveys Survey forebay depths — every 5 years Dredge forebays — approx. every 20 years, or sooner where surveys show meaningful loss of capacity; carry as a capital item	Pre-emptive gate opening under the flood risk reduction protocol when the forecast shows 4 in. or more in 24 hours or 6.5 in. or more over 7 days (operated by the City-Parish and LSU) Notify downstream Bayou Duplantier neighbors when gates are operated Use gate operation as the trigger for the shoreline, boardwalk, and upland plug inspections listed below
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Frequencies in the row above — Set by the flood risk reduction design and the hydrologic and hydrodynamic modeling for the lake system, not by appearance. Where this schedule and those recommendations differ on frequency, the flood risk reduction recommendations govern. See Stantec's Hydrologic Modeling Report and FRRD Operation Presentation.

Submergent Aquatic / Open Water	2	—	Boat scouting for floating vegetation — biweekly, March–October Include Lake Crest and the Dalrymple culvert connection in every scouting round Clear debris screens and floating drag nets at the culverts at each visit Water quality sampling (DO, temperature, turbidity, nutrients) — June–September	Boat scouting — November–February Water quality sampling — minimum frequency Remove on detection; log location, species, and extent at each round, and log removed vegetation by estimated weight by lake	Concentrate removal effort in June and July, before invasive floating plants flower and set seed Manual removal on detection Mechanical harvesting for infestations beyond hand-removal scale Spot herbicide only after manual or mechanical control attempted	Aquatic vegetation survey — native cover and invasive presence, reported by lake Review the season's observation log each winter and adjust the following year's scouting frequency lake by lake	Dissolved oxygen check after heavy summer rain (½ in. of rainfall or greater)
Wetland Transition/Aquatic Planting	2→3	—	Remove trash along the waterline Hand-remove invasives from the planted edge — biweekly through the 24-month establishment period	Inspect shoreline for erosion, scour, undermining, and plant loss Hand-remove invasives — monthly after establishment	Assess and replant gaps each spring and fall Cut back dead biomass near pathways in late winter; leave biomass in standing-water areas Re-stake or re-sign the edge line; no mowing, string trimming, or	Condition assessment — percent cover, species composition, erosion locations, and waterfowl grazing pressure	Shoreline inspection after every high-water or major storm event



					herbicide drift into the planted edge		
Upland Plugs	2→4	—	Scout and hand-weed between plugs — every two weeks, first growing season	Hand-weed — years two and three Inspect for plug heave, washout, and mortality — year one	Establishment irrigation, first growing season, adjusted to rainfall Cutback in late winter before March at 6–10 in. with a flail mower; do not mow during the first growing season Replace mortality through the first two growing seasons; from year three, assess whether gaps are closing by spread before replanting	Cover assessment — closed cover is the trigger to reduce weeding frequency	Inspect after flood inundation
Restored and Native Landscape, including the bayou corridor	2→4 / 5	—	—	Remove litter and flood-deposited debris Inspect banks for erosion, scour, exposed soils, and undermining Monitor invasives at shoreline frequency, not lower-intensity upland frequency	Cutback and weed management per the upland plug and wetland transition standards above	Arborist review of trees adjacent to public paths; address pruning and hazard mitigation in the dormant season	Debris removal and bank inspection after significant rainfall or high water Remove hazard deadwood on observation; standing deadwood may remain outside fall zones
Interim Seed Mix	4	—	—	Inspect for bare patches, erosion rills, and invasive establishment	Mow to the height specified for the mix Overseed bare and eroded areas at the start of the seeding window Spot-treat invasives before they set seed	Confirm mow height and re-stake the mow line where interim areas adjoin plug plantings	—
Turf and Lawn	2 / 3 / 4	—	Mow event lawns and high-use lawn (medium-use biweekly) Trim the trench edge between native landscape and turf at each mow Remove clippings from high-use areas; return elsewhere Inspect irrigation for leaks, breaks, and coverage gaps during operating season	Mow low-use transition areas; trim the trench edge at each mow	Fertilize by soil test — final nitrogen by early September, potassium in fall Hold the no-fertilizer buffer where lawn adjoins the water's edge, restored landscape, swales, or the bayou Reseed or re-sod bare and damaged areas at start of growing season Re-cut lawn edges against native landscape to prevent encroachment Maintain mulch rings at least 3 ft from tree trunks in lawn areas	Aerate and topdress high-use lawns; more often where compaction is observed Soil test on high-use lawns Confirm assigned maintenance levels for newly completed phases	Scheduled rest after events and heavy rain Restore staging, access, and laydown areas at completion of each construction phase



Fields	2	Pre-use inspection for holes, debris, uneven surfaces, and other safety concerns	Mow at the height appropriate to the sport during active growth Inspect goals, backstops, nets, anchors, and related equipment during the active season	Monitor drainage performance and areas of recurring ponding	Overseed or re-sod heavily worn areas in the appropriate window Rotate use and schedule rest between seasons	Aerate and topdress, with additional treatment for highest-use areas Soil testing; adjust fertilizer and amendments to results	Close saturated fields under the established field-closure protocol
Stormwater Swales	4	—	—	Inspect inlets, outlets, and forebays Remove litter and accumulated debris Inspect for erosion, rilling, displaced soil, and concentrated flow paths	Remove accumulated sediment from inlets and forebays to maintain design capacity — biannually, or when sediment reaches 50% of capacity Mow or cut back per the planting design, not as conventional lawn Repair erosion and re-establish vegetative cover	Review drainage performance, including whether water draws down within the intended timeframe Lake forebay checks, depth surveys, and dredging are carried in the Sediment, Forebays, and Outfall Operations row above	Inspect inlets, outlets, and forebays in advance of forecast significant storms Inspect and remove debris following rainfall of ½ in. or greater
Enhanced and Low-Maintenance Landscape	2 / 4	—	Weed — every two weeks during the growing season	Weed — lower-growth periods Inspect plant health, irrigation performance, and mulch condition	Replenish mulch where thinned or decomposed Prune trees and shrubs per ANSI A300 and ISA best practices Replace losses in prominent areas after identifying cause of mortality	Soil testing every one to two years, or where plant performance indicates a soil issue	Remove dead, damaged, or declining plant material as observed

Golf Course — Greens, tees, and fairways are maintained under a separate course-specific agronomic program and are not scheduled here. This schedule covers only the interface: chemical application buffers where the course adjoins park landscapes, the bayou corridor, or stormwater swales; shared irrigation, water supply, and drainage; tree management and hazard assessment along shared edges; and coordination of maintenance access where golf and general park use overlap.

Hardscape and Built Elements

Pathways and Plazas	2 / 3	Litter pickup — high-use areas Empty waste and recycling receptacles; more often near food service and during events	Sweeping — high-use Litter pickup — low-use	Sweeping — low-use Inspect for cracks, heaving, and level changes	Clear drainage inlets, channels, and swales — quarterly Remove sediment from drainage structures biannually, or when sediment reaches 50% of capacity Joint weeding — mechanical near planted areas and shorelines	Review recurring standing-water locations for upstream drainage failure Regrade mulch, DG, and bituminous paths and lift concrete paths where differential settling occurs on new shoreline; carry full-depth reconstruction at 5–10 years as a capital item	Clear drainage inlets before forecast heavy rain; inspect after rainfall of ½ in. or greater Repair any differential or crack over ¼ in. immediately Remove graffiti within 48 hours
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Site Furnishings, Wood Logs, and Natural Elements	2	—	Inspect furnishings in high-use areas Clean benches, tables, and touched surfaces — biweekly Apply playground inspection standards where elements sit in fall zones or are climbable	Inspect furnishings elsewhere Inspect logs and stumps for rot, insect activity, splitting, and loosening	Probe log bases and ground contact points — quarterly	Update condition ratings against the established replacement cycle	Inspect wood elements after major storms Repair or remove damaged items on observation Report Formosan termite activity immediately
Parking Lots and On-Street Parking	2 / 3	—	Litter pickup and sweeping Increase sweeping where lots drain toward the lakes, bayou, or swales — a water quality measure, not housekeeping	Inspect striping, signage, wheel stops, and lighting Clear inlets and bioswale inlets Inspect adjoining curb, gutter, and sidewalk conditions	Restripe as needed, prioritizing accessible spaces and access aisles Vacuum-sweep permeable paving; maintain bioswales and filter strips	Pavement condition assessment; seal cracks before water reaches the base	Clear inlets before forecast heavy rain
Boardwalks	2	—	Visual inspection of deck, railings, and fasteners — high-use locations Clear leaves, debris, and organic buildup from deck and gaps	Visual inspection — all other locations	Remove algae, moss, and mildew from damp sections — minimum quarterly	Structural inspection by a qualified engineer — pilings, beams, connections, substructure Check for scour and undermining at piling bases Verify anti-slip treatment; reseal on manufacturer's cycle	Inspection after every high-water event reaching the substructure, including scour and undermining at piling bases Replace planks showing severe wear, cracking, or rot on observation
Buildings, Pavilions, and Restrooms	1 / 2	Restroom deep cleaning — twice daily minimum; hourly checks at peak use and events Restock consumables and check fixtures — twice daily Interior and high-touch surface cleaning Litter and receptacle service in the immediate surround	Inspect lighting, doors, hardware, and fixtures Inspect dock connections, gangways, and launch surfaces during operating season	Building systems inspection — HVAC, plumbing, electrical Envelope inspection for damage, weathering, and rot, with touch-up Verify equipment storage security and ventilation at waterfront structures	Storm preparation protocol complete by June 1 — securement, drainage clear, generator and emergency systems tested Review restroom servicing levels ahead of pool season, tournaments, and other peak periods	Roof, gutter, and downspout service	Post-storm inspection before reopening, without exception Post-event inspection and cleaning of reservable pavilions Address graffiti and vandalism within 48 hours

400m Track	2	—	Sweep or remove leaves, sediment, and debris; increase during heavy leaf drop	Inspect surface for cracking, delamination, blistering, seam separation, and localized wear Inspect and clear perimeter drainage	Repair localized surface damage before water intrusion expands it Maintain lane markings and surface graphics per manufacturer recommendations	Condition assessment tracked against anticipated service life for capital resurfacing	Restrict vehicles, equipment, and footwear that may damage the surface
Sports Courts – Basketball and Tennis	3	—	Sweep and remove debris	Inspect surfaces for cracks, depressions, and standing water Inspect nets, posts, standards, fencing, and hardware Inspect court lighting where provided	Seal cracks and repair areas where water collects Replace nets, hardware, and worn components	Condition assessment; recoat or resurface on the surface system's service cycle as a capital item	Document and monitor recurring standing-water locations
Playgrounds	1	Visual safety inspection in high-use areas during peak operating periods Return movable furniture outside designated safety surfacing and fall zones	Visual safety inspection – all other areas Inspect safety surfacing; redistribute or replenish to fall-zone depth Inspect equipment for damage, wear, loose or missing hardware, and vandalism	Inspect shade structures and associated tree canopy	Replenish loose-fill surfacing to required depth	Documented Certified Playground Safety Inspector (CPSI) inspection, consistent with applicable CPSC guidance and ADA requirements Verify condition and impact performance of unitary surfacing	Repair damaged equipment promptly or close the component until repairs are complete
Dog Park	2	Service waste stations and remove litter Monitor waste bag and supply levels	Inspect fences, gates, latches, and double-gate entries Inspect ground surfaces for bare areas, mud, holes, and drainage problems Clean and inspect water stations; more often in high summer use	Monitor drainage and correct persistent ponding or mud	Renovate turf or ground surfaces on a planned rotation based on wear; rotate use for surface recovery	Condition assessment of fencing, gates, and related site features	—
Maintenance Yard	4	—	Keep visible edges and screening in orderly condition	Verify chemical storage compliance – SDS documentation, spill containment, separation from public areas and drainage	Confirm covered storage and vehicle maintenance areas remain adequate to current operations	Equipment and materials inventory; equipment condition reviewed as part of maintenance planning and budgeting	—

Facilities with separate operators — Knock Knock Children's Museum, Baton Rouge Gallery, Brooks Pool, and the Recreation Center operate and maintain their own buildings and immediate grounds; pool operations follow applicable state and parish requirements. The park operator maintains surrounding landscapes, approaches, and adjacent gathering spaces at the frequencies listed above. A written responsibility matrix should be developed for each facility as improvements are implemented.



Maintenance FTE count Summary

Maintenance staffing has been estimated by applying an annual hours-per-unit factor to the measured quantity of each landscape and asset type, then converting total hours to full-time equivalents at 2,080 hours per year. Estimates are organized by implementation phase so that staffing can be added as areas come online rather than assumed from the outset. Refer to workbook tabs O&M00–Existing Areas, O&M01–Areas Under Construction, O&M02–UL Future Phases, and O&M03–CBP for quantities, hourly factors, and phase assumptions.

Phase	Scope	Maintenance begins (Year)	Annual Hours	FTE	Cumulative FTE	Cumulative labor cost
Existing conditions	University Lakes and City-Brooks Park as they stand today	0	21,125	10.0	10.0	\$650,000
Under construction	Phase 1 and Phase 2 interim landscape; May Street package	1	2,044	1.0	11.0	\$1,300,000
Phase 1	Brooks-side Improvements; Wampold Park; Corporation Canal; Dalrymple SUP; Stanford SUP	5	21,042	10.0	21.0	\$1,365,000
Phase 2	Knock Knock Children's Museum; CBP Dalrymple Corridor near-term; E and W Lakeshore SUP	9	8,197	4.0	25.0	\$1,625,000
Phase 3	City Park South & Waterfront Park; Brooks Farmer's Market; Bird Sanctuary Improvements	12	2,108	1.0	26.0	\$1,690,000
Phase 4	City Park North & Baton Rouge Gallery; LSU Node Improvements; W. Lakeshore SUP	15	6,215	3.0	29.0	\$1,885,000
Phase 5-6	Picnic Hill; additional May St; misc. program areas and amenities; Railroad Bridge	20	1,329	1.0	30.0	\$1,950,000
Total at full build-out			62,060	30.0	30.0	\$1,950,000

These figures estimate level of effort, not organizational structure. Individual scopes may be performed by in-house staff, contracted crews, or partner agencies, and the allocation among them is a governance and operating-agreement question rather than a maintenance one.

University Lakes

The University Lakes system is being rebuilt into a living, functional landscape. Deepened lakes, improved aquatic habitat, restored wetland edges, and native grasslands are all designed **to become self-sustaining** with lower maintenance after full establishment. As with most restorations, getting there takes a few years of attentive care. A newly planted shoreline is not a finished shoreline; it is a three-to-five-year commitment, and the payoff is a landscape that costs less to maintain each year after. It should be noted that no



landscapes, especially those in urban areas, are considered “no-maintenance.” Even fully established native plantings, like those in the University Lakes system, require seasonal attention to manage biomass and reduce invasive plant presence.

The first years set the trajectory. A system carefully carried through establishment requires progressively less intervention over time: plant density suppresses weeds, root mass holds the soil, and aquatic vegetation improves water quality. The reverse is worth planning around as well. Gaps left open in year one tend to fill with whatever colonizes fastest, which in south Louisiana commonly means invasive species with a long-established seed bank already on site; erosion left unrepaired becomes a recurring source of sediment; and compacted turf stays thin. None of this is unusual for a restoration of this scale. It simply means the early years are worth staffing properly.

This care calls for specific knowledge, not just labor: people who can tell a desirable native sedge from an invasive look-alike, recognize the early signs of a hyacinth infestation, judge when a wetland edge is establishing rather than failing, and know that the right first response to a struggling planting is often diagnostic. Conventional mow-and-blow landscape maintenance is not a good fit for this system, and in several of the typologies below it would work against the design.

The standards that follow assume this expertise is either on staff or under contract, with a certified arborist, a horticulturalist, and an aquatic ecologist available on a recurring basis.

Maintenance by Ecological Zone



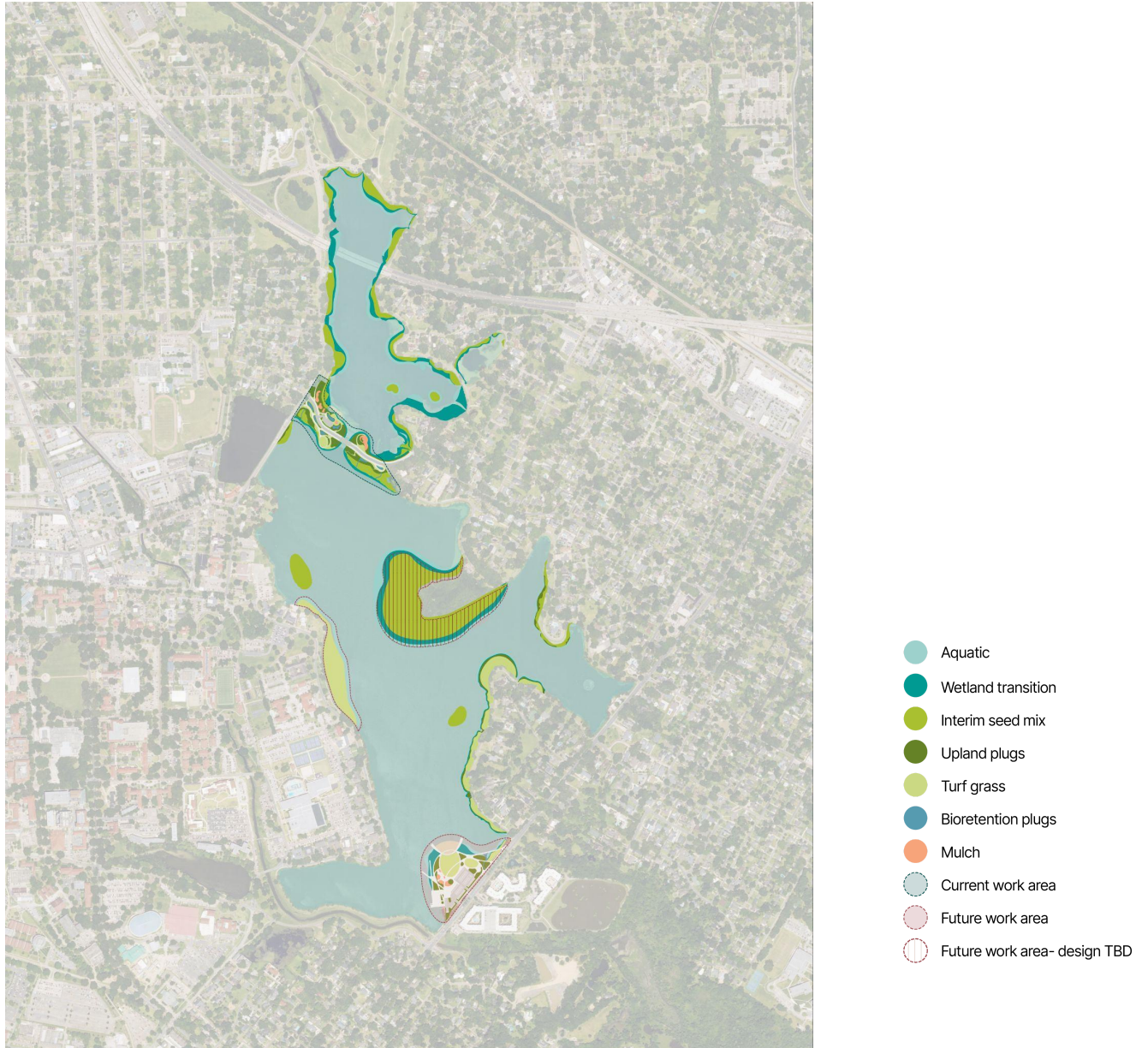


Figure 4.2: Ecological Zone Map (as of September 2026)



Figure 4.2: Ecological Zone Section (as of September 2026)

Sediment, Forebays, and Outfall Operations

Level of service: Mode 2 — high to moderate-high. Frequency here is set by the flood risk reduction design, not by appearance.

Intent: Keep the forebays trapping sediment and the outfall operating as designed, and keep landscape maintenance from working against either.

The practices below are based on the flood risk reduction design and the hydrologic and hydrodynamic modeling completed for the lake system. They are repeated here so the maintenance program and the design stay aligned. Where this appendix and those recommendations differ on frequency, the flood risk reduction recommendations govern.

Forebays and sediment

- Check drainage outfalls and forebays — annually. This is the governing frequency. Routine swale inspection covers inlets and outlets on a shorter cycle but does not substitute for the annual check.
- Survey forebay depths — every five years. Install a notched, reflective siltation gage in each forebay at construction so accumulation can be read between surveys.
- Dredge forebays — approximately every twenty years, or sooner where survey results show meaningful loss of capacity. Carry this as a capital item with dedicated funding, not as an operating expense.
- Expect the City Park Lake forebay to fill faster than the lake as a whole. Modeling puts it at roughly three and a half times the surrounding rate, or about two inches a year, and estimates that one additional foot of dredge depth buys roughly six years of storage.
- Phosphorus is the nutrient that limits algal growth in this system. The no-phosphorus buffer and the do-not-apply-before-rain rule in the turf and landscape standards are the cheapest available way to lengthen the interval between dredge events.

- Where smaller forebays are built, aeration is recommended at roughly 1.5 horsepower per acre of forebay.

Outfall gate operations

- Gates are operated by the City-Parish and the University under the flood risk reduction protocol. This is not a landscape maintenance activity; it is listed here because it drives the high-water events that trigger inspections elsewhere in this appendix. It is assumed that Conservancy staff and City-Parish Staff communicate regularly with each other in regards to this as decisions with the flood control gates will have impact on lake health and plant material.
- The V-notch operating range is +20.0 to +21.3 ft NAVD88, with full overflow above +21.3 ft. Minimum elevation for gate flow is +18.0 ft NAVD88.
- Pre-emptive opening is called for when the forecast shows 4 inches or more of rainfall in any 24-hour period (target at least 1 ft of drawdown over 12 to 18 hours), or 6.5 inches or more over any 7-day period (target at least 1.35 ft over a period of 24 hours).
- Neighbors downstream on Bayou Duplantier are notified when gates are operated.
- Use gate operation as the trigger for the post-high-water shoreline, boardwalk, and upland plug inspections listed elsewhere in this appendix.

Key Considerations

- Dredging improves depth, storage capacity, and water quality, but it does not, by itself, reduce the density of floating aquatic invasives. The aquatic standards above are what protect that investment.
- The modeling report recommends planting nutrient-filtering plants along forebay edges and lists water hyacinth and water lettuce as options. Those two species are the primary invasive targets in this system and should not be planted here. Use the wetland transition palette instead, which performs the same nutrient function without the risk.
- Funding for maintenance dredging and aeration should be established early. These are predictable, dated obligations, not contingencies.
- Please refer to Stantec's Hydrologic Modeling Report and FRRD Operation Presentation for more information

Deep Submergent Aquatic and Open Water

Level of service: Mode 2 — high to moderate-high. Scouting and water quality monitoring runs occur regularly and at shorter intervals during the summer months, when floating vegetation grows rapidly and water quality is greatly impacted. The detection of non-native floating vegetation and algae should carry an immediate response to prevent further spread.

Intent: Maintain open water free of invasive aquatic species with native vegetation along the shorelines.. Provide a clear surface, a functioning oxygen regime, and native submerged, emergent, and floating-leaved vegetation at a level that supports habitat without becoming a nuisance.



Where it is found. Open water across the lakes system: University Lake, City Park Lake, Lake Erie, Campus Lake, College Lake, Lake Crest, and the golf course pond.

- **How it is delineated in the field:** Water deeper than 24 inches. This contour is also the outer edge of the aquatic planting along the shoreline. Crews operating in waders and tall boots should read it as the line where hand work stops, and boat work begins.

Why is this the highest-priority ecological task in the system?

Invasive aquatic vegetation has historically been one of the primary stressors on the health of the University Lakes. Water lettuce (*Pistia stratiotes*) and water hyacinth (*Pontederia crassipes*) colonize the water surface rapidly and form dense mats that block sunlight from reaching submerged plants. The result is reduced photosynthesis, falling dissolved oxygen, and fish kills.

The problem is self-reinforcing. The Lakes receive runoff from a highly urbanized watershed that carries nitrogen and phosphorus, which drive rapid growth; as the plants die and decompose, they release those nutrients back into the water, fueling the next bloom. Water lettuce abundance is therefore both a symptom of eutrophication and an accelerator of it. Unless watershed-scale nutrient inputs are reduced, this will remain a long-term management challenge rather than a problem that gets solved once.

Characteristics:

Dredging of University Lake, City Park Lake, and Lake Erie has greatly improved water quality and substantially reduced the presence of invasive aquatic species and shoreline emergent vegetation. That gain is the thing this standard exists to protect. Lake Crest has not been dredged and still harbors invasive aquatic vegetation. It connects to University Lake via a culvert beneath Dalrymple Drive and ultimately discharges to Bayou Duplantier through a weir at Stanford Avenue. Because the system is hydrologically connected, vegetation can spread through it quickly – which means management must be coordinated across all lakes, not handled lake by lake.

After dredging, most of this zone is deep enough to limit rooted submerged growth, which was one reason for deepening. What colonizes fastest here is floating vegetation, which needs no ground-root connection and can cover open water in a single season. Native submerged and floating-leaved species expected along the shallower margins include Fragrant White Water Lily (*Nymphaea odorata*), Yellow Louisiana Water Lily (*Nymphaea mexicana*), and Yellow Pond Lily (*Nuphar* spp.). Fully submerged and less commonly seen species could include Wild Celery (*Vallisneria americana*) and Southern Naiad (*Najas guadalupensis*). Species of special management concern to remove include Giant Salvinia (*Salvinia molesta*), Water Hyacinth (*Pontederia crassipes*), and Water Lettuce (*Pistia stratiotes*).

Routine

- Scout the full system by boat for emerging non-native floating vegetation and algae – biweekly March through October, monthly November through February. Remove by hand, nets, and rakes and compost what is found immediately to prevent further spread.
- Log all removed vegetation by estimated weight to track and estimate future O&M effort levels by lake



- Include Lake Crest and the Dalrymple culvert connection in every round. This is the most likely source of reintroduction to the dredged lakes.
- Provide debris control (i.e. debris screens or trash nets) at the culverts; clear captured plants, debris, and trash at each visit.
- Conduct water quality sampling, including dissolved oxygen, temperature, turbidity, and nutrients, at least monthly; weekly June through September to track lake fluctuations and compare to baseline levels.
- Measure dissolved oxygen water levels after heavy summer rain events, ½" or greater..

Seasonal and annual

- Annual aquatic vegetation survey recording native cover and invasive presence, reported by lake rather than system-wide.
- Concentrate removal effort in June and July – before most invasive floating plants flower and set seed.
- Review the season's observation log each winter and adjust the following year's scouting frequency lake by lake.

Key Considerations

- Removed biomass needs a disposal and/or compost plan. Material left on nearby banks will return nutrients to the water and may reinfest lakes through seeds and plant cuttings.
- Manage all lakes on one schedule. The system is hydrologically connected, and a lake left on a different cycle can reinfest the others. This consideration is especially important for coordination across jurisdictions.
- Depth is the control here. Where sediment accumulation brings an area back above roughly 24 inches, it has changed zone and will start behaving like a wetland transition. That is a survey finding, not a maintenance one. See the forebay survey interval.
- Control methods include manual, mechanical, chemical, and biological, in that order of preference. Regular manual removal is the most effective and least invasive option which has reduced costs over time.
- Nutrient spikes generally indicate an upstream source such as sanitary sewer leakage, stormwater, or fertilizer runoff. Treating the vegetation without tracing the source guarantees recurrence.

Management approach: Integrated, Prevention-first

The prior management plan relied on targeted foliar herbicide roughly twice a year. That approach is difficult to execute, and spray drift has been a concern given how many homes sit along the lakes. It is also poorly matched to current conditions: the established native shoreline plantings are themselves susceptible to the herbicides typically used on floating invasive weeds such as water lettuce. The recommended approach is integrated pest management combining multiple control methods, in the following order of preference.

1. Prevention and Monitoring: Primary control



Prevention is the most cost-efficient method available. Small infestations caught early are inexpensive; mature mats are not.

- Scout the full system for emerging floating vegetation via boat — biweekly March through October, monthly November through February. The objective is to find new growth before mats form, not to measure how large they have become
- Include Lake Crest and the Dalrymple culvert connection in every scouting round — this is the most likely source of reintroduction to the dredged lakes
- Employ floating drag nets at these culverts to capture plant movement into the lakes. Monitor these nets and remove debris, captured invasive plants, and trash.
- Remove what is found when it is found, rather than logging it for a later trip. Record location, species, and approximate extent at each observation so recurring hot spots can be identified and targeted

2. Manual Removal: First Response & Small Infestations

- Hand-pulling, nets, and pond rakes for shoreline and small infestations
- Deploy as soon as growth is identified; effectiveness drops sharply once mats expand
- Labor-intensive but highly effective, and it carries no risk to the native shoreline plantings
- Target removal months include June and July before most plants flower and set seed.

3. Mechanical Removal: Larger Infestations

- Drawbacks include ecological disturbance, high operating cost, and disruption to park users.
- Mechanical harvesting for infestations beyond hand-removal scale; remote-controlled and manned commercial harvesters are both available options
- Requires consistent repeat application to exhaust the seed bank, and carries high operational cost
- Worth evaluating as a capital purchase if recurring infestation warrants it

4. Chemical Control: Constrained, Last Resort

- Only in areas with larger infestations, and only after manual or mechanical control has been attempted
- Spot treatment by boat-mounted or backpack sprayer, targeting localized infestations, never broad-scale application
- Avoid application near establishing native shorelines. Herbicide impact on the new plantings is a direct threat to the project's core investment.
- Expect multiple applications; single treatments rarely control an infestation
- Risks to manage: drift, residual contamination, non-target native species impact, and large-scale hypoxia from the die-off and decomposition of treated vegetation, which can itself cause native fish and invertebrate kills
- All applications by licensed applicator following state and local best management practices

5. Biological control: Supplemental, not primary



Biological controls shall be based on LSU or LA F&W best management practices.

- Any release should follow LSU or Louisiana Department of Wildlife and Fisheries best management practices, and should not be assumed to work here — results in other systems have been inconsistent.
- The water lettuce weevil (*Neohydronomus affinis*) is host-specific and feeds exclusively on water lettuce; both adults and larvae damage leaves and suppress growth
- Australian releases have been credited with population reductions up to 40% at 12–18 months after release
- Once established, weevil populations can provide long-term suppression and reduce reliance on manual, mechanical, and chemical control
- Will not eliminate an established population on its own, and should only be pursued in consultation with state environmental officials

Aquatic Shoreline Planting & Wetland Transition

Level of service: Mode 2 during establishment, stepping down to Mode 3 once cover closes.

Intent: Establish and hold the planted shoreline and littoral shelf as a functioning edge, up to the high water elevation at each lake — erosion control, habitat, and water quality treatment.

Palette. The wetland zone is planted with soft rush (*Juncus effusus*), Cherokee sedge (*Carex cherokeensis*), sweet flag (*Acorus americanus*), blueflag and copper iris (*Iris virginica*, *I. fulva*), pickerelweed (*Pontederia cordata*), duck potato (*Sagittaria lancifolia*), lizard's tail (*Saururus cernuus*), swamp lily (*Crinum americanum*), cardinal flower (*Lobelia cardinalis*), and the wetland milkweeds (*Asclepias incarnata*, *A. perennis*, *A. lanceolata*). Nearly every species in this zone serves both shoreline stabilization and water quality functions. Losing cover and diversity in this zone results in reduced water filtration capacity, soil stabilization, and loss of habitat value, which costs the project twice.

Routine

- Inspect shoreline for erosion, scour, undermining, and plant loss on a monthly schedule and after every high-water or major storm event
- Hand-remove invasives from the planted edge on a biweekly schedule during the establishment period of 24 months and monthly thereafter
- Remove trash deposited along the waterline on a weekly basis

Seasonal and annual

- Replant gaps during establishment; assess each spring and fall, and replant before invasives fill openings
- Cut back accumulated dead biomass near pathways in late winter. In standing-water areas, leave biomass to decompose and build hydric soils and maintain habitat for migratory waterfowl
- Annual condition assessment to record percent cover, species composition, and erosion locations



Key Considerations

- Pickerelweed (*Pontederia cordata*) is a native emergent wetland plant native to Louisiana. Water hyacinth (*Pontederia crassipes*) is a tropical, invasive, floating plant that often invades the University Lakes system. These plants look very different and can easily be identified by crews. Ensure proper plant identification classes are provided for all crews.
- No mowing, string trimming, or herbicide drift into the wetland edge. This is the most common way planted shorelines are lost, usually by crews maintaining the adjacent turf. A staked or signed edge line protects the planting.
- Waterfowl grazing is a documented pressure during establishment. Track it; if losses concentrate in one reach, that reach may need temporary protection rather than repeated replanting.
- Priority terrestrial invasives at this interface: Chinese Tallow (*Triadica sebifera*), Chinese Privet (*Ligustrum sinense*), Japanese Climbing Fern (*Lygodium japonicum*), and Torpedograss (*Panicum repens*).

Upland Plugs

Level of service: Mode 2 in years one and two, stepping down to Mode 4 from year three.

Intent: Carry plug plantings from installation to closed cover, at which point weeding maintenance drops.

Establishment arc. The planting is designed to look different in each of its first three years, and maintenance should be budgeted to match:

	What it looks like	What it needs
Year 1	Quick-growing annuals stabilize soil, minimal flowering	Highest maintenance intensity. Small immature plants are most vulnerable to weeds, waterfowl, and flood inundation
Year 2	Root growth continues; slower perennials show limited bloom	Sustained monitoring and weed control
Year 3+	Most perennials established and bloom throughout the season	Continued weeding where necessary. Annual spring cutback to manage biomass and sightlines



Year one is not a slow start. It is the year the outcome is determined, and it is the year the planting is most likely to be mistaken for neglect.

Planting Palette

Grasses and Structure Plants are Little Bluestem (*Schizachyrium scoparium*), Spitbeard Bluestem (*Andropogon ternarius*), Indian Grass (*Sorghastrum nutans*), Pink Muhly (*Muhlenbergia capillaris*), Northern Sea Oats (*Chasmanthium latifolium*), Virginia Wild Rye (*Elymus virginicus*).

Forbs include Partridge Pea (*Chamaecrista fasciculata*), Black-eyed Susan (*Rudbeckia hirta*), Lanceleaf Tickseed (*Coreopsis lanceolata*), Coneflower (*Echinacea purpurea*), Azure and Mealycup Sage (*Salvia azurea* and *Salvia farinacea*), Wild Bergamot (*Monarda didyma*), Swamp Sunflower (*Helianthus angustifolius*), various blazing star species (*Liatris* spp.), goldenrod (*Solidago* spp.), and the upland milkweeds (*Asclepias* spp.).

Routine

- Establishment irrigation as specified, typically the first growing season, adjusted to rainfall
- Scout and hand-weed between plugs every two weeks in the first growing season and monthly in years two and three
- Inspect for plug heave, washout, and mortality monthly during year one, and after flood inundation

Seasonal and annual

- Replace mortality through the first two growing seasons; from year three, assess whether gaps are closing by spread before replanting
- Annual cutback in late winter before March. Eastern bluestar (*Amsonia tabernaemontana*) blooms March–June and is the earliest species in the palette; the cutback window closes when it breaks dormancy. Cut at 6–10 inches with a flail mower. Do not mow during the first growing season.
- Annual cover assessment; closed cover is the trigger to reduce weeding frequency

Key Considerations

- Bloom runs roughly April through November across the palette, with peak color August–October. Expect complaints in late winter and early spring, when the meadow is cut back and bare. This is the right time to install interpretive signage.
- Mulch is establishment cover only, not an annual application. Long-term weed suppression comes from plant density.
- Several species carry a two- to three-year lag to first bloom (butterfly milkweed, wild bergamot, round-headed bush clover, eastern bluestar). Their absence in year one is not a failure.

Interim Seed Mix



Level of service: Mode 4 – moderate-low. Enough to hold soil and keep invasives out, and no more.

Intent: Hold soil, suppress weeds, and present an acceptable appearance on areas awaiting future construction or permanent planting.

Routine

- Inspect for bare patches, erosion rills, and invasive establishment monthly
- Mow to the height specified for the mix; confirm before setting deck height; cutting a native mix at turf height eliminates it

Seasonal and annual

- Overseed bare and eroded areas at the start of the appropriate seeding window
- Spot-treat invasives before they set seed

Watch-fors

- Interim does not mean unmaintained. Failure here transfers cost directly to the permanent installation through soil loss and seed bank contamination.
- Where interim areas adjoin established plug plantings, keep the mow line staked. The two read similarly to a crew and the wrong one gets cut.

Turf Grass

Level of service: Mode 2 for event and high-use lawn, Mode 3 for general park lawn, Mode 4 for low-use transition areas.

Intent: Provide durable, usable lawn where the lawn is programmed and no more than that.

Routine

- Mow during growing season weekly for high-use lawn, biweekly for medium-use, monthly for low-use transition areas
- Trim edges between lawn and native landscaping during each mow
- Remove clippings from high-use areas; return elsewhere
- Inspect irrigation for leaks, breaks, and coverage gaps – weekly during operating season

Seasonal and annual

- Fertilization based on soil test, not calendar; final nitrogen application by early September, potassium in fall for winter hardiness
- Aerate and topdress high-use lawns annually; more often where compaction is observed
- Reseed or re-sod bare and damaged areas at the start of the growing season
- Re-cut trench edges between lawn and native plantings seasonally
- Annual soil test on high-use lawns



Key Considerations

- No fertilizer application within the buffer distance of the water's edge. Nutrient load is the core water quality problem in this system, and turf fertilizer is a direct contributor.
- High-use lawns need scheduled rest after events and after heavy rain. Build recovery time into the programming calendar rather than negotiating it on an event-by-event basis.
- Mulch rings at least three feet from tree trunks in lawn areas. Mower and trimmer damage to trunk flares is the leading cause of decline in young trees in mown parks.

Native Plants for a Healthier Lake System

The University Lakes restoration is improving water quality, ecological health, shoreline stability, and recreational safety. As the lakes were deepened, excavated material was reused to stabilize shorelines and create additional park areas. Native planting is a key part of this work, helping reduce erosion, support habitat, improve water quality, and provide seasonal color and views across the lakes.

The landscape will continue to evolve over the next several years. In Year 1, fast-growing annuals help stabilize exposed soils while the site requires more intensive maintenance. In Year 2, perennial plants begin establishing stronger root systems, with continued weed management and more limited blooms. By Year 3 and beyond, most perennial plantings will be established, creating a more resilient meadow landscape with seasonal flowering, annual spring cutbacks, and ongoing maintenance to support long-term ecological health.



University Lakes Native Planting Guide

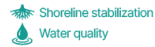
Key



Bird habitat



Pollinator habitat



Shoreline stabilization

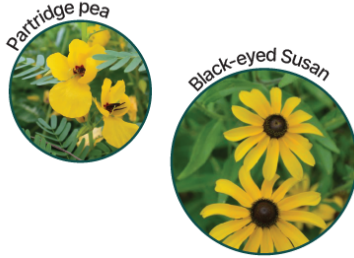


Water quality

Botanical name	Common name	Years until bloom	Bloom time	Ecological function	Mature height	Bloom photo
<i>Andropogon ternarius</i>	Spitbeard bluestem	2	August-November	 	2-4 ft	
<i>Asclepias tuberosa</i>	Butterfly milkweed	2-3	June-August	 	2-4 ft	
<i>Chamaecrista fasciculata</i>	Partridge pea	1	June-October		2-4 ft	
<i>Chasmanthium latifolium</i>	Northern sea oats	1	June-September		2-4 ft	
<i>Coreopsis lanceolata</i>	Lanceleaf tickseed	1-2	May-August		2-4 ft	
<i>Echinacea pupurea</i>	Coneflower	2	June-August	 	2-4 ft	
<i>Elymus virginicus</i>	Virginia wild rye	1-3	May-June		2-4 ft	
<i>Eupatorium hyssopifolium</i>	Thoroughwort	1-3	June-August		2-4 ft	
<i>Helianthus angustifolius</i>	Swamp sunflower	1	August-October	  	2-4 ft	
<i>Lespedeza capitata</i>	Round-headed bush clover	2-3	August-October	  	2-4 ft	
<i>Monarda fistulosa</i>	Wild bergamot	2-3	July-October	  	2-4 ft	
<i>Muhlenbergia capilaris</i>	Pink muhly grass	1-2	August-October		2-4 ft	
<i>Penstemon digitalis</i>	Foxglove beardtongue	1-2	May-July	 	2-4 ft	
<i>Rudbeckia hirta</i>	Black-eyed Susan	1	July-October	 	2-4 ft	
<i>Salvia azurea</i>	Azure sage	2	July-October	 	2-4 ft	
<i>Liatris acidota</i>	Sharp blazing star	1	August-October	 	2-4 ft	
<i>Schizachyrium spocarium</i>	Little bluestem	1-2	August-October		2-4 ft	
<i>Solidago rugosa</i>	Wrinkleleaf goldenrod	1-2	August-October	  	3-6 ft	
<i>Sorghastrum nutans</i>	Indian grass	2-3	August-October		3-7 ft	
<i>Asclepias texana</i>	Texas milkweed	2-3	May-September		2-4 ft	
<i>Liatris spicata</i>	Dense blazing star	2	July-September	 	2-4 ft	
<i>Salvia farinacea</i>	Mealycup sage	1	April-October	 	1-2 ft	
<i>Amsonia tabernaemontana</i>	Eastern bluestar	3	March-June	 	2-3 ft	
<i>Symphotrichum ooletangense</i>	Sky blue aster	1	August-October	  	2-3 ft	
<i>Pycnanthemum tenifolium</i>	Slender mountain mint	2	July-September	 	2-3 ft	
<i>Asclepias perennis</i>	Aquatic milkweed	2	May-September	  	1-2 ft	
<i>Iris virginica</i>	Blueflag iris	1-2	April-July	  	2-3 ft	
<i>Juncus effusus</i>	Soft rush	1-2	April-September	 	2-4 ft	
<i>Lobelia cardinalis</i>	Cardinal flower	1	July-October	 	2-4 ft	
<i>Asclepias incarnata</i>	Swamp milkweed	1-2	June-August	  	3-5 ft	
<i>Carex cherokeensis</i>	Cherokee sedge	1-2	April-June	 	1 ft	
<i>Iris fulva</i>	Copper iris	1-2	April-June	  	2-3 ft	
<i>Saurus cernuus</i>	Lizard's tail	2	April-September	  	2-3 ft	
<i>Acorus americanus</i>	Sweet flag	1-3	April-August	 	2-4 ft	
<i>Crinum americanum</i>	Swamp lily	2-3	June-September	  	2-4 ft	
<i>Pontederia cordata</i>	Pickersweed	1-2	April-September	  	2-4 ft	
<i>Sagittaria lancifolia</i>	Duck potato	1-2	May-September	  	3-6 ft	
<i>Asclepias lanceolata</i>	Fewflower milkweed	1-2	May-August	  	3-5 ft	

Year 1

Quick growing annuals help to stabilize soil with minimal flowering. At this time, the landscape is more vulnerable to pressure from weeds, waterfowl, and flood inundation, so increased maintenance is essential.



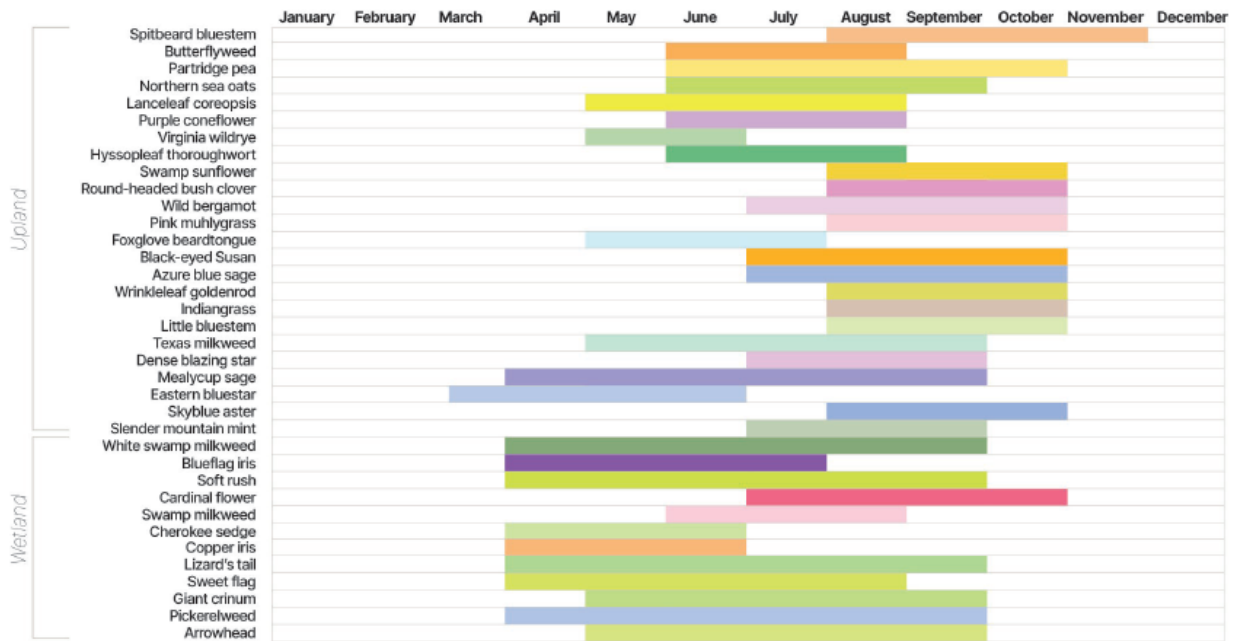
Year 2

Root growth and vegetation establishment continues, slower growing perennials will show limited blooms. Maintenance will continue, focusing on weed control.



Years 3+

Most perennial plants will be established, blooming throughout the growing season. The meadow will be cut back each spring, with ongoing maintenance to limit weeds.



Hardscape and Built Elements



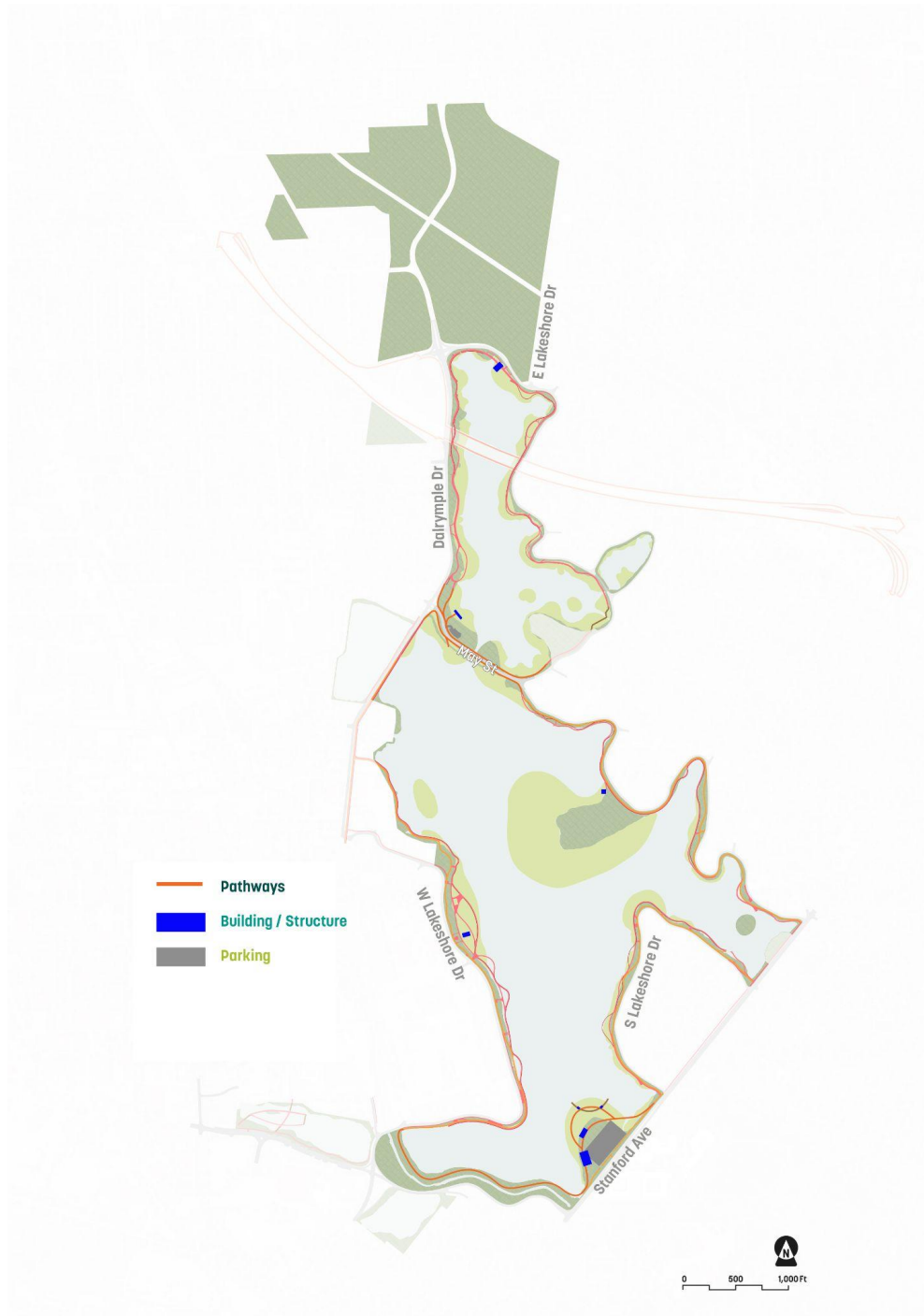


Figure 4.3: Hardscape Map of the Lakes System

Pathways and Plazas

Level of service: Mode 2 in high-use areas, Mode 3 in low-use areas.

Routine

- Litter pickup — daily in high-use areas, weekly in low-use areas
- Sweeping — weekly in high-use areas, monthly in low-use areas
- Empty waste and recycling receptacles — daily minimum, more frequently near food service and during events
- Inspect for cracks, heaving, and level changes — monthly

Seasonal and annual

- Repair any differential or crack exceeding ½" inch immediately; this is a trip hazard and an ADA issue
- Clear drainage inlets, channels, and swales seasonally and before forecast heavy rain
- Remove graffiti as soon as possible
- For surfaces installed on new shoreline or in areas where differential settling is expected, regrade mulch, DG, or bituminous paths, or lift concrete paths as needed so as to provide an even walking surface. Path and Plaza full-depth reconstruction may be required after 5-10 years.

Key Considerations

- Standing water on paving accelerates deterioration and signals upstream drainage failure. Track recurring locations rather than treating each event.
- Joint weeding should be mechanical near planted areas and shorelines.

Site Furnishings, Including Wood Logs and Natural Elements

Level of service: Mode 2 — high to moderate-high, with playground inspection standards applied where elements sit in fall zones.

Routine

- Inspect all furnishings for damage, loosening, splintering, and vandalism — weekly in high-use areas, monthly elsewhere
- Clean benches, tables, and touched surfaces — biweekly
- Repair or remove damaged items on observation; do not defer

Wood logs, stumps, and natural play elements

- Inspect specifically for rot, insect activity, splitting, and loosening — monthly, and after major storms
- Probe bases and ground contact points quarterly; ground contact is where failure begins, and it is not visible from above
- Establish a condition rating and replacement expectation at the time of installation. These elements are consumable, not permanent, and the maintenance plan should carry a replacement cycle rather than treating each failure as unexpected.
- Where logs sit in fall zones or are climbable, apply playground inspection standards regardless of whether the element is classified as play equipment
- Formosan termite activity should be reported immediately,



Parking Lots

Level of service: Mode 3 — moderate, rising to Mode 2 where lots drain toward the lakes, the bayou, or swales.

Routine

- Litter pickup and sweeping — weekly
- Inspect striping, signage, wheel stops, and lighting — monthly
- Clear inlets and bioswale inlets — monthly, and before forecast heavy rain

Seasonal and annual

- Restripe as needed, prioritizing accessible spaces and access aisles
- Inspect and maintain any bioswales, filter strips, or permeable paving to their specific requirements — permeable systems require periodic vacuum sweeping to function and will fail silently without it
- Annual pavement condition assessment; seal cracks before water reaches the base

Boardwalks

Level of service: Mode 2 — high to moderate-high. Inspection frequency here is a safety requirement, not a service level.

Routine

- Visual inspection of deck surface, railings, and fasteners — weekly in high-use locations, monthly elsewhere
- Clear leaves, debris, and organic buildup from deck and gaps — weekly; buildup causes slip hazards and blocks drainage
- Remove algae, moss, and mildew from damp sections — as observed, minimum quarterly

Seasonal and annual

- Structural inspection by a qualified engineer — annually at minimum, covering pilings, beams, connections, and substructure
- Inspection after every high-water event that reaches or exceeds the substructure
- Replace planks showing severe wear, cracking, or rot on observation
- Verify anti-slip treatment; reseal on the manufacturer's cycle
- Check for scour and undermining at piling bases annually and after high water

Buildings and Pavilions



Applies to the kayak rental facility, restrooms, and pavilion structures in Wampold Park, LSU node and City Park Lake.

Level of service: Mode 1 for restrooms and interiors; Mode 2 for structures and their immediate surrounds.

Routine

- Restroom deep cleaning – twice daily minimum; hourly checks during peak use and events
- Restock consumables and check fixtures – twice daily
- Interior and high-touch surface cleaning – daily
- Litter and receptacle service in the immediate surround – daily
- Inspect lighting, doors, hardware, and fixtures – weekly

Seasonal and annual

- Building systems inspection (HVAC where present, plumbing, electrical) – monthly
- Building envelope inspection for damage, weathering, and rot – monthly, with touch-up as needed
- Storm preparation protocol complete by June 1: securement of loose elements, drainage clear, generator and emergency systems tested
- Annual roof, gutter, and downspout service

Kayak rental and waterfront structures

- Inspect dock connections, gangways, and launch surfaces weekly during operating season
- Verify equipment storage security and ventilation; wet storage accelerates deterioration of both structure and equipment
- Post-storm inspection before reopening, without exception

Key Considerations

- Restroom condition drives public perception of the entire system more than any other single element. Underfunding restroom cleaning yields the most expensive savings.
- Graffiti and vandalism should be addressed as soon as possible; visible unrepaired damage invites more.

City-Brooks Park

City-Brooks Park improvements are anticipated to be implemented incrementally as funding becomes available. Unlike at University Lakes, where construction follows a more defined sequence, improvements at City-Brooks Park will likely occur over a longer period, with new construction, existing park conditions, and interim landscapes present simultaneously.



Maintenance needs will therefore increase as individual phases are completed and new landscapes, facilities, and park assets come online. The standards in this chapter are organized by landscape and facility type so they can be applied as improvements are implemented and incorporated into annual operating budgets over time.

Newly constructed landscapes will also require greater care during establishment. Planting, turf, and restored landscapes should be monitored more closely during the first several growing seasons, with maintenance intensity adjusted as they mature. At the same time, existing portions of the park should continue to receive a consistent baseline level of care so that phased implementation does not create a noticeable difference in the overall condition of the park.

Where a landscape or asset type is already addressed in the University Lakes chapter, the same maintenance standard should generally apply unless otherwise noted below.



Figure 4.4: Landscape / Hardscape Typologies in City-Brooks Park

Landscape

Lawn

The University Lakes turf standards should generally apply, including mowing frequency by use type, fertilization based on soil testing, aeration and topdressing for high-use areas, mulch rings around trees, and periods of rest following intensive events.

Level of service: Mode 2 for event and high-use lawn, Mode 3 for general park lawn, Mode 4 for low-use transition areas.

For City-Brooks Park, **additional considerations** include:

- Assign turf maintenance levels by use and location as each phase is designed. Event lawns, general park lawns, and lower-input transition areas will require different mowing heights, frequencies, and levels of care.
- Maintain the same no-fertilizer buffer used along the University Lakes shoreline where lawn adjoins restored landscapes, stormwater swales, or the bayou.
- Restore temporary staging, access, and laydown areas to the intended surrounding landscape conditions upon completion of each construction phase.

Restored and Native Landscape

Level of service: Mode 2 during establishment, stepping down to Mode 4 once established; Mode 5 in the bayou corridor away from trails.

Species-specific guidance, establishment practices, and seasonal cutback recommendations should follow the University Lakes standards for upland plug planting and wetland transition landscapes. In general, these landscapes will require the greatest maintenance during the first growing season, continued weed management through the second year, and a more regular annual management cycle beginning in the third year.

Additional considerations for City-Brooks Park include:

- Remove litter and flood-deposited debris along the bayou corridor at least monthly and following significant rainfall or high-water events.
- Inspect banks for erosion, scour, exposed soils, and undermining monthly and after periods of high water.
- Monitor invasive species regularly. Because the bayou receives seed and plant material from upstream areas, inspection frequency should be similar to the University Lakes shoreline rather than lower-intensity upland landscapes.
- Remove deadwood that presents a hazard to trails or occupied areas. Where appropriate and outside of potential fall zones, standing deadwood may remain as habitat.
- Conduct an annual arborist review of trees adjacent to public paths and address recommended pruning or hazard mitigation, preferably during the dormant season where appropriate.

Fields



Level of service: Mode 2 — high to moderate-high.

Maintenance Intent: Maintain safe, durable, and playable turf surfaces that can accommodate regular scheduled use.

Routine Maintenance

- Inspect fields before scheduled use for holes, debris, uneven surfaces, and other potential safety concerns.
- Mow during the active season at the appropriate height for the intended sport, generally no less than weekly during periods of active growth.
- Inspect goals, backstops, nets, anchors, and related equipment weekly during the active season.

Seasonal and Annual Maintenance

- Aerate and topdress fields at least annually, with additional treatment for areas receiving the highest levels of use.
- Overseed or re-sod heavily worn areas during appropriate seasonal windows.
- Conduct annual soil testing and adjust fertilizer or soil amendments based on results.
- Monitor drainage performance and address areas where water routinely ponds following rainfall.

Key Considerations

Field scheduling and maintenance should be coordinated. Regular rotation and periods of rest will help reduce concentrated wear and allow turf to recover between seasons or periods of intensive use.

Use of saturated fields should be limited. A clear field-closure protocol should be established to ensure maintenance staff and recreation operators share a common understanding of when play should be suspended to protect field conditions.

Stormwater Swales

Level of service: Mode 4 — moderate-low. Inspection is not discretionary; these are infrastructure, not landscape.

Maintenance Intent: Maintain the hydraulic, water-quality, and landscape functions of the swales while preserving the intended planted character.

Routine Maintenance

- Inspect inlets, outlets, and forebays monthly and in advance of significant storm events, with particular attention to sediment or debris that may restrict flow.
- Remove litter and accumulated debris monthly and following significant rainfall.
- Inspect for erosion, rilling, displaced soil, and concentrated flow paths.



Seasonal and Annual Maintenance

- Remove accumulated sediment from inlets and forebays as needed to maintain design capacity.
- Mow, cut back, or manage vegetation according to the intended planting design rather than maintaining these areas as conventional lawn.
- Repair erosion and re-establish vegetative cover as soon as practical.
- Review drainage performance annually, including whether water drains within the intended timeframe after storm events.

Key Considerations

- Avoid fertilizer within stormwater swales. Herbicide use should be limited to targeted treatment where necessary for invasive or undesirable species.
- Routine inspection is particularly important because sedimentation, blockage, and changes in flow may not be apparent during dry weather.
- Maintenance crews should be trained to distinguish stormwater landscapes from adjacent lawn areas so that mowing and vegetation management remain consistent with the design intent.

Enhanced and Low-Maintenance Landscape

This category includes ornamental planting beds, tree planting areas, and other transitional landscapes outside of restored or native planting zones. These areas are maintained primarily for visual quality, spatial definition, and visitor experience.

Level of service: Mode 2 for ornamental beds at entries and gathering spaces; Mode 4 for low-maintenance transitional areas.

Routine Maintenance

- Weed approximately every two weeks during the growing season and monthly during lower-growth periods, adjusted based on field conditions.
- Inspect plant health, irrigation performance, and mulch condition monthly.
- Remove dead, damaged, or declining plant material as needed.

Seasonal and Annual Maintenance

- Replenish mulch where it has thinned or decomposed rather than applying a full new layer where existing mulch remains adequate.
- Prune trees and shrubs in accordance with ANSI A300 and ISA best practices, maintaining the natural form and intended character of the planting.
- Replace plant losses in prominent areas in a timely manner after identifying the likely cause of mortality.
- Conduct soil testing approximately every 1 to 2 years, or as needed when plant performance indicates a potential soil issue.

Key Considerations



Enhanced ornamental landscapes generally require more labor and material inputs than naturalized or restored landscapes. Where consistent with the design intent, lower-input planting strategies may be considered over time to reduce recurring maintenance needs.

Trees within lawn or ornamental planting areas should be maintained with adequate mulch rings and protected from damage by mowers and string trimmers.

Hardscape and Park Structures

400m Track

Level of service: Mode 2 — high to moderate-high.

Routine Maintenance

- Sweep or remove leaves, sediment, and other debris at least weekly, with increased frequency during periods of heavy leaf drop.
- Inspect the track surface monthly for cracking, delamination, blistering, seam separation, or localized wear.
- Inspect and clear perimeter drainage monthly.

Seasonal and Annual Maintenance

- Repair localized surface damage before water intrusion or repeated use causes the affected area to expand.
- Maintain lane markings and other surface graphics according to manufacturer recommendations and observed wear.
- Conduct an annual condition assessment and track the surface's condition against its anticipated service life so that future resurfacing can be incorporated into the capital replacement program.

Key Considerations

Synthetic track surfaces require periodic resurfacing over their service life. Anticipated resurfacing should be included in long-term capital planning beginning when the facility is placed in service.

Maintenance vehicles, equipment, and footwear that may damage the track surface should be restricted or managed in accordance with manufacturer recommendations.

Sports Courts — Basketball and Tennis

Level of service: Mode 3 — moderate.

Routine Maintenance



- Sweep and remove debris weekly.
- Inspect court surfaces monthly for cracks, depressions, and areas of standing water.
- Inspect nets, posts, standards, fencing, and associated hardware monthly.
- Inspect court lighting monthly where provided.

Seasonal and Annual Maintenance

- Seal cracks and repair areas where water collects.
- Recoat or resurface courts based on observed condition and the anticipated service cycle of the surface system.
- Replace nets, hardware, and other worn components as needed.
- Complete an annual condition assessment and incorporate anticipated resurfacing or major repairs into the capital plan.

Key Considerations

Areas of recurring standing water should be documented and monitored, as they can affect both user safety and the long-term condition of the surface.

Court resurfacing should be treated as a recurring capital maintenance item rather than deferred until widespread surface failure occurs.

Pathways, Plazas, Parking Lots, Boardwalks, Pavilions, and Bathrooms

Standards established in the University Lakes chapter should also apply to these City-Brooks Park facilities, including the ½ -inch trip-hazard threshold, 48-hour graffiti response, restroom cleaning standards, annual structural inspections of boardwalks, post-high-water inspections, permeable paving maintenance, and seasonal storm-readiness procedures.

Level of service: As assigned in the University Lakes chapter.

Additional considerations for City-Brooks Park include:

- Apply parking-lot sweeping and drainage standards to parallel and on-street parking areas, with monthly inspection of adjoining curb, gutter, and sidewalk conditions.
- Where parking areas drain toward the bayou or stormwater swales, maintain sweeping frequencies consistent with University Lakes water-quality practices.
- For reservable pavilions, include post-event inspection and cleaning as part of the operating procedure and consider incorporating those costs into facility rental fees.
- Review restroom servicing needs as individual phases come online. Event days, tournament use, pool season, and other peak periods may require a higher level of service than typical day-to-day park use.

Special Programs and Buildings



These facilities have distinct operators, use patterns, and, in several cases, separate maintenance responsibilities. What matters for this appendix is the interface: where park maintenance ends and facility maintenance begins, and who handles the ground between them.

A written responsibility matrix for each facility below should be a deliverable of the phase that touches it. Ambiguity at these edges is the most reliable source of maintenance failure in a multi-operator park.

Several City-Brooks Park facilities have distinct operators and operating requirements. For purposes of this appendix, the primary maintenance issue is the interface between individual facilities and the surrounding park landscape: who is responsible for the building or program area, who maintains the approach and surrounding landscape, and how shared spaces are coordinated.

A **written responsibility matrix** should be developed for each facility as improvements are implemented, particularly where multiple operators share adjacent landscapes, circulation, utilities, or site infrastructure.

Knock Knock Children's Museum

- The museum should continue to operate and maintain its building and immediate grounds, while the park operator maintains surrounding park landscapes and primary approaches.
- Because this area receives significant use by families and strollers, particular attention should be given to path conditions, shade, seating, and access to restrooms.
- Coordinate landscape maintenance with museum programming and outdoor activities, particularly where mowing or other equipment may affect scheduled programs.

Baton Rouge Gallery

- The gallery should maintain its building, while the park operator maintains surrounding landscapes, approaches, and adjacent park gathering spaces.
- Evening programs and events place additional importance on lighting, path condition, and safe access between parking and the gallery.
- For outdoor art installations, establish maintenance responsibilities at the time of installation, including cleaning, repair, inspection, and eventual removal or replacement.

Golf Course

Golf turf requires a specialized agronomic program distinct from general park turf. Greens, tees, and fairways require specific mowing heights, fertility programs, aerification, topdressing, irrigation, and other practices typically managed by qualified golf course maintenance staff. These standards should be addressed through **a separate course-specific maintenance program**.

This appendix should instead address areas where golf operations interface with the larger park system:

- Maintain appropriate chemical application buffers where the course adjoins park landscapes, the bayou corridor, or stormwater swales.
- Coordinate shared irrigation, water supply, and drainage infrastructure where applicable.



- Coordinate tree management along shared edges, including hazard assessment where golf-course trees could affect adjacent park paths or public areas.
- Coordinate maintenance access and operations where golf activities and general park use overlap.

Brooks Pool

- Pool operations, including water chemistry, circulation, filtration, lifeguarding, and bather safety, should follow applicable state and parish requirements and are outside the scope of this landscape maintenance appendix.
- Park maintenance should address the surrounding landscape, approaches, and adjacent paths.
- During peak pool season, increase attention to litter, restrooms, surrounding landscape, and pedestrian circulation to reflect higher visitor use.
- During the off-season, maintain the perimeter and surrounding landscape so that the closed facility continues to enhance the park's overall appearance.

Recreation Center

- Building operations should follow the applicable building maintenance standards referenced in the University Lakes chapter, including regular inspections of systems and the envelope, interior cleaning, and restroom servicing.
- Coordinate exterior maintenance with scheduled programs, recognizing that indoor activities can create peak demand for parking, drop-off areas, pedestrian routes, and exterior lighting.
- Schedule disruptive exterior maintenance activities around the recreation center's program calendar where practical.

Playgrounds

Level of service: Mode 1 — high-intensity. Safety inspection and repair response set the level here, not appearance.

Routine Maintenance

- Conduct regular visual safety inspections, with daily review in high-use areas during peak operating periods and at least weekly review elsewhere.
- Inspect safety surfacing weekly and redistribute or replenish material as needed to maintain the required fall-zone depth.
- Inspect play equipment weekly for damage, wear, loose or missing hardware, and vandalism.

Seasonal and Annual Maintenance

- Complete and document an annual Certified Playground Safety Inspector (CPSI) inspection.
- Replenish loose-fill surfacing to the required depth and verify the condition and impact performance of unitary surfacing.
- Repair damaged equipment promptly or close the affected component until repairs are complete.

Key Considerations



- Maintain play equipment consistent with applicable CPSC guidance and ADA requirements.
- Give particular attention to surfacing below swings, at slide exits, and at other high-traffic points where material displacement occurs most quickly.
- Keep movable furniture outside of designated safety surfacing and fall zones.
- Maintain shade structures and the tree canopy associated with playgrounds as part of the overall play environment, particularly during summer heat.

Dog Park

Level of service: Mode 2 — high to moderate-high.

Routine Maintenance

- Service waste stations and remove litter daily.
- Inspect fences, gates, latches, and double-gate entries weekly.
- Inspect ground surfaces weekly for bare areas, mud, holes, and drainage problems.
- Clean and inspect water stations weekly, with more frequent attention during periods of high summer use.

Seasonal and Annual Maintenance

- Renovate turf or other ground surfaces on a planned rotation based on wear.
- Monitor drainage and correct areas of persistent ponding or mud.
- Complete an annual condition assessment of fencing, gates, and related site features.

Key Considerations

Where space and configuration allow, consider rotating use between areas to provide periods for turf or surface recovery. This should be coordinated with the design of future improvements to the dog park.

Waste bags and related supplies should be monitored frequently, particularly during periods of high visitation.

Maintenance Yard

The maintenance yard is an important part of the park's operating infrastructure and should be planned to support the level of care anticipated for the completed park.

Key considerations include:

- Provide adequate space for maintenance vehicles, equipment, and materials, and for secure storage, based on anticipated future operations rather than existing needs alone.
- Provide covered storage for equipment and materials that should not remain exposed to weather.
- Provide secure chemical storage consistent with applicable requirements, including SDS documentation, spill containment, and separation from public areas and drainage systems.



- Provide an appropriate area for vehicle and equipment maintenance, including necessary drainage and containment.
- Provide basic staff support spaces, including restrooms, break areas, and shaded areas.
- Screen the yard from primary public areas where practical, while maintaining visible edges in an orderly condition.
- Maintain a regular inventory of equipment and materials, and use equipment condition data as part of annual maintenance planning and budgeting.



Appendix 5 - Programming Diagram and Schedule

Intent of this Appendix

This appendix contains a programming diagram and schedule illustrating where and when activity can take place across City-Brooks Park and the University Lakes system. It gives spatial and seasonal definition to the Programming section of the memo, showing which spaces can support which kinds of use and how a full annual calendar might be assembled from them. The material is intended to demonstrate capacity, not to prescribe a program; the Conservancy's Director of Programming would develop the actual calendar in coordination with project partners.

The following diagram and table provide a list of 100 program elements that can be supported by City-Brooks Park and the University Lakes system. The list may not be exhaustive, and the Conservancy is encouraged to pursue additional programming concepts if it so chooses. However, it provides a list of potential program elements and illustrates the capacity of the parks to support a significant amount of programming and activity. For an even more detailed version of the program table provided below, please see the digital version that is included in the Potential Sources and Uses Workbook (Appendix 6).



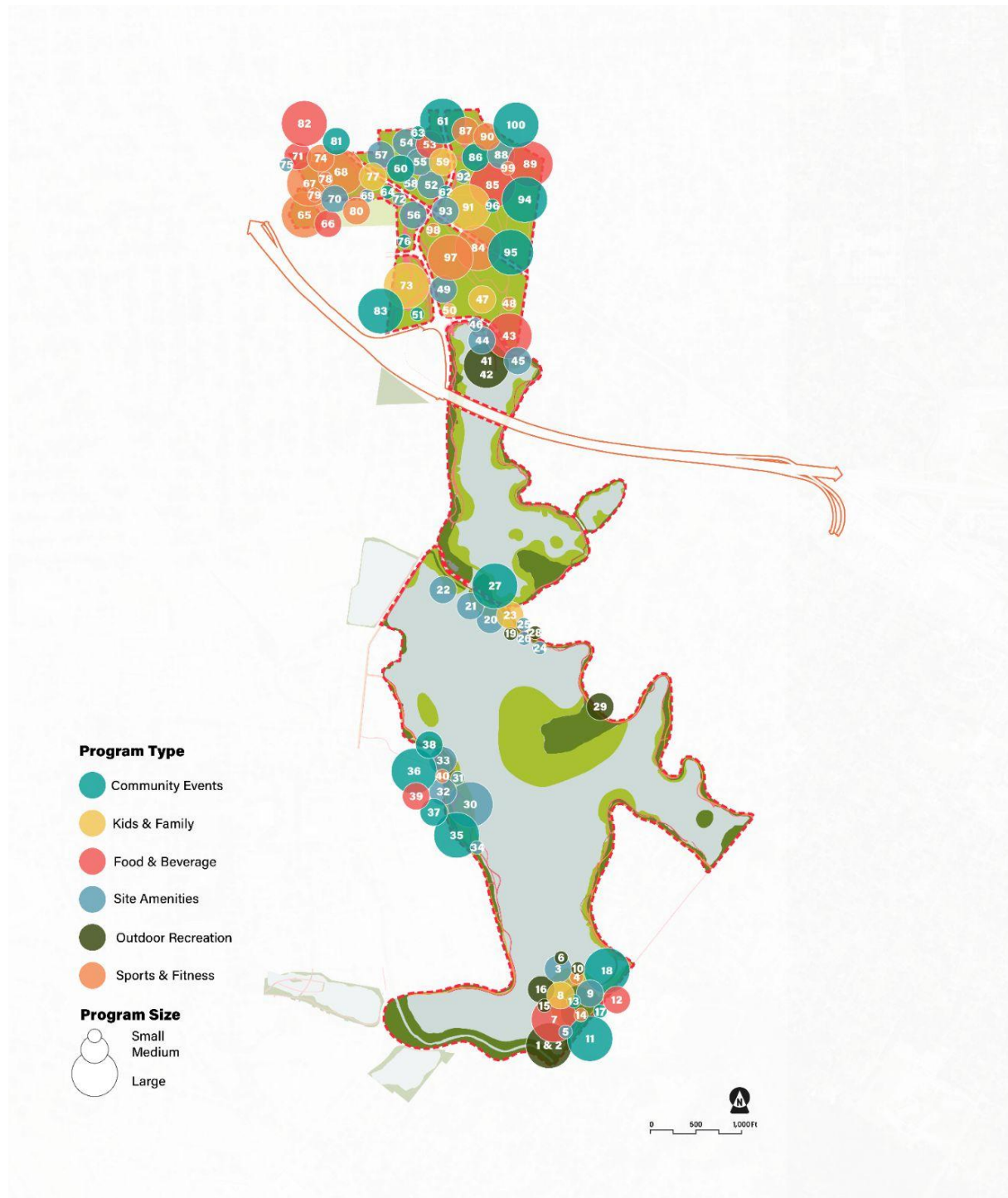


Figure 5.1: Program Map

Potential Program List Table - See full table on tab "ProgramList" of the Potential Sources and Uses Workbook

Program Name	Index	Program Type	Revenue Generating	Category
University Lakes				
Wampold Park				
Small Watercraft Launch	1	Hard	Yes	Outdoor Recreation
Kayak Rental	2	Both	Yes	Outdoor Recreation
Beach	3	Hard	Maybe	Site Amenities
Beach Volleyball Courts	4	Hard	Yes	Sports and Fitness
Bathrooms and Showers	5	Hard	No	Site Amenities
Beach Equipment Concessionaire	6	Hard	Yes	Outdoor Recreation
"Grab-n-go" Dining space	7	Hard	Yes	Food and Beverage
Playground	8	Hard	Yes	Kids and Family
Picnic Pavilions	9	Hard	Yes	Site Amenities
Fitness Classes	10	Soft	Yes	Sports and Fitness
Signature Events	11	Soft	Yes	Community Events
Food Trucks	12	Soft	Yes	Food and Beverage
Community Meetups	13	Soft	Maybe	Community Events
Pick-up sports	14	Soft	Yes	Sports and Fitness
Fishing tournaments	15	Soft	Yes	Outdoor Recreation
Paddle boat racing	16	Soft	Yes	Outdoor Recreation
Markets	17	Soft	Yes	Community Events
Movie Nights	18	Soft	Yes	Community Events
May St Park				
Fishing Pier	19	Hard	No	Outdoor Recreation
Picnic Pavilions	20	Hard	Yes	Site Amenities
Lawn	21	Hard	Maybe	Site Amenities
Beachfront	22	Hard	Maybe	Site Amenities
Nature playground	23	Hard	No	Kids and Family
Boardwalks	24	Hard	No	Site Amenities



Free WiFi	25	Hard	No	Site Amenities
Outdoor Classroom	26	Soft	Maybe	Site Amenities
Concerts and Performances	27	Soft	Yes	Community Events
Environmental Education Programs	28	Soft	Maybe	Outdoor Recreation
Bird Watching	29	Soft	No	Outdoor Recreation
LSU Node Area				
Event Lawn	30	Hard	No	Site Amenities
Pavilions w/ Restroom	31	Hard	No	Site Amenities
Picnic Tables & BBQ Pits	32	Hard	No	Site Amenities
Outdoor Study Spaces	33	Hard	No	Site Amenities
Free WiFi	34	Hard	No	Site Amenities
Concerts and Performances	35	Soft	Maybe	Community Events
Rallies	36	Soft	Maybe	Community Events
Rush Events	37	Soft	No	Community Events
Fairs and Markets	38	Soft	Maybe	Community Events
Food Trucks	39	Soft	Yes	Food and Beverage
Fitness Classes	40	Soft	Maybe	Sports and Fitness
City Park Lake Node (City Park South)				
Small Watercraft Launch	41	Hard	Maybe	Outdoor Recreation
Kayak Rental	42	Hard	Yes	Outdoor Recreation
"Grab-n-go" Dining space	43	Hard	Yes	Food and Beverage
Picnic Pavilions	44	Hard	Yes	Site Amenities
Lawn	45	Hard	Maybe	Site Amenities
Boardwalks	46	Hard	No	Site Amenities
Nature Playground	47	Hard	No	Kids and Family
Formal Recreation Classes	48	Soft	Yes	Sports and Fitness
Public Art Walk	49	Both	No	Site Amenities
Scaveger hunts	50	Soft	No	Kids and Family
Community Meetups	51	Soft	Maybe	Community Events



City-Brooks Park				
Picnic Hill				
Picnic Pavilions	52	Hard	No	Site Amenities
Grab and Go Concessionaire for Dog Park	53	Hard	Yes	Food and Beverage
Dog Park	54	Hard	No	Site Amenities
Lawn	55	Hard	No	Site Amenities
Culture Trail	56	Hard	No	Site Amenities
Plaza	57	Hard	No	Site Amenities
Gardens	58	Hard	No	Site Amenities
Adventure Playground	59	Hard	No	Kids and Family
Community Picnics	60	Soft	No	Community Events
Signature Events	61	Soft	Yes	Community Events
Community Meetups	62	Soft	Maybe	Community Events
Dog Meetups	63	Soft	Maybe	Community Events
Singles Events	64	Soft	Maybe	Community Events
Brooks-Side				
Pool	65	Hard	Maybe	Sports and Fitness
Pool Concessionaire	66	Hard	Yes	Food and Beverage
Recreation Center	67	Hard	Yes	Sports and Fitness
Track and Field Facility	68	Hard	Yes	Sports and Fitness
Community Garden	69	Hard	Yes	Site Amenities
Picnic Pavilions	70	Hard	Yes	Site Amenities
Food Truck Plaza	71	Both	Yes	Site Amenities
Fishing Pier	72	Hard	No	Outdoor Recreation
Knock-knock Museum	73	Hard	Maybe	Kids and Family
Ball Courts	74	Hard	Yes	Sports and Fitness
Gateway Plaza	75	Hard	No	Site Amenities
Culture Trail	76	Hard	No	Site Amenities
Nature Playground	77	Hard	No	Kids and Family
Pick-up Sports	78	Soft	Maybe	Sports and Fitness
Fitness Classes	79	Soft	Yes	Sports and Fitness
Tournaments	80	Soft	Yes	Sports and Fitness



Markets	81	Soft	Yes	Community Events
Food Truck Rallies	82	Soft	Yes	Food and Beverage
Museum Signature Events	83	Soft	Maybe	Community Events
City Park North				
Golf Course	84	Hard	Yes	Sports and Fitness
Grab and Go Concessionaire	85	Hard	Yes	Food and Beverage
Markets	86	Soft	Yes	Community Events
Tennis Courts	87	Hard	Yes	Sports and Fitness
Lawn	88	Hard	Maybe	Site Amenities
Restaurant	89	Hard	Yes	Food and Beverage
Croquet Fields	90	Hard	Yes	Sports and Fitness
Carousel	91	Hard	Yes	Kids and Family
Sculpture Gardens	92	Hard	No	Site Amenities
Event Stage	93	Hard	Yes	Site Amenities
Concerts and Performances	94	Soft	Yes	Community Events
Signature events	95	Soft	Yes	Community Events
Community Meetups	96	Soft	Maybe	Community Events
Tournaments	97	Soft	Yes	Sports and Fitness
Pick-up Sports	98	Soft	Yes	Sports and Fitness
Formal Recreation Classes	99	Soft	Yes	Sports and Fitness
Movie Nights	100	Soft	Yes	Community Events



Appendix 6 - Potential Sources and Uses Workbook

Intent of this Appendix

This appendix contains an Excel workbook modeling potential operating sources and uses for the Conservancy over time, together with summary charts and a video tutorial. It provides the underlying calculations for the figures and percentage ranges cited in the Project Financials section of the memo, including base funding, revenue category shares, and staffing assumptions carried from Appendix 3. The workbook is a planning tool built on assumptions current as of this report; it is not a budget or a financial commitment. It is meant to be a tool for you - Inputs are structured so partners can test alternative scenarios as funding conditions become clearer.

Workbook Link

To access the Sources and Uses Workbook, request a copy from BREC.

To access the video tutorial, request a copy from BREC.

Both links are shared with the BREC project management team and members of the Special Committee.

Purpose

The sources and uses workbook is a model budget for the Conservancy, forecasting 20 years of the capital budget and 10 years of the operating budget. While the model is built off best assumptions at the time of writing, it cannot predict the exact timing and sources of revenue and expenditures that the Conservancy will use, nor other economic and political factors that can influence future finances. However, it does provide a plausible Conservancy budget scenario, and should be used as a resource and a reference to identify sources of revenue and plan for key capital projects and operating expenses over time.

Furthermore, the model's base structure can be used by the future conservancy to model actual capital flows once it is operational. We recommend keeping one copy of the workbook untouched as a foundational model, while using another editable copy to begin to iterate and hone in on more accurate assumptions as the Conservancy starts operating.

Contents and Structure

The workbook is split into a capital budget (green tabs), an operating budget (purple tabs), and a series of studies and other resources that inform key assumptions of the model (yellow tabs). The workbook also includes the program list (blue tab) for Appendix 5.



Capital and Operating Budget Structure

The capital and operating budget each have three tabs, including a “Summary” tab, “Details” tab, and an “Editable assumptions” tab. The summary tab provides the highest level of information and includes a variety of linked graphs that display key budgetary information. The details tab displays a line-by-line level of detail on each component of the respective budget. Finally, the editable assumptions tab is where all hard-coded assumptions are present (numbers in blue), and is where all edits to all model assumptions should occur. You can think of the editable assumptions tab as “under the hood” of the model.

Resource Tabs (Yellow)

The most important yellow tabs to be aware of are the “EarnedIncomeStudy” tabs, both for City Brooks Park and University Lakes. These tabs directly feed into the model assumption regarding earned income for each of these parks, respectively. All other yellow tabs contain useful information, but are not central to the model architecture.

Detailed Tab Explanations

- 20YR_CAP_Summary: 20-year Capital Budget Summary (includes graphs)
- 20YR_CAP_Details: 20-year Capital Budget Details: Line-by-line detail
- 20YR_CAP_EDITABLE_Assumptions: 20-year Capital Budget Editable Tab for Model Assumptions.
- OPS_Summary: 10-year Operating Budget Summary (includes graphs)
- OPS_Details: 10-year Capital Budget Details: Line-by-line detail
- OPS_EDITABLE_Assumptions: 10-year Budget Editable Tab for Model Assumptions.
- EarnedIncomeStudy_CBP: Earned income model for City Brooks Park
- EarnedIncomeStudy_UL_ Earned income model for University Lakes
- 00-Existing Area Takeoffs: Area takeoffs for existing components of the park - used to model existing FTEs.
- 01-Areas Under Construction: Area takeoffs for components of the park under construction - used to model year 1 FTEs.
- 02-PMC Next Step+Wampold: Area takeoffs for early phase components of the park - used to model years 2-3 FTEs.
- 03-UL_All others: Area takeoffs for all other components of University Lakes, used to model FTEs for all future years.
- Grant Feasibility Study: List of potential feasible grant sources for the conservancy
- CBP Cost Estimate: Cost estimates for full build-out of City-Brooks Park.
- Wampold Cost Estimate: Cost estimates for full build-out of Wampold Park.
- Study_Earned Revenue Benchmarks: Revenue study benchmarking against peer parks
- ProgramList: List of proposed/potential hard and soft programs for the conservancy to consider

Instructions for Editing

- Editing Model Assumptions: Hard coded inputs in the model are always shown in blue. Only these inputs should be manipulated. All other cells contain values from formulas, and the model may break if you change the formulas.
- Editing Model Architecture: It is recommended that if you want to fundamentally change the model of the architecture to first save a copy of the original version.

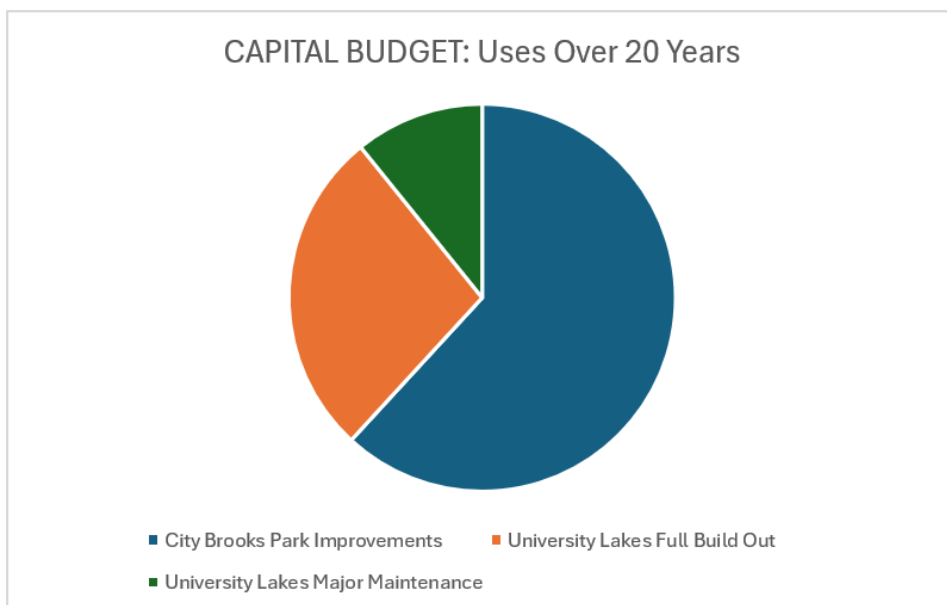
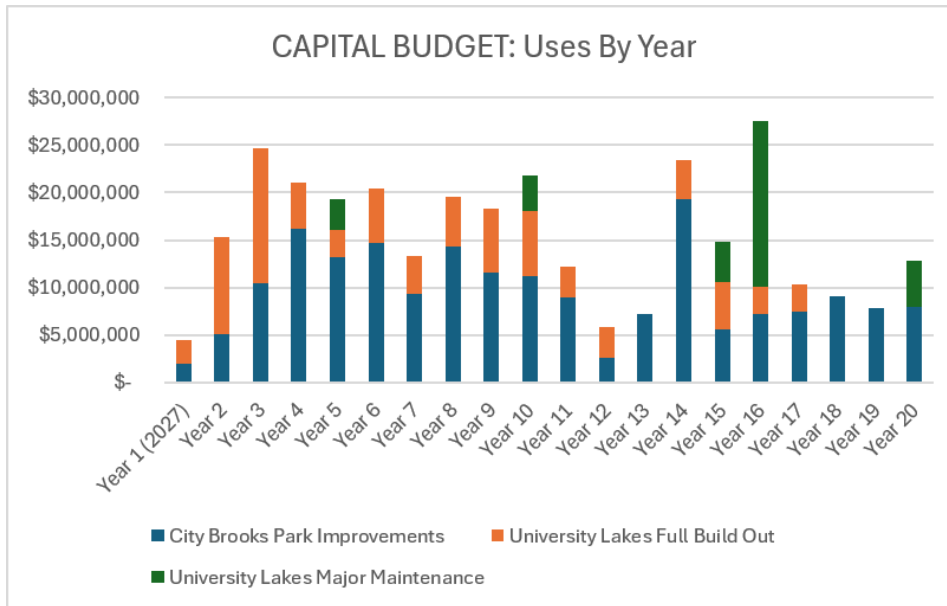


Key Figures Summary

Within the Model there are also Charts that live update based on the 20-year capital projection and 10-year operational projection. Below is a summary of those charts at the time of writing. **All numbers include a 2.5% Inflation Factor.**

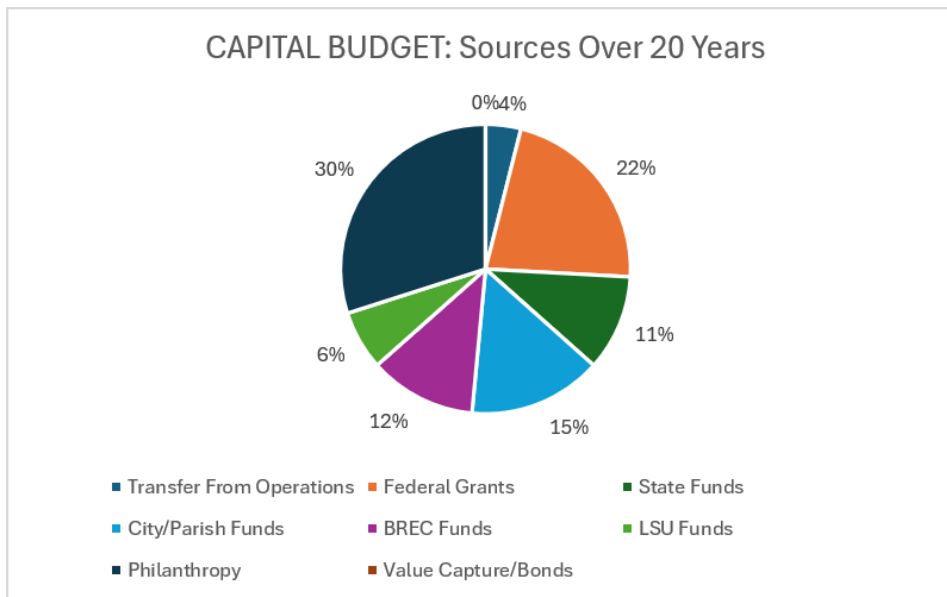
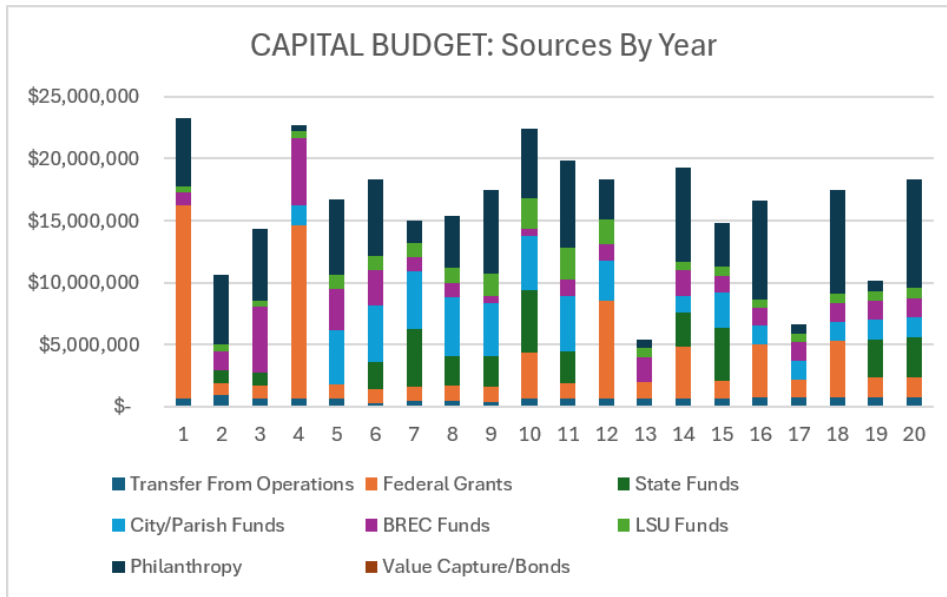
Overall Capital Expenditure

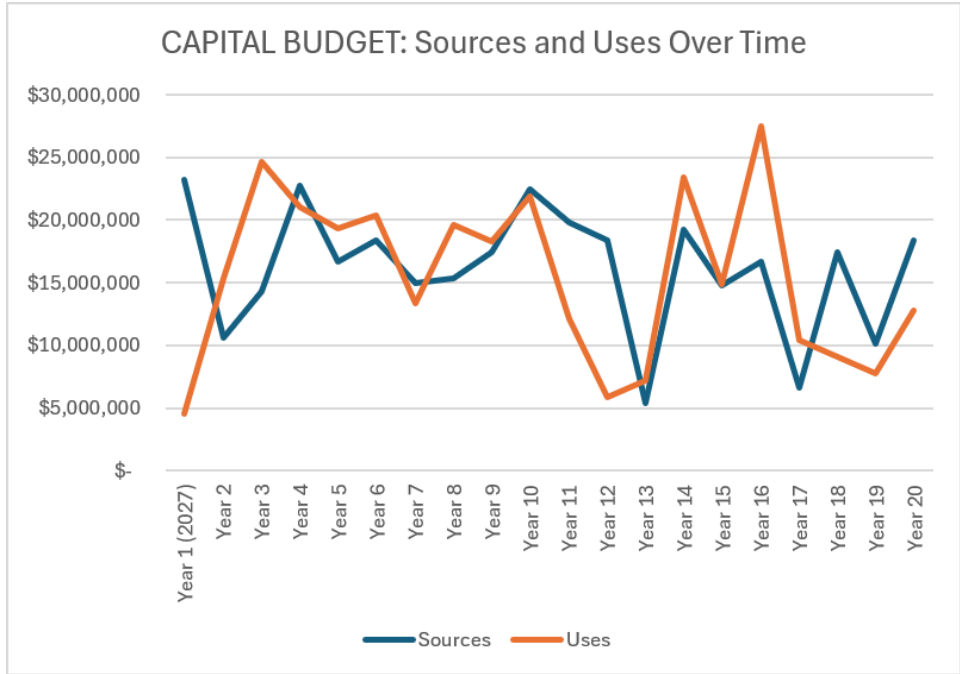
The below charts outline estimated spend per year across the various geographic areas of the overall conservancy boundary. This tracks with phasing assumptions with the City-Brooks Park Master Plan and the Appendix 7 within this document.



Estimates Breakdown of Capital Sources

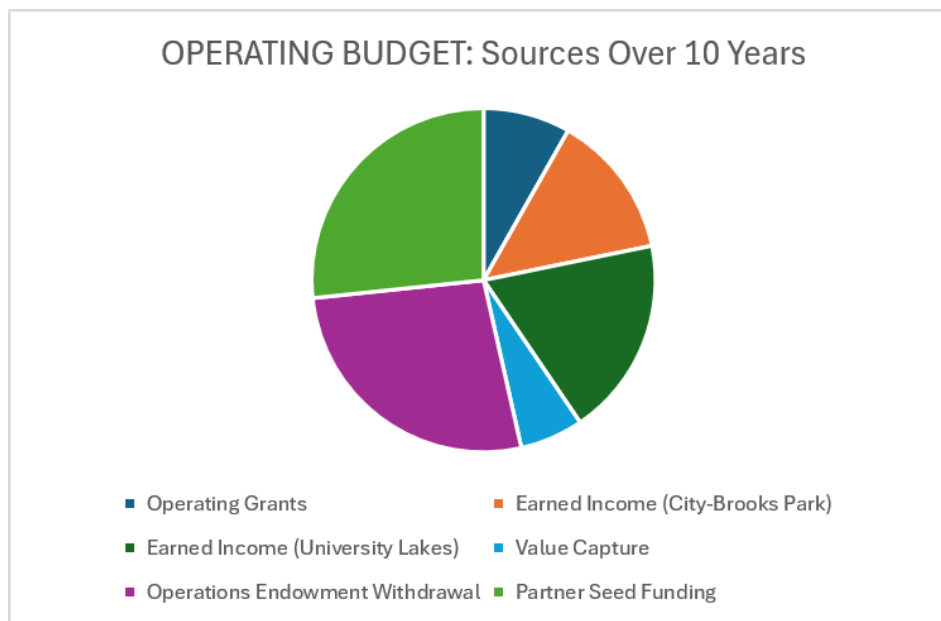
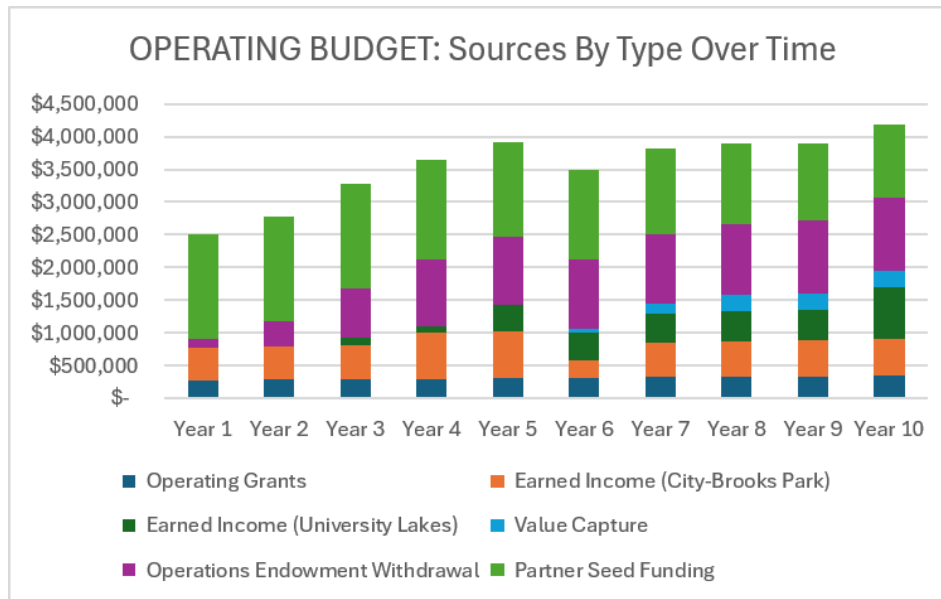
The below charts outline annual assumptions of funding sources by type. While these are based on assumptions these are supported by research of similar organizations and tracks along with historical spend by project partners. Following the first two charts is an overlap comparison of sources and use assumptions per year.





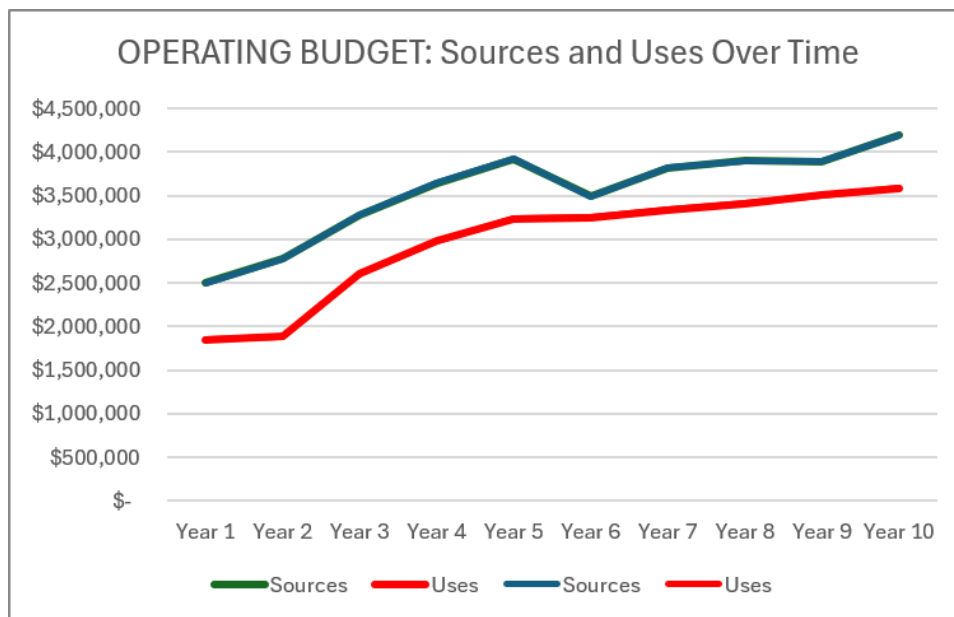
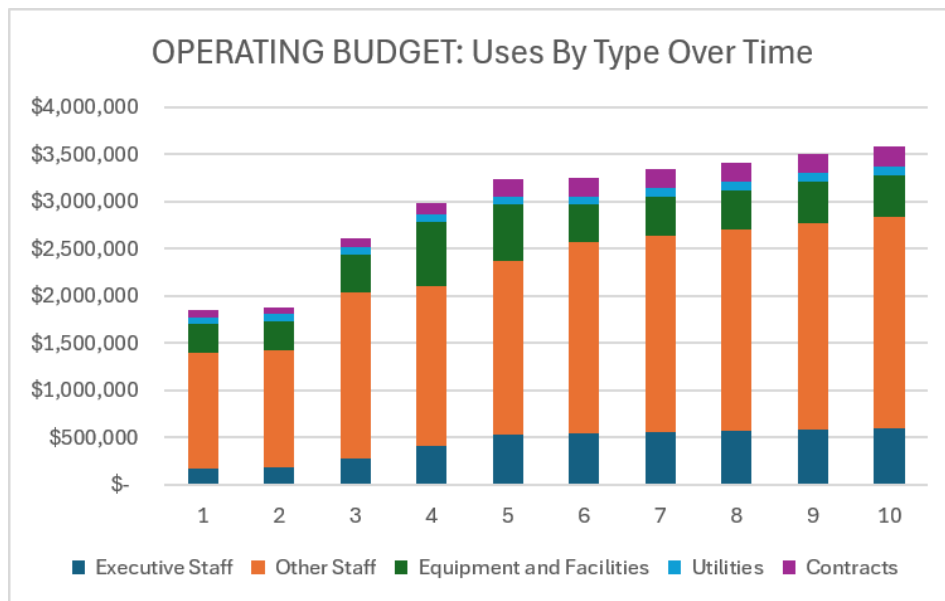
Estimates Breakdown of Operational Sources

The following chart demonstrates the projected growth of operational expenditures over time as well as the various sources that are assumed to support this growth. What can be seen clearly is that as costs increase over time the diversification of the sources increases.



Estimates Breakdown of Operational Uses

The following charts show assumptions of spend overtime and the cost related to specific categories of expenditures. From this chart your can see that the growth in administrative cost is relatively stable overtime with a majority of the budget being reserved for actual maintenance and programming cost. Additionally, the final chart demonstrates that based on the current assumptions, a conservancy operating as reocomended could actually generate an operating profit overtime and that that money could be pushed back into capitol expenses or it could be used to reduce tax-payer cost burden.



Appendix 7 - Phasing Schedule and Maps

Intent of this Appendix

This appendix contains a phasing map and schedule identifying capital projects across City-Brooks Park and the University Lakes system and sequencing them over a roughly twenty-year horizon. It gives structure to the Long-Term Planning and Capital Projects section of the memo, showing not only what is recommended but in what order and why. It is a planning recommendation, not a commitment; the Conservancy would maintain and revise this sequence through its rolling five-year capital improvement plan as funding and conditions change.

Overview

The map identifies project locations by phase; the schedule shows the corresponding timeframes. Miscellaneous program areas, bike and pedestrian amenities, and forebay maintenance are not shown on the map because they are not spatially specific.

City-Brooks Park projects follow the phasing logic of the City-Brooks Park Master Plan, which should be referred to for detail. University Lakes projects are scoped to avoid duplicating work already underway or funded; they add only what is needed to complete the system. Across both, the sequence reflects community priority, readiness, funding position, and dependency between projects — projects with existing momentum or that unlock later work are placed earlier. Descriptions of each phase follow.

Phase 1

Phase 1 includes projects that already have momentum, whether through community priority, parallel funding, or work already underway. Brooks-side improvements respond to consistent community requests, while the pool, recreation center, and related facilities are moving forward through parallel BREC projects, with funding and next steps already in motion.

The Dalrymple and Stanford shared-use paths are placed early because these two connections will dramatically improve safety. Wampold Park is already in concept design, with funding being pursued, and Corporation Canal improvements are tied to an awarded FEMA grant application.

Phase 2

This phase continues to focus on connectivity and improvements the community has consistently asked for. The Knock Knock Children's Museum improvements and the Dalrymple corridor are both important pieces of how people move through and experience the park.

The East Lakeshore and West Lakeshore shared-use path segments also move forward in this phase, completing the loop around the University Lakes.



Phase 3

This phase ties the University Lakes System closer to City-Brooks Park. City Park South and the waterfront park strengthen the connection between City-Brooks Park and City Park Lake. The Brooks farmers market follows BREC's acquisition of the needed property.

Work at the bird sanctuary is focused on programming and access — controlled entry, bird-watching infrastructure, and interpretation. Ecological restoration is already being addressed through the current landscape construction contract and is not duplicated here.

Phase 4

These are longer-term projects that fill out the master plan. Improvements around the Baton Rouge Gallery complete the larger vision for that part of the park (Please note, the Gallery's building expansion is a separate project with its own schedule and is expected to be completed well before this phase). The LSU node strengthens the park's relationship to the university.

Phase 5-6

The later phases pick up the remaining improvements, along with recurring major maintenance. Additional work at May Street focuses on programming, such as a fishing pier, to enhance the project already under construction.

The railroad bridge is shown in these later phases, but coordination with the railroad needs to start much earlier. These agreements can take a long time to negotiate, and waiting until the construction phase would create unnecessary schedule risk. Early coordination with the railroad should therefore be one of the Conservancy's early action items, regardless of when the bridge itself is built.



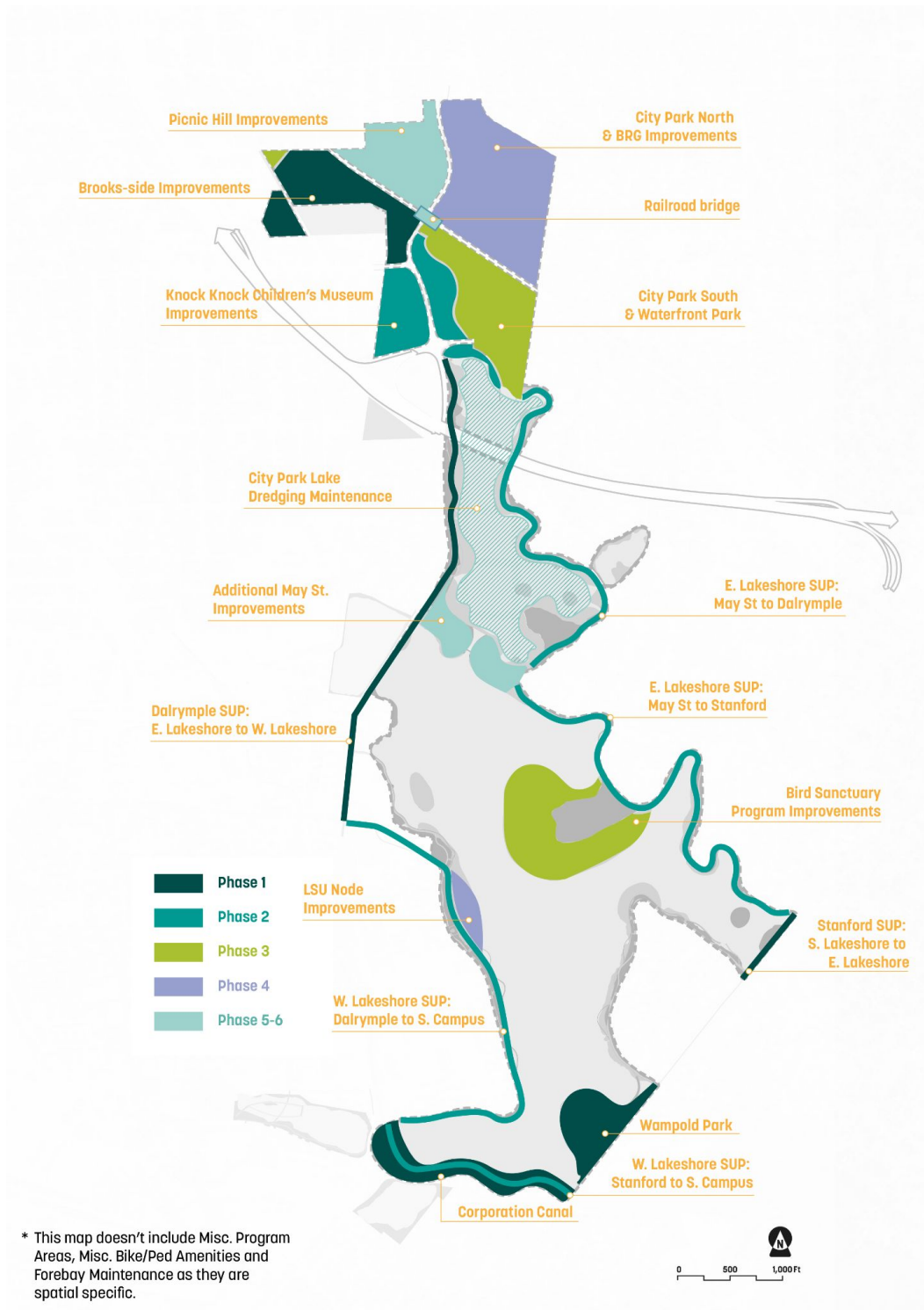


Figure 7.1: Phasing Map

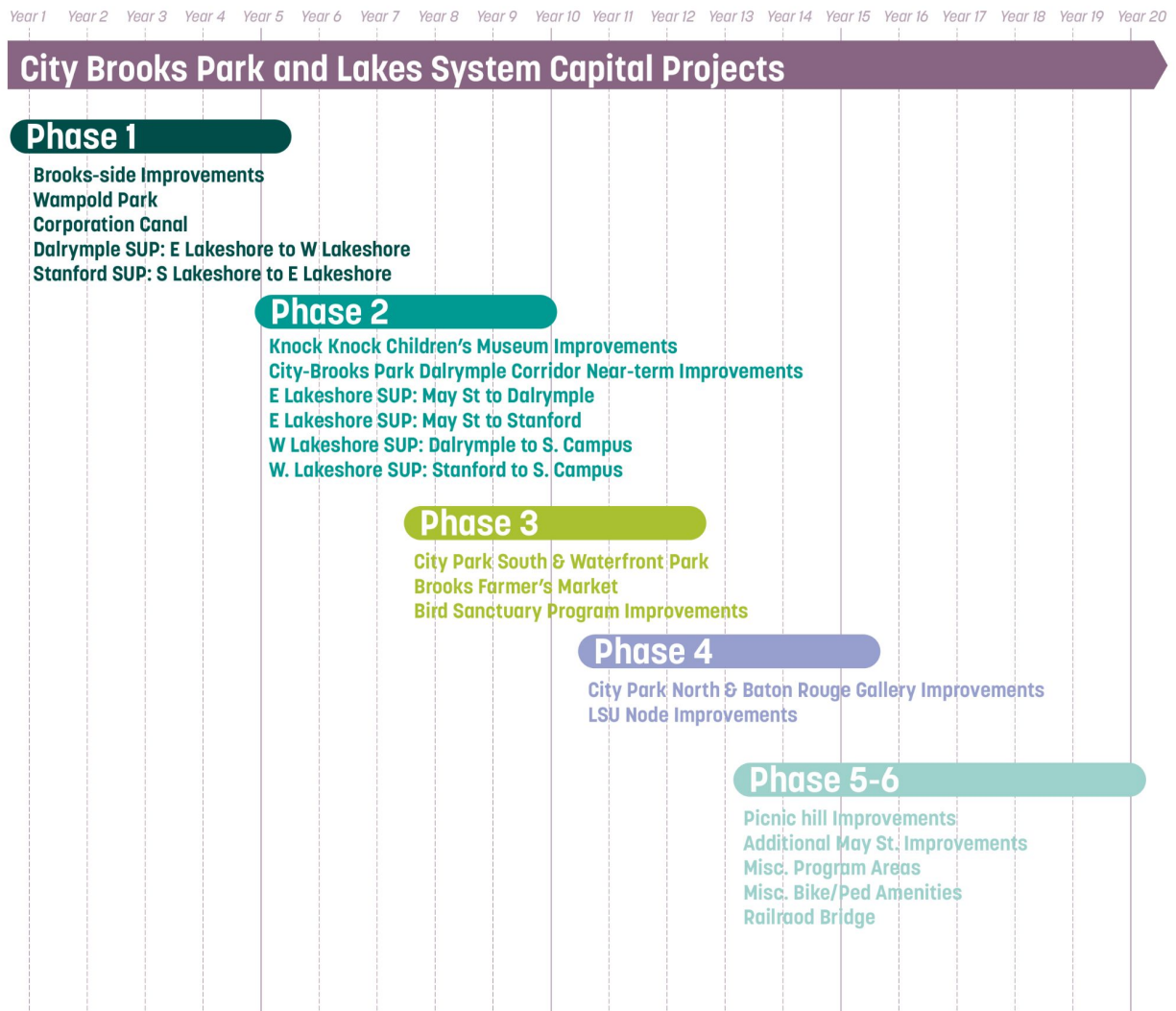


Figure 7.2: Phasing Timeline

Appendix 8 - Presentations, Case Studies and Other Supporting Documents

Intent of this Appendix

This appendix collects the presentations, case study research, and supporting materials developed over the course of the project. These documents reflect thinking at the time they were produced and may have been superseded by later work. The documents are delivered to BREC as part of the deliverable package; a list is provided here for reference.

To access all presentations, case studies, and other supporting documents, request a copy from BREC.

Presentation List

- Project Executive Summary Presentation (2026/09/24)
- 2025/12/18 Special Committee Presentation - Project Kickoff
- 2026/02/04 Special Committee Presentation - Governance Step 1&2 / Wampold Park Kick-off / City-Brooks Park Site Analysis
- 2026/03/13 Special Committee Presentation - Governance Step 1&2&3 / City-Brooks Park First Survey Summary & Initial Design Alternatives
- 2026/04/22 Special Committee Presentation - City-Brooks Park First Survey + Survey Extension Summary & Design Alternatives / Governance Step 3
- 2026/05/18 Special Committee Presentation - Governance recommendation discussion
- 2026/06/11 Public Meeting Presentation - City-Brooks Park Engagement Summary & Design Alternatives
- 2026/06/11 Public Meeting Boards
- 2026/06/29 Special Committee Presentation - Public Meeting & Vested Interest Groups Engagement Summary
- 2026/08/11 Special Committee Presentation - City-Brooks Park Preferred Design Direction / Wampold Park Preferred Concept / Draft Governance Memo
- 2026/09/17 Public Meeting Presentation
- 2026/09/17 Wampold Park Concept Design Presentation
- 2026/09/24 BREC Commission Meeting Presentation

Case Studies

- Compiled Project Case Studies PPT (prepared by TPL)



- Compiled Project Case Studies Database (prepared by TPL)

